# Council Budget Workshop

## July 28, 2014

DATE: July 28, 2014

TO: Mayor Balducci & Councilmembers

FROM: Brad Miyake, City Manager
Jan Hawn, Finance Director
Toni Rezab, Assistant Finance Director/City Budget Manager

SUBJECT: Budget Workshop

The objective of the Budget Workshop is to seek Council feedback regarding the operating and capital budgets prior to the preparation of the City Manager's Preliminary 2015-2016 Budget and 2015-2021 Capital Investment Plan (CIP) which will be delivered to Council in early October. In addition, staff is seeking feedback on the continuing conversation regarding "Beyond the Status Quo" Capital Investment Plan.

The purpose of this workshop is:

1. Provide Council with updated forecasts for both the Operating Funds and Capital Investment Plan;
2. Present the Results Teams' work for the 2015-2016 Operating Budget and the CIP LT Panel ranking for the 2015-2021 CIP, with a focus on connection to the Council vision to obtain Council feedback as the City Manager prepares his budget; and
3. Continue the discussion on the "beyond the status quo" capital investment strategy with a discussion on "strawman" proposals developed by staff in response to the June 30 Council Meeting, continuing to obtain feedback from Council on next steps.

The materials presented for this workshop comprise building blocks for the Preliminary Budget and CIP as well as the "strawman" proposals, and include whitepapers and/or reference materials as well as other materials to help inform the development of the Budget.

These materials reflect the budget process to date and should be considered a work-in-progress that will be revised over the next months.

# 1. Agenda- Book Content with Objectives

# Council Budget Workshop: July 28, 2014

1. Introduction/Agenda (5 minutes)

2. Budget Process/Calendar/and Public Engagement (5 minutes)
   ***Discussion Objective:*** *To review, remind, and answer questions regarding the budget process and current status.*
   - *a.* Process Overview and Calendar
   - *b.* Overview of Public Engagement
   - *c.* Public Testimony Notes
   - *d.* Leadership Forum Notes

3. Council Priorities (20 minutes)
   ***Discussion Objective****: To provide an overview of the budget development work thus far reflecting the Council Priorities.*
   - *a.* Matrix of 2-year Priorities compared to Recommended proposals
   - *b.* Copy of Council Vision and Priorities

4. Economic Update and Forecasts (20 to 30 minutes)
   ***Discussion Objective:*** *To provide current financial information to inform the development of the budget.*
   - *a.* Economic Update
   - *b.* 6-year General Fund Forecast
   - *c.* Utilities Funds Forecast
   - *d.* Development Services Fund Forecast
   - *e.* Parks Enterprise Fund Forecast

5. General Capital Investment Plan (45 minutes)
   ***Discussion Objective:*** *Provide the CIP LT Panel recommendation on the 2015-2021 CIP for Council feedback as the City Manager prepares his Preliminary Budget*
   - *a.* CIP LT Panel Recommendation
   - *b.* Spring Boulevard Vicinity Map
   - *c.* CIP Guiding Principles
   - *d.* CIP LT Panel "Waterfall" Ranking
   - *e.* 7-Year Cash Flow Modeling
   - *f.* 7-Year CIP Project Timing
   - *g.* Executive Summaries of CIP Proposals

6. Beyond the Status Quo – Capital Investment Plan (90 minutes)
   ***Discussion Objective:*** *Continue the discussion of the "beyond the status quo" capital investment strategy, incorporating a discussion of staff-developed "strawman" proposals in response to the June 30 Council discussion. Obtain feedback from Council on next steps.*
   - *a.* Strawman Proposals
   - *b.* Revenue Options – Summary
   - *c.* Revenue Options – Detail
   - *d.* June 9 Project List and March 24 Potential Projects List

7. CIP Reference Materials
    *a.* Property Tax Distribution 2011 to 2014
    *b.* Overview of Financing Options
    *c.* UTGO Election Timeline
    *d.* Debt Capacity 12/31/2013

8. Results Team Round 2 Ranking (120 minutes)
    ***Discussion Objective:*** *To present the current work of the Results Teams, and obtain Council feedback for the City Manager for consideration as he prepares the Preliminary Budget, with focus on connection to the Council vision. Is the level of investment that you intended when you set your priorities earlier this year correct? Are you comfortable with the tradeoffs between priorities and the base budget? If not, what changes would you like to see?*
    *a.* Responsive Government
    *b.* Safe Community
    *c.* Improved Mobility
    *d.* Healthy and Sustainable Environment
    *e.* Innovative Vibrant and Caring Community
    *f.* Quality Neighborhoods
    *g.* Economic Growth and Competiveness

9. Appendix
    *a.* Comprehensive Financial Policies

# 2. Process Overview, Calendar, Public Engagement

# 2015-2016 Process and Calendar – July 28, 2014

Starting with the development of the 2011-2012 Budget, the City has used a "budgeting for outcomes" (also known as "priorities of government") process called "Budget One" to develop the City's budget. The 2015-2016 and 2015-2021 CIP Budgets continue using Budget One to develop the City's budgets.

Budget One is a process that:

1) identifies the community's broad priorities, referred to as "Outcomes";
2) prioritizes services to meet those Outcomes; and
3) funds those services within available revenue.

Budget One puts the emphasis on community expectations for government services, not how the City is organized (departments). The process is designed to focus on results and priorities. The budget process shifts the emphasis from paying for costs to buying results. It puts identified community priorities first. Prior to Budget One, the City used a more traditional process of starting with a status quo budget and adjusting up or down based on projected revenue. The Budget One methodology is designed to emphasize accountability, innovation and partnerships.

**Budget One Process Milestones:**

The 2015-2016 Budget One Process (for both Operating and CIP) consists of:

| Milestone/Process Point | 2014 Month | Status |
|---|---|---|
| Budget Survey of citizens | Survey conducted in January; full report available late March | Completed |
| Council validates the seven identified community Outcomes that will frame 2015-2016 Budget, as well as the 2015-2021 Capital Investment Program (CIP) Plan. | February 3 | Completed |
| Neighborhood Leadership Gathering | February 27 | Completed |
| Staff Results Teams develop Cause and Effect Maps and Requests for Results (RFR's) for each Outcome. | February - March | Completed |
| City Council will provide policy direction and priorities during a Workshop for the development of the operating and CIP budgets. | 4-hour Budget Workshop | Completed |
| Service providers or proposal writers (which could be a cross-section of departments, work teams, partnerships, etc.) request funding from the Results Teams in alignment with the Outcomes. | April | Completed |
| First Public Hearing | May 19 | Completed |
| Results Teams rank or "buy" proposals; the buying process starts at the top of the list of ranked proposals and moves down the list, buying according to priority, until available funds are spent. | May to July | Completed, included in this budget workshop book |
| Second Public Hearing | July 7 | Completed |

| | | |
|---|---|---|
| This recommended list then goes to the Leadership Team for a comprehensive review across Outcomes. | July | In progress |
| A second Council Workshop is traditionally held to provide ongoing policy direction based on the Results Teams' rankings and to review a revised and updated comprehensive financial forecast that includes the effects of the June-June CPI Cost of Living Adjustment, etc. | July 28 | Tonight |
| Leadership Team recommends a budget to City Manager. | Early August | |
| The City Manager presents his proposed budget to the City Council. | October | |
| Third Public Hearing | November 19 | |
| Council reviews, deliberates, and adopts a final 2015-2016 Budget and 2015-2021 CIP. | October to December | |

The final budget, when adopted by Council, is reflective of identified priorities and efficient/effective service delivery.

# 2015-2016 Process and Calendar – July 28, 2014

## Budget One Outcome Areas

On February 3, Council approved using the same budget outcomes utilized in the last two budget cycles:

- **Safe Community** - focusing on maintaining a safe place to live, work and play.
- **Improved Mobility** - focusing on existing and future infrastructure, traffic flow, built environment and travel options.
- **Healthy and Sustainable Environment** - focusing on preserving natural spaces and providing a healthy environment, which supports healthy living for current and future generations.
- **Innovative, Vibrant, and Caring Community** - promoting community engagement and fostering diversity and creativity in City-provided services.
- **Quality Neighborhoods** - creating a "sense of community" by maintaining neighborhoods that support families and providing convenient access to day-to-day activities.
- **Economic Growth and Competiveness** –planning for growth that will add value to the quality of the City and create a competitive business environment that supports entrepreneurs and creates jobs.
- **Responsive Government -** fostering stewardship of financial and property interests, reflecting sound business practices, and ensuring deployment of programs that are necessary to deliver the highest priority services.

## Budget One Guiding Principles

In January, building on the 2013-2014 Budget One, the Leadership Team validated the overall guiding principles under which Budget One 2015-2016 would be developed.

Foremost is the Council's long-term policy that quality service programs will be offered by the City of Bellevue.

Other guiding principles included:

- a focus on services that deliver Outcomes important to the community and that are responsive and accessible to all;
- position Bellevue to realize opportunities and enhance the City's image;
- an examination of the entire budget, not just incremental changes from the last budget;
- a commitment to innovation, efficiency, and sound business practice;
- a focus on Citywide, not Department, priorities;
- a long-range strategic approach to an affordable and sustainable budget; and
- if expenditure reductions are necessary, service elimination is preferable to poor or marginal quality programs.

# Public Engagement

# 2015-2016 Budget One Public Engagement

## July 28, 2014

People interested in following and/or providing input for the development of the 2015-2016 Budget will have many opportunities to participate in the process between now and December, when the City Council will approve the budget, including:

**Budget 15/16 Website** is available at: **http://www.bellevuewa.gov/2015-16-Budget-Involvement.htm**

- The website provides links and contact information for anyone interested in further information.

**Statistically Valid Budget and Performance Surveys**

- **Budget Survey:**
  **http://www.bellevuewa.gov/pdf/Finance/2014_Budget_Survey_Final.pdf**
  In preparation for the new budget, the City conducts a budget survey each biennium. The survey is designed to provide a statistically valid tool to enhance the City's knowledge of residents' perceptions about the City and to better understand community priorities and expectations regarding City services. This survey has been conducted every other year since 1998.
- **Performance Survey:**
  **http://www.bellevuewa.gov/pdf/Finance/2014_Perf_Measures_Rpt.pdf**
  The methodology for the 2013 Performance Survey is the same as in the Budget Survey. Respondents were screened to ensure that they were a head of household in Bellevue who was 18 years or older.

**Neighborhood Leadership Gathering**

- On February 27, 2014 the Neighborhood Outreach team hosted a Neighborhood Leadership Gathering which assembled over 60 neighborhood leaders, invited to share their priorities for the City budget and their neighborhoods for the coming year. The full report can be found attached to this cover memo or at:
  **http://www.bellevuewa.gov/2015-16-Budget-Involvement.htm**

**Public Hearings** in May, July, and November

- The City Council holds three public hearings on the 2015-2016 budget to provide stakeholders multiple opportunities to officially comment on the operating and capital budgets. Two public hearings, one in May and the other in July, are held prior to the submission of the Preliminary Budget to the Council, and offer residents and other stakeholders the opportunity to let the Council know what issues are important to them. The third hearing, in November after the Council receives the Preliminary Budget, provides interested parties the chance to address new budget proposals and comment on significant budget issues.
- Summaries of the May and July public hearings can be found attached to this memo.

**Public comment** at all Council meetings

- The public is welcomed and encouraged to speak during public comment at all regular Council meetings. The Council agendas are posted on the Council website.

# 2015-2016 Budget One Public Engagement

## July 28, 2014

**Boards and Commissions:** **http://www.bellevuewa.gov/boards_commissions.htm**

- Five city boards and commissions provide input on the budget process.
  - Transportation Commission: provides funding recommendations on the Capital Investment Program (CIP) budget.
  - Environmental Services Commission: provides funding recommendations on both the operating and CIP budgets as well as rate recommendations.
  - Parks and Community Services Board: provides funding recommendations on the CIP budget.
  - Human Services Commission: provides funding recommendations on allocations to human services (City/CDBG) agencies.
  - Arts Commission: provides funding recommendations on arts acquisitions as well as allocations to arts groups.

**E-mail/Contact Councilmembers:** Council@bellevuewa.gov
Comments to the full Council may be emailed to the address above or submitted by phone to the Council Office at 452-452-7810 (to leave message).

**E-mail/Contact Finance:** FinanceDepartment@bellevuewa.gov

- **Presentations to Neighborhood Groups, Business Associations and Others**
  The Finance Department will give presentations about the budget upon request to any group. Please contact us (425-452-5281) or at the email above.

- **Information Provided Upon Request**
  Finally, the Finance Department responds to any communication received regarding the budget process. Please contact us (425-452-5281 or at the email above).

# Public Hearing Testimony
# July 28, 2014

**PUBLIC HEARINGS TESTIMONY** (paraphrased)

May 19, 2014 (source: adopted Council Meeting Minutes)

- Patrick Bannon, President of the Bellevue Downtown Association, expressed support for the Council's Vision and Strategic Target Areas document. He encouraged the Council to continue to support investments that provide opportunities for growth and economic health. He noted that economic activity on approximately two percent of the City's land area, the Downtown, generates roughly a quarter of the City's major tax revenues. Mr. Bannon said the BDA will look for a continued emphasis on transportation investments including strategic ways to improve roadway capacity, reduce congestion, and support a multimodal transportation network. Public safety and parks remain huge priorities for the Downtown and the overall community. Mr. Bannon encouraged the continued implementation of elements of the Downtown Transportation Plan and Downtown Livability Initiative. He asked the City to continue to make wise investments in civic events that elevate the City's cultural community and produce signature events. Mr. Bannon thanked the Council for its work.

- Pastor Brad Beeman said he lives on 49th Street SE, which has had a tremendous amount of police activity over the past week. He commended the professionalism of the Police Department and thanked the City for its assistance. Pastor Beeman said he serves a church on Newport Way near the library. He expressed concern regarding pedestrian and bicyclist safety along Newport Way. He said sidewalks are urgently needed.

- Reece Velton, a high school student, spoke to the need for completing the sidewalks along Newport Way to provide safe connections between the South Bellevue Community Center, Eastgate Park, United Methodist Church, the library, and neighborhood schools. He said no one feels safe walking along the road. He has observed mothers walking their children single file because there is no room even for preschoolers to walk two abreast.

- Vicki Heck expressed support for building a connecting sidewalk along Newport Way. She works at the Newport Way library and lives just one mile from there. However, she does not walk because there is not a safe walking route. Ms. Heck noted neighbors in the audience and asked the Council to make the Newport Way sidewalk project the highest priority in upcoming budget decisions. She observed that the project falls within all or most of the City's seven Budget One outcomes. She thanked the Council for listening to residents.

# Public Hearing Testimony
# July 28, 2014

July 7, 2014 (source: draft Council Meeting Minutes; will be updated in the Preliminary Budget Document to reflect the adopted Council Meeting Minutes):

Members of the East Bellevue Community Council provided testimony on a variety of projects and issues:

- Bill Capron, East Bellevue Community Council (EBCC) Chair, commented on three capital priorities for East Bellevue.
    - The first is a sidewalk and bike lanes project on SE 16th Street between 148th and 156th Avenues. He noted he walked through the area earlier in the day. On the south side of the street, there is a sidewalk that does not go all the way through. On the north side of the street, there is a sidewalk that includes a paved pathway which is not very well maintained and contains blackberry bushes and trip hazards. Mr. Capron said the Community Council does not support the proposed SE 16th Street improvements and does not believe there is much community support for the project as well. However, the existing sidewalks and pathway could certainly use some maintenance. In addition Mr. Capron noted that Puget Sound Energy has proposed SE 16th Street as a power line route. Mr. Capron said the Community Council feels it would not be good for the City to complete sidewalk improvements and then have PSE come in and put a power line project through there. At the very least, if the projects occur, PSE and the City should work together to coordinate the work. Mr. Capron reiterated the need for sidewalk maintenance on SE 16th Street. He also said the 148th Avenue SE corridor is well maintained with grass and landscaping.

    - The second project noted by Mr. Capron is the 148th Avenue traffic light project, which includes lights at SE 8th Street, Main Street, and NE 8th Street. This project was at one time considered a high priority, safety related project. When the bids were opened the costs were over the engineer's estimate by an uncomfortable amount. Mr. Capron observed that, since then, the project has been downgraded from safety related to maintenance. He disagrees with that and believes it is still safety related. He said the project has not changed and the safety has not changed. If the project is to be complete as maintenance, the Community Council would like to see a schedule for the work and would like it to be completed in a timely manner. The Community Council supports the project and would like to have the traffic signals.

    - Mr. Capron said the third project of concern is sidewalk maintenance within the EBCC's boundary. Many, if not most, of the sidewalks are at or past their useful life. The Community Council would like to see funding to repair and properly maintain sidewalks.

- Steve Kasner, East Bellevue Community Councilmember, said a section of Lake Hills Boulevard between 148th and 140th Avenues has been partially maintained and was never completed. Citizens have attended EBCC meetings to ask about the status of that project. He noted that PW-19 is the major CIP traffic maintenance item. He would like to see proposed funds and potentially additional funds dedicated to solve this problem elsewhere throughout Bellevue, including the Newport Hills sidewalk project.

  Mr. Kasner noted that many subcontractors operate within Bellevue for the overlay program, which results in an inconsistent quality of paving and is a real problem. While potholes are well maintained, he observed that City streets do not look as well as they did 10 years ago.

Members of the city's Transportation Commission also offered testimony:

- Vic Bishop, Transportation Commissioner, requested Council support of the Bellevue Transit Master Plan. He said this has been a lengthy planning and public engagement process that began in July 2012. He noted that certain individuals have concerns about the evaluation of the transit running way projects (e.g., conversions to or new HOV lanes) particularly in the Downtown. He said these are all based on 2030 projected ridership and a certain level of transit funding. However, transit funding is currently decreasing.

  Mr. Bishop said the ridership estimates in the Transit Master Plan are based on the BKR (Bellevue-Kirkland-Redmond) model, which is based on the Puget Sound Regional Council (PSRC) model. Many variables go into travel forecasting, and the critical one for transit is parking rates in the areas expected to have high-density development. Bus ridership has been shown to be very sensitive to parking rates, and the transit running way projects are based on high transit ridership.

  Mr. Bishop said all of the running way projects are concepts, and every concept must be assessed through an individual operational analysis before it becomes a CIP project and is funded. His red flag is that when operational studies of transit running projects are conducted, careful consideration should be given to realistic bus ridership and funding levels.

  Commissioner Bishop opined that the Bellevue College project (L-27) can be justified on the current transit ridership without waiting for projections. Mr. Bishop said the project should be part of the City's 2015-2016 funding window.

- Scott Lampe, Transportation Commissioner, commended staff on their work on the Transit Master Plan and recommended Council approval. The plan appropriately focuses on frequent transit service to heavy demand areas including the Downtown, Crossroads,

Factoria, and Eastgate/Bellevue College. The plan provides a new metric of person throughput to measure the effectiveness rather than relying solely on perhaps more arbitrary transportation mode split targets and level of service guidelines that have been used in the past.

Mr. Lampe said the framework used for the plan provides a basis for engaging with other Eastside communities including Kirkland, Redmond, Issaquah to influence regional decisions on how to best deploy the entire Eastside's resources to provide an optimal, multi-modal transportation system. The plan forecasts continued strong growth in transit usage. Over the past 10 years, Bellevue has experienced 133 percent growth in transit usage.

Mr. Lampe said the Transportation Commission will remain vigilant to ensure that future transit ridership forecasts are reasonable. He reiterated his support for the Bellevue Transit Master Plan.

Public Hearing testimony:

- Vic Bishop, representing West Lake Sammamish Association, presented a petition from residents interested in completing improvements to the parkway. As of noon July 7, 106 residents have signed the petition. Requested funding design money for Phase 2 in 2015-2021 CIP Plan. He also noted that the Cascade Bicycle Club, representing 16,000 members, supported sidewalks and bike lanes from SE Allen Road to 150th Ave SE.

- Barbara Spindell thanked Mayor and Council for opportunity to participate in budget hearing. Said she first addressed Council on Dec 3, 2012 about need for sidewalks along Newport Way. She noted the attendees in audience in support of the sidewalk project. She listed others who support/endorse the project - three school PTAs, Somerset Community Association, others, Aldersgate Church, Bellevue Library Board, FeetFirst, etc.

- Randall Brown, a Somerset resident and block captain, read an endorsement for Newport Way sidewalk project and roadway improvements from Cascade Bicycle Club.

- Diana Thompson, representing the Bellevue Network on Aging, encouraged the Council to consider looping technology for hearing assistance in City facilities. She understands that staff is researching the issue. She said looping has been used for some time in England and Scandinavia, and its use is expanding in the United States. She noted Seattle looped facilities, as well as City Council chambers around the country that have been looped. She asked Council to include funds in the budget to implement looping.

# Public Hearing Testimony
# July 28, 2014

- Kate Johnston said she is profoundly hard of hearing and the mother of a 21-year-old son with autism. She described her son's involvement in Bellevue Youth Theater and their enjoyment of going to theater performances. She said the FM devices provided at City facilities do not generally work and have lots of static.

- Linda Pawson, associated with the Bellevue Arts Museum, spoke about the effectiveness of looping technology for the hearing impaired. She said the museum's Operations Manager, Chris Degrazia, would be able to provide more information.

- Cheri Perazzoli, spoke on behalf of the Hearing Loss Association of WA. She noted there are a number of listening devices with varying levels of effectiveness and ease of use. She advocated for the universal adoption of looping technology in public buildings as the most effective hearing-assistive systems.

- Patrick Bannon, BDA, said the Downtown Transportation Plan and Downtown Livability Initiative have a number of issues, including the shared objective of providing sufficient parking in Old Bellevue. Looks forward to July 28 budget workshop.

- Chris Jordan, spoke earlier, commented on potential Bellevue Way HOV project that includes adding sidewalk along west side of Bellevue Way. Opposed to sidewalk and noted there is one on east side.

- Steve Kasner said Neighborhood Outreach staff is doing a great job of working with residents of the Downtown and other areas with strong neighborhood associations. However, many residents are not represented by neighborhood associations. He encouraged further outreach to enhance citizen involvement. He spoke in favor of the artwork-wrapped utilities boxes around town that have appeared to prevented graffiti on those objects.

- Dallas Evans, co-chair of the Parks and Community Services Commission, lives on West Lake Sammamish Parkway, said he appreciates the improvements completed to date, including the separation of the pedestrian walkway from traffic. Requested funding for Phase 2, which he opined is more straightforward than subsequent phases. Phase 1 was great addition and changed his mind about the overall project.

- Margaret Nichol talked about proposed HOV lane on Bellevue Way SE. Residents have all along thought lane would come up to the "Y" Intersection of Bellevue Way and 112th Avenue SE. However, the plan now shows it going to almost SE 16th Street. Concerned about loss of Triangle pool facility. Noted lack of communication with neighborhood.

- Barb Lyle is also concerned about Bellevue Way SE HOV lane. Believes decisions are being made perhaps by those who will not be affected by project.

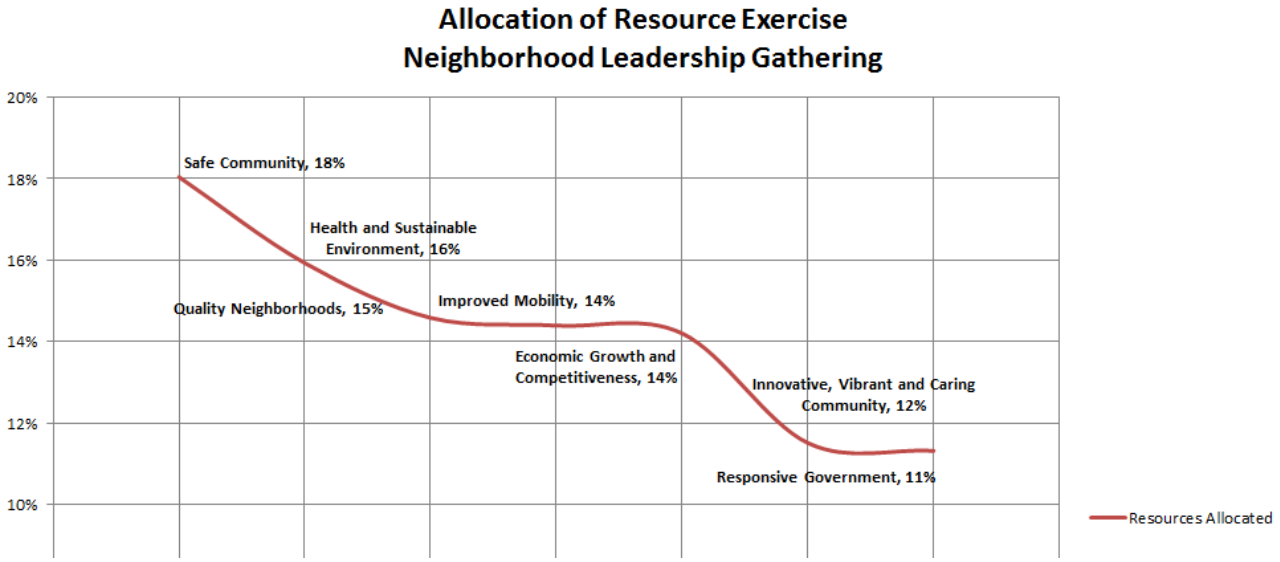
City of Bellevue

**Neighborhood Leadership Gathering**
**Meeting Summary**
**March 3, 2014**

On February 27, the Neighborhood Outreach team hosted a Neighborhood Leadership Gathering which assembled over 60 neighborhood leaders, invited to share their priorities for the City budget and their neighborhoods for the coming year. There was great representation from neighborhoods across Bellevue, the East Bellevue Community Council, established neighborhood associations and newly formed neighborhood associations. Finance Director Jan Hawn and Assistant Finance Director Toni Rezab presented an overview of Bellevue's Budget One process. The Neighborhood Leadership Gathering had a three-fold purpose: to introduce our neighborhood leaders to the Budget One process and solicit their input on budget priorities, to obtain a better assessment of where our neighborhood leaders will invest their time in the coming year, and to provide information on upcoming Outreach programs, classes and events.

Bellevue's Budget One process obtains results in seven different outcome areas. Neighborhood leaders were provided ten dots (each one representing 10 percent of their total budget) and asked to distribute them to the outcome areas where they wish to allocate the resources. The outcome areas included Safe Community, Improved Mobility, Healthy and Sustainable Environment, Innovative, Vibrant and Caring Community, Quality Neighborhoods, Responsive Government and Economic Growth and Competitiveness. The distribution of dots indicated that neighborhood leaders allocated their resources in the following areas:

18% 94 dots, Safe Community
16% 83 dots, Healthy and Sustainable Environment
15% 76 dots, Quality Neighborhoods
14% 75 dots, Improved Mobility
14% 74 dots, Economic Growth and Competitiveness
12% 60 dots, Innovative, Vibrant and Caring Community
11% 59 dots, Responsive Government



During this gathering, neighborhood leaders also shared their priorities and concerns. There was a general discussion about the importance of "Responsive Government" – and although it ranked lower in the budget exercise, it was underscored that it does not reflect its relative importance to neighborhood leaders. Neighborhood leaders stressed their appreciation of the high level of city responsiveness to their concerns and the need for improvement by city staff to respond to neighborhood concerns.

The general discussion covered a range of topics, including improving neighborhood walkability, concern about water pollution and run-off, and a need for a Bellevue Fire Station for Downtown. There was concern that the data collected through the All City Survey (used to inform the budgeting process) better reflect the socio-economic diversity of Bellevue and neighborhood representation in the sample size. Neighborhood leaders appreciated the budget presentation by Finance Director Jan Hawn and Assistant Finance Director, Toni Rezab and the ability to contribute their input to the Budget Process. Submitted written comments (see Attachment #1) highlight budget priorities from neighborhood leaders.

The remainder of the Leadership Gathering focused on identifying the top priorities and issues that neighborhood leaders will be working on in the coming year. Submitted written priorities are attached (see Attachment #2). Neighborhood leaders were asked to submit an annual Neighborhood Association registration form to assist the City in knowing their boundaries and current contact information. Announcements highlighted opportunities for neighborhood groups to participate in upcoming classes, connecting to the Planning Commission's work on the Comprehensive Plan, and Neighborhood Outreach programs like Neighborhood Match and Neighbor Link. As a result of this meeting there were:

**8** Requests for information on Neighbor Link activities
**12** Requests for information on Neighborhood Match projects
**14** Requests for information on Neighborhood Association Organizing
**10** Requests for information on Bellevue Essentials

**Attachment #1**
**Budget Priorities: Submitted Comments**
**Neighborhood Leadership Gathering**
**February 27, 2014**

***"What are your priorities that the City should consider when preparing the budget?"***

## *Safe Community*

- Downtown Fire Station
- Coordinate "Noisy Services Day" to 2-3-Day per week (i.e. Blowers, mowers, edger, cleaners, saws, road work, etc.)
- Please stop eliminating jobs. You can't say Public Safety is important while cutting police and fire positions.
- Crime prevention/safety/united neighborhoods
- Neighborhood – training for homeowners, for security
- Security in neighborhoods (burglaries, speeding cars…)
- Increase police-citizen effort /cooperation to improve neighborhood safety and security.
- Efficiency. When someone calls 9-1-1 with medical emergency, up to 3 fire trucks and ambulance show up. Why?? Our neighbors were burglarized and they waited for over 1 hour for a single police car to show up. Seems disproportionate.
- Security
- Safety; police, fire
- Downtown fire station
- More police car/bike patrols during the day in neighborhoods
- Always police and fire
- Public Safety
- Greater police presence in neighborhoods – too many speeders!
- Security patrols
- Neighborhood safety
- Neighborhood safety
    - Improve police response time
- Fire and police – we need a downtown fire station including a 3rd ladder truck. We need more manpower on the BPD to deal with crime – solving crime.

## *Healthy and Sustainable Environment*

- "Keep Ashwood Park Green"
- Cost of water and King County Waste
- Clean water
- That all city purchases be for sustainable goods and services. Have products ranked by level of sustainability For Bellevue government to buy unsustainable products is like the bank guard robbing the bank.
- Maintain the quality of water and water infrastructure system
- Dredge Meydenbauer Bay
- Clean out ravines of invasive growth (security)
- Continue water and lines upgrades to Lake Heights
- Maintain green spaces to be accessible to all.
- Keep grass/weeds growing in public areas of Lake Heights – I'm lucky to get one cutting per year.
- Limit house footprints to sustain tree canopy
- Water run-off is polluting our waterways – need to develop rain garden expertise
- Stop wasting water on lawns - Except for sports areas

## *Quality Neighborhoods*

- Walkable neighborhoods
- Community gathering places
- Community center in downtown Bellevue, by library with pool
- If the City wants to build a community center Downtown, choose a location other than Ashwood Park. Open green space is very scarce Downtown, and we need to keep what we have in order to support a healthy lifestyle in our densely populated area.
- Open up SW corner of NE 4th St./Bellevue Way to create community gathering area, possibly permanent ice skating rink, so we don't lose pond 3 months per year – provides area close to shopping and Bellevue Collection; keep it close to Snowflake Lane, shopping, etc.
- Our city is growing in diversity and it is very important for our community to build trust and relations. In order for our community to build relations and bridge the linguistic and cultural gap, we need to increase funding for the outreach program that made it possible for Cultural Conversations to merge and transform our community! Lack of this funding will increase fear and isolation in our growing diverse community.
- Creation of community gathering spaces – indoor and outdoor, in each neighborhood (events, meetings, rental)
- Re-work the permitting process for neighborhoods when they hold events. Right now, the permitting process is costly, confusing (departments give citizens the runaround) and actually inhibit neighborhood gathering. Neighborhood gatherings are not Symetra Family 4th or the Strawberry Festival' don't make us go through that process.
- Improve enforcement of "monster house" regulations.
- City codes - Don't allow "monster houses" to destroy views, property values, quality of life.
- Community Centers or Teen Center - make one in Newport Hills old Red Apple
- Clean around neighborhoods and within, improve entrances and mobility (lighting in neighborhoods)
- Eliminate graffiti
- Support the neighborhoods around Bellevue College and the impacts in housing and character immediately adjacent to the college.
- Community gathering place and activities
- Preservation of safe, quality, single family neighborhoods are the highest priority
- Vision – for example we now have apartments and condos that have gone up, will be built and we have no community center for the central city
- Establishing more regulations on rental housing to make owners more accountable to laws, appearance, behaviors
- Enabling more proactive power to Code Compliance in dealing (or discovery of) unacceptable home appearances
- View enhancement to protect property values. Right of way of overgrown trees.
- Bellevue "third place" park development at Bellevue Way and 20th N.
- "Northtowne Signs" at Bellevue/Northtowne Entry points
- Neighborhood pride results in increased awareness and participation by residents in programs (and leadership). Let's focus on this fundamental goal. Improvements like sidewalks, underground power, safety, helping hand programs, signage, street sweeping, rain collection all increase pride.
- A community center next to the library, with a pool, make them one start and a connection to the library.
- Sell the N. Bellevue Community Center; it is a block from Redmond and attended by 30% of Redmond citizens

## *Improved Mobility*

- Underground parking garage at NE corner of NE 1st St. and 102nd Ave. NE, under current parking lot – need more parking!!!
- Reduce speed to 15mph on NE 1st St., between 100th and 102nd Ave. NE and add speed bump at crosswalk to stop racing and speeding...it's bad
- We would like the city to solve the over flow parking issue at Robinswood Tennis Center that leads to a lot of parking on 153rd Ave. SE.
- The Robinswood Community wants speed bumps in our neighborhood!!!
- Smart Transit – Current transit is a disincentive. Takes about 45 minutes to an hour to get from 172nd Ave. and NE 8th St. to downtown. Frequency is poor. Have to pay 2 fares to get into Seattle because we have 2 systems (Bellevue Transit & Sound Transit). It's cheaper to drive to Seattle early, get early bird fare for parking
- Improve mobility, repair and install sidewalks and continue to install bicycle lanes. Please consider continuing the contiguous bicycle and pedestrian corridors. Fix integrity of arterial and neighborhood roads. The intersection at Eastgate Way and 156th, the potholes are atrocious. Really bad. I'd like a little more lighting along trails, too.
- The loss of bus services throughout residence areas causes more to take to the car which impacts mobility.
- Walkable neighborhoods
- Sidewalks
- Mass transit
- Sidewalk on North side of SE 24 between 145th and 148 (Hidden Village Apts)
- Improved paving, roads, sidewalks throughout the East Bellevue community
- Traffic flow – light sink
- Traffic flow – lessen the gridlocks that occur
- Flashing lights at the crosswalks in front of Sammamish High
- Traffic must be reduced. Study impact of city busses that stop cars and backup traffic
- Improve downtown city traffic flow
- Develop city's section of the rail line for biking/walking
- Preservation and expansion for auto-mobility would be next.
- Walkable neighborhoods
- 108th Ave. developed as a "skinny street" from 12th to 24th
- Re-engineering of street traffic situation at 112th, 24th and "New" Hidden Valley Park!
- Traffic improvement
- Safe and healthy pedestrian walkways
- 112th and 24th intersection
- Less traffic – more, easier public transportation
- Sidewalks, speed bumps, speed radars
- Traffic
- Transportation – help us get out of our cars – need bus/bike/ride share – congestion is unacceptable
- Pursue the West Lake Sammamish Parkway restoration project (next phases now that phase 1 is complete).
- Increased street side maintenance (brush cutting, tree trimming, etc. ) currently several Woodridge/Norwood/ 123rd Ave. areas are only 1 x/year. Would like 3x per year.
- I would like to see consideration of the <u>disproportion</u> of city funds allocated to the downtown core versus the rest of the city. Example is the investment in the quality of downtown roads versus the shabby condition in the outer residential neighborhoods.
- Gondolas to get people moving around the city. Gondolas for center city, hospital, Sound Transit stations
- Covered waiting stations with seats for the busses

## *Economic Growth and Competitiveness*

- Support local business
- Entire streets get paved, then cut up and dug up to bury something just after it's done; how about some coordination??
- City wide broadband coverage to attract and maintain businesses to Bellevue
- Plan to put underground current above ground power lines – much of the city looks like "India" on eastside in particular
- More low income housing.
- Rainy day reserves
- Reliable power – city should increase oversight of PSE
- Get another cable provider- competition would be great!
- 10-20 year plan to bury all overhead wires.
- Density of housing and services
- City hall vending machines should accept credit cards
- Improve Newport Hills business district
- Business development in Newport Hills
- Affordable housing
- Affordable housing

## *Innovative, Vibrant and Caring Community*

- Continue park development
- Downtown green spaces maintained and Ashwood Park specifically improved with benches, tables, adult and child oriented activities, trees, walking path around the perimeter
- Maintain the high quality of our parks
- The creation of a vibrant community is going to have to deal with the challenges of diversity from many Asian cultures.
- Quality and diversity of our Parks; adds to the environmental quality and to the neighborhood quality at the same time. Keep existing area parks – do not allow a concrete jungle.
- Parks – including fields
- Robinswood Park bathrooms at play area
- Aquatic Center improvement – 50 meter pool
- More $ to animal control @ COB parks!!
- Preserve green space
- Help our children – hunger, housing, before/after school care
- Encourage food saving – sharing in neighborhoods and in public places

## *Responsive Government*

- When people cannot speak English well, it is hard to hear voices of those who are isolated. Please remember to focus on newcomers. They are in Bellevue, too.
- Local neighborhood data gathering appears to be useless
- Review of budget for waste, projects that are not necessary
- Code compliance, plus setting codes to keep neighborhoods clean, safe, attractive
- Waste. If the city has a waste prevention office reviewing city contracting, a lot of money could be saved to spend on needed projects. I have seen hundreds of thousands of $$ spent on hiring out of town consultants to study issues, that could be better studied by Bellevue citizens committees for free.
- Clear directions on subdividing properties and what happens when zoning changes take effect.

- Code enforcement needs appropriate staffing and resources to stop the building/remodeling without permits and to enforce the emergency ordinance limiting # of unrelated renters.
- Looking into other states/countries to see what innovative things they might be doing successfully executing
- We need a proper sampling by neighborhood to determine priorities for that neighborhood.
    - Lower economic neighborhoods tend not to answer/have access
    - Younger people do not answer phones
    - Older people do not feel heard - so they blow it off
- Better sampling of the surveying when determining the budget.

*Feb 27, 2014*

*To the City of Bellevue,*

*I am a member of the cultural conversations women's group sponsored by the City of Bellevue. This is a diverse group of women who are from all over the world making a connection in the group, discussing the various cultures represented and continuing to build on our friendships outside of our group meetings once a month. It is very important to all of us to be included in the city's budget so we can continue to meet and add new people. We meet a need for women to connect and make friends especially when new to Bellevue.*

*Thank you for all the good work you do for our community and beyond.*

*Sincerely,*

*Jane G York*

**Attachment #2**
**Neighborhood Priorities: Submitted Comments**
**Neighborhood Leadership Gathering**
**February 27, 2014**

***"What are the top priorities/issues you want to see addressed in your neighborhood?"***

## *Neighborhood Safety*

- Safety/Crime Prevention
- Safety – I'm in NH Townhomes and we are receiving car prowls every month.
- Block watch organization, 100% participation, door to door
- Police and citizen joint efforts for neighborhood security
- Increased traffic law enforcement
- Clean out ravines – invasive growth allows robbers to hide and get away. (B of A robbed in Newport Hills 3X and closed)
- Safety from break-ins.
- Burglaries of homes
- Safety, crime, speeding cars
- Safe & Healthy pedestrian walkways

## *Building Community*

- Programming/events at community third places (park, businesses, swim club, school, churches) that will bring neighbors together
- More connections in bridging cultural gaps in our growing diverse community!
- Next Door coordination
- Getting the Lake Hills Neighborhood Assoc. back into business!
- We are still trying to engage other cultures who appear introverted. Won't answer the door, telephone, drive in and out of the garage.
- Diversity in our community – getting people involved!
- Bellevue should <u>not</u> organize neighborhoods – it's the fox guarding the henhouse

## *Neighborhood Improvement*

- Tyler Property Park! Basic upgrades to create community gathering space
- Ashwood Park developed with permanent activities, benches, tables, shade trees, walking path, etc.
- Bellevue Way @ 20th as "third place"
- Park development @ Bellevue Wy. & 20th St.
- Community gathering places and activities (Newport Hills)

## *Neighborhood Character & Identity*

- Identification of our neighborhood with a community sign on the south access to the neighborhood
- Vibrancy – Our shopping center is limping along; more engagement, including a "City Center" with an information kiosk and a banner pole to install announcements would be wonderful.
- Separating West Bellevue Community Club into 3 separate neighborhoods

- Neighborhood visibility within the context of the city, adjacent neighborhoods, shopping/commercial areas.
- "Northtowne signs" at multiple Bellevue/Northtowne entry points

## *Neighborhood Transportation Concerns*

- Less Traffic on 128th St. SE between 32nd St., to Woodridge Elementary School.
- Reduce speed on NE 1st St., between NE 100th and 102ne, Ave. NE and add speed bump – racing occurs on this road weekly!
- Robinswood Tennis Center overflow problem on 153rd Ave. SE. There are 10-20 cars parked every day from 9 – 3.
- Speeding issues through Robinswood from cars by passing 5-way stop on 156th.
- Improved transit
- Traffic – we are now working with the transportation department
- NE 24th, 112th, Hidden Valley severe traffic engineering mash-up
- 108th Ave. developed as "skinny street" from 12th to 24th
- Lake Hills; sidewalks and walkability
- Paving
- Sidewalk on S. Side of Hidden Village Apartments SE 24th
- Complete sidewalks
- Gentle speed bump on SE 145(people looking for Bellevue College realize they are lost and race to get back to the intersection)
- One of our top priorities for Somerset west 130th Ave. SE (from Newport Way South to about 50th Ave. SE) is the completion of the sidewalk along 130th. We also feel very strong that our neighborhood retain our R5 zoning south of Newport Way.
- 112th and 24th intersection reworked
- Traffic – the line-up on Lakemont Blvd. after 4:30 p.m.; Sometimes a mile long line up at the stop sign at Lakemont & 164th.
- Sammamish Parkway restoration project.

## *Advocacy*

- Changing permitting process to make neighborhood gatherings easier to organize
- "Keep Ashwood Park Green" Open green space is a vital part of healthy living in our downtown neighborhood.
- Coordinate noise to be 3 days or 2 days per week (i.e. leaf blowing, lawn mowing, leaf mulching, garbage, street cleaning, carpet cleaning trucks, road work, etc. )
- Budget transparency
- We need more benefits from city revenue dollars. By making sustainable purchases you greatly expand your dollar impact.
- Enforcing ordinances; like "Spiritwood" emergency ordinance
- Code Compliance; re: density and boarding houses – code compliance should not be only by complaint.
- Regulations and control of rental homes; single room rentals
- Increased powers in code compliance to act without waiting for complaints
- Regulate rental housing. Have a registration making renters part of public records, just as homeowners are.

- Keep single family neighborhoods intact. Eliminate single room rentals. Revert to boarding house rules; off street parking, etc
- Continue water and connectivity upgrades to Lake Heights
- Business development in Newport Hills
- Improve business district of Newport Hills
- Upkeep of City public areas – weeds
- Limit house footprints so tree canopy can be retained
- Our neighborhood is affected by all of these: Eastside Rail Corridor, PSE Transmission lines, I-405 expansion and Sound Transit high speed rail or Bus rapid transit and that is the Lake Lanes Neighborhood. We exist from the Seahawks facility in Renton, North through King County on Ripley and the Lake Lanes in Bellevue of Hazelwood, Pleasure Point, Lakehurst, Bagley Lanes and Lake Wa Blvd South. This is a LOT of public good to expect one neighborhood to take on.
- Stop wasting years of staff time on planning initiatives for our neighborhoods that staff has already predetermined the outcomes on. You not only waste our taxes, but waste our time and lives. Retrain staff!
- Eliminate staff pensions – they can do 401K's like normal people. That will reduce our taxes and put the $ into real services.

# 3. Council Priorities

# Recommendations
# Compared to City Council 2-year Priorities
# July 28, 2014

In May 2014, the Council adopted its "Bellevue City Council Vision" and "2-Year Priorities". Departments developed budget proposals responding to the priorities, either within existing resources or by suggesting enhanced or new programs. The Council vision, as further developed in the budget proposals, formed the basis for many of the recommendations being presented by the Results Teams. The purpose of the table below is to assist in overlaying the Council Priorities with the work of the Result Teams.

## Economic Development

| | City Council Priority | Recommendation from either the Operating RT or the CIP LT | Location in Book |
|---|---|---|---|
| 1 | Complete the economic development plan and begin implementing the plan (with appropriate and adequate resources)<br>• Attract companies to establish local offices in Bellevue<br>• Develop the Bellevue brand and create a marketing brochure for investment in the City<br>• Create an incubator environment; develop affordable and flexible workspace for entrepreneurial businesses<br>• Integrate our infrastructure planning with an economic development focus (our main departments should work collaboratively with an economic development focus)<br>• Promote tourism | RT Recommended | **Outcome: Economic Growth and Competiveness**<br>New:<br>• 115.16NA -- Economic Development Strategy |
| 2 | Develop an educational institution such as an R&D Center for local and international talents and businesses | RT Recommended | **Outcome: Economic Growth and Competiveness**<br>Existing:<br>• 115.15NA -- Economic Development Core Program and Services |

# Recommendations
# Compared to City Council 2-year Priorities
# July 28, 2014

## Transportation and Mobility

| | City Council Priority | Recommendation from either the Operating RT or the CIP LT | Location in Book |
|---|---|---|---|
| 3 | Establish a transportation capital plan for future growth and mobility of the City and determine long term capital funding mechanisms to support the plan; at a minimum, the plan should speed the completion of transportation projects that are complementary to light rail construction by Sound Transit in Bellevue through 2024. | RT Recommended and CIP LT Panel Partially Recommended.<br><br>Council "beyond the status quo" CIP discussion may also serve to implement this priority. | **Outcome: Improved Mobility**<br>Existing:<br>• 130.04NA -- Transportation Department Mgmt<br>• 130.35NA -- Transportation Implementation Strategies<br><br>**CIP:**<br>• Many projects within the 2013-2019 CIP continued into the 2015-2021 CIP<br><br>**New Discrete additions to the 2015-2021 CIP**:<br>• PW-R-172 Partial Funding of NE Spring Boulevard – Zone 1 |
| 4 | Secure funding for the next phase of I-405 and completion of SR 520 | RT Recommended | **Outcome: Responsive Government**<br>Existing:<br>• 040.07NA -- Intergovernmental Relations<br>• 130.40NA -- Transportation Department Management |
| 5 | Complete the Downtown Transportation Plan and begin implementing it | CIP LT Panel Recommended | **CIP:**<br>Existing:<br>• PW-R-176 Downtown Transportation Plan Implementation (Planning) |

**Recommendations**
**Compared to City Council 2-year Priorities**
**July 28, 2014**

| | City Council Priority | Recommendation from either the Operating RT or the CIP LT | Location in Book |
|---|---|---|---|
| 6 | Permit light rail to include mitigation; reach closure on the MOU as agreed in the collaborative design process and in an economically viable manner | RT Recommended | **Outcome: Improved Mobility**<br>Enhanced:<br>• 130.07DA -- East Link Overall<br><br>**Outcome: Economic Growth and Competitiveness**<br>Enhanced:<br>• 110.03NA -- Development Services Review<br><br>**Outcome: Safe Community**<br>Enhanced:<br>• 110.04NA -- Development Services Inspection |

# Recommendations
# Compared to City Council 2-year Priorities
# July 28, 2014

## High Quality Built and Natural Environment

| | City Council Priority | Recommendation from either the Operating RT or the CIP LT | Location in Book |
|---|---|---|---|
| **7** | Promote housing opportunities for the needs of our diverse population to include:<br>• Bring forward a multifamily property tax exemption for Council's consideration<br>• Bring forward the possibility of a revolving fund for affordable transit-oriented development in the Bel-Red area for Council's consideration | RT Recommended | **Outcome: Innovative, Vibrant, and Caring Community**<br>Existing:<br>• 115.10PA -- ARCH<br><br>**Outcome: Responsive Government**<br>Existing:<br>• 115.01NA -- Comprehensive & Strategic Planning Core Services |
| **8** | Construct Phase One of Meydenbauer Bay Park and complete the downtown park circle and gateway by the end of 2018 | CIP LT Panel Recommended | **CIP:**<br>Existing:<br>• P-AD-87 Downtown Park Development<br>• P-AD-92 Meydenbauer Bay Phase I Park Development |
| **9** | Develop the Smart City strategy to include high speed data options to support business and residents and determine implementation steps | RT and CIP Panel Recommended | **Outcome: Economic Growth and Competitiveness**<br>New:<br>• 090.15NA -- Broadband Fiber and Cable Franchise Program<br><br>**CIP:**<br>New:<br>• G-93 -- Community Network Connectivity |

**Recommendations**
**Compared to City Council 2-year Priorities**
**July 28, 2014**

| | City Council Priority | Recommendation from either the Operating RT or the CIP LT | Location in Book |
|---|---|---|---|
| **10** | Complete the Downtown Livability Initiative study and identify items for early action | RT Recommended continuation of Existing Planning<br><br>CIP LT Panel Not Recommended the Implementation seed funding | **Outcome: Innovative, Vibrant, and Caring Community**<br>Existing:<br>• 115.03PA -- Planning and Development Initiatives<br><br>**CIP:**<br>New:<br>• CD-32 Downtown Livability Implementation |

# Recommendations
# Compared to City Council 2-year Priorities
# July 28, 2014

**Bellevue: Great Places Where You Want To Be**

| | City Council Priority | Recommendation from either the Operating RT or the CIP LT | Location in Book |
|---|---|---|---|
| **11** | Collaborate with regional partners to reach a determination regarding a performing arts center in Bellevue | 2014 -- MOU work underway<br><br>2015–16 Placeholder RT Not Recommended | **Outcome: Innovative, Vibrant, and Caring Community**<br>New:<br>• 115.31NA -- PACE |

**Recommendations**
**Compared to City Council 2-year Priorities**
**July 28, 2014**

| | City Council Priority | Recommendation from either the Operating RT or the CIP LT | Location in Book |
|---|---|---|---|
| **12** | Create a civic center plan integrating City Hall, the Metro property, Convention Center expansion, and the Transit Center<br>• Pedestrian Corridor<br>• Special Opportunity District | RT Recommended<br><br>RT Not Recommended<br><br>CIP LT No new Discrete 2015-2021 Recommendation; Existing 2013-2019 Metro Purchase Continues | **Outcome: Innovative, Vibrant, and Caring Community**<br>Existing:<br>• 115.03PA -- Planning & Development Initiatives<br><br>**Outcome: Responsive Government**<br>New:<br>• 045.23NA -- Long-Range Facility Plan (portion)<br><br>**CIP:**<br>Existing:<br>• PW-R-181 Metro Purchase<br>• CD-33 Pedestrian Corridor<br><br>**CIP:**<br>New:<br>• NCS05 City Hall Plaza Extension<br>• CD-30 Special Opportunity District<br><br>Existing<br>• PW-R-181 Eastlink MOU |

**Recommendations**
**Compared to City Council 2-year Priorities**
**July 28, 2014**

| | City Council Priority | Recommendation from either the Operating RT or the CIP LT | Location in Book |
|---|---|---|---|
| **13** | Establish the vision for a grand connection from Meydenbauer Bay Park to the Wilburton Special Opportunity District | CIP LT Panel Not Recommended | **CIP:**<br>New:<br>CD-33 Grand Connection Meydenbauer to Wilburton |
| **14** | Update the master plan for Ashwood Park | CIP LT Panel Recommended | **CIP:**<br>Existing:<br>• P-AD-27 Park Planning and Design |

**Regional Leadership and Influence**

| | City Council Priority | Recommendation from either the Operating RT or the CIP LT | Location in Book |
|---|---|---|---|
| **15** | Engage the City staff and our elected leaders to develop a plan for regional advocacy and collaboration with other jurisdictions, especially Eastside cities | RT Recommended | **Outcome: Responsive Government**<br>Existing:<br>• 040.07NA -- Intergovernmental Relations |
| **16** | Develop a plan for securing greater levels of grant funding, including for regional projects | RT Recommended | **Outcome: Responsive Government**<br>Existing:<br>• 040.07NA -- Intergovernmental Relations |

# Recommendations
# Compared to City Council 2-year Priorities
# July 28, 2014

## Achieving Human Potential

| | City Council Priority | Recommendation from either the Operating RT or the CIP LT | Location in Book |
|---|---|---|---|
| **17** | Explore options for expanding higher education options in Bellevue (grades 13 through 20) | No specific proposal submitted" expected ongoing effort of CMO, Parks and PCD | N/A |
| **18** | Re-create a neighborhood program that supports neighborhood leadership, engagement, and community-directed investment (request that staff come back with a funding proposal) | CIP LT Panel Not Recommended | **CIP:**<br>• NEP-2 Neighborhood Enhancement Program |
| **19** | Complete the Diversity Initiative to include a plan to increase community connections and outreach (e.g. diversity engagement through multicultural activities, participation, and partnership; translation banks; encouraging residents to become multi-lingual)<br>Haw' | RT Recommended | **Outcome: Innovative, Vibrant, and Caring Community**<br>New:<br>• 040.13NA -- Bellevue Diversity Initiative: Cultural Competency and Equity |
| **20** | Get update on implementation of Eastside Pathways and determine the best way for the City to continue to support their goal | 2014 – City staff participates on an on-going basis with Eastside Pathways<br><br>2015-16 RT Not Recommended (Enhancement not recommended) | **Outcome: Quality Neighborhoods**<br>Enhanced:<br>• 100.02NA -- Youth Development Services (Enhancement suggested to meet Council objective of determining "best way" for City to support goal through development of data framework to collect and analyze data about effectiveness of programs across range of youth services) |

**Recommendations**
**Compared to City Council 2-year Priorities**
**July 28, 2014**

| | City Council Priority | Recommendation from either the Operating RT or the CIP LT | Location in Book |
|---|---|---|---|
| **21** | Work toward an Eastside solution for permanent winter shelter | Specific funding for 2015-16 shelter Not Recommended by RT<br><br>Human Services staff will continue work with regional partners on permanent shelter solution as part of existing service levels. | **Outcome: Innovative, Vibrant and Caring Community**<br>Enhanced:<br>• 100.04NA -- Human Services Planning and Funding |

# Recommendations
# Compared to City Council 2-year Priorities
# July 28, 2014

## High Performance Government

| | City Council Priority | Recommendation from either the Operating RT or the CIP LT | Location in Book |
|---|---|---|---|
| **22** | Evaluate how we can better provide hearing accessibility within the public meeting areas in the City | CIP LT Panel Recommended | **CIP:**<br>New:<br>• NCS04 Hearing Assistance |
| **23** | Develop and implement strategies for Council engagement with the community | RT Recommended | **Outcome: Innovative, Vibrant, and Caring Community**<br>• 040.03NA -- Civic Engagement<br><br>**Outcome: Responsive Government**<br>Existing:<br>• 020.02NA – Council Legislative and Administrative Support<br>• 040.02PA -- Communications |
| **24** | Identify and implement technologies that improve customer service | Combination of recommended and not recommended | Many existing projects within Operating and Capital budgets are recommended for continuation; a variety of new projects/ programs were proposed in the 2015-2016 Operating Budget and CIP.<br><br>Detail will be provided under separate cover. |
| **25** | Through the budget process, insure that the City's budget outcome goals are reached<br>• Evaluate public safety standards as part of the budget process<br>• Staff should be focused on how the organization operates in a high performing way. | Expected result of the overall budget process | **Outcome: Responsive Government**<br>Existing:<br>• 040.04NA – Overall City Management<br>• 060.19PA -- Budget Office<br>• 060.20NA -- Debt Mgmt Services<br>• 150.02NA -- One City – staffing recommended, M&O not recommended |

**Recommendations**
**Compared to City Council 2-year Priorities**
**July 28, 2014**

# Bellevue City Council Vision

**Attachment B**

# BELLEVUE CITY COUNCIL VISION

## Bellevue 2035 – The City Where You Want To Be

Bellevue welcomes the world. Our diversity is our strength.

We embrace the future while respecting our past.

Bellevue's neighborhoods are defined by the people who live there. All neighborhoods provide communities for residents that are safe and friendly, with gathering places that keep people connected to each other. Housing choices abound. There are neighborhoods complete with classic Bellevue ramblers and fenced yards. High-rise apartments provide a view over a vibrant urban landscape. And we have every housing type in between. Bellevue is welcoming to everyone, from newborn babies to people with decades of life experience.

Bellevue is open for business. Entrepreneurs can turn their vision into reality. They have access to capital, both human and monetary. We celebrate successful companies. We compete with the world.

Education is a core value. Our people are well-educated and prepared for life in the 21st century. We are continually striving for improvement. We are creators of the future. Every child is prepared to succeed in that future.

We celebrate all aspects of our culture. We embrace our diverse culture through arts, history, business, entertainment, and community gatherings. Whether it's modern art, opera, theater, or contemporary music, the artists may be world-renowned, live next door, or both.

We are a "City in a Park." Enjoy the tranquility of a wooded trail or a paddle through the Mercer Slough. You can people-watch in an urban plaza, play your favorite sport, or gaze at the shimmering sun on a bright blue lake.

Our residents have the services they need. In Bellevue, you find what you need at a neighborhood store, or shop at the world's best retailers. And you can get there easily. We still drive our cars. But we can walk, bike, rideshare, cab, bus or use rail to get there. Whatever mode we choose, it's predictable and reliable.

Bellevue's elected leaders share these goals and this vision. We provide the leadership and strategy needed to fulfill our ambition for excellence. We are leaders and collaborators throughout the region. Bellevue is respected by, and respectful of our neighbors.

The future of Bellevue is multi-dimensional, and City government will keep the trust of its residents by:

- Bringing economic prosperity to all
- Providing a highly-functioning transportation system
- Developing a quality built environment that serves all aspects of our community

- Ensuring exceptional education opportunities for all ages
- Supporting the cultural strengths of our city – arts, heritage, culture, parks, recreation and community events
- Engaging with all residents and stakeholders and continuing to be a community that cares for all people
- Influencing state and regional politics to help Bellevue advocate for a better quality of life for our citizens and region.

**Economic Development**
Bellevue is known as a hub for global business. We attract the best - a highly educated, entrepreneurial, and talented work force. The best choose Bellevue - we are home to headquarters for global businesses as well as innovative startups that are moving beyond the garage.

The City does all the things it needs to provide an attractive business environment. Infrastructure is ample and in excellent condition, including roads, rails, high-speed data, reliable electricity, and clean water. Business regulation is fair and the tax structure is attractive. The City, region, and state offer appropriate incentives to locate business in Bellevue. Affordable and flexible workspaces nurture start-ups and entrepreneurial businesses.

We provide the lifestyle, amenities and institutions that attract the next generation of business leaders and innovators: high-end entertainment, outdoor recreation, exceptional K-12–and higher education, high capacity transit, and a green and sustainable environment. Our educational institutions inspire innovation and train the talent needed to support our high-tech sector right here in Bellevue.

We foster a diversified suite of business activities. We support our existing and traditional sectors including retail, auto sales, financial services, aerospace, and light industrial businesses. We are a growing center for a broad range of technologies – including software, mobile communications, and medical devices and services. Our arts and cultural opportunities, shopping, and proximity to major recreational activities make us a premier destination for tourism and conventions.

**Transportation and Mobility**
Getting into, around, and through Bellevue is a given. Transportation is both reliable and predictable. Mode choices are abundant and safe.

Bellevue is well connected to the rest of the region and its activities via roads and transit. Bellevue's commercial centers are bustling, but can be reliably traversed by their employees and customers even during commute hours and holidays. People come to Bellevue for entertainment and shopping because it is convenient to get around.

Adequate regional road capacity handles a high volume of demand. Regional trips are accommodated on regional roads, thus limiting the impacts to neighborhoods from cut-through traffic. Roads are well designed and well maintained, and are managed to minimize congestion and keep people moving even at peak periods. A state-of-the-art intelligent transportation system moves people through the City with a minimum of wait times and frustration. Those who choose to drive can find convenient parking. Visitors

and those who do not drive enjoy ample public transportation with seamless, reliable connections through a wide variety of services including local transit, circulator buses, taxis and ride-sharing services. Walking and biking is safe and enjoyable, and pedestrians are comfortable and safe.

**High Quality Built and Natural Environment**
Bellevue has it all. From a livable high-rise urban environment to large wooded lots in an equestrian setting, people can find exactly where they want to live and work in Bellevue. The diverse and well-balanced mix of business and commercial properties and a wide variety of housing types attract workers and families who desire a safe, sustainable and accessible community.

Bellevue has an abundance of parks and natural open space. Known as a "City in a Park," our park system is one of the best in the nation due to its high park acreage-to-population ratio. From neighborhood walking paths and forested trails to a regional waterfront park, we enjoy a variety of recreational opportunities within walking distance of our homes and businesses.

Bellevue is a "Smart City" with a clean, high-quality environment and excellent and reliable infrastructure that supports our vibrant and growing city, including high-tech connectivity. The City has a connected multi-modal transportation system which blends seamlessly with its buildings, plazas, and parks.

Whether it's an urban high rise, a classic Bellevue rambler, or a historic resource, the constant is our people. Our neighborhoods and businesses transcend age, ethnicity, and culture to create safe, welcoming places to live and work.

**Bellevue: Great Places Where You Want to Be**
Bellevue is the place to be inspired by culture, entertainment, and nature. Learn, relax, shop, eat, cook, read, play, or marvel at our natural environment. Whatever your mood, there is a place for you in Bellevue.

From the sparkling waters of Meydenbauer Bay Park you can walk or bike east, through Downtown, across the I-405 Park to the Wilburton West center for business and entertainment. Along the way you enjoy nature, culture, street entertainment, a world fusion of food, and people from all over the planet.

Culture is celebrated. Bellevue's Performing Arts Center is a success, operating for over a decade and attracting the best in on-stage entertainment. Cultural organizations throughout the City are supported by private philanthropy and a cultural arts fund. Arts and cultural opportunities stimulate our creative class workers and residents, whether they are members of the audience or performers. The cultural arts attract Fortune 500 companies to our community, whether it is to locate their headquarters or visit for a convention. The past is honored. Residents experience a sense of place through an understanding of our history.

Our community buildings, libraries, community centers, City Hall, and museums provide places where neighbors gather, connect with each other, and support our civic and business institutions.

Bellevue University, the new Research Center of Excellence, and our other institutes of higher learning are connected physically and digitally from Eastgate to Bel-Red, Downtown, and the University of Washington in Seattle.

From the constant beat of an urban center, you can quickly escape into nature in our parks, streams, trails and lakes. You can kayak the Slough, hike the lake-to-lake trail, and have the opportunity to enjoy the latest thrill sport.

**Regional Leadership and Influence**
Bellevue will lead, catalyze, and partner with our neighbors throughout the region. We are at the center of the lakeside crescent formed by the cities of Redmond, Kirkland, Bellevue, Issaquah, and Renton. The lakeside crescent is made up of distinct cities that share common goals. Transportation, land use, and a common agenda are at the heart of our success. The Eastside represents a major political, economic, cultural, and educational force in the region. Bellevue and Seattle collaborate, partner and celebrate the benefits of working together as one region.

**Achieving Human Potential**
Bellevue is a caring community where all residents enjoy a high quality of life. People from around the world are welcomed by people from around the corner. People in Bellevue know that they are an important part of their community.

Our residents feel connected to each other and invested in their community. People connect to each other through a variety of organizations.

Bellevue is an intellectual community that values education. We have an array of excellent educational opportunities for life-long learning, from one of the nation's best K-12 school districts to a variety of secondary and higher educational opportunities including technical and trades education, college, and graduate programs at a top international research university.

We enjoy access to high-level medical services that attract top providers from around the region. We serve our entire community regardless of address, ethnicity, age or capability.

**High Performance Government**
Bellevue is characterized by high performance government. Our residents live in a safe, clean city that promotes healthy living. The perception of safety contributes to the success of businesses and neighborhoods. Police, fire, and emergency personnel are seen by citizens every day, and we ensure that these services reflect high standards and pride.

People are attracted to live here because they see that city government is well managed. Our high quality of customer service ensures that residents realize a direct link between their tax dollar investments and the services they receive. We make public investments wisely, assuring taxpayers that we are living within our means, but also ensuring that we have superb infrastructure to support growing businesses and desirable residential opportunities. We have beautiful public buildings that residents point to with pride. Government plays its role in supporting the careful balance of neighbor-hoods,

commercial and retail growth, diverse residential living opportunities, and amenities that characterize Bellevue.  City leadership fosters careful long-term planning, responsible financial policy, and thoughtful partnerships with businesses, the non-profit sector, and the region.

We support public engagement and connectivity. Our boards, commissions, and other citizen advisory groups assist City Council in providing superior leadership by representing the diverse interests of the City and providing thoughtful and creative ideas that assure sound policy direction and decisions.

Our residents care for Bellevue. They speak up and collectively work to address our mutual needs. In Bellevue, our residents know that their local government listens, cares about, and responds to them.

# CITY COUNCIL 2-YEAR PRIORITIES

## Economic Development

| | |
|---|---|
| 1 | Complete the economic development plan and begin implementing the plan (with appropriate and adequate resources)<br>• Attract companies to establish local offices in Bellevue<br>• Develop the Bellevue brand and create a marketing brochure for investment in the City<br>• Create an incubator environment; develop affordable and flexible workspace for entrepreneurial businesses<br>• Integrate our infrastructure planning with an economic development focus (our main departments should work collaboratively with an economic development focus)<br>• Promote tourism |
| 2 | Develop an educational institution such as an R&D Center for local and international talents and businesses |

## Transportation and Mobility

| | |
|---|---|
| 3 | Establish a transportation capital plan for future growth and mobility of the City and determine long term capital funding mechanisms to support the plan; at a minimum, the plan should speed the completion of transportation projects that are complementary to light rail construction by Sound Transit in Bellevue through 2024. |
| 4 | Secure funding for the next phase of I-405 and completion of SR 520 |
| 5 | Complete the Downtown Transportation Plan and begin implementing it |
| 6 | Permit light rail to include mitigation; reach closure on the MOU as agreed in the collaborative design process and in an economically viable manner |

## High Quality Built and Natural Environment

| | |
|---|---|
| **7** | Promote housing opportunities for the needs of our diverse population to include:<br>• Bring forward a multifamily property tax exemption for Council's consideration<br>• Bring forward the possibility of a revolving fund for affordable transit-oriented development in the Bel-Red area for Council's consideration |
| **8** | Construct Phase One of Meydenbauer Bay Park and complete the downtown park circle and gateway by the end of 2018 |
| **9** | Develop the Smart City strategy to include high speed data options to support business and residents and determine implementation steps |
| **10** | Complete the Downtown Livability Initiative study and identify items for early action |

## Bellevue: Great Places Where You Want To Be

| | |
|---|---|
| **11** | Collaborate with regional partners to reach a determination regarding a performing arts center in Bellevue |

| | |
|---|---|
| **12** | Create a civic center plan integrating City Hall, the Metro property, Convention Center expansion, and the Transit Center<br>• Pedestrian Corridor<br>• Special Opportunity District |
| **13** | Establish the vision for a grand connection from Meydenbauer Bay Park to the Wilburton Special Opportunity District |
| **14** | Update the master plan for Ashwood Park |

**Regional Leadership and Influence**

| | |
|---|---|
| **15** | Engage the City staff and our elected leaders to develop a plan for regional advocacy and collaboration with other jurisdictions, especially Eastside cities |
| **16** | Develop a plan for securing greater levels of grant funding, including for regional projects |

**Achieving Human Potential**

| | |
|---|---|
| **17** | Explore options for expanding higher education options in Bellevue (grades 13 through 20) |
| **18** | Re-create a neighborhood program that supports neighborhood leadership, engagement, and community-directed investment (request that staff come back with a funding proposal) |
| **19** | Complete the Diversity Initiative to include a plan to increase community connections and outreach (e.g. diversity engagement through multicultural activities, participation, and partnership; translation banks; encouraging residents to become multi-lingual) |
| **20** | Get update on implementation of Eastside Pathways and determine the best way for the City to continue to support their goal |
| **21** | Work toward an Eastside solution for permanent winter shelter |

**High Performance Government**

| | |
|---|---|
| **22** | Evaluate how we can better provide hearing accessibility within the public meeting areas in the City |
| **23** | Develop and implement strategies for Council engagement with the community |
| **24** | Identify and implement technologies that improve customer service |
| **25** | Through the budget process, insure that the City's budget outcome goals are reached<br>• Evaluate public safety standards as part of the budget process<br>• Staff should be focused on how the organization operates in a high performing way. |

# 4. Forecast

# Economic Update

# Economic Update

## Budget Workshop – July 28, 2014

***Executive Summary:***

- ***No substantive shift in the economy since the last publication in March 24, 2014.***
- ***The Puget Sound Region continues to outperform the nation.***
- ***Bellevue home prices have rebounded much faster than the nation.***
- ***Employment in the region and in Bellevue has also fared better than the nation during and since the Great Recession.***
- ***Overall, the City's forecast assumes a modest recovery of tax revenues over the next few years.***
- ***Risks:***
    - ***Global/National: Ukraine, China, Europe, and political gridlock.***

**Economic Outlook:**

The economy is largely driven by consumer spending; Bellevue is particularly sensitive to this due to a large retail presence as well as many car dealerships. The factors that drive consumer spending are recovering well locally, with per capita income growing at a healthy pace and home price recovery outpacing the rest of the Puget Sound communities. These measures lead to more consumer spending. Bellevue has seen this in terms of sales tax collections.

<u>The State of the Recovery:</u>

The next step beyond recovery from an economic event such as the Great Recession is, traditionally, expansion. The Great Recession was different than the last few recessions because it hit people, literally, where they live -- in their homes. Many people lost their jobs and homes and even more people lost significant value in their homes. Home values were once seen as the safest investment one could make and then, unexpectedly, people often owed more than their homes were worth. For those who stuck it out and stayed in their homes, the lost value has now nearly been regained or even, in some instances in Bellevue, exceeds pre-recession levels.

<u>Global and National Risks on the Horizon</u>

Risks have substantially remained the same since the beginning of the year, with many dragging on for years.

- Trouble in the Ukraine. Despite the Cold War being over for almost three decades, the post-Cold War map is still in flux. As trouble unfolds in Ukraine, world markets will be affected by the potential geopolitical implications of an East/West conflict. Ukraine is a significant exporter of grains and is the main conduit of natural gas to Western Europe from Russia.

- China's economic slowdown. China's economy has weathered the Great Recession better than most other countries, and in the global economy has helped others, including the U.S., by providing much-needed consumer and business demand. China's slowdown will be felt around the world and in the U.S.

- Stagnation in Europe. Europe has climbed out of the recession, but growth remains weak.

- Continued Sovereign Debt problems in the European Union. Currently Italy and France are on a European Union watch list.

- Domestic political gridlock. The lack of agreement has diminished, to some degree, but political stalemate continues to be a real risk.

Local Economy:

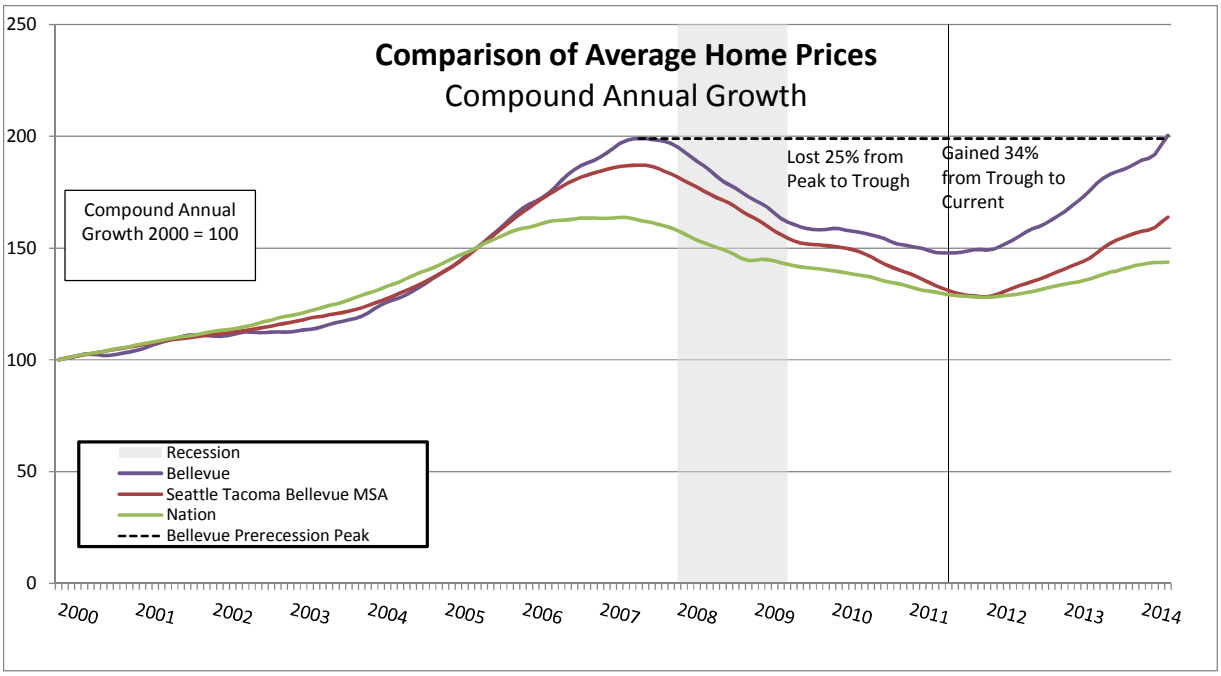
Locally construction has been the biggest drag on the economic recovery because it was one of the industries most affected by the housing crash and the subsequent recession. However, construction has once again begun to expand, with home building ramping up and large construction projects again changing the City's skyline.

The Puget Sound economy has undoubtedly benefited from its geographic as well as business environment. Geographically, the Puget Sound is home to two significant ports, which are situated ideally for exports to and imports from Asia. IHS Global insight produces a Business Cost Index and the Seattle Tacoma Bellevue MSA has scored very close to the average. An average Business Cost Index coupled with the City's geographic advantage, as well as high tech and transportation businesses, makes the area very attractive for businesses to locate here.

| Metropolitan Statistical Area | Business Cost Index |
|---|---|
| New York-Northern New Jersey-Long Island, NY-NJ-PA | 123.4 |
| San Francisco-Oakland-Fremont, CA | 121.8 |
| Boston-Cambridge-Quincy, MA-NH | 114.7 |
| Seattle-Tacoma-Bellevue, WA | 103.3 |
| Minneapolis-St. Paul-Bloomington, MN | 102.3 |
| Portland-Vancouver-Beaverton, OR | 102.2 |
| Houston-Sugar Land-Baytown, TX | 97.8 |
| Charleston-North Charleston-Summerville, SC | 95.8 |

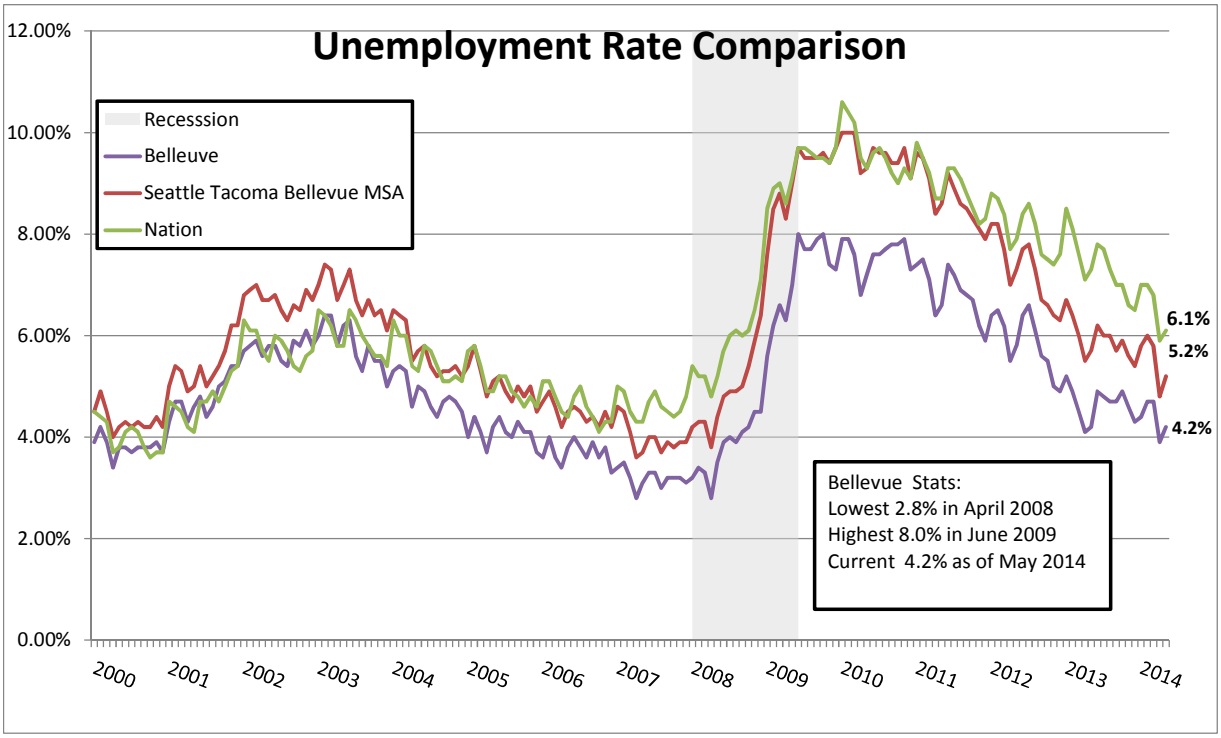
Source: IHS Global Insight, June 12, 2014
Comparison MSAs were chosen by GDP/Capita, Size and Industry composition
Business Costs are Based on Labor, Real Estate, Taxes and Energy
Average = 100

Bellevue home prices have rebounded much faster than the nation or even the rest of the Seattle Tacoma Bellevue MSA. Bellevue has now regained or surpassed the home value that was lost in the recession (not adjusted for inflation). Housing inventory has finally been worked off, and new construction has begun. Housing activity is influenced by national school rankings, which increase a location's desirability and property values.




Zillow Research (http://www.zillow.com/research/)

Local employment has been recovering very well due to Bellevue being an economic center of east-central Puget Sound. People from all over the Puget Sound travel to work in Bellevue, and the city has continued to attract new businesses to the point that office space is now very limited. The US unemployment rate is currently 6.1%. Economists generally believe full employment is considered when unemployment is at 3%. Currently Bellevue's unemployment rate is at 4.2% which is significantly closer to full employment than the nation as a whole.




*Source: U.S. Bureau of Labor Statistics*

Overall, the City's forecast assumes a modest recovery of tax revenue for the next few years, recognizing that the Puget Sound area's economy will continue to grow at a moderate pace. Sales tax is a good indicator of economic activity, and it has been growing at almost double the rate of inflation. It should be noted that the above-mentioned potential global and federal risks are not factored into the forecast at this time.

The City's mix of revenue consists of Property Tax, Sales Tax, Business and Occupation Tax (B&O Tax), Utility Tax, user fees, state-shared revenue, as well as other smaller revenue sources. Each of these revenue streams grow at different rates, some very slowly like Property Tax (based on new construction), and some at a greater rate such as Sales and B&O Taxes. Due to these differing growth rates, the relative impact of one revenue stream that may be growing at a rate greater than the others is offset by other revenue streams growing at a much slower rate. Sales and B&O Taxes, combined, comprise 38% of total General Fund revenue and are very sensitive to economic conditions. These taxes are forecasted to grow between 4% and 5% but, when combined with all other revenue streams including those less sensitive to economic conditions, are likely to grow at a rate slightly less than CPI. This means that for Sales and B&O Taxes to affect total revenue growth by 1%, Sales and B&O Taxes would have to grow by approximately an additional 3%.

Construction activity impacts the City's revenue in several ways and needs to have special consideration due to its complicated nature.

- Construction in Washington is subject to sales tax and, unlike many other states, the firms doing the construction are subject to B&O tax. Property tax revenue will increase by the value of the new construction regardless of changes to the property tax rate.
- Construction activity is highly volatile and dependent on several factors such as the real estate market as well as the overall health of the economy.
    - Large construction projects contribute to the highly volatile nature of construction-derived revenue.
    - Additional factors are the availability of land and zoning capable of accommodating large construction projects.
    - Construction is a one-time activity. Eventually it will slow as demand diminishes or the city reaches build out.
- A residual effect of large construction projects is the sale of these multi- million dollar buildings well after construction has ceased. Companies that own large buildings often shift or change their portfolios dependent on going rate of return and interest rates. During the recession, real estate investment companies sold large office towers and other large developments that had unfavorable debt terms or rental income that was not covering their debt service; later these same companies began buying as the recovery was under way, with interest rates at historic lows and vacancy rates on a downward trend. These sales transactions are subject to Real Estate Excise Tax which funds the City's capital improvement program.

# General Fund 6-Year Forecast Detail

# 2015-2020 General Fund 6-Year Forecast Detail

## Council Budget Workshop, June 28, 2014

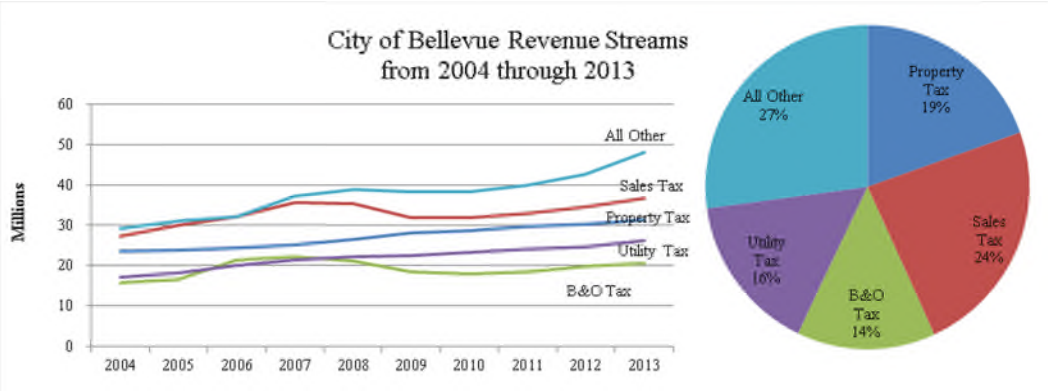
***Executive Summary:***

- ***The 2015-2020 forecast shows recovery, with growth back to the 15% fund balance level by 2018 at current program/staffing levels.***
- ***2014 revenues continue to meet overall budget projections.***
- ***No property or other tax increase is assumed in the forecast.***
- ***Sales and B&O tax growth is expected to continue, with a return to pre-recessionary levels in real dollars by 2015.***

***General Fund Revenue Discussion***

General Fund revenue growth is a mixture of sources that grow at rates ranging from 1% to 10%, depending on the economic environment. These revenue sources fall into essentially five categories: Property Tax, Sales Tax, Business and Occupation Tax (B&O Tax), Utility Tax and the catch all, "all other" revenue. 38% of revenue is comprised of Sales and B&O Tax, which are highly volatile. To illustrate the volatility, annual Sales and B&O tax growth combined have been as high as 12% and as low as a loss of 14% since 2000. Since there is such a large difference in revenue growth, sources that grow the fastest over time, will become a larger piece of the total revenue picture. These faster growing sources are also the most volatile and economically driven exposing the City to more economic risk.

**Chart 1**



**General Property Tax**

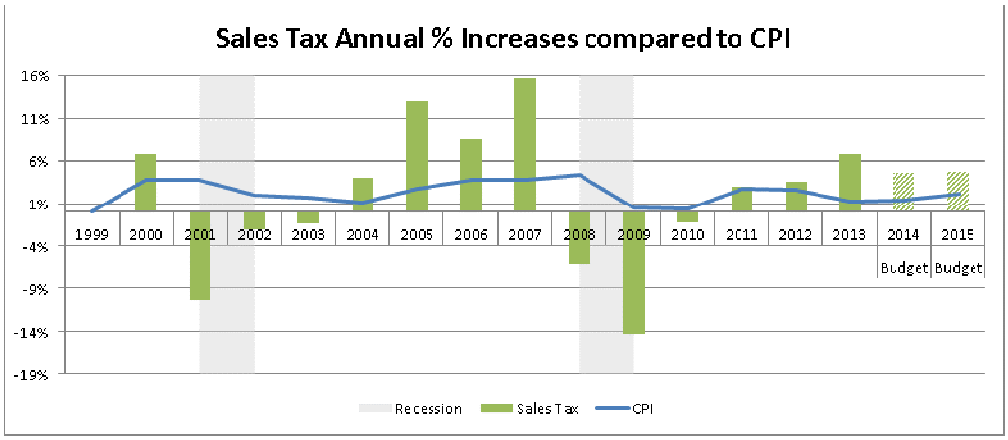
General Property Tax is the most stable of all the taxes. It will increase at a rate around 1% (the estimated value of new construction) annually unless the rate is increased by City Council or there are legislative changes. General Property Tax is levied as a dollar amount on the value of real and personal property. The tax rate is calculated by dividing the levy amount by the assessed value. This method for determining property tax means the rate may fluctuate depending on assessed value.

In 2014, only 11% of a property owner's tax bill will be received by the City of Bellevue, and the remaining 89% will be remitted to King County, the State, schools, and other taxing jurisdictions. The City is allowed to increase the levy annually by the lesser of 1% or the implicit price deflator (IPD), or may bank the allowable increase if not taken (known as "banked capacity") for later use. The Council has not raised property tax in many years for operations, but has approved the use of banked capacity to offset a Sales Tax transfer to the General CIP to support capital projects on three occasions (2% each year in 2007 and 2008 and 3% in 2009). Property Tax is fairly consistent and does not fluctuate significantly unless the levy is adjusted by the City Council. The forecast below assumes no increase in property taxes for the forecast period, except for the addition of new construction valuation.

**Retail Sales/Use Tax**

The City collects 0.85% tax on retail goods and services. Sales Tax revenue is the most volatile revenue the City's General Fund collects. During the recession, Sales Tax collections fell 21% from their peak in 2007 to the trough of the recession in 2010. Chart 2 shows the Sales Tax growth since 1996, and is shown compared to the Consumer Price index to demonstrate the magnitude of growth and volatility.

**Chart 2**



Sales Tax is reported to the City by sectors. The major sectors for Bellevue are retail sales, construction, and auto sales, which together comprise 60% of sales tax revenue; all other retail sales tax sectors make up the balance. Construction has been slowly increasing over the last few years and recently has started to show stronger growth. Construction of buildings is forecasted to grow at nearly 43% in 2014, 26% in 2015 and 19% in 2016.

Due to the increasing level of growth, construction is now contributing to the overall increase in sales tax revenues. Construction was a driving force in the City's revenue growth leading up to the recession of 2007. Before the recession, construction accounted for 22% of Sales Tax revenue, but only 14% in 2013. Having such a large portion of the City's revenue subject to this volatility presents challenges due to the economic sensitivity of the construction industry.

Retail sales is a broad category that is comprised of both durable and non-durable goods. Bellevue is a regional hub for retail stores spanning the Downtown core and other areas of the City, as well as many big box retailers. Auto sales are a sub-set of retail sales, but due to the relative size of auto purchases, are tracked and forecasted separately.

Chart 3 shows historical Sales Tax collections and the forecast for Sales Tax out to 2020. As depicted in the table, the City is forecasting a return to pre-recessionary levels by 2015 in real dollars. King County, and the neighboring cities of Kirkland and Redmond, are forecasting similar trends.

**Chart 3**

**Preliminary Sales Tax Actuals and Forecast**

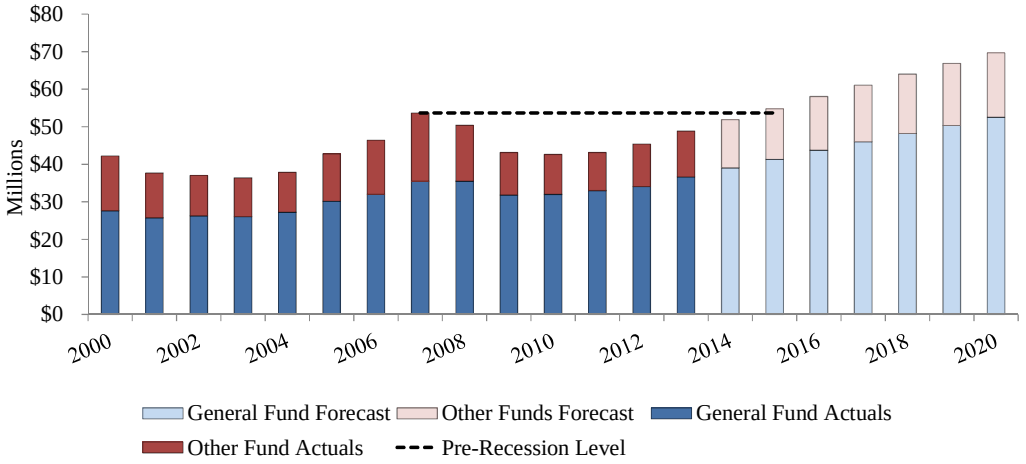


Table 1 provides a comparison of the City's sales tax forecast to King County and Washington State.

Table 1

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|---|---|---|---|---|---|---|---|
| Bellevue | 7.6% | 6.2% | 5.6% | 5.9% | 5.2% | 4.8% | 4.4% | 4.2% |
| King County Retail (June)* | 7.3% | 6.5% | 5.3% | 5.1% | 5.0% | 4.4% | 3.9% | 4.1% |
| Washington State (June) | 6.7% | 5.8% | 4.9% | 4.7% | 4.8% | 4.7% | 4.1% | NA |

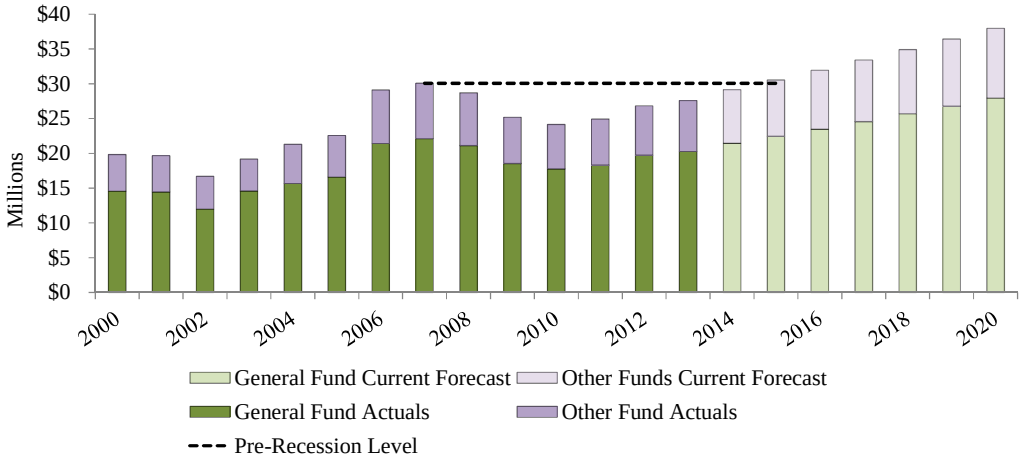
*(65% Confidence Interval)

**Business & Occupation Tax**

Business and Occupation (B&O) Tax is made up of two parts, gross receipts and square footage taxes. This revenue, like Sales Tax, is subject to volatility brought on by economic risk. During the recession, B&O Tax collections fell 20% from the peak. Over the last 10 years, B&O Tax accounted for 14% of the City's General Fund revenue. B&O is projected to return to pre-recessionary levels by 2015 as reflected in Chart 4

**Chart 4**

**Preliminary B&O Tax Actuals and Forecast**




**Utility Tax**

The Utility Tax outlook has remained largely the same since the last Council update. Utility Tax is collected from eight types of utility services: electric, natural gas, garbage, telephone, cellular phone, water, sewer and storm water. Aside from telephone and cellular phone taxes, Utility Taxes are fairly stable, rarely declining from year to year. A couple areas of note:

- In the last few years Electric and Natural Gas Utility tax collections have flattened out due to conservation efforts and mild weather patterns.
- Telephone and cellular phone taxes are expected to flatten due to households abandoning landlines and wireless phone companies shifting the proportions of the bill more towards the untaxed data and away from voice service.

**Other Revenue**

Other revenue consists of dozens of revenues collected from various sources, including Excise Taxes, Sales Tax Annexation Credit, Penalty/Interest Delinquent Tax, Licenses and Permits, Intergovernmental – State and Other Cities, Charges for Goods and Services, Fines/Forfeits, and Other Miscellaneous Taxes and Revenues.

Intergovernmental revenues consist of revenues collected from other entities for services provided by Bellevue (e.g. Fire EMS services, etc.). State funding, sometimes referred to as State-Shared Funds, consists of distributions from State taxes such as liquor excise tax and Liquor Board profits. In the 2011 State Legislative session, State-shared revenue was reduced to help fill the budget gap at the State level. Liquor excise tax distributions to cities were eliminated entirely for the State's Biennial Budget. This elimination of liquor excise tax was scheduled be reinstated after the end of the budget cycle; however, during the 2013 Legislative Session, the revenue was reinstated at only half of what it had been. The forecast reflects these changes.

***General Fund Forecast***

As of the publication of the first quarter 2014 financial report, estimates put revenue equal to expenses for the General Fund. The Estimated Budget for 2015-2016 shows a slight increase in fund balance, and the forecast for 2015 to 2020 shows revenues exceeding expenditures and growing fund balance to 15% by 2018 in line with the City's financial policies. The forecast assumes that one-time or short-term expenditures do not reoccur in the future.

Rebuilding fund balance is important as it illustrates the City's ability to protect essential service programs during economic downturns and natural catastrophes or other unforeseen major events. Maintaining fund balance directly contributes to the City's AAA bond rating, which will keep the City's cost of borrowing as low as possible and provide a tangible public indicator of the City's strong financial condition.

Since fund balance is calculated as a percentage of revenue, in order to grow the fund balance percentage back to 15%, the actual fund balance must increase. As displayed in Table 2 below, the City's fund balance level is at 13.7%, down from 14.2% in 2013. This drop in ending fund balance results from not projecting a contribution to fund balance at year end 2014. The City would have needed to add $2.1 million to fund balance to bring it to the target level of 15% in 2014. To simply maintain fund balance target percentage, the City must add $800,000 annually in subsequent years.

As with all forecasts, this is a best estimate of the future. It represents the collection of all fiscal information known as of July 2014. The forecast is updated three times per year, in March (early look for the next year), in July (post final CPI-W announcement), and in September/ October (as either the Adopted Budget or Mid-Biennium Update is before Council).

# 2015-2020 General Fund 6-Year Forecast Detail

## Council Budget Workshop, June 28, 2014

### Table 2

**General Fund Forecast**

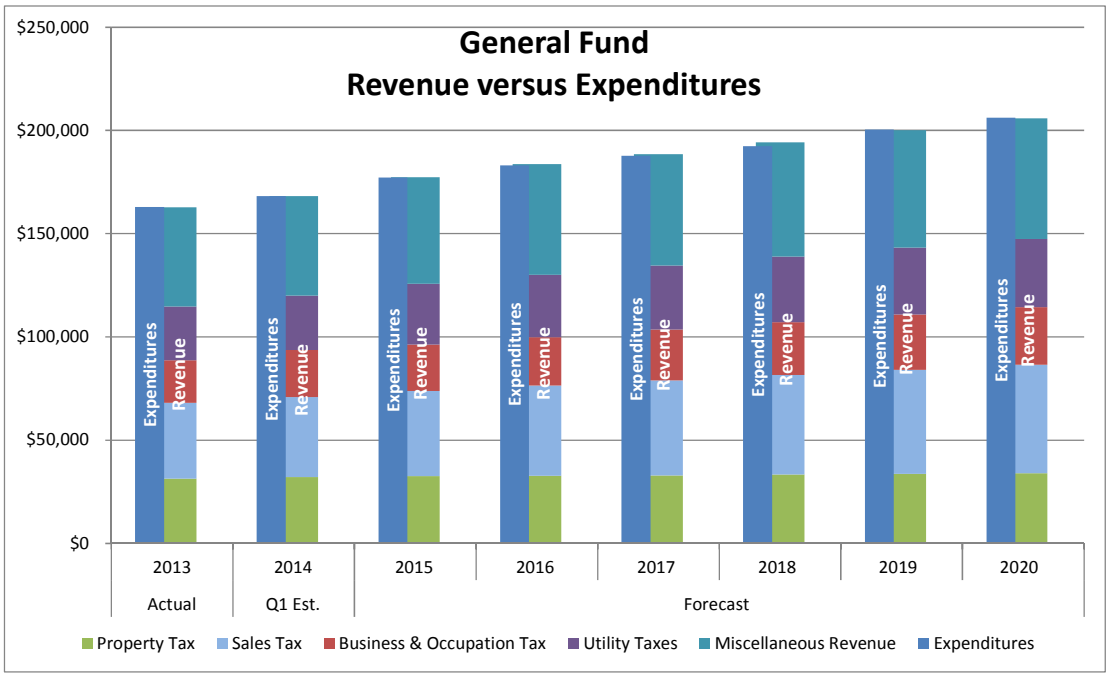
(in $000)

| | Actual | Q1 Est. | Forecast | | | | | |
|---|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
| Beginning Fund Balance | $23,407 | $23,114 | $23,114 | $23,182 | $23,931 | $26,710 | $30,868 | $32,740 |
| Revenue | | | | | | | | |
| Property Tax | $31,282 | $32,189 | $32,475 | $32,660 | $32,976 | $33,296 | $33,627 | $33,965 |
| Sales Tax | 36,789 | 39,751 | 41,320 | 43,732 | 46,018 | 48,247 | 50,381 | 52,517 |
| Business & Occupation Tax | 20,477 | 21,390 | 22,459 | 23,477 | 24,573 | 25,684 | 26,791 | 27,927 |
| Utility Taxes | 26,207 | 27,724 | 29,546 | 30,093 | 30,903 | 31,667 | 32,362 | 32,988 |
| Miscellaneous Revenue | 47,963 | 47,125 | 49,986 | 52,021 | 52,231 | 53,687 | 55,129 | 56,452 |
| Over Collection | 0 | 0 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| Total Revenue | $162,717 | $168,179 | $177,287 | $183,483 | $188,200 | $194,081 | $199,790 | $205,348 |
| %Δ Total Revenue | | 3.4% | 5.4% | 3.5% | 2.6% | 3.1% | 2.9% | 2.8% |
| Expenditures | | | | | | | | |
| Personnel | $100,890 | $105,937 | $110,760 | $114,675 | $117,705 | $120,654 | $124,745 | $128,888 |
| Maintenance & Operations | 62,120 | 62,241 | 64,759 | 66,359 | 66,017 | 67,568 | 71,473 | 73,032 |
| Under Expenditure | 0 | 0 | 1,700 | 1,700 | 1,700 | 1,700 | 1,700 | 1,700 |
| Total Expenditures | $163,010 | $168,179 | $177,219 | $182,734 | $185,422 | $189,923 | $197,918 | $203,619 |
| %Δ Total Expenditures | | 3.2% | 5.4% | 3.1% | 1.5% | 2.4% | 4.2% | 2.9% |
| Ending Fund Balance | $23,114 | $23,114 | $23,182 | $23,931 | $26,710 | $30,868 | $32,740 | $34,469 |
| EFB as a % of Revenue | 14.2% | 13.7% | 13.1% | 13.0% | 14.2% | 15.9% | 16.4% | 16.8% |

Notes:

- Figures may not foot due to rounding
- 2015 and 2016 assume best estimates at this time. These figures will change as the City Manager prepares the Preliminary Budget.
- The Forecast 2014 Quarter 1 Year End Estimate, the 2015-2016 Estimated Budget and 2017 to 2020 Forecasts.
- 2015 Fund Balance reflects estimated 2014 year-end results.
- No increase to taxes. The Property Tax Levy growth due to new construction is assumed for 2015 and beyond.
- Pay as you go LEOFF payments begin in 2019 at $2.3 million/year based on the 2013 LEOFF 2013 Actuarial Report.
- 2017 expenditures reflect the reduction of LTEs with a corresponding reduction in Labor Distribution Revenue.
- Beyond the 2015-2016 Budget, services are assumed to be status quo, with no new capital purchases and no increase in FTEs.
- Annexation Sales Tax Credit ends in 2022, future forecasts will show this reduction in revenue.
- Assumes plan design changes over next several years to avoid tax penalties imposed by the Affordable Care Act.
- This forecast includes the work of the Results Teams, CPIW at 2.2% for 2015 and 2.4% for 2016, current staffing levels, and known mandated expenses.

Chart 5


General Fund
Revenue versus Expenditures
$250,000
$200,000
$150,000
$100,000
$50,000
$0
Expenditures
Revenue
2013
2014
2015
2016
2017
2018
2019
2020
Actual
Q1 Est.
Forecast
Property Tax
Sales Tax
Business & Occupation Tax
Utility Taxes
Miscellaneous Revenue
Expenditures

# Utilities Preliminary Financial Forecasts

**Utilities 2015-2020 Preliminary Financial Forecasts**
**Water, Sewer, and Storm & Surface Water Funds**

The Utilities Department operates as an enterprise within the City structure and functions much like a private business entity. The Department does not receive any General Fund funding and relies primarily on rates to fund its operating and capital programs. The proposed rates presented herein are designed to generate sufficient revenues to fund the Utilities 2015-2016 budget proposals, which include operations, asset replacements (e.g., vehicles), capital investment programs (CIP), and the long-term Renewal and Replacement (R&R) requirements. The proposed rates are lower than those presented in the Early Outlook forecast and reflect updated utility cost projections including further evaluation and smoothing of the rate impact from funding the Utilities capital needs.

The Utilities Department faces the following key challenges and constraints in the 2015-2016 biennium:

1. Challenges
    a. Capital infrastructure is aging. Utilities operates a highly capital-intensive business, and the Department's ability to deliver quality services to its customers is dependent on the ability of each system to function on demand, every day of the year.
    b. Supporting economic growth. Additional infrastructure capacity is needed to support development and population growth.
    c. Operational efficiency. We are mindful of the need to operate efficiently and continually evaluate business processes to seek opportunities to effectively deliver services in a more cost-effective manner.
2. Constraints
    a. Fixed cost structure. Expenditures are largely fixed, with the majority of these costs used to pay financial obligations, including payments to external and internal service providers and taxes.
    b. Legal mandates. Utilities must comply with State and Federal mandates, such as the National Pollution Discharge Elimination System (NPDES), to protect drinking water and surface water quality.

Within this context, the proposed 2015-2016 Utilities budget was prepared with the following guiding principles:

1. Lean operations
    a. Continued cost containment with no restoration of prior operational/staffing cuts
    b. No new FTEs for operations
    c. Local cost increases below inflation
2. Fully funded wholesale cost increases so local programs are not degraded
3. Field staff efficiency
    a. The Department is proposing one new request for the 2015-2016 biennium – funding of a mobile workforce initiative to improve operational efficiency of field staff. This proposal is discussed in greater detail below.
4. Support of the CIP

a. The Department is proposing an additional 6.0 FTEs to support the delivery of the current and proposed capital investment program. This proposal is also discussed in greater detail below.

**PROPOSED 2015-2016 UTILITY RATES**

The following table summarizes the rate adjustments necessary to support the proposed 2015-2016 budget for the Water, Sewer, and Storm and Surface Water utilities by rate drivers.

| | WATER | | SEWER | | STORM | | TOTAL | |
|---|---|---|---|---|---|---|---|---|
| | 2015 | 2016 | 2015 | 2016 | 2015 | 2016 | 2015 | 2016 |
| **Wholesale** | **1.7%** | **1.9%** | **3.2%** | **0.0%** | **0.0%** | **0.0%** | **2.2%** | **0.7%** |
| **Local** | | | | | | | | |
| CIP/R&R | 2.4% | 1.9% | 1.0% | 1.6% | 1.5% | 2.3% | 1.6% | 1.8% |
| Taxes/Interfunds | 0.2% | 0.5% | 0.5% | 0.4% | 0.4% | 0.6% | 0.4% | 0.5% |
| Operations | 0.9% | 1.0% | 1.8% | 1.0% | 2.2% | 1.2% | 1.5% | 1.1% |
| **Local subtotal** | **3.5%** | **3.3%** | **3.3%** | **3.0%** | **4.1%** | **4.1%** | **3.5%** | **3.3%** |
| **Total Rate Increase** | **5.2%** | **5.2%** | **6.5%** | **3.0%** | **4.1%** | **4.1%** | **5.7%** | **4.0%** |

*Minor differences may exist due to rounding*

The total monthly utility bill for the typical single-family residential customer for water, sewer, and storm and surface water services is $143.96 in 2014. With the above proposed rate increases, the total monthly utility bill for the typical single-family resident would increase by 5.7% or $8.15 in 2015 and 4.0% or $6.06 in 2016.

The following section provides further detail on the key rate drivers for the proposed 2015-2016 Utilities budget.

***Payments to External Service Providers***

*Wholesale Costs*

The single largest cost center for the Utilities Department is wholesale costs, which include expenses related to the purchase of water supply from the Cascade Water Alliance (Cascade) and payments to King County for wastewater treatment. Combined, these expenses total $104.1 million for the 2015-2016 biennium, or approximately 36% of the combined water, sewer, and storm and surface water budgets.

The cost from Cascade to purchase water supply is projected to increase from $18.4 million in 2014 to $19.0 million in 2015 and $19.8 million in 2016. The impact of this cost increase to the Bellevue retail water rate is 1.7% and 1.9% in 2015 and 2016, respectively.

The cost from King County for wastewater treatment is projected to increase from $30.8 million in 2014 to $32.3 million in 2015 and 2016. The impact of the cost increase to the Bellevue retail sewer rate is 3.2% in 2015, with no increase in 2016.

To ensure local operations and the CIP are not degraded, the Department's proposed 2015-2016 budget is consistent with the Council-adopted financial policy which directs rate increases necessary to fund wholesale costs be passed directly through to the customer.

***Local Costs***

CIP / R&R

Outside of wholesale costs discussed above, the next largest cost driver for the Utilities Department is the CIP and the cost to renew and replace infrastructure in the future. Utilities infrastructure has a replacement value of over $3.5 billion, and most of the systems are well past their mid-life. As a result, the systems used to deliver water, convey wastewater, and manage stormwater runoff are experiencing more failures, and the cost to maintain, operate, rehabilitate, and replace this infrastructure is increasing. To minimize costs and optimize the integrity of the utility systems, the Utilities Department has developed a strategic 75-year asset management plan to systematically set aside funding for the future renewal and replacement of these assets. Consistent with Council-adopted financial policy, this long-term funding strategy is also designed to smooth future rate increases and provide for intergenerational equity.

Major projects supported by the proposed 2015-2021 CIP include small diameter water main replacements ($60.8M), water pump station repairs ($13.7M), sewer system pipeline repairs ($12.8M) and pump station improvements ($8.4M), storm system conveyance repairs and replacements ($7.8M), and stream restoration for the Mobility and Infrastructure Initiative ($8.3M). Proposed CIP projects to support utility capacity to accommodate growth include Bellefield sewer pump station capacity improvements ($8.6M), Wilburton sewer capacity upgrades ($6.2M), and constructing a new water inlet station ($5.2M). Utility relocations related to the East Link project, totaling $7.7M, will be funded by the R&R accounts in the water, sewer and stormwater utility funds. They will not have a retail rate impact in 2015-2016.

As discussed above, the Department is proposing to add 6.0 FTEs to support the delivery of the CIP. This includes two Inspectors related to the East Link project, two Senior Engineers and two Senior Construction Project Inspectors. These positions will be instrumental to providing the additional capacity needed for Utilities to ensure the existing and proposed CIP is delivered as planned. Approval of these proposed FTEs will increase the number of Utilities Department staff dedicated to the delivery of the CIP to 27.2 FTEs.

Taxes/Internal Service Providers

Taxes and interfund payments represent approximately 13% of the total budget for the Utilities Department, or approximately $39M for the 2015-2016 biennium. The amount of taxes paid is based upon the amount of revenue collected and the tax rates assessed by the State and cities. No changes to the current State and city tax rates are assumed in the proposed budget. Interfund payments represent costs that Utilities pays to the General Fund for support services. The portion

of the rate increase attributable to taxes and interfund payments is less than 1.0% within each utility.

Operations

Operating costs include personnel, supplies, and professional service expenses that are necessary to carry out the daily functions of the Utilities Department. This cost category totals $74M, or about 26% of the Utilities budget for the 2015-2016 biennium. As discussed above, the proposed budget does not restore any budget or staffing reductions that were implemented in the previous biennium. No new FTEs are being proposed for operations. The portion of the rate increase attributable to ongoing operating costs is less than 1.0% within each utility. The proposed number of FTEs dedicated to the daily operations of the water, sewer, and storm and surface water utilities is 140.6.

Operations – New Service Level Request

One new service level request is proposed by the Utilities Department. Approval of this request will enable the acquisition and implementation of mobile technology (i.e., tablets and smartphones) that will enhance the efficiency and effectiveness of field staff. Currently field staff have responsibility for performing operations and maintenance activities over a 37- square-mile area. Their offices are located at the Bellevue Service Center in the north side of the city, and staff is in the field 75% to 90% of their typical day. By providing staff the technological tools to conduct their field work more efficiently and effectively, these tools are expected to result in time savings by eliminating duplicative data entry and lowered printing costs and is estimated to save up to 2,000 staff hours by 2016.

2015-2020 Financial Forecast

The following pages provide a more in-depth discussion of the individual rate drivers and forecasted rate adjustments through the year 2020 for the water, sewer, and stormwater utilities.

# Development Services Fund- Financial Forecast

# 2015-2020 Financial Forecast
# Development Services Fund

***Executive Summary:***

- The Development Services Fund supports delivery of development review, inspections, land use, and code enforcement services.
- The Development Services Fund 2015-2020 early forecast reflects an increase in development in the early years and decreasing by 2020. In response to the immediate workload to support development activity, Development Services added 24 FTE positions in 2014 and will adjust staff as workload demands through 2016.
- In the early years, the forecast adjusts for the increase in development fees and associated cost levels that will occur.
- In subsequent years of the forecast, development activity is anticipated to return to a more moderate level.

## Background

Bellevue has experienced a strong rebound from the recent economic downturn, with high interest in major projects. Several new major projects are in construction or have permits approved to begin construction. Of exceptional note are the new Lincoln Square II Expansion project and the Spring District. The Sound Transit Eastlink light rail project is also underway and is anticipated to spur long-term commercial and residential development in the city.

The construction valuation for issued permits, considered a key barometer of development activity, is projected to be at a record high level for Bellevue in 2014 and 2015. This is due primarily to the increase in the number of new major projects, single family residences, single family alterations, and tenant improvements. Valuation from major projects is a category that is a significant driver of the forecast in the early years; however, it is anticipated to return to more average levels in the later years.

The timing of the construction of these projects will play a role in the level of Development Services staff required to support major project activity. Staffing levels for review, inspection, and support services were increased in 2014 to meet the growing demand for permit review and inspection services.

## 2015-2020 Outlook

Office vacancy rates in the central business district are a key indicator of the interest in development activity. After reaching a peak vacancy rate of 16.5% in 2010, vacancy rates declined to 9.8% by early 2014. As such, growth in major project activity is anticipated in the early years of the forecast. Design review applications (an early indicator of development activity) received since 2013 indicate strong interest and demand for major projects.

# 2015-2020 Financial Forecast
# Development Services Fund

Single family development has increased significantly in recent years, and the current level of single family applications is at the highest level seen since before the economic downturn. Single family applications are on track for continued growth in the early forecast period. Tenant improvements remain a strong category of permit activity, not only in the number of applications but in the valuation of such applications. The level of activity has steadily increased since 2013 and is expected to continue in the early years of the forecast, decreasing somewhat by the end of the forecast period.

As a result of the aforementioned variables, the early forecast years reflect growth in revenue collections in 2015 due to high interest in the development of major projects and, in the latter years of the forecast period, return to average activity levels.

**Development Services Fund**

**2015-2020 Early Forecast**

(in $000)

| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|---|---|---|---|---|---|
| **Beginning Reserve** | **$10,414** | **$10,005** | **$9,083** | **$7,760** | **$6,835** | **$5,780** |
| **Resources:** | | | | | | |
| Building Fees | $9,217 | $8,863 | $8,057 | $7,747 | $7,595 | $7,671 |
| Land Use Fees | $1,642 | $1,579 | $1,436 | $1,380 | $1,353 | $1,367 |
| Fire, Transp. & Utilities Fees | $4,218 | $4,056 | $3,687 | $3,546 | $3,476 | $3,442 |
| sub: Development Services Fees | $15,078 | $14,498 | $13,180 | $12,673 | $12,425 | $12,480 |
| Gen Fund Subsidy | $3,633 | $3,652 | $3,478 | $3,410 | $3,343 | $3,310 |
| Other Revenue/Interest | $450 | $417 | $347 | $316 | $310 | $303 |
| **Total Resources** | **$19,163** | **$18,567** | **$17,006** | **$16,399** | **$16,078** | **$16,094** |
| **Expenditures:** | | | | | | |
| Building | $8,135 | $8,281 | $7,739 | $7,100 | $7,030 | $6,960 |
| Land Use | $3,202 | $3,079 | $2,905 | $2,793 | $2,773 | $2,771 |
| Fire, Transp. & Utilities Development Services | $3,479 | $3,345 | $3,097 | $2,868 | $2,784 | $2,703 |
| Code Compliance | $979 | $989 | $999 | $1,009 | $1,024 | $1,039 |
| Administrative/Shared Costs | $3,676 | $3,694 | $3,485 | $3,450 | $3,416 | $3,382 |
| Technology Initiatives | $102 | $103 | $104 | $105 | $105 | $106 |
| **Total Expenditures** | **$19,572** | **$19,490** | **$18,328** | **$17,325** | **$17,133** | **$16,961** |
| **Ending Reserves** | **$10,005** | **$9,083** | **$7,760** | **$6,835** | **$5,780** | **$4,913** |

## Forecast Drivers and Assumptions

1. Several major mixed use development projects (Lincoln Square II Expansion, BellevueOffice Tower, Main Street Gateway, and Soma Towers) are assumed to be in construction in the early years of the forecast. Additional major projects are the Bellevue

Expansion, 415 Office Building, Bellevue Center, Bellevue Hotel, Pacific Regent and Goldsmith Plaza 305.

2. The demand for major project activity increased in 2013 as several new projects are in the review process and are assumed to continue through the early forecast years. Interest in new single family homes and existing remodels also continues to grow. In later forecast years, demand and interest is anticipated to slow.

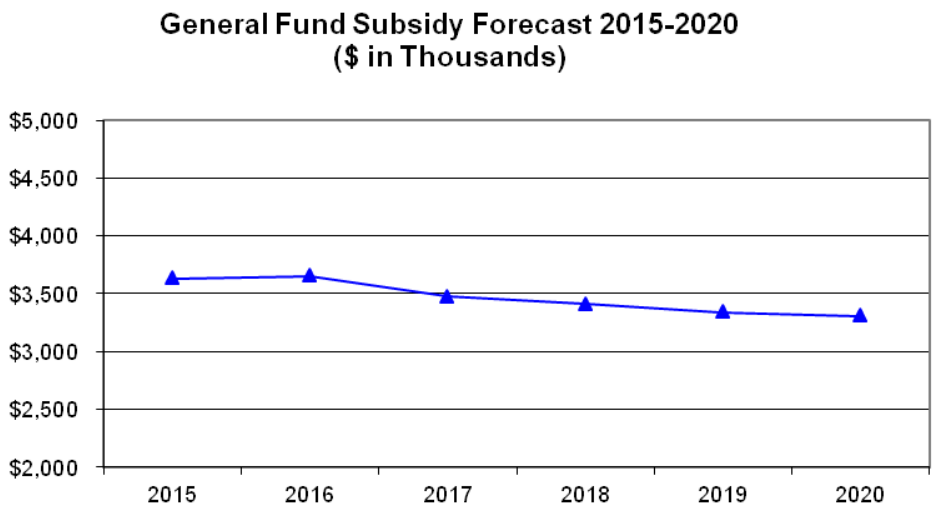
3. The forecast reflects an increase of 24 positions (including 6 FTEs in Fire, Transportation and Utilities Departments) approved in 2013 and continuing through 2017. Consistent with the long-range financial planning effort, changes in resource levels are continually assessed and modified to accommodate the workload and maintain service levels. Additional workload for the Sound Transit Eastlink light rail project is anticipated through 2018, and staffing levels will be adjusted to meet the review and inspection demands.

4. Development rates are reviewed annually and may be adjusted to assure they are set accordingly to meet cost recovery objectives endorsed by Council. This forecast assumes that rates will grow at an average rate of inflation.

**General Fund Subsidy**

The General Fund contribution to the Development Services Fund accounts for approximately 2% of the General Fund budget, but 18% of the Development Services Fund budget. This contribution (subsidy) supports personnel and M&O costs for programs that have been designated by Council as general funded activities. These programs include Code Compliance and a portion of Land Use. Development Services activities supported by the General Fund include public information, policy development, and approximately 50% of Land Use discretionary review.

# 2015-2020 Financial Forecast
# Development Services Fund




The General Fund contribution to the Development Services Fund is anticipated to grow slightly in the early forecast period, and decline in later years, consistent with projections for cost savings due to a decline in development activity.

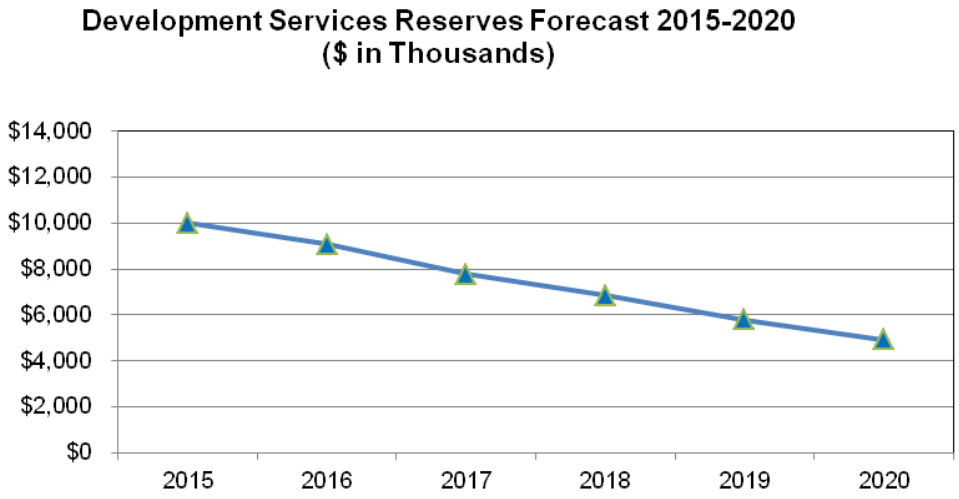
**Development Services Fund Reserves**

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

Development Services Fund reserves are anticipated to be approximately $10 million through 2015. This reflects the most recent rapid development growth in Bellevue. As development activity slows, reserve levels are assumed to decline through 2020. Reserves will be drawn upon as necessary to maintain sufficient staffing to complete the review and inspection of projects in construction.

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

# 2015-2020 Financial Forecast
# Development Services Fund



# Parks Enterprise Fund- Financial Forecast

# 2015-2020 Financial Forecast
# Parks Enterprise Fund – repeat of March 24 Forecast

***Executive Summary:***

- This forecast was last updated in March 2014, and materials provided in the March 24 Budget workshop book are reprinted below. An updated Parks Enterprise Forecast will be published as part of the Preliminary Budget in October.
- The Parks Enterprise Fund forecast assumes that user fee revenue will continue to cover program expenditures over the forecast period.
- The Parks Enterprise Fund continues to meet reserve requirements and fund capital improvements at the golf course, including the redevelopment of the driving range in 2014.
- The City will conduct a Request for Proposals (RFP) process in 2014 for pro shop operations at the Bellevue Golf Course. This forecast assumes no fundamental changes in the structure of this important golf course contract.

**Background**

The Parks Enterprise Fund accounts for the services provided by the Enterprise Program within the Parks and Community Services Department. These services include golf, tennis, aquatics, adult sports, and facility rentals. Enterprise Programs are fully supported through user fees but attempt to serve all residents regardless of ability to pay through the use of scholarships, sponsorships and fee waivers. The General Fund subsidy was eliminated in the 2011-2012 Adopted Budget, and was historically used to subsidize the Bellevue Aquatic Center.

**Parks Enterprise Fund Reserves**

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

**Enterprise Capital Improvements**

The Parks Enterprise program funds the Enterprise Facility Improvements Project (CIP project P-R-2), including capital projects at the Bellevue Golf Course. In addition to regular maintenance projects, the City will continue to improve the golf course driving range to enhance player services and the financial performance of the course.

# 2015-2020 Financial Forecast
# Parks Enterprise Fund – repeat of March 24 Forecast

**Parks Enterprise Fund**
**2015-2020 Financial Forecast**
**(In $000)**

| | 2014 Estimate | 2015 Forecast | 2016 Forecast | 2017 Forecast | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|---|---|---|---|---|---|---|---|
| **Resources:** | | | | | | | |
| Beginning Fund Balance | $915 | $928 | $942 | $957 | $971 | $986 | $1,001 |
| Program Revenue | 6,000 | 6,124 | 6,257 | 6,405 | 6,556 | 6,711 | 6,870 |
| General Fund Subsidy | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Resources** | **$6,915** | **$7,053** | **$7,199** | **$7,361** | **$7,527** | **$7,697** | **$7,872** |

| | 2014 Estimate | 2015 Forecast | 2016 Forecast | 2017 Forecast | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|---|---|---|---|---|---|---|---|
| **Expenditures:** | | | | | | | |
| Personnel | $1,766 | $1,805 | $1,847 | $1,893 | $1,940 | $1,989 | $2,039 |
| M&O | 2,655 | 2,714 | 2,776 | 2,845 | 2,916 | 2,989 | 3,064 |
| Interfund Transfer | 1,215 | 1,241 | 1,270 | 1,302 | 1,334 | 1,368 | 1,402 |
| Capital Transfer | 350 | 350 | 350 | 350 | 350 | 350 | 350 |
| **Total Expenditures** | **$5,986** | **$6,110** | **$6,243** | **$6,390** | **$6,541** | **$6,696** | **$6,855** |
| | | | | | | | |
| **Reserves:** | | | | | | | |
| Ending Fund Balance | **$928** | **$942** | **$957** | **$971** | **$986** | **$1,001** | **$1,017** |

Note: Columns may not foot due to rounding.

# 5. CIP 2015-2021 LT Panel Recommendation

DATE: July 28, 2014

FROM: **CIP Leadership Team Panel**
Panel Members: Dave Berg, Toni Cramer, Mark Risen, Patrick Foran, Jan Hawn, Nora Johnson, Kate Berens, Nav Otal, Dan Stroh, Myrna Basich

SUBJECT: **CIP LT Panel Ranking Transmittal**

**Executive Summary**

This Transmittal summarizes the work of the CIP Leadership Team Panel (CIP LT), charged with making recommendations on funding priorities for the 2015-2021 General Capital Investment Program (CIP) Plan.

The CIP LT strategy allows for continued progress on meeting the City's Capital Investment needs including:

- Recommends a balanced CIP within the resources of the current forecast,
- Reflects $38M in new (and enhanced) discrete Council Priority projects,
- Maintains existing infrastructure in alignment with Council policy,
- Establishes capital replacement funding for existing IT systems,
- Pays the debt service as a first draw on revenues, and
- continues the City's investments in projects funded in the existing 2013-19 CIP.

While this strategy allows continued progress on many important initiatives, the City continues to face a large list of desired potential projects. Over the past four months, the Council considered an investment strategy to fund priority projects beyond the status quo CIP while the CIP LT worked to develop a set of recommended projects for the 2015-2021 CIP. The longer-term investment strategy is provided under a separate memo for Council direction and guidance.

This is still a work in progress, and will continue to evolve as the City Manager prepares his preliminary budget proposal for the Council's consideration in October.

## 1. Background/Overview

The CIP LT identified 69 proposals totaling approximately **$493** million recommended for funding and included within the balanced 7-year Plan (see table below and Attachments A, C, & D).

| | Total | |
|---|---|---|
| **Project Type** | **# of Proposals** | **2015-2021 Amount ($M)** |
| Debt Service Projects* | 9 | $181 |
| Ongoing Programs - Maintenance | 9 | 98 |
| Discrete Projects and Ongoing – Build New | 51 | 132 |
| Total 2015-2021 | 69 | $493 |

**Double budgeting refers to the required accounting transactions related to short-term cash flow borrowing. The double budgeting, in this case, totals $59 million plus interest and occurs on the revenue and expenditure side to recognize 1) proceeds from borrowing and the payment for project costs; and 2) tax revenues and the repayment of the cash flow principal. Ultimately, the 2015-2021 CIPLT Plan, removing double budgeting, totals $428 million.*

The CIP LT grappled with a number of unique challenges facing the CIP in this biennial update. Among these challenges were the continued modest economic recovery compared with the increasingly rising cost to complete existing projects due to growth in land values and construction costs, the connection between the status quo CIP and the discussion with Council regarding a longer-term capital investment strategy, the need to fund the East Link MOU, and ensuring that the status quo CIP completes projects that were initiated in the prior CIP while furthering the Council's additional Priorities. These and other challenges are further described in Section 2, Key Issues, below.

The CIP LT first ranked proposals within their own departments, and from there worked as a cross-departmental team to complete the final ranking. The CIP LT "Waterfall" shows the final recommended projects and those projects submitted but not recommended for funding within the status quo CIP.

## 2. Key Issues

Development of this CIP LT Panel Recommendation required working through a variety of issues:

- Slower revenue growth compared with the rising cost to complete existing projects
  Due to the modest economic recovery, revenue growth for the existing CIP has increased more slowly than the cost of implementing existing projects fueled by rising land values and construction costs.

- Balancing cash flow
  While the CIP is a balanced seven-year spending plan, with adequate revenues to cover expenditures over its seven-year period, the projected timing of expenditures outpaces the timing of revenues received. There are many good reasons for "front-end loading" the 2015-2021 CIP. Examples include (1) Spring Boulevard Zone 1 would be built in coordination and conjunction with Sound Transit rail line development, (2) Meydenbauer Park would be completed within the Council Priority date of 2018, and (3) projects currently underway would be continued from the

2013-2019 CIP. The total cash flow need for the 2015-2021 CIP is forecasted at $59M of which $15M is remaining from the existing interfund loan capacity adopted by Council in October 2013, leaving $44M of new cash flow.

- Adequacy of major infrastructure maintenance
  In the 2011-2017 CIP process, ongoing program budgets (e.g. Overlay Program, etc.) were reduced by about 30%. In the 2013-2019 CIP, additional analysis was completed and $300,000 per year in Transportation Major Maintenance program funding was restored (2013$). The LT-recommended 2015-2021 CIP continues the same level of ongoing programs in the 2013-2019 CIP, with the exception of PW-M-19 (Transportation Major Maintenance Program) which includes a temporary annual lift funding of $400,000/year for 2015 to 2017 to bring three specific traffic signals along 148th Avenue up to current standards thereby mitigating system reliability and traffic safety concerns.

- Minor Maintenance and Operations (M&O) costs as new infrastructure is completed
  While major maintenance and renovation projects are contained within the CIP, minor maintenance is funded through the operating funds. Financial Policy IX.H implemented during the development of the 2011-2017 CIP provides:

  > *"Proposals for CIP project funding shall include the estimated future M&O cost, to provide full cost disclosure. Such M&O costs anticipated to be incurred in the upcoming biennium should be included in operating budget proposals for funding consideration. As of 2011, funding for existing CIP M&O is provided by a distribution of the City's Sales Tax revenue, split between 75 percent General Fund and 25 percent CIP. The dollar amount for CIP M&O is adjusted upward each year by the anticipated Consumer Price Index for all Urban Consumers (CPI-U) after first making any necessary adjustments (e.g., partial vs full-year costs) and eliminating any one-time items. The distribution amounts should be reviewed periodically by Council for reasonableness and potential adjustment." (Source: Financial Policy)*

  This policy provides adequate funding for minor maintenance on existing infrastructure. However the Panel is concerned that as the City builds new infrastructure, there is not a mechanism to ensure additional M&O funding for these future facilities. Over time, this will place increasing pressure on the operating budget This CIP does not address this issue, but simply raises it as a concern. This issues needs to be considered as Council continues to discuss Bellevue's Longer-Term Investment Strategy.

- Furthering the Council Priorities both for new projects and existing policy direction
  The recently adopted Council Priorities provide foundational policy direction received during development of the 2015-2021 CIP. The table below shows the Council Priorities funded within both 2013-2019 CIP, and the new recommended projects for 2015-2021. With limited funding available, the challenge was to determine how to move forward on many priorities in a resource-constrained environment. Concurrently with the CIP LT work on the 2015-2021 recommended project lists, the Council worked to identify an investment strategy for potential projects that

should be funded beyond the status quo base CIP. See tab labeled "Bellevue's Investment Strategy".

| Council Priorities – focusing on the CIP | Existing CIP (2013-2019) | CIP LT Panel Recommendation for the 2015-2021 New Discrete Projects which reflect Council Priorities |
|---|---|---|
| **Transportation and Mobility** | East Link Complement:<br>• East Link Analysis and Development<br>• East Link MOU Commitments<br>• 124th Ave NE – NE Spring Blvd (15th Street ) to 18th St<br>• 120th Ave NE, Stage 3 – NE 12th to NE 16th St<br>• NE Spring Blvd – 116th to 120th Ave NE (Zone 1) (advance to 60% design)<br>• NE Spring Blvd – 130th to 132nd Aves NE (Pre Design Only)<br>• NE Spring Blvd/136th Place – 132nd Ave NE to NE 20th St (Pre Design Only)<br><br>General Growth & Mobility Projects:<br>• Lakemont Blvd/Cougar Mountain Way<br>• Northup Way Corridor Improvements<br>• NE 4th Street Extension – 116th to 120th Ave NE<br>• 120th Ave NE, Stage 1 – NE 4th to 8th St<br>• 120th Ave NE, Stage 2 – NE 8th to 12th St<br>• NE Spring Blvd, Zone 2 – 120th to 124th Ave NE (Advance to 60% Design)<br>• Traffic Computer Upgrade (SCATS)<br>• SE 16th St – 148th to 156th Ave SE (Pre-Design)<br>• Neighborhood Sidewalks Program | Includes all projects noted in the Existing CIP and includes:<br><br>East Link Complement:<br>• NE Spring BLVD (Zone 1) $22M |
| **High Quality Built Environment** | • Phase I Meydenbauer Park and Downtown Circle completion | Includes all projects noted in the Existing CIP and includes:<br>• Parks and Open Space Enhancement to Property Acquisition ($8M)<br>• Broadband Community Network Connectivity ($650K) |
| **Great Places** | • Purchase of the Metro Site | Includes all projects noted in the Existing CIP |
| **High Performance Government** | | • Hearing Assistance for Public Spaces (240k) |
| **Other Potential Projects Raised by Councilmembers** | | • Downtown Fire Land ($7.2M)<br>• Enterprise Application Replacement ($5M) |

- <u>East Link MOU and the complementary projects</u>
  The East Link MOU adopted by the Council in November 2011 commits the City to an "upfront" contribution of $100 million to Sound Transit. The LT's CIP work assumes continued implementation of the MOU, as well as specific additional complementary projects. The NE 6th Street station alignment modification results in additional impacts to the City's parking garages and the Metro site. The City has not committed to contributing the value of those additional impacts as part of the "upfront" or other City contribution. As a result, this CIP, and particularly the budget for the employee parking garage expansion project G-86 assumes that Sound Transit will compensate the City for these additional impacts.

**3. <u>Proposal Prioritization Rationale and Funded and Unfunded Proposals Overview</u>**

The Panel worked from the previous CIP set of adopted polices and criteria to determine the relative priority of proposals (see summary below and CIP Priortization Criteria for details). These criteria emphasize "One City" cross-departmental outcomes.

<u>Summary of Prioritization Criteria:</u>

**A. Citywide Financial Policy XI:I -** Preserve Existing Capital Infrastructure Before Building New Facilities

**B. Citywide Funding Prioritization Criteria from 2015-2021 CIP**

The following set of criteria informed the priority setting for recommended proposals.

- Effectiveness at achieving City Mission/Community Outcomes/Council Priorities
- Mandates
- Financial Factors
- Timing/Urgency
- Scaling

<u>Funded Proposals:</u>

The existing and new projects recommended for funding in the 2015-2021 CIP fall into several themes, with some projects falling into more than one theme:

- Forward the Council Priorities with new discrete project funding -- total of $38M (East Link Complement – Spring Boulevard Zone 1, Hearing Assistance, Community Network Connectivity, Downtown Fire Station Land, and some Park Acquisitions)
- Assure debt obligations are met, including repayment of the interfund borrowing approved by Council in 2013
- Provide funding to major maintenance programs (e.g., maintenance and renovation programs; overlay, technology updates)
- Provide for transportation/mobility (NE 4$^{th}$, 120$^{th}$, Pedestrian and Bicycle Access Improvements, SCATS adaptive signal system, etc.)
- Meet the City contribution per the East Link MOU and advancing complementary projects (East Link Commitments, 124$^{th}$, 120$^{th}$, NE Spring Boulevard Zone 1 partial implementation, etc.)
- Keep the Parks Levy commitment and provide other quality of life amenities (park development, public art, enhanced urban boulevards)
- Provide for neighborhood needs (Lakemont Boulevard/Cougar Mountain Way Signal, Neighborhood Sidewalks, etc.)
- Prepare for and serve as a catalyst for future development (early implementation of the Eastgate Plan, early implementation of the Downtown Transportation Plan)
- Fulfill general government responsibilities (relocation of courts, establish a reserve for future technology application replacement)

Unfunded Proposals:
With over 96 submitted proposals competing for limited funding, many worthy and important proposals were not funded. Not recommending funding for these proposals was a challenging decision, yet, with the limited resources available, some projects fell "below the line". Examples of projects that were not funded:

- *A portion of Spring Boulevard – Zone* 1: The recommended project list funds a portion of PW-R-172 NE Spring Blvd (Zone 1) – 116th to 120th Avenue NE. The total project cost for this project is $30M; the funded list contains only $22M with $8M not being funded. The full scope of this project will construct a new arterial connection between 116th Avenue NE and 120th Avenue NE. The funded portion of this project takes advantage of construction synergies with Sound Transit construction, and builds the grade-separated crossing of the light rail line. Sufficient funding was not available for the entire project. The section from the west side of the Corridor to 116th Avenue could be completed under the 2017-2023 CIP.Funding of this phase will only progress work from 120th Avenue NE to the west side of the Eastside Rail Corridor. This avoids future the future conflict and increased cost of construction over active light rail. See Map of Srping Boulevard.
- Several Council priority projects including Newport Way sidewalk design funding, West Lake Sammamish – Phase 2, Downtown Transporation Implementation Plan, 124th Avenue NE – NE 12th to NE Spring Boulevard, SE 16th Street – 148th Avenue SE to 156th, Green Revolving Fund, Early Planning and Implementation of the Grand Connection from Meydenbauer to Wilburton, Station Area Planning Implementation Fund, Downtown Livability, and Neighborhood Enhancement Program.

## 4. Closing

Like other aspects of Budget One, the CIP LT understands that this is still very much a work in progress, and will continue to evolve as the City Manager prepares his preliminary budget proposal for the Council's consideration.

**ATTACHMENTS**

A. All General CIP recommended projects and not-recommended Projects (the "Waterfall" spreadsheet)
B. CIP LT Panel prioritization criteria
C. CIP cash flow of recommended projects
D. PW-R-172 Spring Blvd Zone 1 map of funded and unfunded portions of the project
E. LTCIP Project Timing Chart

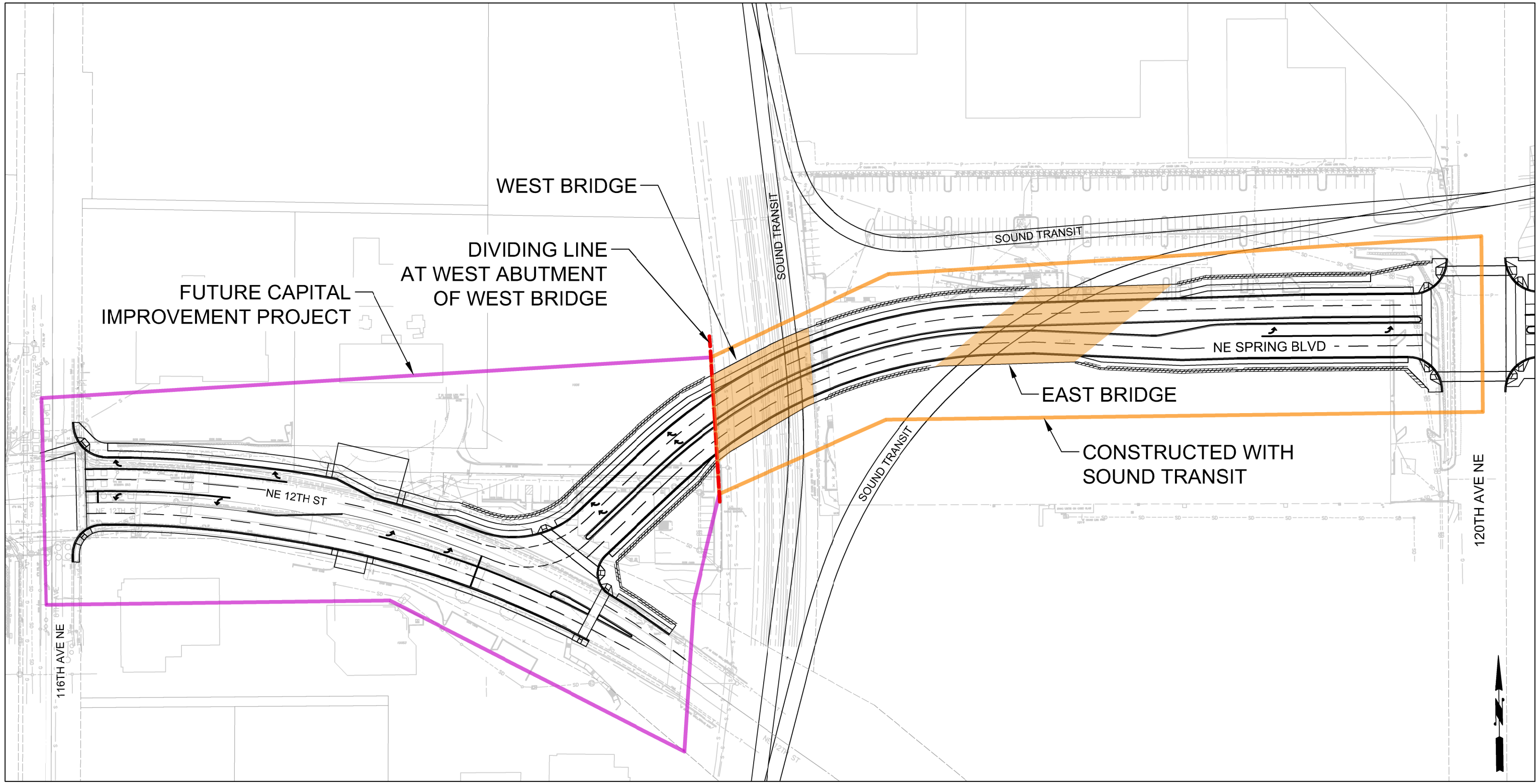
# Spring Blvd. Vicinity Exhibit for Zone 1

GENERAL NOTES:

1.

# SECTION 28, T. 25 N., R5E., W.M.
# KING COUNTY

NOT FOR CONSTRUCTION




| NO. | DATE | BY | APPR. | REVISIONS |
|---|---|---|---|---|
| | | | | |

**Approved By**

TRANSPORTATION DESIGN MANAGER DATE

PROJECT MANAGER DATE

DESIGNED BY DATE

DRAWN BY DATE

CHECKED BY DATE

City of Bellevue
TRANSPORTATION DEPARTMENT

HDR

**NE SPRING BLVD**

**SPRING BLVD EXHIBIT**

SHEET NAME

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C:\pwworking\sea\d0981259\Spring BLVD ST Vicinity Exhibit.dwg, 7/23/2014 7:25:20 AM, bmagee

# General CIP Guiding Principles

**General CIP Guiding Principles for the 2015-2021 CIP**

**A. Citywide Financial Policy XI:I:**

Preserve Existing Capital Infrastructure Before Building New Facilities: It is the City's policy to ensure that adequate resources are allocated to preserve the City's existing infrastructure before targeting resources to build new facilities that also have operating and maintenance obligations. This policy addresses the need to protect the City's historical investment in capital facitlies and to avoid embarking on a facitily enhancement program, which when coupled with the existing facility requirements, the City cannot affort to adequately maintain.

**B. Citywide Funding Prioritization Criteria from 2015-2021 CIP**

The following outlines the criteria likely to be used by the CIP Panel to evaluate all non-utility CIP projects submitted for funding consideration.

Effectiveness at achieving City Mission/Community Outcomes/Council Priorities

- Effectiveness/extent to which project achieves Outcome/Council Priorities
- Tangibility/clarity of project results
- Multiple benefits

Mandates

- Legal
- Appropriate level of investment needed to meet mandate

Financial Factors

- Leveraging other funds—extent to which project is funded by external sources
- Cost v. benefit--"bang for the buck"
- Sunk costs—extent to which project expenditures have already been incurred
- Avoided costs—extent to which project creates savings/decreases future costs/reduces risks
- Stewardship—extent to which project protects and leverages existing investments

Timing/Urgency

- Project readiness—extent to which project can proceed within CIP period
- Need to move forward during this 7-year CIP period
- Critical linkage to other high priority projects

Scaling

- LOS
- Right element of project at this time (e.g. full build, partial build, design only)

# CIP LT Panel Analysis- Waterfall

**CIP LT Panel "Waterfall" Recommendation for 2015-2021 CIP sorted by CIP Type**

| Step | Project Category | Proposal Type | Dept./MPA | Total Budget Request 2015 thru 2021 (000s) | Total Budget Request Inception thru 2021 (000s) |
|---|---|---|---|---|---|
| **1** | **Debt** | **Existing** | **General Government** | **$ 116,679** | **$ 164,312** |
| | G-69 Supplemental CIP Debt Funding | Existing | G-69 | 6,242 | 14,226 |
| | G-82 City Hall Debt Service | Existing | G-82 | 46,116 | 72,705 |
| | G-83 M&II LTGO Bond Debt Service | Existing | G-83 | 6,047 | 9,508 |
| | G-89 New Long-term Debt Service | Existing | G-89 | 33,841 | 41,859 |
| | G-90 New Short-term Debt Service (Interfund Loan) | Existing | G-90 | 15,300 | 15,500 |
| | G-95 Metro Site Acquisition Debt Service | New | G-95 | 8,841 | 8,841 |
| | PW-R-82 Public Works Trust Fund Loan - Principal | Existing | PW-R-82 | 279 | 1,551 |
| | PW-R-83 Public Works Trust Fund Loan - Interest | Existing | PW-R-83 | 13 | 122 |
| | | | | | **Subtotal Remaining** |
| **2** | **Maintenance** | **All** | **Various** | **$ 97,834** | **$ 294,178** |
| | G-59 JDE System Upgrade and Enhancements | Existing | G-59 | 250 | 14,329 |
| | P-R-02 Enterprise Facility Improvements | Existing | P-R-02 | 2,450 | 12,719 |
| | P-R-11 Parks Renovation & Refurbishment Plan | Existing | P-R-11 | 33,575 | 77,909 |
| | PS-16 Renovation of Public Safety Facilities | Existing | PS-16 | 6,634 | 17,136 |
| | PW-M-1 Overlay Program | Existing | PW-M-1 | 43,088 | 138,802 |
| | PW-M-7 Neighborhood Traffic Safety Program | Existing | PW-M-7 | 2,368 | 9,870 |
| | PW-M-2 Minor Capital - Traffic Operations | Existing | PW-M-2 | 1,184 | 9,916 |
| | PW-M-20 Minor Capital - Signals and Lighting | Existing | PW-M-20 | 1,348 | 2,348 |
| | PW-M-19 Major Maintenance Program | Existing | PW-M-19 | 6,938 | 11,149 |
| | | | | | **Subtotal Remaining** |

**CIP LT Panel "Waterfall" Recommendation for 2015-2021 CIP sorted by CIP Type**

| Step | Project Category | Proposal Type | Dept./MPA | Total Budget Request 2015 thru 2021 (000s) | Total Budget Request Inception thru 2021 (000s) |
|---|---|---|---|---|---|
| **3** | **Existing/Recosted Discrete** | **All** | **Various** | **$ 131,995** | **293,517** |
| **3.1** | **Existing/Recosted Discrete** | **All** | **Transportation** | **$ 87,923** | **226,357** |
| | PW-M-15 Wetland Monitoring | Existing | PW-M-15 | 15 | 141 |
| | PW-R-181 East Link MOU Commitments | Existing | PW-R-181 | 17,950 | 54,355 |
| | PW-R-46 Accident Reduction Program | Existing | PW-R-46 | 839 | 3,931 |
| | PW-R-160 NE 4th Street Extension - 116th to 120th Ave NE | Existing | PW-R-160 | 4,501 | 35,800 |
| | PW-R-164 120th Ave NE Stage 2 - NE 8th St to NE 12th St | Existing | PW-R-164 | 16,982 | 36,450 |
| | PW-R-172 NE Spring Blvd (Zone 1) - 116th to 120th Avenues NE | Existing | PW-R-172 | 0 | 1,600 |
| | PW-R-155 Traffic Computer System Upgrade | Existing | PW-R-155 | 50 | 5,193 |
| | PW-R-146 Northup Way Corridor Improvements | Existing | PW-R-146 | 7,984 | 11,226 |
| | PW-I-92 Lakemont Blvd and Cougar Mnt Way Improvements | Existing | PW-I-92 | 626 | 1,547 |
| | PW-R-176 Downtown Transportation Plan Implementation | Existing | PW-R-176 | 400 | 800 |
| | PW-R-168 120th Ave NE (Stage 3) NE 12th St to NE 16th St | Existing | PW-R-168 | 9,850 | 14,538 |
| | PW-W/B-78 Mountains to Sound Greenway Trail | Existing | PW-W/B-78 | 0 | 900 |
| | PW-R-156 ITS Master Plan Implementation Program | Existing | PW-R-156 | 2,550 | 2,975 |
| | PW-W/B-56 Pedestrian and Bicycle Access Improvements | Existing | PW-W/B-56 | 3,157 | 10,557 |
| | PW-R-159 East Link Analysis and Development | Existing | PW-R-159 | 5,107 | 16,265 |
| | PW-W/B-49 Pedestrian Facilities Compliance Program | Existing | PW-W/B-49 | 747 | 2,229 |
| | PW-W/B-76 Neighborhood Sidewalks | Existing | PW-W/B-76 | 8,437 | 11,453 |
| | PW-R-174 NE Spring Boulevard - 130th to 132nd Ave NE | Existing | PW-R-174 | 0 | 397 |
| | PW-R-166 124th Ave NE - NE Spring Boulevard to NE 18th St | Existing | PW-R-166 | 7,179 | 10,601 |
| | PW-R-169 124th Ave NE - NE 12th to NE Spring Boulevard | Existing | PW-R-169 | 366 | 1,419 |
| | PW-R-175 NE Spring Blvd & 136th Pl NE-132nd Ave to NE 20th S | Existing | PW-R-175 | 165 | 165 |
| | PW-R-173 NE Spring Boulevard (Zone2) - 120th to 124th Aves N | Existing | PW-R-173 | 0 | 1,344 |
| | PW-R-177 Eastgate Subarea Plan Implementation | Existing | PW-R-177 | 500 | 500 |
| | PW-R-171 134th Ave NE - NE Spring Boulevard to NE 20th St | Existing | PW-R-171 | 267 | 267 |
| | PW-W/B-81 108th/112th Aves NE - N. City Limit to NE 12th St | Existing | PW-W/B-81 | 200 | 200 |
| | PW-R-162 NE 6th Street Extension | Existing | PW-R-162 | 50 | 1,000 |
| | PW-R-170 130th Ave NE - Bel-Red Rd to NE 20th St | Existing | PW-R-170 | 0 | 253 |
| | PW-W/B-82 SE 16th Street - 148th Avenue SE to 156th | Existing | PW-W/B-82 | 0 | 250 |
| | | | | | **Subtotal Remaining** |

**CIP LT Panel "Waterfall" Recommendation for 2015-2021 CIP sorted by CIP Type**

| Step | Project Category | Proposal Type | Dept./MPA | Total Budget Request 2015 thru 2021 (000s) | Total Budget Request Inception thru 2021 (000s) |
|---|---|---|---|---|---|
| **3.2** | **Existing/Recosted Discrete** | **All** | **Parks** | **$ 27,413** | **38,291** |
| | P-AD-82 Park & Open Space Acquisition (Levy) | Existing | P-AD-82 | 7,988 | 10,256 |
| X | P-AD-87 Downtown Park Development (Levy) | Existing | P-AD-87 | 6,300 | 7,000 |
| | P-AD-86 Surrey Downs Park Development (Levy) | Existing | P-AD-86 | 0 | 5,060 |
| X | P-AD-92 Meydenbauer Bay Phase 1 Park Development | Existing | P-AD-92 | 11,000 | 12,000 |
| | P-AD-83 Bellevue Airfield Park Development (Levy) | Existing | P-AD-83 | 1,125 | 1,425 |
| | P-AD-88 Bridle Trails Neighborhood Park (Levy) | Existing | P-AD-88 | 1,000 | 2,550 |
| | | | | | **Subtotal Remaining** |
| **3.3** | **Existing/Recosted Discrete** | **All** | **General Government** | **$ 10,009** | **14,587** |
| | Relocation of Courts from Surrey Downs to Alternate Site | Existing | G-84 | 2,992 | 4,963 |
| | G-57 Enterprise Content Management - Capital | Existing | G-57 | 40 | 1,624 |
| | City Hall East Garage Redevelopment | Existing | G-86 | 6,977 | 8,000 |
| | | | | | **Subtotal Remaining** |
| **3.4** | **Existing/Recosted Discrete** | **All** | **Community Development** | **$ 6,650** | **14,282** |
| | CD-11 Public Art Program | Existing | CD-11 | 2,450 | 7,256 |
| | CD-22 Enhanced Right of Way and Urban Boulevards (ERUB) | Existing | CD-22 | 3,500 | 5,399 |
| | Neighborhood Partnerships | Existing | NIS-2 | 700 | 1,627 |
| | | | | | **Subtotal Remaining** |

**CIP LT Panel "Waterfall" Recommendation for 2015-2021 CIP sorted by CIP Type**

| Step | Project Category | Proposal Type | Dept./MPA | Total Budget Request 2015 thru 2021 (000s) | Total Budget Request Inception thru 2021 (000s) |
|---|---|---|---|---|---|
| **4** | **Enhanced/New Discrete, Enhanced/New Ongoing Maintenance, and Ongoing - Build New** | **All** | **Various** | **$ 82,167** | **83,476** |
| **4.1** | **Enhanced/New Discrete, Enhanced/New Ongoing Maintenance, and Ongoing - Build New** | **All** | **Transportation** | **$ 28,238** | **28,238** |
| | PW-M-19 Major Maintenance Program | Enhanced | PW-M-19E | 1,200 | 1,200 |
| | PW-M-20E Minor Capital - Signals and Lighting | Enhanced | PW-M-20E | 1,076 | 1,076 |
| | PW-W/B-78 Mountains to Sound Greenway Trail | Enhanced | PW-W/B-78E | 1,646 | 1,646 |
| X | PW-R-172 NE Spring Blvd (Zone 1) - 116th to 120th Avenues NE | Enhanced | PW-R-172E | 22,259 | 22,259 |
| | PW-R-173 NE Spring Boulevard (Zone2 Design Only) - 120th to 124th Aves N | Enhanced | PW-R-173E | 2,057 | 2,057 |
| | | | | | **Subtotal Remaining** |
| **4.2** | **Enhanced/New Discrete, Enhanced/New Ongoing Maintenance, and Ongoing - Build New** | **All** | **Parks** | **$ 24,622** | **33,693** |
| X | P-AD-82 Park & Open Space Acquisition (Levy) | Enhanced | P-AD-82E | 6,312 | 6,312 |
| | P-AD-94 Inspiration Playground at Downtown Park | New | P-AD-94 | 2,000 | 2,000 |
| | P-AD-87 Downtown Park Development (Levy) | Enhanced | P-AD-87E | 5,000 | 5,000 |
| | P-AD-86 Surrey Downs Park Development (Levy) | Enhanced | P-AD-86E | 6,940 | 6,940 |
| | P-AD-79 King County Parks Levy | Enhanced | P-AD-79 | 2,070 | 5,584 |
| | P-AD-27 Park Planning & Design | Enhanced | P-AD-27 | 2,300 | 7,857 |
| | | | | | **Subtotal Remaining** |
| **4.3** | **Enhanced/New Discrete, Enhanced/New Ongoing Maintenance, and Ongoing - Build New** | **All** | **General Government** | **$ 21,545** | **21,545** |
| | G-59 JDE System Upgrade and Enhancements | Enhanced | G-59E | 160 | 160 |
| X | Community Network Connectivity | New | G-93 | 650 | 650 |
| | G-97 Council Contingency | New | G-97 | 14,500 | 14,500 |
| | Public Records Reconfiguration | New | NCS06 | 100 | 100 |
| | Enterprise Application Replacement Reserve | New | G-94 | 4,900 | 4,900 |
| X | Hearing Assistance for Public Spaces | New | NCS04 | 240 | 240 |
| | COB Fuel System Replacement | New | NCS01 | 995 | 995 |
| | | | | | **Subtotal Remaining** |
| **4.4** | **Enhanced/New Discrete, Enhanced/New Ongoing Maintenance, and Ongoing - Build New** | **All** | **Public Safety** | **$ 7,763** | **0** |
| | PS-16 Renovation of Public Safety Facilities | Enhanced | PS-16E | 315 | 315 |
| | Knox Box Replacement | New | PS-62 | 198 | 198 |
| X | Fire Long Range Facility Plan | New | PS-63 | 7,250 | 7,250 |
| | | | | | **Subtotal Remaining** |
| | **Grand Total** | | | **$ 428,676** | **$ 835,482** |

**CIP LT Panel "Waterfall" Recommendation for 2015-2021 CIP sorted by CIP Type**

| Step | Project Category | Proposal Type | Dept./MPA | Total Budget Request 2015 thru 2021 (000s) | Total Budget Request Inception thru 2021 (000s) |
|---|---|---|---|---|---|
| **5** | **Projects Not Funded** | **All** | **Various** | | |
| | PW-R-155 Traffic Computer System Upgrade | Enhanced | PW-R-155E | 475 | 475 |
| X | TFP-255 Newport Way Improvements - Somerset Blvd to 150th Av | New | TFP-255 | 1,100 | 1,100 |
| X | PW-R-176 Downtown Transportation Plan Implementation | Enhanced | PW-R-176E | 7,300 | 7,300 |
| | PW-R-159 East Link Analysis and Development | Enhanced | PW-R-159E | 7,439 | 7,439 |
| | PW-W/B-49 Pedestrian Facilities Compliance Program | Enhanced | PW-W/B-49E | 2,987 | 2,987 |
| X | PW-R-174 NE Spring Boulevard - 130th to 132nd Ave NE | Enhanced | PW-R-174E | 3,239 | 3,239 |
| | Bel-Red Corridor Local Street Network Identification | New | NEW-3 | 200 | 200 |
| | TFP-244 Eastside Rail Corridor | New | TFP-244 | 200 | 200 |
| X | PW-R-169 124th Ave NE - NE 12th to NE Spring Boulevard | Enhanced | PW-R-169E | 13,116 | 13,116 |
| | NEW-1 164th Avenue SE - Cougar Mountain Way to SE 63rd Stree | New | NEW-1 | 75 | 75 |
| X | PW-R-173 NE Spring Boulevard (Zone2 Design Only) - 120th to 124th Aves N | Enhanced | PW-R-173E | 17,470 | 857 |
| | TFP-246 150th Ave SE – SE 38th ST to Newport Way Interim Imp | New | TFP-246 | 200 | 200 |
| X | TFP-078 West Lake Sammamish Parkway, Phase 2 | New | TFP-078 | 2,500 | 2,500 |
| | TFP-232 164th Avenue - SE 14th St to NE 18th St Bike Improve | New | TFP-232 | 200 | 200 |
| | NEW-2 156th Avenue NE Business Access Transit Lanes | New | NEW-2 | 200 | 200 |
| | PW-R-170 130th Ave NE - Bel-Red Rd to NE 20th St | Enhanced | PW-R-170E | 50 | 50 |
| X | PW-W/B-82 SE 16th Street - 148th Avenue SE to 156th | Enhanced | PW-W/B-82E | 3,445 | 3,445 |
| | TFP-210 124th Avenue NE – NE 18th Street to Northup Way | New | TFP-210 | 250 | 250 |
| | TFP-241 120th Avenue NE Stage 4 – NE 16th St to Northup Way | New | TFP-241 | 250 | 250 |
| | TFP-242 Bellevue Way SE HOV Lane - 112th Ave SE 'Y' to I-90 | New | TFP-242 | 23,177 | 23,177 |
| | P-AD-83 Bellevue Airfield Park Development (Levy) | Enhanced | P-AD-83E | 3,875 | 3,875 |
| | Mercer Slough Environmental Education Center | New | P-AD-93 | 2,000 | 1,500 |
| | G-12 Enterprise Point of Sale System Replacement | New | G-12 | 666 | 650 |
| | City Hall Plaza Expansion | New | NCS05 | 2,318 | 2,318 |
| X | Green Revolving Loan Fund | New | NCS03 | 250 | 250 |
| | City Hall Substation Replacement | New | NCS02 | 2,000 | 1,604 |
| | CD-22 Enhanced Right of Way and Urban Boulevards (ERUB) | Enhanced | CD-22E | 100 | 100 |
| | Neighborhood Partnerships | Enhanced | NIS-2E | 700 | 700 |
| X | Grand Connection from Meydenbauer Bay to Wilburton District | New | CD-33 | 5,000 | 5,000 |
| X | Station Area Planning Implementation Fund | New | CD-30 | 7,000 | 7,000 |
| X | CD-32 Downtown Livability Implementation | New | CD-32 | 5,000 | 5,000 |
| X | NEP-2.0 Neighborhood Enhancement Program | New | NEP-2 | 8,000 | 9,566 |
| | Fire Long Range Facility Plan | New | PS-63E | 16,800 | 28,400 |
| | **Total Unfunded** | | | **$ 137,582** | **$ 133,223** |

X= Council Priority as Identified in the 2020-35 Long Range Capital Planning Engagement

# 7-Year Cash Flow Model

# CIP LT Panel Recommended Cash Flow

Note: This is as of July 28, 2014, and will be updated as the budget process continues.

## 2015-21CIP LT Recommended Revenue

### Revenue Type

| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | Total Budget 2015-2021 | Total Budget - Inception through 2021 |
|---|---|---|---|---|---|---|---|---|---|
| **Beginning Fund Balance** | **$ 3,500** | **$ 0** | **$ (0)** | **$ 0** | **$ (0)** | **$ (0)** | **$ (0)** | **$ 3,500** | |
| **Short-term Cash Flow Borrowing Needed** | **$ 35,169** | **$ 19,874** | **$ 4,039** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 59,082** | |
| **New Bond Proceeds** | **$ 17,950** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 17,950** | |
| **Major Taxes** | | | | | | | | | |
| Sales Tax | 13,611 | 14,519 | 15,259 | 15,998 | 16,710 | 17,512 | 18,316 | 111,924 | |
| B&O Tax | 8,085 | 8,452 | 8,846 | 9,246 | 9,645 | 10,054 | 10,485 | 64,813 | |
| REET | 13,786 | 14,011 | 14,060 | 13,556 | 13,892 | 14,322 | 14,730 | 98,357 | |
| Parks Levy | 3,389 | 3,389 | 3,389 | 3,389 | 3,389 | 3,390 | 3,390 | 23,725 | |
| MVFT | 1,360 | 1,368 | 1,377 | 1,385 | 1,393 | 1,400 | 1,400 | 9,683 | |
| **Subtotal Major Taxes** | **$ 40,231** | **$ 41,739** | **$ 42,930** | **$ 43,574** | **$ 45,028** | **$ 46,678** | **$ 48,321** | **$ 308,503** | |
| **Intergovernmental** | | | | | | | | | |
| Federal Grants | 4,228 | 5,564 | 3,234 | - | - | - | - | 13,026 | |
| Grants | 3,697 | 556 | 1,487 | 173 | 173 | 52 | - | 6,139 | |
| Interlocal Contributions | 18,433 | 3,492 | 715 | 615 | 2,315 | 201 | 201 | 25,970 | |
| Rents and Leases | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 210 | |
| **Subtotal Intergovernmental** | **$ 26,388** | **$ 9,642** | **$ 5,466** | **$ 818** | **$ 2,518** | **$ 283** | **$ 231** | **$ 45,345** | |
| **Miscellaneous** | | | | | | | | | |
| Developer Contributions | - | - | - | - | - | - | - | - | |
| Contributions from Other City Funds | 398 | 568 | 414 | 382 | 439 | 350 | 350 | 2,902 | |
| Private Contributions | 1,350 | 1,500 | 500 | - | - | - | - | 3,350 | |
| Miscellaneous Revenue | 15 | 1 | - | - | - | - | - | 15 | |
| Sale of Fixed Assets | - | - | 3,455 | - | - | - | - | 3,455 | |
| Transportation Impact Fees | 4,140 | 6,900 | 7,110 | 7,320 | 7,540 | 7,770 | 7,992 | 48,772 | |
| **Subtotal Miscellaneous** | **$ 5,903** | **$ 8,969** | **$ 11,479** | **$ 7,702** | **$ 7,979** | **$ 8,120** | **$ 8,342** | **$ 58,494** | |
| **Total Revenue** | **$ 129,141** | **$ 80,225** | **$ 63,914** | **$ 52,094** | **$ 55,525** | **$ 55,081** | **$ 56,894** | **$ 492,874** | |
| **Total Expenditures** | **$ 129,141** | **$ 80,225** | **$ 63,913** | **$ 52,095** | **$ 55,525** | **$ 55,081** | **$ 56,894** | **$ 492,873** | |
| **Ending Fund Balance** | **$ 0** | **$ (0)** | **$ 0** | **$ (0)** | **$ (0)** | **$ (0)** | **$ 0** | **$ 1** | |
| **New Cash Flow Payback (Principal Only)** | **$ -** | **$ (0)** | **$ 0** | **$ 8,969** | **$ 10,641** | **$ 18,838** | **$ 20,558** | **$ 59,006** | |
| **Additional Funding (Negative=Borrow)** | | | | | | | | **$ (76)** | |

## CIP LT Panel Recommended Cash Flow

Note: This is as of July 28, 2014, and will be updated as the budget process continues.

# 2015-21 CIP LT Recommended Expenditures

| CIP Plan # | Project Title | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | Total Budget 2015-2021 | Total Budget - Inception through 2021 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Debt Service** | | | | | | | | | | |
| G-69 | G-69 Supplemental CIP Debt Funding | 30 | 1,035 | 1,035 | 1,037 | 1,033 | 1,037 | 1,034 | 6,242 | 14,226 |
| G-82 | G-82 City Hall Debt Service | 6,599 | 6,597 | 6,594 | 6,582 | 6,590 | 6,581 | 6,574 | 46,116 | 72,705 |
| G-83 | G-83 M&II LTGO Bond Debt Service | 862 | 862 | 865 | 865 | 865 | 863 | 865 | 6,047 | 9,508 |
| G-89 | G-89 New Long-term Debt Service | 4,836 | 4,832 | 4,834 | 4,837 | 4,834 | 4,835 | 4,834 | 33,841 | 41,859 |
| G-90 | G-90 New Short-term Debt Service (Interfund Loan) | 7,700 | 7,600 | - | - | - | - | - | 15,300 | 15,500 |
| G-95 | G-95 Metro site debt service | 1,263 | 1,263 | 1,263 | 1,263 | 1,263 | 1,263 | 1,263 | 8,841 | 8,841 |
| G-98 | New Cash Flow Payback | - | 703 | 1,101 | 10,151 | 11,643 | 19,627 | 20,971 | 64,196 | 64,196 |
| PW-R-82 | PW-R-82 Public Works Trust Fund Loan - Principal | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 279 | 1,551 |
| PW-R-83 | PW-R-83 Public Works Trust Fund Loan - Interest | 2 | 2 | 2 | 2 | 2 | 1 | 1 | 13 | 122 |
| | **Subtotal Debt Service** | **$ 21,332** | **$ 22,934** | **$ 15,734** | **$ 24,777** | **$ 26,269** | **$ 34,247** | **$ 35,582** | **$ 180,875** | **$ 228,508** |
| **Economic Growth & Competitiveness** | | | | | | | | | | |
| G-93 | Community Network Connectivity | 50 | 100 | 100 | 100 | 100 | 100 | 100 | 650 | 650 |
| G-97 | G-97 Council Contingency | 14,500 | - | - | - | - | - | - | 14,500 | 14,500 |
| | **Subtotal Economic Growth & Competitiveness** | **$ 14,550** | **$ 100** | **$ 100** | **$ 100** | **$ 100** | **$ 100** | **$ 100** | **$ 15,150** | **$ 15,150** |
| **Quality Neighborhoods** | | | | | | | | | | |
| P-AD-88 | P-AD-88 Bridle Trails Neighborhood Park (Levy) | 1,000 | - | - | - | - | - | - | 1,000 | 2,550 |
| NIS-2 | Neighborhood Partnerships | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 700 | 1,627 |
| | **Subtotal Quality Neighborhoods** | **$ 1,100** | **$ 100** | **$ 100** | **$ 100** | **$ 100** | **$ 100** | **$ 100** | **$ 1,700** | **$ 4,177** |
| **Safe Community** | | | | | | | | | | |
| PS-16 | PS-16 Renovation of Public Safety Facilities | 898 | 885 | 924 | 965 | 1,008 | 953 | 1,001 | 6,634 | 17,136 |
| PS-16E | PS-16E Renovation of Public Safety Facilities | 247 | 67 | - | - | - | - | - | 315 | 315 |
| PS-62 | Knox Box Replacement | - | 198 | - | - | - | - | - | 198 | 198 |
| PS-63 | Fire Long Range Facility Plan | 7,250 | - | - | - | - | - | - | 7,250 | 7,250 |
| PW-M-19 | PW-M-19 Major Maintenance Program | 900 | 900 | 900 | 1,013 | 1,043 | 1,075 | 1,107 | 6,938 | 11,149 |
| PW-M-19E | PW-M-19E Major Maintenance Program | 400 | 400 | 400 | - | - | - | - | 1,200 | 1,200 |
| | **Subtotal Safe Community** | **$ 9,695** | **$ 2,450** | **$ 2,224** | **$ 1,978** | **$ 2,051** | **$ 2,028** | **$ 2,108** | **$ 22,535** | **$ 37,248** |

# CIP LT Panel Recommended Cash Flow

Note: This is as of July 28, 2014, and will be updated as the budget process continues.

| | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | Total Budget 2015-2021 | Total Budget - Inception through 2021 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Improved Mobility** | | | | | | | | | | |
| PW-I-92 | PW-I-92 Lakemont Blvd and Cougar Mnt Way Improvements | 626 | - | - | - | - | - | - | 626 | 1,547 |
| PW-M-1 | PW-M-1 Overlay Program | 7,119 | 5,479 | 6,810 | 5,660 | 5,830 | 6,005 | 6,185 | 43,090 | 138,803 |
| PW-M-2 | PW-M-2 Minor Capital - Traffic Operations | 155 | 159 | 164 | 169 | 174 | 179 | 184 | 1,184 | 9,916 |
| PW-M-7 | PW-M-7 Neighborhood Traffic Safety Program | 309 | 318 | 328 | 338 | 348 | 358 | 369 | 2,368 | 9,870 |
| PW-M-20 | PW-M-20 Minor Capital - Signals and Lighting | 155 | 212 | 219 | 225 | 174 | 179 | 184 | 1,348 | 2,348 |
| PW-M-20E | PW-M-20E Minor Capital - Signals and Lighting | 1,076 | - | - | - | - | - | - | 1,076 | 1,076 |
| PW-R-146 | PW-R-146 Northup Way Corridor Improvements | 3,750 | 3,750 | 484 | - | - | - | - | 7,984 | 11,226 |
| PW-R-155 | PW-R-155 Traffic Computer System Upgrade | 50 | - | - | - | - | - | - | 50 | 5,193 |
| PW-R-156 | PW-R-156 ITS Master Plan Implementation Program | 150 | 400 | 400 | 400 | 400 | 400 | 400 | 2,550 | 2,975 |
| PW-R-159 | PW-R-159 East Link Analysis and Development | 2,817 | 2,291 | - | - | - | - | - | 5,107 | 16,265 |
| PW-R-160 | PW-R-160 NE 4th Street Extension - 116th to 120th Ave NE | 1,518 | 1,800 | 1,183 | - | - | - | - | 4,501 | 35,800 |
| PW-R-162 | PW-R-162 NE 6th Street Extension | 50 | - | - | - | - | - | - | 50 | 1,000 |
| PW-R-164 | PW-R-164 120th Ave NE Stage 2 - NE 8th St to NE 12th St | 6,881 | 6,881 | 3,220 | - | - | - | - | 16,982 | 36,450 |
| PW-R-166 | PW-R-166 124th Ave NE - NE Spring Boulevard to NE 18th St | 1,969 | - | - | - | 5,210 | - | - | 7,179 | 10,601 |
| PW-R-168 | PW-R-168 120th Ave NE (Stage 3) NE 12th St to NE 16th St | 2,760 | 3,545 | 3,545 | - | | - | - | 9,850 | 14,538 |
| PW-R-169 | PW-R-169 124th Ave NE - NE 12th to NE Spring Boulevard | 366 | - | - | - | - | - | - | 366 | 1,419 |
| PW-R-170 | PW-R-170 130th Ave NE - Bel-Red Rd to NE 20th St | - | - | - | - | - | - | - | - | 253 |
| PW-R-171 | PW-R-171 134th Ave NE - NE Spring Boulevard to NE 20th St | 132 | 135 | - | - | - | - | - | 267 | 267 |
| PW-R-172 | PW-R-172 NE Spring Blvd (Zone 1) - 116th to 120th Avenues NE | - | - | - | - | - | - | - | - | 1,600 |
| PW-R-172E | PW-R-172E NE Spring Blvd (Zone 1) - 116th to 120th Avenues NE | 2,341 | 4,164 | 11,877 | 3,877 | - | - | - | 22,259 | 22,259 |
| PW-R-173 | PW-R-173 NE Spring Boulevard (Zone2) - 120th to 124th Aves N | - | - | - | - | - | - | - | - | 1,344 |
| PW-R-173E | PW-R-173 NE Spring Boulevard (Zone2 - Design Only) - 120th to 124th Av | 1,440 | 617 | - | - | - | - | - | 2,057 | 2,057 |
| PW-R-174 | PW-R-174 NE Spring Boulevard - 130th to 132nd Ave NE | - | - | - | - | - | - | - | - | 397 |
| PW-R-175 | PW-R-175 NE Spring Blvd & 136th Pl NE-132nd Ave to NE 20th S | 165 | - | - | - | - | - | - | 165 | 165 |
| PW-R-176 | PW-R-176 Downtown Transportation Plan Implementation | 400 | - | - | - | - | - | - | 400 | 800 |
| PW-R-177 | PW-R-177 Eastgate Subarea Plan Implementation | 250 | 250 | - | - | - | - | - | 500 | 500 |
| PW-R-181 | PW-R-181 East Link MOU Commitments | 17,950 | - | - | - | - | - | - | 17,950 | 54,355 |
| PW-R-46 | PW-R-46 Accident Reduction Program | 153 | 106 | 109 | 113 | 116 | 119 | 123 | 839 | 3,931 |
| PW-W/B-56 | PW-W/B-56 Pedestrian and Bicycle Access Improvements | 412 | 424 | 437 | 450 | 464 | 478 | 492 | 3,157 | 10,557 |
| PW-W/B-76 | PW-W/B-76 Neighborhood Sidewalks | 1,575 | 1,061 | 1,093 | 1,126 | 1,159 | 1,194 | 1,230 | 8,437 | 11,453 |
| PW-W/B-78 | PW-W/B-78 Mountains to Sound Greenway Trail | - | - | - | - | - | - | - | - | 900 |
| PW-W/B-78E | PW-W/B-78 Mountains to Sound Greenway Trail | 1,050 | 596 | - | - | - | - | - | 1,646 | 1,646 |
| PW-W/B-81 | PW-W/B-81 108th/112th Aves NE - N. City Limit to NE 12th St | 200 | - | - | - | - | - | - | 200 | 200 |
| PW-W/B-82 | PW-W/B-82 SE 16th Street - 148th Avenue SE to 156th | - | - | - | - | - | - | - | - | 250 |
| | **Subtotal Improved Mobility** | **$ 55,818** | **$ 32,189** | **$ 29,869** | **$ 12,357** | **$ 13,875** | **$ 8,912** | **$ 9,167** | **$ 162,188** | **$ 411,961** |

# CIP LT Panel Recommended Cash Flow

Note: This is as of July 28, 2014, and will be updated as the budget process continues.

| | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | Total Budget 2015-2021 | Total Budget - Inception through 2021 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Responsive Government** | | | | | | | | | | |
| G-57 | G-57 Enterprise Content Management - Capital | 40 | - | - | - | - | - | - | 40 | 1,624 |
| G-59 | G-59 JDE System Upgrade and Enhancements | - | 250 | - | - | - | - | - | 250 | 14,329 |
| G-59E | G-59E JDE System Upgrade and Enhancements | 100 | 60 | - | - | - | - | - | 160 | 160 |
| G-84 | Relocation of Courts from Surrey Downs to Alternate Site | 2,992 | - | - | - | - | - | - | 2,992 | 4,963 |
| G-86 | City Hall East Garage Redevelopment | 6,977 | - | - | - | - | - | - | 6,977 | 8,000 |
| G-94 | Enterprise Application Replacement Reserve | 250 | 250 | 800 | 800 | 800 | 1,000 | 1,000 | 4,900 | 4,900 |
| NCS01 | COB Fuel System Replacement | 190 | 80 | 250 | 125 | 350 | - | - | 995 | 995 |
| NCS04 | Hearing Assistance for Public Spaces | 120 | 120 | - | - | - | - | - | 240 | 240 |
| NCS06 | Public Records Reconfiguration | 100 | - | - | - | - | - | - | 100 | 100 |
| PW-M-15 | PW-M-15 Wetland Monitoring | 15 | - | - | - | - | - | - | 15 | 141 |
| | **Subtotal Responsive Government** | **$ 10,784** | **$ 760** | **$ 1,050** | **$ 925** | **$ 1,150** | **$ 1,000** | **$ 1,000** | **$ 16,669** | **$ 35,452** |
| **Innovative, Vibrant, & Caring Community** | | | | | | | | | | |
| CD-11 | CD-11 Public Art Program | 350 | 350 | 350 | 350 | 350 | 350 | 350 | 2,450 | 7,256 |
| CD-22 | CD-22 Enhanced Right of Way and Urban Boulevards (ERUB) | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 3,500 | 5,399 |
| P-AD-27 | P-AD-27 Park Planning & Design | 400 | 400 | 300 | 300 | 300 | 300 | 300 | 2,300 | 7,857 |
| P-AD-79 | P-AD-79 King County Parks Levy | 414 | 414 | 414 | 414 | 414 | - | - | 2,070 | 5,584 |
| P-AD-82 | P-AD-82 Park & Open Space Acquisition (Levy) | 1,988 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 7,988 | 10,256 |
| P-AD-82E | P-AD-82E Park & Open Space Acquisition (Levy) | 250 | 262 | 1,800 | 1,000 | 1,000 | 1,000 | 1,000 | 6,312 | 6,312 |
| P-AD-83 | P-AD-83 Bellevue Airfield Park Development (Levy) | 800 | 325 | - | - | - | - | - | 1,125 | 1,425 |
| P-AD-86 | P-AD-86 Surrey Downs Park Development (Levy) | - | - | - | - | - | - | - | - | 5,060 |
| P-AD-86E | P-AD-86E Surrey Downs Park Development (Levy) | 940 | - | - | 3,000 | 3,000 | - | - | 6,940 | 6,940 |
| P-AD-87 | P-AD-87 Downtown Park Development (Levy) | 4,300 | 2,000 | - | - | - | - | - | 6,300 | 7,000 |
| P-AD-87E | P-AD-87E Downtown Park Development (Levy) | 200 | 4,800 | - | - | - | - | - | 5,000 | 5,000 |
| P-AD-92 | P-AD-92 Meydenbauer Bay Phase 1 Park Development | 500 | 5,200 | 5,300 | - | - | - | - | 11,000 | 12,000 |
| P-AD-94 | P-AD-94 Inspiration Playground at Downtown Park | 500 | 1,500 | - | - | - | - | - | 2,000 | 2,000 |
| P-R-02 | P-R-02 Enterprise Facility Improvements | 350 | 350 | 350 | 350 | 350 | 350 | 350 | 2,450 | 12,719 |
| P-R-11 | P-R-11 Parks Renovation & Refurbishment Plan | 4,270 | 4,490 | 4,720 | 4,837 | 4,957 | 5,081 | 5,220 | 33,575 | 77,909 |
| PW-W/B-49 | PW-W/B-49 Pedestrian Facilities Compliance Program | 100 | 100 | 103 | 106 | 109 | 113 | 116 | 747 | 2,229 |
| | **Subtotal Innovative, Vibrant, & Caring Community** | **$ 15,862** | **$ 21,691** | **$ 14,837** | **$ 11,857** | **$ 11,980** | **$ 8,694** | **$ 8,836** | **$ 93,757** | **$ 174,946** |

# CIP LT PANEL PROJECT TIMING TABLE Sorted by Outcome

| CIP Plan No. | Project Title | Budget 2015 thru 2021 | Budget Inception thru 2021 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Debt Service** | | | | | | | | | | |
| G-69 | G-69 Supplemental CIP Debt Funding | $ 6,242 | $ 14,226 | | | | | | | |
| G-82 | G-82 City Hall Debt Service | 46,116 | 72,705 | | | | | | | |
| G-83 | G-83 M&II LTGO Bond Debt Service | 6,047 | 9,508 | | | | | | | |
| G-89 | G-89 New Long-term Debt Service | 33,841 | 41,859 | | | | | | | |
| G-90 | G-90 New Short-term Debt Service (Interfund Loan) | 79,496 | 79,696 | | | | | | | |
| G-95 | G-95 Metro site debt service | 8,841 | 8,841 | | | | | | | |
| PW-R-82 | PW-R-82 Public Works Trust Fund Loan - Principal | 279 | 1,551 | | | | | | | |
| PW-R-83 | PW-R-83 Public Works Trust Fund Loan - Interest | 13 | 122 | | | | | | | |
| | **Subtotal Debt Service** | **$ 180,875** | **$ 228,508** | | | | | | | |
| **Economic Growth & Competitiveness** | | | | | | | | | | |
| G-93 | Community Network Connectivity | 650 | 650 | | | | | | | |
| G-97 | G-97 Council Contingency | 14,500 | 14,500 | | | | | | | |
| | **Subtotal Economic Growth & Competitiveness** | **$ 15,150** | **$ 15,150** | | | | | | | |
| **Quality Neighborhoods** | | | | | | | | | | |
| P-AD-88 | P-AD-88 Bridle Trails Neighborhood Park (Levy) | 1,000 | 2,550 | | | | | | | |
| NIS-2 | Neighborhood Partnerships | 700 | 1,627 | | | | | | | |
| | **Subtotal Quality Neighborhoods** | **$ 1,700** | **$ 4,177** | | | | | | | |
| **Safe Community** | | | | | | | | | | |
| PS-16 | PS-16 Renovation of Public Safety Facilities | 6,634 | 17,136 | | | | | | | |
| PS-16E | PS-16E Renovation of Public Safety Facilities | 315 | 315 | | | | | | | |
| PS-62 | Knox Box Replacement | 198 | 198 | | | | | | | |
| PS-63 | Fire Long Range Facility Plan | 7,250 | 7,250 | | | | | | | |
| PW-M-19 | PW-M-19 Major Maintenance Program | 6,938 | 11,149 | | | | | | | |
| PW-M-19E | PW-M-19E Major Maintenance Program | 1,200 | 1,200 | | | | | | | |
| | **Subtotal Safe Community** | **$ 22,535** | **$ 37,248** | | | | | | | |

This work is as of July 28, and will be updated as the City Manager prepares his Preliminary Budget

# CIP LT PANEL PROJECT TIMING TABLE Sorted by Outcome

| CIP Plan No. | Project Title | Budget 2015 thru 2021 | Budget Inception thru 2021 |
|---|---|---|---|
| **Improved Mobility** | | | |
| PW-I-92 | PW-I-92 Lakemont Blvd and Cougar Mnt Way Improvements | 626 | 1,547 |
| PW-M-1 | PW-M-1 Overlay Program | 43,090 | 138,803 |
| PW-M-2 | PW-M-2 Minor Capital - Traffic Operations | 1,184 | 9,916 |
| PW-M-7 | PW-M-7 Neighborhood Traffic Safety Program | 2,368 | 9,870 |
| PW-M-20 | PW-M-20 Minor Capital - Signals and Lighting | 1,348 | 2,348 |
| PW-M-20E | PW-M-20E Minor Capital - Signals and Lighting | 1,076 | 1,076 |
| PW-R-146 | PW-R-146 Northup Way Corridor Improvements | 7,984 | 11,226 |
| PW-R-155 | PW-R-155 Traffic Computer System Upgrade | 50 | 5,193 |
| PW-R-156 | PW-R-156 ITS Master Plan Implementation Program | 2,550 | 2,975 |
| PW-R-159 | PW-R-159 East Link Analysis and Development | 5,107 | 16,265 |
| PW-R-160 | PW-R-160 NE 4th Street Extension - 116th to 120th Ave NE | 4,501 | 35,800 |
| PW-R-162 | PW-R-162 NE 6th Street Extension | 50 | 1,000 |
| PW-R-164 | PW-R-164 120th Ave NE Stage 2 - NE 8th St to NE 12th St | 16,982 | 36,450 |
| PW-R-166 | PW-R-166 124th Ave NE - NE Spring Boulevard to NE 18th St | 7,179 | 10,601 |
| PW-R-168 | PW-R-168 120th Ave NE (Stage 3) NE 12th St to NE 16th St | 9,850 | 14,538 |
| PW-R-169 | PW-R-169 124th Ave NE - NE 12th to NE Spring Boulevard | 366 | 1,419 |
| PW-R-170 | PW-R-170 130th Ave NE - Bel-Red Rd to NE 20th St | - | 253 |
| PW-R-171 | PW-R-171 134th Ave NE - NE Spring Boulevard to NE 20th St | 267 | 267 |
| PW-R-172 | PW-R-172 NE Spring Blvd (Zone 1) - 116th to 120th Avenues NE | - | 1,600 |
| PW-R-172E | PW-R-172E NE Spring Blvd (Zone 1) - 116th to 120th Avenues NE | 22,259 | 22,259 |
| PW-R-173 | PW-R-173 NE Spring Boulevard (Zone2) - 120th to 124th Aves N | - | 1,344 |
| PW-R-173E | PW-R-173 NE Spring Boulevard (Zone2 - Design Only) - 120th to 124th Aves N | 2,057 | 2,057 |
| PW-R-174 | PW-R-174 NE Spring Boulevard - 130th to 132nd Ave NE | - | 397 |
| PW-R-175 | PW-R-175 NE Spring Blvd & 136th Pl NE-132nd Ave to NE 20th S | 165 | 165 |
| PW-R-176 | PW-R-176 Downtown Transportation Plan Implementation | 400 | 800 |
| PW-R-177 | PW-R-177 Eastgate Subarea Plan Implementation | 500 | 500 |
| PW-R-181 | PW-R-181 East Link MOU Commitments | 17,950 | 54,355 |
| PW-R-46 | PW-R-46 Accident Reduction Program | 839 | 3,931 |
| PW-W/B-56 | PW-W/B-56 Pedestrian and Bicycle Access Improvements | 3,157 | 10,557 |
| PW-W/B-76 | PW-W/B-76 Neighborhood Sidewalks | 8,437 | 11,453 |
| PW-W/B-78 | PW-W/B-78 Mountains to Sound Greenway Trail | - | 900 |
| PW-W/B-78E | PW-W/B-78 Mountains to Sound Greenway Trail | 1,646 | 1,646 |
| PW-W/B-81 | PW-W/B-81 108th/112th Aves NE - N. City Limit to NE 12th St | 200 | 200 |
| PW-W/B-82 | PW-W/B-82 SE 16th Street - 148th Avenue SE to 156th | - | 250 |
| | **Subtotal Improved Mobility** | **$ 162,188** | **$ 411,961** |

# CIP LT PANEL PROJECT TIMING TABLE Sorted by Outcome

| CIP Plan No. | Project Title | Budget 2015 thru 2021 | Budget Inception thru 2021 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Responsive Government** | | | | | | | | | | |
| G-57 | G-57 Enterprise Content Management - Capital | 40 | 1,624 | | | | | | | |
| G-59 | G-59 JDE System Upgrade and Enhancements | 250 | 14,329 | | | | | | | |
| G-59E | G-59E JDE System Upgrade and Enhancements | 160 | 160 | | | | | | | |
| G-84 | Relocation of Courts from Surrey Downs to Alternate Site | 2,992 | 4,963 | | | | | | | |
| G-86 | City Hall East Garage Redevelopment | 6,977 | 8,000 | | | | | | | |
| G-94 | Enterprise Application Replacement Reserve | 4,900 | 4,900 | | | | | | | |
| NCS01 | COB Fuel System Replacement | 995 | 995 | | | | | | | |
| NCS04 | Hearing Assistance for Public Spaces | 240 | 240 | | | | | | | |
| NCS06 | Public Records Reconfiguration | 100 | 100 | | | | | | | |
| PW-M-15 | PW-M-15 Wetland Monitoring | 15 | 141 | | | | | | | |
| | **Subtotal Responsive Government** | **$ 16,669** | **$ 35,452** | | | | | | | |
| **Innovative, Vibrant, & Caring Community** | | | | | | | | | | |
| CD-11 | CD-11 Public Art Program | 2,450 | 7,256 | | | | | | | |
| CD-22 | CD-22 Enhanced Right of Way and Urban Boulevards (ERUB) | 3,500 | 5,399 | | | | | | | |
| P-AD-27 | P-AD-27 Park Planning & Design | 2,300 | 7,857 | | | | | | | |
| P-AD-79 | P-AD-79 King County Parks Levy | 2,070 | 5,584 | | | | | | | |
| P-AD-82 | P-AD-82 Park & Open Space Acquisition (Levy) | 7,988 | 10,256 | | | | | | | |
| P-AD-82E | P-AD-82E Park & Open Space Acquisition (Levy) | 6,312 | 6,312 | | | | | | | |
| P-AD-83 | P-AD-83 Bellevue Airfield Park Development (Levy) | 1,125 | 1,425 | | | | | | | |
| P-AD-86 | P-AD-86 Surrey Downs Park Development (Levy) | - | 5,060 | | | | | | | |
| P-AD-86E | P-AD-86E Surrey Downs Park Development (Levy) | 6,940 | 6,940 | | | | | | | |
| P-AD-87 | P-AD-87 Downtown Park Development (Levy) | 6,300 | 7,000 | | | | | | | |
| P-AD-87E | P-AD-87E Downtown Park Development (Levy) | 5,000 | 5,000 | | | | | | | |
| P-AD-92 | P-AD-92 Meydenbauer Bay Phase 1 Park Development | 11,000 | 12,000 | | | | | | | |
| P-AD-94 | P-AD-94 Inspiration Playground at Downtown Park | 2,000 | 2,000 | | | | | | | |
| P-R-02 | P-R-02 Enterprise Facility Improvements | 2,450 | 12,719 | | | | | | | |
| P-R-11 | P-R-11 Parks Renovation & Refurbishment Plan | 33,575 | 77,909 | | | | | | | |
| PW-W/B-49 | PW-W/B-49 Pedestrian Facilities Compliance Program | 747 | 2,229 | | | | | | | |
| | **Subtotal Innovative, Vibrant, & Caring Community** | **$ 93,757** | **$ 174,946** | | | | | | | |
| | **Total Expenditures** | **492,873** | **$ 907,442** | | | | | | | |

This work is as of July 28, and will be updated as the City Manager prepares his Preliminary Budget

# CIP Executive Summaries

# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Responsive Government

**G-12** **Title: G-12 Enterprise Point of Sale System Replacement**

**Proposal: 060.32NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 060 | New | Finance | | 665,856 | 665,856 |

**Executive Summary**

This proposal requests funding for costs to replace the City's enterprise Point of Sale (POS) receipting system. The POS is a critical part of the City's financial system used to record funds collected by all City departments that handle incoming cash, check, and credit and debit card transactions for their customers. The current version of the City's existing POS system, CLASS, will no longer be supported effective 12/1/2016. The "upgrade" options offered by the vendor represent a full reimplementation at a substantially higher cost to the City. Therefore, the City will conduct a full competitive process to find the best POS solution at the lowest cost. This project will be closely coordinated with the Parks Registration replacement project that is facing the same issue.

**G-57** **Title: G-57 Enterprise Content Management - Capital**

**Proposal: 020.06DA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 020 | Approved Prior | General Government | 1,624,853 | 1,624,192 | -661 |

**Executive Summary**

This proposal will preserve funding for the final steps related to migrating Enterprise Content Management (ECM) content and functionality from the current Oracle-based solution to SharePoint. The City's investment in ECM creates a platform for structured and consistent management of the City's electronic information and records. This technology also provides for collaboration and automated workflow of document-centric processes to improve efficiencies in government operations. Completing the enterprise content management platform is essential to continued compliance with State records laws governing electronic records management.

Note – CIP Proposal Executive summaries are listed in proposal order. They do not include debt proposals and reserve proposals, nor do they include operating proposals which can be found in the Operating section. They are as provided by the Department submitting the proposal, and have not been adjusted for any CIP LT recommendations including additions, deletions, or changes in scope. In addition, they do not separate existing scope from the enhancement scope as is denoted on the CIP LT Ranking List. This is provided as a general overview education of the particular CIP project.

# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Responsive Government

**G-59** **Title: G-59 JDE System Upgrade and Enhancements**

**Proposal: 060.04NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 060 | Ongoing | Finance | 14,343,049 | 14,488,948 | 145,899 |

**Executive Summary**

This proposal provides funding to upgrade and enhance the City's Finance and Human Resources System (JD Edwards/Myself Service). The upgrade will extend the life of our Enterprise Resource System (ERP) System and allow the City to stay in compliance with tax laws while updating the application (both with new functionality and updated technology). The planned enhancements include automation efforts for Finance functions (i.e. Accounts Payable, Contracting, Timekeeping, and Financial Reporting) and implementing new Human Resources functionality for global leave administration.

**G-84** **Title: Relocation of Courts from Surrey Downs to Alternate Site**

**Proposal: 045.64NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 045 | Approved Prior | General Government | 4,471,518 | 4,962,874 | 491,356 |

**Executive Summary**

This proposal provides the funding to design improvements and renovate a leased facility for the Courts and Bellevue Probation. This proposal will offer a long-term solution for housing the Bellevue District Court as required in the Court Interlocal agreement between Bellevue and King County. This proposal meets the time line for the Sound Transit East Link rail construction and allows the Parks Department to move forward with implementation of the Park Master Plan which includes the Surrey Downs Park. A companion proposal 040.09PA provides for the operating expenses for Courts and Probation once this CIP proposal in complete.

**G-86** **Title: City Hall East Garage Redevelopment**

**Proposal: 045.60NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 045 | Approved Prior | General Government | 7,100,000 | 7,100,001 | 1 |

**Executive Summary**

The City of Bellevue and Sound Transit are engaged in the joint implementation of the East Link project within the Bellevue City Limits. This project provides for the resources to expand the existing Employee garage to mitigate the loss of parking for visitors and staff during and after construction of the Downtown station on the City Hall plaza. To ensure full compliance with the MOU and timely delivery of the East Link light rail extension, this project will be implemented in a timeframe to allow Sound Transit access to the plaza and north parking structure to prepare for construction of the light rail line and station.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Responsive Government

**G-94** **Title: Enterprise Application Replacement Reserve**

**Proposal: 090.17NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 090 | New | General Government | | 4,900,000 | 4,900,000 |

**Executive Summary**

The City has invested in major enterprise technology applications over time. A number of these have no established replacement funding. This proposal provides funding for these important applications, ensuring uninterrupted service delivery. The major applications which would be funded by this reserve include the Financial and Human Resources Information system (JD Edwards), the Enterprise Asset Management System (MAXIMO-not including Utilities' obligation), and the city-wide Point of Sale (POS) system. The impact to not funding this proposal will be a budget shortfall when these applications are due to be replaced and may prevent the business units from achieving their desired level of service with their customers.

**NCS01** **Title: COB Fuel System Replacement**

**Proposal: 045.61NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 045 | New | General Government | | 995,000 | 995,000 |

**Executive Summary**

Between 1989 and 1995 three Capital Improvement Programs (CIPs) were developed to install or replace Underground Storage Tanks (USTs) and supporting infrastructures that provide fuel for City operations, including Police, Fire, Utilities, and Transportation departments. These systems also support emergency generators and emergency operations in the event of a disaster or emergency. The supporting systems such as fuel pumps and the older tanks are reaching the end of their useful life. In addition, environmental pressures as well as government mandates require the use of alternative fuels which are not compatible with some of the existing equipment. This CIP supports planning, design and implementation of required changes over a period of time, starting with fuel pumps and fuel line systems and ultimately replacing older metal tanks at the Bellevue Service Center.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Responsive Government

**NCS02** **Title: City Hall Substation Replacement**

**Proposal: 045.62NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 045 | New | General Government | | 2,000,000 | 2,000,000 |

**Executive Summary**

Bellevue City Hall is unique in that it has a 12,000 volt transformer substation inside the building which provides reliability and redundancy to our electrical power. The mission critical areas that it serves are two Main Equipment Centers (MECs) that house equipment for the data network, internet, phone, telemetry and building systems, and support City operations as well as the regional 911 communications center (NORCOM). The MECs are located in the basement and on the 7th floor of City Hall next to NORCOM. This substation equipment is 20 + years old with a normal life expectancy of 30 to 35 years. Preventive maintenance is regularly conducted and the equipment is reliable and well maintained. This Capital Improvement Program (CIP) will fund the replacement in the year 2020-2021 of the CIP.{CR}{LF}{CR}{LF}

**NCS04** **Title: Hearing Assistance for Public Spaces**

**Proposal: 045.65NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 045 | New | General Government | | 240,000 | 240,000 |

**Executive Summary**

Bellevue City Council published their priority list and #20 under High performance Government “Evaluate how we can better provide hearing accessibility within the public meeting areas in the City”. This proposal covers the investigation, purchase and installation of additional assisted listening systems (ALS) in the four spaces have been identified as a first priority. The four spaces are City Hall council chambers, council conference room, Bellevue Youth Theatre, and Botanical gardens. The technology of these types of systems is rapidly changing and some of our older equipment may be outdated. The City is interested in providing equitable, accessible and inclusive services to the public in all community gathering places. This most likely means maintaining multiple systems in each space to ensure all-inclusiveness.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Responsive Government

**NCS05** **Title: City Hall Plaza Expansion**

**Proposal: 045.66NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 045 | New | General Government | | 2,318,000 | 2,318,000 |

**Executive Summary**

The City and Sound Transit are engaged in the joint implementation of the East Link project within Bellevue. The construction of the downtown 6th Street Station and the station plaza will remove over 11,700 SF of the existing City Hall plaza. The station work will include rebuilding the remaining plaza area into a smaller configuration, significantly impacting the City's ability to offer space for gatherings and public events. This project provides resources to design and construct an expansion of this reconfigured plaza to the east over the remaining exposed parking on the Concourse level. Approximately, 10,000 SF of new plaza area will be gained by this project resulting in a net loss of outdoor public space to the station of just over 1,000 SF. This project will proceed in three phases each requiring Council action: Phase I, 60% design followed by estimate of probable construction cost by Sound Transit, approved by council on 4/14/2014; Phase 2, 100% design; Phase 3, Construction.

**NCS06** **Title: Public Records Reconfiguration**

**Proposal: 045.67NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 045 | New | General Government | | 100,000 | 100,000 |

**Executive Summary**

The Public Records Division of the City Clerk's Office is located on the first floor of City Hall and serves as one of the customer access points as part of the Service First concept. Staff provides direct customer service to those seeking copies of closed building permit records, historical records about the City and legislation (ordinances and resolutions) and a secured environment for customers to review records obtained through the Public Records Act. When City Hall was being designed (2005) the positions that now make up the Public Records Division were part of three different teams. Over the past eight years the records management function has been centralized, and the nature of the work being performed has changed. The original design of the work space has proven to be ineffective. This proposal seeks funding to deal with changes to design that make access easier for the public, increase the efficiency of the space and improves safety and security for the records staff.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Responsive Government

**PW-M-15** **Title: PW-M-15 Wetland Monitoring**

**Proposal:** **130.88NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Maintenance/Minor Capital | 153,790 | 140,999 | -12,791 |

**Executive Summary**

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

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Safe Community

**PS-16** **Title: PS-16 Renovation of Public Safety Facilities**

**Proposal: 070.10NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 070 | Approved Prior | Fire | 14,973,290 | 17,523,430 | 2,550,140 |

**Executive Summary**

This proposal provides funds for major repairs, renovations, and/or upgrades required at nine (9) Fire Stations and the Public Safety Training Center which are not of sufficient magnitude to warrant a separate capital investment project. The Fire Department has 10 facilities to maintain with unique and special requirements necessary to operate efficiently and respond to fire and medical emergencies 24 hours a day, seven days a week. For this budget cycle, this proposal is enhanced to provide for the replacement of the exhaust extrication systems in all nine fire stations. These systems are critical for the removal of harmful exhaust particulates from the apparatus bays. Exposure to exhaust fumes can seriously affect the health and safety of firefighters. Proactive replacement of the aging exhaust systems is required to provide a safe working environment for personnel, and to ensure that facilities meet applicable safety requirements.

**PS-62** **Title: Knox Box Replacement**

**Proposal: 070.20NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 070 | Ongoing | Fire | | 198,000 | 198,000 |

**Executive Summary**

Knox Boxes (AKA -Key Boxes) are used on certain buildings exclusively by the Fire Department in order to allow rapid entry into secured sites and buildings without damaging property. Each of our apparatus is equipped with a master key which allows unrestricted access to any building equipped with the Knox Box.{CR}{LF}{CR}{LF}Our authority to require the installation of the key boxes comes from Section 506 of the International Fire Code which states in part “Where access to or within a structure or an area is restricted because of secured openings or where immediate access is necessary for life-saving or fire-fighting purposes, the fire code official is authorized to require a key box to be installed…”{CR}{LF}{CR}{LF} {CR}{LF}{CR}{LF}This proposal will replace all of the key cores and provide a higher level of security for the keys. This will allow the fire department to continue to have rapid access to buildings without damaging property and assuring building owners that they maintain a high level of security in their buildings.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Safe Community

**PS-63** **Title: Fire Long Range Facility Plan**

**Proposal: 070.23NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 070 | New | Fire | | 47,320,000 | 47,320,000 |

**Executive Summary**

In 2013 the Bellevue City Council authorized the development of a Fire Long Range Facility Plan to meet the changing emergency response needs of our community. The consultant study analyzed population, fire risk, service demand, emergency response performance, firefighter health & safety, operations, training requirements and functional space needs at nine fire stations and the Public Safety Training Center. The top three high priority recommendations from the study include:{CR}{LF}{CR}{LF} {CR}{LF}{CR}{LF} Rebuild Fire Station Five. Purchase property for a new downtown fire station. Expand the Public Safety Training Center site to build a new training and support facility. {CR}{LF}{CR}{LF}Due to the current budget forecast, this proposal seeks to fund only the most critical needs identified in the study.

**PW-M-19** **Title: PW-M-19 Major Maintenance Program**

**Proposal: 130.89NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Ongoing | Maintenance/Minor Capital | 8,991,019 | 12,348,787 | 3,357,768 |

**Executive Summary**

The capital resources provided under this proposal address a wide range of high priority pedestrian, roadway, traffic safety, and other transportation system maintenance needs that exceed the financial capacity of the Street Maintenance, Traffic Operations, and Minor Capital programs but are too small for stand-alone CIP projects. Site-specific projects completed under this program improve public safety, reduce the City's exposure to litigation, and extend the useful life of previous investments in the transportation system. This proposal includes a temporary annual funding lift to the ongoing program allocation in the first three years of the CIP (2015-2017) to bring three specific traffic signals along 148th Avenue up to current standard and thereby mitigating system reliability and traffic safety concerns.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Improved Mobility

**CD-30** **Title: Station Area Planning Implementation Fund**

**Proposal: 115.26NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 115 | New | Community Development | | 7,000,000 | 7,000,000 |

**Executive Summary**

This proposal establishes a dedicated fund for capital improvements identified by the public and approved by Council through station area planning (SAP). The SAP program addresses access to and integration of the six light rail stations with their surrounding areas. Capital investments by the city will benefit residents, employees and visitors by increasing system access, improving overall mobility, reinforcing neighborhood character and identity, and promoting economic activity through redevelopment where it implements the community's vision. Without a dedicated fund to benefit neighborhoods and businesses in close proximity to light rail stations, the capital investment strategies identified through the city's SAP program will be competing with larger, higher profile capital projects that will consume the bulk of the capital budget and these smaller, important and impactful projects will receive little or no funding during the time when they could be most effective.

**NEW-1** **Title: NEW-1 164th Avenue SE - Cougar Mountain Way to SE 63rd Stree**

**Proposal: 130.102NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | New | Roadways | | 75,000 | 75,000 |

**Executive Summary**

164th Avenue SE from Cougar Mountain Way to SE 63rd Street is the last gravel road in Bellevue. This is a local street used by residents in the immediate area to access their homes. There are on-going maintenance costs and citizen concerns regarding potholes, ruts and dust during the summer. A permanent solution needs to be found. There are opportunities to transform this roadway into an environmentally pleasing street with the use of low impact design, such as swales to capture surface and storm water runoff, landscaping and a meandering pervious asphalt roadway. Another option may be closing this road and converting it into a trail for pedestrians and bicyclists. This proposal will provide funding for developing solutions, with staff working with area residents to develop a plan.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Improved Mobility

**NEW-2** **Title: NEW-2 156th Avenue NE Business Access Transit Lanes**

**Proposal: 130.106NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | New | Roadways | | 200,000 | 200,000 |

**Executive Summary**

This proposal is for the initial design phase, including community input and coordination, for the ultimate development of Business Access Transit (BAT) lanes on 156th Avenue NE in the southbound direction from the north city limits to NE 24th St; and, northbound from Northup Way to NE 24th St with intersection improvements at 156th/NE24th and 156th/Northup. BAT lanes, placed to the outside of existing lanes, are reserved for transit and right-turn uses only. In this high traffic volume area BAT lanes will improve local driveway access and save time for transit users. The capacity of general purpose lanes would be preserved for through traffic. This project addresses the long traffic queue lengths and improves Level of Service at corridor intersections. This is a priority project identified by the Transportation Commission in the 2014 Bellevue Transit Master Plan.

**PW-I-92** **Title: PW-I-92 Lakemont Blvd and Cougar Mnt Way Improvements**

**Proposal: 130.71NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Intersections | 1,540,000 | 1,547,001 | 7,001 |

**Executive Summary**

This proposal funds the completion of the construction of a new traffic signal at the intersection of Lakemont Blvd and Cougar Mountain Way/SE 63rd St. The design analysis (completed in 2013) identified a traffic signal as the preferred alternative to improve the safety and the operations of the intersection. The design of the signal is underway and construction is expected to start in the fall of 2014.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Improved Mobility

**PW-M-1** **Title: PW-M-1 Overlay Program**

**Proposal: 130.85PA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Ongoing | Maintenance/Minor Capital | 124,629,818 | 137,344,166 | 12,714,348 |

**Executive Summary**

This proposal funds the annual Overlay Program from data collection and design through construction. The program budget for 2015-2021 continues to represent a 20% reduced funding level, consistent with the 2011-2017 CIP, and the program continues to prioritize arterial street restoration as requested by the City Council. In addition to street restoration, this program is a main implementation program for retrofitting adjacent wheelchair curb ramps as mandated by the Americans with Disabilities Act. It also cost-effectively supports other city programs by performing curb and sidewalk repairs on overlay sites, repairs or installs bike lanes, installation of traffic loop systems for SCATS signal system implementation, and performs pavement restoration for streets cut by Utilities in the repair of their systems. This proposal also funds the bridge inspection program mandated by the FHWA's National Bridge Inspection Standards.

**PW-M-2** **Title: PW-M-2 Minor Capital - Traffic Operations**

**Proposal: 130.90NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Ongoing | Maintenance/Minor Capital | 9,481,943 | 9,916,291 | 434,348 |

**Executive Summary**

This program provides capital funding to provide channelization, sign, sight distance, and parking upgrades which are beyond the scope of the operating budget, but are too small to compete as individual projects in the Capital Investment Program (CIP). This program is also the main capital funding source for the Crosswalk and Guardrail programs, two essential annual programs administered by Transportation. The structure of this program allows Transportation to quickly respond on an ongoing basis to citizen requests, unfunded mandates, needed improvements, and opportunities to provide matching funds for grant opportunities and partner with other capital, regional, or development projects.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Improved Mobility

**PW-M-20** **Title: PW-M-20 Minor Capital - Signals and Lighting**

**Proposal: 130.86NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Ongoing | Maintenance/Minor Capital | 1,800,040 | 2,578,465 | 778,425 |

**Executive Summary**

This proposal funds traffic signal and street lighting related projects that are beyond the scope of the operating budget but too small for individual CIP projects. This program allows Transportation to quickly respond on a continual basis to citizen requests, unfunded mandates, needed improvements, and opportunities to partner with other capital or development projects. The program also allows the city to pursue environmental goals through new energy and cost reduction initiatives such as LED street lights. This program is very versatile, and addresses needs as large as new pedestrian crossing signals to as small as single new street light installations.

**PW-M-20** **Title: PW-M-20E Minor Capital - Signals and Lighting**

**Proposal: 130.86NB**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | New | Maintenance/Minor Capital | | 1,075,612 | 1,075,612 |

**Executive Summary**

This proposal funds traffic signal and street lighting related projects that are beyond the scope of the operating budget but too small for individual CIP projects. This program allows Transportation to quickly respond on a continual basis to citizen requests, unfunded mandates, needed improvements, and opportunities to partner with grant projects. This enhancement provides funding needed to replace nearly half the city's street lights (4,242 lights) with new LED technology. Upon completion in late 2015, the city's operating budget will save $173,000 annually, with 1,190,000 kWh of energy and 760 metric tons of carbon emissions reduced annually. The upfront funding needed is $1,100,612, of which $238,916 will be funded by a commerce grant, $265,732 in PSE rebates and $75,000 in contribution from the PW-M-20 baseline budget. The net cost is $520,964 and simple payback is 3.4 years. Council approval of the grant would be sought in December 2014 if this enhancement is funded.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Improved Mobility

**PW-M-7** **Title: PW-M-7 Neighborhood Traffic Safety Program**

**Proposal: 130.98NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Ongoing | Maintenance/Minor Capital | 8,971,601 | 9,869,703 | 898,102 |

**Executive Summary**

This proposal provides funding for the design and construction of neighborhood traffic safety improvements that change driver behavior and address speeding vehicles, motorists cutting through neighborhoods instead of using arterial streets, and pedestrian/bicycle safety. Neighborhood traffic improvements include the installation of speed humps, traffic circles, medians, etc. In addition, this proposal funds the design and installation of school zone improvements, such as flashing school zone beacons, raised crosswalks, and educational programs to encourage safe driving and student pedestrian behavior. Neighborhood Traffic Safety Services are seeing a marked increase in the number of citizen requests for solutions to traffic safety issues occurring in their neighborhood. Capital funds are used to design and construct projects addressing the most severe issues at prioritized locations.

**PW-R-141** **Title: RECOSTING PW-R-141 West Lake Sammamish - SE 34th Street to I**

**Proposal: 130.58NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Roadways | 9,789,256 | 9,812,054 | 22,798 |

**Executive Summary**

This proposal funds completion of the construction for the first phase of the West Lake Sammamish Parkway project from, Interstate 90 to Southeast 34th Street (approximately 1.2 miles). The improvements will include the repair and resurfacing of the roadway surface, a ten-foot wide multi-use path along the west side of the street and a four-foot paved asphalt shoulder along the east side. This project is a result of an extensive multiyear public outreach process involving hundreds of residents and several user groups.

**PW-R-146** **Title: PW-R-146 Northup Way Corridor Improvements**

**Proposal: 130.76NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Roadways | 8,471,177 | 11,226,070 | 2,754,893 |

**Executive Summary**

This Northup Way Improvement Project is primarily funded by Washington State Department of Transportation (WSDOT) and a Transportation Alternatives Program (TAP) grant. This proposal will fund the gap between the project cost and the available budget to complete the construction of the Northup Way Improvement Project. This project will install non-motorized improvements such as bike lanes and sidewalks on Northup Way between NE 33rd Place and NE 24th St. The design and right of way acquisition phases will be completed in 2014 and construction will start in 2015.

Note – CIP Proposal Executive summaries are listed in proposal order. They do not include debt proposals and reserve proposals, nor do they include operating proposals which can be found in the Operating section. They are as provided by the Department submitting the proposal, and have not been adjusted for any CIP LT recommendations including additions, deletions, or changes in scope. In addition, they do not separate existing scope from the enhancement scope as is denoted on the CIP LT Ranking List. This is provided as a general overview education of the particular CIP project.

# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Improved Mobility

**PW-R-155** **Title: PW-R-155 Traffic Computer System Upgrade**

**Proposal: 130.55NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Roadways | 5,193,227 | 5,668,019 | 474,792 |

**Executive Summary**

This proposal will provide the capital funds necessary to finish the replacement of the City's traffic signal computer system with the SCATS traffic adaptive signal system to increase system reliability, support multi-modal mobility, and to systematically increase the efficiency of our transportation system. This proposal will provide funding for SCATS Phase 5, which is now the final phase of the project. Once Phase 5 is completed at the end of 2015, the city will have completed the Traffic Computer System Upgrade and all signalized intersections in Bellevue will be on the SCATS system. The needed ongoing, incremental upgrades to the SCATS system from 2016 onward will be accomplished through the PW-R-156 ITS Master Plan program, thus one of the most successful and cost effective CIP projects ever implemented in Bellevue (PW-R-155) will be retired.

**PW-R-156** **Title: PW-R-156 ITS Master Plan Implementation Program**

**Proposal: 130.82NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Ongoing | Roadways | 2,175,288 | 2,975,001 | 799,713 |

**Executive Summary**

This program will fund implementation of projects in the city's Intelligent Transportation Systems (ITS) Master Plan and Traffic Safety Technology projects. This proposal is a key strategy in how Bellevue will provide future mobility through better roadway management, and will provide the resources necessary to construct new ITS projects and continually support and improve the SCATS adaptive signal system once initial construction is completed in 2015. Traditional approaches to transportation improvements have focused on roadway widening for added capacity. Employment of ITS allows agencies to provide systematic transportation improvements that focus on better efficiency and providing more information to motorists and the agency. This innovative approach allows the road system to be managed in a way that promotes more informed decision making by the traveling public, multi-modal transportation options, and better utilization of the transportation system already in place.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Improved Mobility

**PW-R-159** **Title: PW-R-159 East Link Analysis and Development**

**Proposal:** 130.56PA

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Roadways | 11,157,992 | 23,704,282 | 12,546,290 |

**Executive Summary**

This proposal funds staff and consultant resources required to advance the East Link light rail project described in operating budget East Link Overall (#130.07PA). The proposal supplements existing funding (originally established by Council in 2009) to allow for targeted studies and evaluation of issues as articulated in the City of Bellevue – Sound Transit East Link Memorandum of Understanding (MOU). These staff resources will address work items articulated in the MOU and subsequent Collaborative Design Process work program.

**PW-R-160** **Title: PW-R-160 NE 4th Street Extension - 116th to 120th Ave NE**

**Proposal:** 130.50NA

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Roadways | 34,274,019 | 34,275,604 | 1,585 |

**Executive Summary**

This proposal continues the full funding of the design, right-of-way acquisition, and construction phases to extend NE 4th St. with a new five lane arterial street, with pedestrian and bicycle facilities from 116th Ave NE to 120th Ave NE. This new roadway connection improves access and promotes or supports growth in three commercial areas (Wilburton, Downtown Bellevue, and Bel-Red Corridor).

**PW-R-161** **Title: RECOSTING PW-R-161 120th Avenue NE Stage 1 - NE 4th to NE 7t**

**Proposal:** 130.51NA

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Roadways | 8,249,885 | 8,358,926 | 109,041 |

**Executive Summary**

This proposal is part of the high priority Mobility and Infrastructure Initiative (MI&I) connecting Downtown Bellevue, the Wilburton Subarea, and the Bel-Red Corridor. This proposal fully funds all remaining project implementation costs to widen 120th Avenue NE to five lanes, with pedestrian and bicycle facilities between NE 4th Street and NE 8th Street. The design phase was completed in 2012. This proposal improves pedestrian and bicycle facilities and addresses community desire to have 120th Avenue NE improvements in place prior to other M&II improvements such as NE 4th Street extension.

Note – CIP Proposal Executive summaries are listed in proposal order. They do not include debt proposals and reserve proposals, nor do they include operating proposals which can be found in the Operating section. They are as provided by the Department submitting the proposal, and have not been adjusted for any CIP LT recommendations including additions, deletions, or changes in scope. In addition, they do not separate existing scope from the enhancement scope as is denoted on the CIP LT Ranking List. This is provided as a general overview education of the particular CIP project.

# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Improved Mobility

**PW-R-162** **Title: PW-R-162 NE 6th Street Extension**

**Proposal:** **130.61NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Roadways | 1,021,343 | 999,999 | -21,344 |

**Executive Summary**

This proposal is part one of a series of high priority projects connecting the Downtown Bellevue, the Wilburton Subarea, and the Bel-Red Corridor. This proposal would maintain limited design analysis funding to support efforts to coordinate with WSDOT and other entities on the extension of NE 6th Street, from the median of I-405 east to 120th Avenue NE, providing high occupancy vehicle (HOV) and Transit access to and from both sides of I-405. NE 6th Street would also provide the primary non-motorized crossing across I-405 to downtown and connection to the future regional non-motorized facility planned for the Eastside Rail Corridor (ERC). Funding this proposal allows us to closely coordinate with WSDOT as it advances the I-405 Master plan, Sound Transit's East Link light rail project, and the future uses of the ERC. This proposal carries forward the unexpended balance of funds previously approved.

**PW-R-164** **Title: PW-R-164 120th Ave NE Stage 2 - NE 8th St to NE 12th St**

**Proposal:** **130.53NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Roadways | 31,305,911 | 34,824,218 | 3,518,307 |

**Executive Summary**

This proposal continues the full funding of the design, right of way and construction phases to realign and widen 120th Ave NE between NE 8th St and NE 12th St to five lanes with pedestrian and bicycle facilities. This roadway realignment and widening project improves access and promotes or supports growth in three commercial areas (Wilburton, Downtown Bellevue, and Bel-Red Corridor).

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Improved Mobility

**PW-R-165** **Title:** **RECOSTING PW-R-165 Downtown Transportation Plan Update**

**Proposal:** **130.05NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Closed | Transportation | 349,861 | 350,000 | 139 |

**Executive Summary**

Professional Services requirements for this project have been successfully concluded. Transportation Commission recommendations have been transmitted to the City Council (October 7, 2013). Adoption will be integrated with the Downtown Livability Initiative and is anticipated in early 2015. Implementation funding is proposed through a separate budget proposal, as a carry forward and enhancement (PW-R-176 Implementation of the Downtown Transportation Plan).{CR}{LF}{CR}{LF} {CR}{LF}{CR}{LF}This proposal provides continued funding for contracted professional services (Resolution 8278, September 6, 2011) to support the update of the Downtown Transportation Plan, a 2010-12 budget proposal. This project will carry forward, as anticipated, to 2013 when a final report is due. The final report will recommend updates to the adopted Downtown Transportation Plan to incorporate improvements to the roadway, transit, pedestrian, and bicycle system needed to ensure Downtown mobility through 2030. This proposal will allow the continued work to analyze forecast travel demand and to identify mobility improvements to support the anticipated land use growth and economic development.

**PW-R-166** **Title:** **PW-R-166 124th Ave NE - NE Spring Boulevard to NE 18th St**

**Proposal:** **130.54NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Roadways | 8,911,331 | 10,601,225 | 1,689,895 |

**Executive Summary**

This proposal funds the completion of final design, right of way acquisition, and construction for the widening 124th Ave NE between NE Spring Boulevard and NE 18th Street. The proposed improvements consist of widening 124th Ave NE to five traffic lanes including sidewalks, planter strips, a bridge structure, retaining walls, and signal and street lighting improvements. This project is also a partnership with Sound Transit, the project will raise the existing 124th Ave NE roadway elevation and will construct a bridge to enable the future East Link light rail to cross under 124th Ave NE. The proposed funding amount reflects the City's share of estimated costs only; joint project implementation may require a cost sharing form of agreement with Sound Transit addressing each agency's responsibilities.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Improved Mobility

**PW-R-168** **Title: PW-R-168 120th Ave NE (Stage 3) NE 12th St to NE 16th St**

**Proposal: 130.20NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Roadways | 19,247,000 | 14,537,671 | -4,709,329 |

**Executive Summary**

This proposal funds the completion of final design, right of way acquisition, and the construction for the widening of 120th Ave NE Stage 3, between NE 12th and NE 16th Streets. The proposed improvements consist of widening 120th Ave NE to five traffic lanes including bike lane and sidewalk facilities, a five lane bridge, street lighting, landscaping, and signal improvements were applicable. This project is also a partnership with Sound Transit, the project will raise the existing 120th roadway elevation and will construct a bridge to enable the future East Link light rail to cross under 120th Ave NE. The proposed funding amount reflects the City's share of estimated costs only; joint project implementation may require a cost sharing form of agreement with Sound Transit addressing each agency's responsibilities.

**PW-R-169** **Title: PW-R-169 124th Ave NE - NE 12th to NE Spring Boulevard**

**Proposal: 130.45NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Roadways | 1,419,000 | 25,659,129 | 24,240,129 |

**Executive Summary**

This project advances the 30% design of 124th Ave NE between NE 12th St and NE Spring Blvd to final design and construction. This portion of 124th Ave NE will be widened to a 5-lane roadway with bike facilities, sidewalks, landscaping, signal and illumination, and utility improvements. This project improves access/circulation, supports economic development in the Bel-Red area, and provides non-motorized access to the future 120th station. It reflects completing conceptual design of non-motorized improvements south of NE 12th St, and implementing neighborhood protection measures south of NE 8th St in 2014.{CR}{LF}{CR}{LF} {CR}{LF}{CR}{LF}This project reflects compatibility with development and improving connectivity of people with places, and includes replacing existing City of Seattle transmission towers with mono-tube towers, as a cost effective approach in minimizing impact to properties. This effort supports developing the broader storm water management plan and reducing additional potential costs to the City.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Improved Mobility

**PW-R-170** **Title: PW-R-170 130th Ave NE - Bel-Red Rd to NE 20th St**

**Proposal:** 130.46NA

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Roadways | 423,000 | 303,352 | -119,648 |

**Executive Summary**

This project supports on-going design coordination for the widening 130th Ave NE between Bel-Red Rd and NE 20th St, including a three lane wide roadway south of the future NE 16th St signalized intersection and two lane arterial with on-street parking, bike lanes, and pedestrian emphasis north of NE 16th St. This improvement will provide capacity, access, and circulation integral to Sound Transit's East Link Station area, development and anticipated Transit Oriented Development. This effort includes on-going utility coordination for future City infrastructure, and associated analysis.{CR}{LF}{CR}{LF} {CR}{LF}{CR}{LF}The timing and coordination of the final design is subject to development and further station area design. This includes coordination to reduce potential long term costs to the City, Sound Transit, and potential redevelopment of the Park & Ride facility.

**PW-R-171** **Title: PW-R-171 134th Ave NE - NE Spring Boulevard to NE 20th St**

**Proposal:** 130.41NA

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Roadways | 259,000 | 267,000 | 8,000 |

**Executive Summary**

This proposal implements conceptual design of a new arterial street between NE Spring Blvd and NE 20th St, which includes signalized intersections at both ends, illumination, landscaping and associated underground utilities. The design will interface with the final design plans developed by Sound Transit for the East Link project along the NE Spring Blvd corridor, and incorporate Bel-Red arterial street standards. This new arterial street will improve access, circulation and provide capacity for planned growth and development. This project will ultimately reduce congestion within the NE 20th St corridor between 136th Place NE and 140th Ave NE.{CR}{LF}{CR}{LF} {CR}{LF}{CR}{LF}This new arterial street is identified in the Bel-Red Land Use vision, and supports economic development, Transit Oriented Development, improved pedestrian access to/from the 130th Ave Station area. This effort also supports other broader storm water management discussions to further reduce overall long term costs to the City in the Bel-Red area.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Improved Mobility

**PW-R-172** **Title: PW-R-172 NE Spring Blvd (Zone 1) - 116th to 120th Avenues NE**

**Proposal:** 130.48NA

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Roadways | 1,357,000 | 31,858,989 | 30,501,989 |

**Executive Summary**

This project will advance the full design and construction of a new arterial connection between 116th Ave NE and 120th Ave NE. The project includes modifications to the existing NE 12th St, bridge spans for the new NE Spring Boulevard between 120th Ave NE and NE 12th St, and traffic signals at each of the intersections with NE Spring Boulevard. This new arterial connection will provide vehicular and non-motorized capacity and improved circulation to planned development of the Spring District and other nearby transit-oriented development (TOD) by private developers, and the future Sound Transit East Link station east of 120th Ave NE. The project will be designed for coordination with the Sound Transit East Link alignment, including accommodation for a grade separated undercrossing of the light rail line.

**PW-R-173** **Title: PW-R-173 NE Spring Boulevard (Zone2) - 120th to 124th Aves N**

**Proposal:** 130.47NA

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Roadways | 1,346,000 | 18,813,618 | 17,467,618 |

**Executive Summary**

This proposal advances the full design and construction of a new arterial between 120th Ave NE and 124th Ave NE, including three signalized intersections and modification to a new signal at 120th Ave NE. This arterial provides capacity, improves access and circulation, supports economic growth and development, and is complementary to Sound Transit's East Link 120th station. The design will be coordinated with non-motorized improvements along the future NE 16th Street, which are to be completed by private development.{CR}{LF}{CR}{LF} {CR}{LF}{CR}{LF}The timing and construction of this project supports Sound Transit's East Link project, the 120th Avenue station, and The Spring District development. This effort includes developing a broader storm water management plan to consolidate and reduce potential long term costs to the City, and to some extent private development, within the broader Bel-Red area.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Improved Mobility

**PW-R-174** **Title: PW-R-174 NE Spring Boulevard - 130th to 132nd Ave NE**

**Proposal:** 130.42NA

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Roadways | 739,000 | 3,635,962 | 2,896,962 |

**Executive Summary**

This project advances the current 15% design of the full roadway plan to final design and construction of the westbound travel lane between 130th Ave NE and 132nd Ave NE. The design and implementation will be coordinated with Sound Transit's East Link Light Rail Transit (LRT) Station, which is located between the eastbound and westbound travel lanes of this new arterial street connection. Improvements include sidewalks, landscape strips, street lighting, and traffic signal improvements.{CR}{LF}{CR}{LF} {CR}{LF}{CR}{LF}The timing and coordination of this new arterial connection improves overall access and circulation to/from the proposed park & ride facility located immediately north of the new arterial street and lessens future disruption to pedestrian access once the station is fully operational.

**PW-R-175** **Title: PW-R-175 NE Spring Blvd & 136th Pl NE-132nd Ave to NE 20th S**

**Proposal:** 130.43NA

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Roadways | 156,000 | 165,000 | 9,000 |

**Executive Summary**

This project provides for 30% engineering design coordination and urban design coordination, development of NE Spring Boulevard from 132nd Ave NE east, and along 136th Place NE to NE 20th Street. This project supports the arterial street coordination with Sound Transit's East Link project, which has the light rail facility located within the center of the planned travel lanes. The proposal will ensure forward compatibility of proposed signalized intersections and coordinated approach for developing coordinated storm water management for the ultimate roadway improvement. Sound Transit's East Link project will design & construct only interim frontage improvements, and does not include future on-street parking full frontage requirements.{CR}{LF}{CR}{LF} {CR}{LF}{CR}{LF}Through the coordinated design process, the project will provide the City with opportunities to further the design of the roadway, reflecting the ultimate width. This project will also ensure that the City does not assume costs as a result of the East Link project, and further assess design coordination of future stream or fish passage enhancements that span both the East Link Light Rail project and ultimate roadway cross-section.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Improved Mobility

**PW-R-176** **Title: PW-R-176 Downtown Transportation Plan Implementation**

**Proposal: 130.08NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Transportation | 800,000 | 8,100,000 | 7,300,000 |

**Executive Summary**

Downtown Bellevue is expected to accommodate nearly 75 percent of the planned residential and employment growth in Bellevue through 2030. As a result of new development, daily person trips to/from and within Downtown are expected to grow from 350,000 in 2010 to 650,000 in 2030. This proposal implements projects and analyses recommended by the Transportation Commission through the Downtown Transportation Plan. Commission recommendations prioritize mobility options for all modes of travel to allow Downtown to grow while enhancing livability. Council has accepted the recommendations and has directed staff to proceed toward implementation in coordination with the Downtown Livability Initiative and with an associated outcome of providing access enhancements to the Downtown light rail station adjacent to City Hall. Enhancement of this proposal is also in response to Council's 2014-2015 Priority #5: Complete Downtown Transportation Plan and Begin Implementing It. Funded projects will directly enhance pedestrian and bicycle access, and design studies will improve the long-term multimodal function of several roadway corridors.

**PW-R-177** **Title: PW-R-177 Eastgate Subarea Plan Implementation**

**Proposal: 130.10NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Roadways | 500,000 | 500,000 | 0 |

**Executive Summary**

This proposal funds implementation of priority projects recommended in the 2012 Eastgate/I-90 Land Use and Transportation Plan. A significant portion of the existing capital resources in this CIP fund have been committed to a pending federal grant application to advance the design of priority segments of the Mountains-to-Sound-Greenway Trail. If this grant is not awarded in 2014, there will be additional resources to advance implementation of two other Eastgate Plan priority projects: 1) The Bellevue College Connection project would improve transit travel time for all routes serving the campus and more directly connect Eastgate and Bellevue College to the broader regional transit network; and 2) Bike lane Improvements on Eastgate Way between Richards Rd. and SE 35th St. will provide safe, multi-modal connections to local/regional destinations. These projects integrate land use activities and transportation, expand multi-modal facilities, and enhance community character.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Improved Mobility

**PW-R-180** **Title: RECOSTING PW-R-180 Annexation Area Transportation Capital**

**Proposal: 130.25NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Roadways | 1,068,000 | 1,068,263 | 263 |

**Executive Summary**

This proposal will evaluate transportation capital needs and opportunities in the Eastgate area neighborhoods annexed into the city in 2012. Early capital project scoping, design, cost estimation, or project implementation may be conducted for capital investment priorities that emerge from the evaluation of annexation area needs and opportunities. Upon annexation King County Road Services Fee revenue in the amount of $1,068,000 was transferred to the City of Bellevue.

**PW-R-181** **Title: PW-R-181 East Link MOU Commitments**

**Proposal: 130.21DA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Roadways | 33,099,000 | 47,570,181 | 14,471,181 |

**Executive Summary**

This proposal provides resources to fulfill the capital commitments made by the City Council to the East Link light rail transit project under the November 2011 City of Bellevue – Sound Transit Memorandum of Understanding (MOU). This proposal funds the acquisition of properties listed in the MOU. This proposal is dependent to the East Link Analysis and Development CIP proposal 130.56PA for staff support.

**PW-R-46** **Title: PW-R-46 Accident Reduction Program**

**Proposal: 130.78NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Ongoing | Roadways | 3,442,024 | 3,931,255 | 489,231 |

**Executive Summary**

This program is the main funding source for the city's Accident Reduction Program. The Accident Reduction Program is a dedicated, proactive, and consistently applied program to reduce public accident costs to those that travel in Bellevue, as well as reducing liability exposure to the city. Between the program's inception in 1990 and 2014, 71 individual projects have been implemented at intersections and within corridors, resulting in a public traffic accident cost savings of $3.7 million annually. This program also funds safety improvements that are not included in the Accident Reduction Program, typically at locations that exhibit high accident potential, liability exposure, risk, or severity. Typical projects include road rechannelization, access revision, guardrail installation, roadside hazard removal, pedestrian crossing enhancements, improved roadway lighting, and other safety-related improvements.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Improved Mobility

**PW-W/B-** **Title: PW-W/B-56 Pedestrian and Bicycle Access Improvements**

**Proposal: 130.84NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Ongoing | Walkways/Bikeways | 9,399,815 | 10,556,753 | 1,156,938 |

**Executive Summary**

This proposal maintains funding for the Pedestrian and Bicycle Access Improvements Program (CIP PW-W/B-56) to build small-scale, high-value projects that implement the Pedestrian and Bicycle Transportation Plan (Ped-Bike Plan). These projects create and enhance pedestrian and bicycle connections within neighborhoods and to schools, parks, shopping, jobs and transit – improving mobility, safety and health for everyone, and supporting economic development and protecting the environment. This small program is capable of accomplishing big projects through leveraging grants, and partnering with other City programs, agencies and the development community.

**PW-W/B-** **Title: PW-W/B-76 Neighborhood Sidewalks**

**Proposal: 130.57NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Ongoing | Walkways/Bikeways | 8,560,446 | 11,452,696 | 2,892,250 |

**Executive Summary**

Sidewalks are one of the most requested neighborhood improvements the City receives. This proposal would fund individual mid-sized neighborhood sidewalk projects that that may not otherwise compete well as stand-alone projects for citywide Capital Investment Program (CIP) funding. Typically costing between $500,000 and $2,000,000, these projects connect neighborhoods and provide convenient access to schools, shopping and activity centers, bus systems, and parks throughout the City. Projects are prioritized in consideration of safety issues, accessibility to destinations, connections to transit systems, and ultimately, by strong community support. This proposal enforces the City's commitment to build a safe and continuous pedestrian system and enhance quality of life and the environment by promoting pedestrian and bicycle travel over motor vehicle trips.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Improved Mobility

**PW-W/B-** **Title: PW-W/B-78 Mountains to Sound Greenway Trail**

**Proposal: 130.16NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Walkways/Bikeways | 430,000 | 1,329,831 | 899,831 |

**Executive Summary**

This proposal provides the funding to complete the design of the portions of the MTSG Trail for which design was initiated in the 2013-2019 CIP, part of a 3.6 mile gap in the Greenway Trail between Factoria Blvd and Lakemont Blvd 60% design is progressing on the at-grade segments between Factoria Blvd and 150th Ave SE. The added investment will finalize the design of these segments making them construction-ready and more competitive for state and federal grant programs. New funds are requested to design the relocation of the existing trail alignment from the I-90 off-ramp to Factoria Blvd, in coordination with WSDOT. This would allow the off-ramp to be restriped from one to two lanes wide to address significant safety issues associated with ramp traffic backing up to the I-90 mainline. This backup results in the mixing/merging of freeway speed traffic (60+mph) with stopped traffic. The current trail was placed in the off-ramp tunnel 25+ years ago when traffic volumes were much lower.

**PW-W/B-** **Title: PW-W/B-81 108th/112th Aves NE - N. City Limit to NE 12th St**

**Proposal: 130.68NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Walkways/Bikeways | 200,000 | 200,000 | 0 |

**Executive Summary**

This proposal is for the pre-design phase, including community coordination, for the ultimate development of pedestrian and bicycle improvements on 108th and 112th Avenues NE from NE 12th Street to the north city limits (note: 112th Avenue north of NE 24th Street is south of and parallel to SR-520 until it goes under SR-520 where it is then called 108th Avenue.) This project will provide dedicated pedestrian and bicycle facilities along 108th/112th Avenues completing a missing section of a highly used, priority bike corridor NS-2: Lake Washington Loop Trail. The pre-design will also evaluate intersection treatment options at 112th Avenue NE and NE 24th Street.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Improved Mobility

**PW-W/B-** **Title: PW-W/B-82 SE 16th Street - 148th Avenue SE to 156th**

**Proposal:** **130.18NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Approved Prior | Walkways/Bikeways | 250,000 | 3,695,440 | 3,445,440 |

**Executive Summary**

This proposal is to complete design plans started in 2013-2014 and fully fund construction for the addition of 5' bike lanes outside of 11' vehicle lanes on both sides of SE 16th Street. New pedestrian facilities would include the installation of curb/gutter with a 6' sidewalk separated from the road by a 4' or 5' planter where feasible. This completes a key missing segment of the Lake to Lake Trail, a priority bike corridor in the adopted Pedestrian-Bicycle Plan. By completing the design, the city will be able to provide detailed information for Puget Sound Energy to plan for the placement of electrical transmission system poles that will connect the Phantom Lake Substation to the Crossroads Substation improving electrical reliability in east Bellevue.

**TFP-078** **Title: TFP-078 West Lake Sammamish Parkway, Phase 2**

**Proposal:** **130.44NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | New | Roadways | | 2,500,000 | 2,500,000 |

**Executive Summary**

This proposal funds the start of final design for a second phase of the West Lake Sammamish Parkway Improvements. The construction of the first phase, from I-90 to SE 34th St., was completed in 2013. The location and limits of the second phase will begin at SE 34th Street and continue roadway improvements northward to approximately the 1700 block SE. Design analysis will consider several design alternatives ranging from continuing with the same improvements as the first phase to developing less costly alternatives while maintaining the original objectives of the improvements of the corridor. This also includes involving the community and obtaining the City Council's direction on design alternatives.

Note – CIP Proposal Executive summaries are listed in proposal order. They do not include debt proposals and reserve proposals, nor do they include operating proposals which can be found in the Operating section. They are as provided by the Department submitting the proposal, and have not been adjusted for any CIP LT recommendations including additions, deletions, or changes in scope. In addition, they do not separate existing scope from the enhancement scope as is denoted on the CIP LT Ranking List. This is provided as a general overview education of the particular CIP project.

# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Improved Mobility

**TFP-210** **Title: TFP-210 124th Avenue NE – NE 18th Street to Northup Way**

**Proposal: 130.101NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | New | Roadways | | 250,000 | 250,000 |

**Executive Summary**

This proposal retains an interdisciplinary partnership approach by providing funding necessary to coordinate design activities with the WSDOT 124th interchange project and local development activities. Ultimately, this project will fully design, obtain necessary right of way and construct a five lane wide roadway with sidewalks, planter strips, retaining walls, and signal and street lighting improvements. Design to 60% will be completed at or near the end of 2014 with construction anticipated outside of this coming CIP proposal period. A small amount of funding is requested to assure compatibility and coordination with any WSDOT interchange design or private development efforts in this CIP period. Should the legislature fund a full interchange design package (with or without construction) additional funding from the city may be needed to coordinate with that effort.

**TFP-232** **Title: TFP-232 164th Avenue - SE 14th St to NE 18th St Bike Improve**

**Proposal: 130.12NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | New | Walkways/Bikeways | | 200,000 | 200,000 |

**Executive Summary**

This proposal is for funding the pre-design phase, including community coordination on the scope of work, for the ultimate development of bike facilities on both sides on two sections of 164th Avenue between NE 18th Street and Northup Way –and- between NE 8th Street and SE 14th Street. This scope may include striping and signing 5' bike lanes between Northup Way and NE 6th Street. The project will also evaluate intersection treatments to assist cyclists at the Northup Way and NE 8th Street intersections. As existing uses of the right of way by adjacent property owners may be impacted, community coordination will be required. On-street parking may be limited to one side of 164th Avenue in the area between SE 14th Street and NE 6th Street. This project is a component of NS-5 Spirit Ridge – Sammamish River Connection priority bike corridor in the adopted Pedestrian & Bicycle Plan.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Improved Mobility

**TFP-241** **Title: TFP-241 120th Avenue NE Stage 4 – NE 16th St to Northup Way**

**Proposal: 130.100NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | New | Roadways | | 250,000 | 250,000 |

**Executive Summary**

This proposal retains an interdisciplinary partnership approach by providing funding necessary to coordinate design activities with local development activities. Ultimately this project will purchase right of way and construct improvements 120th Ave NE to five traffic lanes including bike lanes and sidewalks from NE 16th St. to approximately NE 18th St., then four lanes and a multi-purpose path on the west side of 120th Ave NE from approximately NE 18th St. to Northup Way. This project will also include street lighting, landscaping, COB Utilities (water, sewer, storm), signal improvements were applicable, fish passable culvert replacement, and wetland mitigation. {CR}{LF}{CR}{LF} {CR}{LF}{CR}{LF}Funding is requested to assure compatibility and coordination with private development efforts. It is possible that the Sound Transit maintenance facility may be built along the 120th corridor. Funding this proposal assures that Sound Transit's work and other development activity meets future roadway needs.

**TFP-242** **Title: TFP-242 Bellevue Way SE HOV Lane - 112th Ave SE 'Y' to I-90**

**Proposal: 130.03NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | New | Roadways | | 23,177,000 | 23,177,000 |

**Executive Summary**

This proposal will provide funding necessary to produce design plans and fully implement the addition of an inside HOV lane and an outside sidewalk or shoulder on southbound Bellevue Way SE between the intersection of 112th Avenue SE/ Bellevue Way on the north end (the "Y") and the S. Bellevue Park & Ride on the south end (the portion between the park and ride and I-90 will be built by Sound Transit as part of the East Link project). The project may be implemented in segments. Improvements may extend to all legs of affected intersections to accommodate or optimize the function of the HOV lane. This proposal currently does not include a sidewalk on the west side of the roadway or queue jumps that will ultimately be considered.{CR}{LF}{CR}{LF} {CR}{LF}{CR}{LF}This area is highly congested during PM commute periods. HOV commuters will immediately recognize the benefit of direct access to freeway HOV lanes. Buses will improve service times as they will no longer have to wait in delayed traffic to reach the S. Bellevue Park and Ride and I-90.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Improved Mobility

**TFP-244** **Title: TFP-244 Eastside Rail Corridor**

**Proposal: 130.40NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | New | Walkways/Bikeways | | 200,000 | 200,000 |

**Executive Summary**

This project will develop conceptual designs for key segments of a non-motorized regional trail facility on the Eastside Rail Corridor (ERC), including specific focus in the Wilburton area. Conceptual designs will inform city coordination with a planning process managed by King County Parks that is developing and advancing options for a trail that addresses the needs of the multiple agencies with ownership or other secured interest in the corridor (Sound Transit, PSE & King Co). Predesign work by the city will inform the overall planning process and support the city's interests in the corridor; these include interface with major arterials (NE 4th, 6th & 8th Sts), pedestrian access from the south side of NE 8th St to the East Link Hospital station and others, as identified in the ERC Interest Statement adopted by the City Council, July 2013. Project funds may be used to contract for specialized planning/predesign support and/or to fund an Urban Land Institute Technical Assistance Panel.

**TFP-246** **Title: TFP-246 150th Ave SE – SE 38th ST to Newport Way Interim Imp**

**Proposal: 130.104NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | New | Transportation | | 200,000 | 200,000 |

**Executive Summary**

In 1996 the City entered into an MOU with King County to design and construct improvements on 150th Ave SE including roadway widening, construction of new pedestrian/bike facilities, and improvements at adjacent intersections. For a variety of reasons King County did not fund the portion of 150th within their jurisdiction for construction, and now this roadway has been annexed to Bellevue. This project will evaluate the former design including consideration of lower cost options to address pedestrian, bicycle and vehicular safety improvements on 150th Ave SE between SE 38th St and Newport Way. The evaluation will focus on roadway cross-slope correction, guardrail/barrier needs, lighting and landscaping, and pedestrian/ADA improvements to the east side of the roadway. The project would also conduct traffic modeling to determine if current lane configuration is adequate for the foreseeable future; if so interim improvements would be more viable.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Improved Mobility

**TFP-255** **Title:** **TFP-255 Newport Way Improvements - Somerset Blvd to 150th Av**

**Proposal:** **130.105NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | New | Walkways/Bikeways | | 1,100,000 | 1,100,000 |

**Executive Summary**

Funding this proposal would allocate placeholder funding to advance the design phase, including community engagement and coordination, for the development of pedestrian, bicycle and other roadway improvements to SE Newport Way between Somerset Boulevard and 150th Avenue SE. This recently annexed area includes popular neighborhood and regional destinations including schools, parks, churches, a library and the South Bellevue Community Center each of which attract a high volume of pedestrians and cyclists. Currently, no pedestrian or bicycle facilities exist along much of this roadway segment forcing users to navigate narrow shoulders or to drive or be driven to destinations along the corridor. This project enjoys strong neighborhood support and is a high priority project identified in the City's 2009 Pedestrian and Bicycle Transportation Plan.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

**D-100** **Title: Coal Creek Stream Bed Control**

**Proposal: 140.08NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Environmental Stewardship | 799,000 | 776,000 | -23,000 |

**Executive Summary**

This proposal funds Utility CIP projects focused on environmental preservation or restoration. It includes on-going programs and one-time projects intended to restore stream health and environmental habitat, or to prevent pollution of stream and habitat resources. These projects guard against harmful environmental impacts from City operations or repair environmental damage on public lands or lands with public responsibilities.

**D-101** **Title: Lower Coal Creek Sediment Pond**

**Proposal: 140.08NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Environmental Stewardship | 815,000 | 815,000 | 0 |

**Executive Summary**

This proposal funds Utility CIP projects focused on environmental preservation or restoration. It includes on-going programs and one-time projects intended to restore stream health and environmental habitat, or to prevent pollution of stream and habitat resources. These projects guard against harmful environmental impacts from City operations or repair environmental damage on public lands or lands with public responsibilities.

**D-103** **Title: Replace Coal Creek Pkwy Culvert at Coal Creek**

**Proposal: 140.04NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Storm Drainage | 6,003,815 | 5,504,250 | -499,565 |

**Executive Summary**

This proposal funds replacement or rehabilitation of aging stormwater system infrastructure. Bellevue's stormwater system is comprised of regional detention facilities, pipes and culverts, and open streams that convey stormwater runoff to eventual outfall into Lake Washington or Lake Sammamish. The constructed portions of the system, estimated replacement value $1 Billion, are managed to prevent failures that cause flooding, erosion and traffic disruption, and to protect streams, lakes and wetlands as much as practicable from high velocity, erosive flows and pollution. Replacement of infrastructure prior to failure precludes property and environmental damage. This proposal implements Utilities' long term stormwater management strategy by funding CIP programs for the replacement and rehabilitation of Storm infrastructure at the least life-cycle cost, while maintaining acceptable service levels, for sustainable storm system management.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

**D-104** **Title: Stream Restoration for Mobility & Infrastructure Initiative**

**Proposal: 140.08NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Environmental Stewardship | 13,044,655 | 14,372,287 | 1,327,632 |

**Executive Summary**

This proposal funds Utility CIP projects focused on environmental preservation or restoration. It includes on-going programs and one-time projects intended to restore stream health and environmental habitat, or to prevent pollution of stream and habitat resources. These projects guard against harmful environmental impacts from City operations or repair environmental damage on public lands or lands with public responsibilities.

**D-105** **Title: Replace NE 8th St Culvert at Kelsey Creek**

**Proposal: 140.04NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Storm Drainage | 3,598,250 | 3,547,000 | -51,250 |

**Executive Summary**

This proposal funds replacement or rehabilitation of aging stormwater system infrastructure. Bellevue's stormwater system is comprised of regional detention facilities, pipes and culverts, and open streams that convey stormwater runoff to eventual outfall into Lake Washington or Lake Sammamish. The constructed portions of the system, estimated replacement value $1 Billion, are managed to prevent failures that cause flooding, erosion and traffic disruption, and to protect streams, lakes and wetlands as much as practicable from high velocity, erosive flows and pollution. Replacement of infrastructure prior to failure precludes property and environmental damage. This proposal implements Utilities' long term stormwater management strategy by funding CIP programs for the replacement and rehabilitation of Storm infrastructure at the least life-cycle cost, while maintaining acceptable service levels, for sustainable storm system management.

**D-106** **Title: Lower Coal Creek Flood Hazard Reduction Phase 1**

**Proposal: 140.08NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Environmental Stewardship | 8,566,575 | 8,095,889 | -470,686 |

**Executive Summary**

This proposal funds Utility CIP projects focused on environmental preservation or restoration. It includes on-going programs and one-time projects intended to restore stream health and environmental habitat, or to prevent pollution of stream and habitat resources. These projects guard against harmful environmental impacts from City operations or repair environmental damage on public lands or lands with public responsibilities.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

**D-107** **Title: Storm Water Video Inspection Enhancement**

**Proposal: 140.04NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Storm Drainage | | 2,503,000 | 2,503,000 |

**Executive Summary**

This proposal funds replacement or rehabilitation of aging stormwater system infrastructure. Bellevue's stormwater system is comprised of regional detention facilities, pipes and culverts, and open streams that convey stormwater runoff to eventual outfall into Lake Washington or Lake Sammamish. The constructed portions of the system, estimated replacement value $1 Billion, are managed to prevent failures that cause flooding, erosion and traffic disruption, and to protect streams, lakes and wetlands as much as practicable from high velocity, erosive flows and pollution. Replacement of infrastructure prior to failure precludes property and environmental damage. This proposal implements Utilities' long term stormwater management strategy by funding CIP programs for the replacement and rehabilitation of Storm infrastructure at the least life-cycle cost, while maintaining acceptable service levels, for sustainable storm system management.

**D-108** **Title: East Link Utility Relocations**

**Proposal: 140.65DA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | New | Storm Drainage | | 3,145,000 | 3,145,000 |

**Executive Summary**

East Link is a voter approved $2.5 billion extension of light rail transit that will connect Bellevue with Overlake, Mercer Island, and Seattle. This proposal is for the Utility Fund cost associated with relocating water, wastewater, and stormwater pipelines that will conflict with the East Link rail system construction.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

**D-59** **Title: Minor (Small) Storm Capital Improvement Projects**

**Proposal: 140.04NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Storm Drainage | 2,887,833 | 3,226,677 | 338,844 |

**Executive Summary**

This proposal funds replacement or rehabilitation of aging stormwater system infrastructure. Bellevue's stormwater system is comprised of regional detention facilities, pipes and culverts, and open streams that convey stormwater runoff to eventual outfall into Lake Washington or Lake Sammamish. The constructed portions of the system, estimated replacement value $1 Billion, are managed to prevent failures that cause flooding, erosion and traffic disruption, and to protect streams, lakes and wetlands as much as practicable from high velocity, erosive flows and pollution. Replacement of infrastructure prior to failure precludes property and environmental damage. This proposal implements Utilities' long term stormwater management strategy by funding CIP programs for the replacement and rehabilitation of Storm infrastructure at the least life-cycle cost, while maintaining acceptable service levels, for sustainable storm system management.

**D-64** **Title: Storm System Conveyance Repairs and Replacement**

**Proposal: 140.04NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Storm Drainage | 16,160,063 | 19,862,231 | 3,702,168 |

**Executive Summary**

This proposal funds replacement or rehabilitation of aging stormwater system infrastructure. Bellevue's stormwater system is comprised of regional detention facilities, pipes and culverts, and open streams that convey stormwater runoff to eventual outfall into Lake Washington or Lake Sammamish. The constructed portions of the system, estimated replacement value $1 Billion, are managed to prevent failures that cause flooding, erosion and traffic disruption, and to protect streams, lakes and wetlands as much as practicable from high velocity, erosive flows and pollution. Replacement of infrastructure prior to failure precludes property and environmental damage. This proposal implements Utilities' long term stormwater management strategy by funding CIP programs for the replacement and rehabilitation of Storm infrastructure at the least life-cycle cost, while maintaining acceptable service levels, for sustainable storm system management.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

**D-81** **Title: Fish Passage Improvement Program**

**Proposal: 140.08NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Environmental Stewardship | 5,257,002 | 5,962,895 | 705,893 |

**Executive Summary**

This proposal funds Utility CIP projects focused on environmental preservation or restoration. It includes on-going programs and one-time projects intended to restore stream health and environmental habitat, or to prevent pollution of stream and habitat resources. These projects guard against harmful environmental impacts from City operations or repair environmental damage on public lands or lands with public responsibilities.

**D-86** **Title: Stream Channel Modification Program**

**Proposal: 140.08NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Environmental Stewardship | 6,205,982 | 6,690,568 | 484,586 |

**Executive Summary**

This proposal funds Utility CIP projects focused on environmental preservation or restoration. It includes on-going programs and one-time projects intended to restore stream health and environmental habitat, or to prevent pollution of stream and habitat resources. These projects guard against harmful environmental impacts from City operations or repair environmental damage on public lands or lands with public responsibilities.

**D-94** **Title: Flood Control Program**

**Proposal: 140.08NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Environmental Stewardship | 11,930,806 | 13,862,973 | 1,932,167 |

**Executive Summary**

This proposal funds Utility CIP projects focused on environmental preservation or restoration. It includes on-going programs and one-time projects intended to restore stream health and environmental habitat, or to prevent pollution of stream and habitat resources. These projects guard against harmful environmental impacts from City operations or repair environmental damage on public lands or lands with public responsibilities.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

**D-95** **Title: Coal Creek Upper Reach Bank and Slope Stabilization**

**Proposal: 140.08NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Environmental Stewardship | 600,000 | 608,000 | 8,000 |

**Executive Summary**

This proposal funds Utility CIP projects focused on environmental preservation or restoration. It includes on-going programs and one-time projects intended to restore stream health and environmental habitat, or to prevent pollution of stream and habitat resources. These projects guard against harmful environmental impacts from City operations or repair environmental damage on public lands or lands with public responsibilities.

**NCS03** **Title: Green Revolving Loan Fund**

**Proposal: 045.63NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 045 | New | Environmental Stewardship | | 250,000 | 250,000 |

**Executive Summary**

A Revolving Loan Fund (RLF) provides capital funding and stimulus for energy-saving and other conservation measures in city operations, which in turn provide guaranteed annual cost savings. The RLF will be capitalized through a one-time allocation from the CIP fund, but last into perpetuity, by being paid back through the utility or maintenance savings from the projects invested in. In other words, savings earned from efficiency projects will be repaid until capital costs are recouped, at which time actual savings will be realized on the city's balance sheet. The benefits of setting up a fund include: helping to meet the unmet conservation needs in city buildings, reducing upfront financial hurdles to do projects that will save money in the long run, creating additional transparency and accountability for the investments, reducing operating costs citywide, and establishing the city as an innovative leader with respect to environmental and fiscal stewardship.

**P-AD-89** **Title: P-AD-89 Nature Trail Expansion (Levy)**

**Proposal: 100.61NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 100 | Approved Prior | Acquisition & Development | 1,872,755 | 2,580,138 | 707,383 |

**Executive Summary**

No funding is requested. Previous funding proposals funded new trails and amenities for increased recreation opportunities in Bellevue's Parks and Open Space system. The program planned, designed, permitted and built trails and trail linkages in the Lake Hills Greenbelt, Lewis Creek open space system, and Coal Creek Natural Area to connect Bellevue's parks to regional trails and facilities. This project was funded by the 2008 voter-approved Parks and Natural Areas Levy, and will be completed in 2014.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

**S-16** **Title: Sewer Pump Station Improvements**

**Proposal: 140.03NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Sewer | 14,774,027 | 20,600,491 | 5,826,464 |

**Executive Summary**

This proposal funds replacement or rehabilitation of sanitary sewer system infrastructure. Bellevue's wastewater system is comprised of pipes and pump stations that remove 11 million gallons of sewage from homes and businesses every day, and convey it safely to King Co. Metro's regional system for treatment and disposal. System replacement value is estimated at $1.4 Billion, and most of the system is more than halfway through its useful life. Ongoing inspection of sewer asset condition and claims experience trends provide evidence that much of the system requires significant repair or will soon need to be replaced. This proposal implements Utilities' long term sanitary sewer renewal and replacement strategy by funding CIP programs for each type of major sewer system component, each right-sized for proactive, sustainable wastewater system management to maintain acceptable service levels at the lowest life-cycle cost.

**S-24** **Title: Sewer System Pipeline Major Repairs**

**Proposal: 140.03NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Sewer | 26,830,213 | 30,762,785 | 3,932,572 |

**Executive Summary**

This proposal funds replacement or rehabilitation of sanitary sewer system infrastructure. Bellevue's wastewater system is comprised of pipes and pump stations that remove 11 million gallons of sewage from homes and businesses every day, and convey it safely to King Co. Metro's regional system for treatment and disposal. System replacement value is estimated at $1.4 Billion, and most of the system is more than halfway through its useful life. Ongoing inspection of sewer asset condition and claims experience trends provide evidence that much of the system requires significant repair or will soon need to be replaced. This proposal implements Utilities' long term sanitary sewer renewal and replacement strategy by funding CIP programs for each type of major sewer system component, each right-sized for proactive, sustainable wastewater system management to maintain acceptable service levels at the lowest life-cycle cost.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

**S-30** **Title: Sewer Service Extension**

**Proposal: 140.05NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | N/A | 11,645,619 | 8,640,407 | -3,005,212 |

**Executive Summary**

This proposal funds construction of additional utility system capacity so that development and re-development projects are not delayed. Planned population growth of residents and workers in downtown, the Bel-Red Corridor, and the Wilburton area will require more drinking water storage and water from our regional system supplier, sewer pump station capacity, and added water and sewer pipe capacity to meet state minimum requirements. Existing facilities are at or near capacity to serve the current population. The initial cost of growth-driven projects will be recovered via connection charges to benefited properties.

**S-32** **Title: Minor (Small) Sewer Capital Improvement Projects**

**Proposal: 140.03NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Sewer | 3,359,583 | 2,926,323 | -433,260 |

**Executive Summary**

This proposal funds replacement or rehabilitation of sanitary sewer system infrastructure. Bellevue's wastewater system is comprised of pipes and pump stations that remove 11 million gallons of sewage from homes and businesses every day, and convey it safely to King Co. Metro's regional system for treatment and disposal. System replacement value is estimated at $1.4 Billion, and most of the system is more than halfway through its useful life. Ongoing inspection of sewer asset condition and claims experience trends provide evidence that much of the system requires significant repair or will soon need to be replaced. This proposal implements Utilities' long term sanitary sewer renewal and replacement strategy by funding CIP programs for each type of major sewer system component, each right-sized for proactive, sustainable wastewater system management to maintain acceptable service levels at the lowest life-cycle cost.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

**S-52** **Title: East CBD Sewer Trunkline Improvements**

**Proposal: 140.05NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | N/A | 2,894,045 | 3,359,045 | 465,000 |

**Executive Summary**

This proposal funds construction of additional utility system capacity so that development and re-development projects are not delayed. Planned population growth of residents and workers in downtown, the Bel-Red Corridor, and the Wilburton area will require more drinking water storage and water from our regional system supplier, sewer pump station capacity, and added water and sewer pipe capacity to meet state minimum requirements. Existing facilities are at or near capacity to serve the current population. The initial cost of growth-driven projects will be recovered via connection charges to benefited properties.

**S-53** **Title: Bellefield Pump Station Capacity Improvement**

**Proposal: 140.05NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | N/A | 9,983,772 | 10,115,681 | 131,909 |

**Executive Summary**

This proposal funds construction of additional utility system capacity so that development and re-development projects are not delayed. Planned population growth of residents and workers in downtown, the Bel-Red Corridor, and the Wilburton area will require more drinking water storage and water from our regional system supplier, sewer pump station capacity, and added water and sewer pipe capacity to meet state minimum requirements. Existing facilities are at or near capacity to serve the current population. The initial cost of growth-driven projects will be recovered via connection charges to benefited properties.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

**S-58** **Title: Lake Washington Sewer Lake Line Assessment Program**

**Proposal: 140.03NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Sewer | 3,397,628 | 1,801,400 | -1,596,228 |

**Executive Summary**

This proposal funds replacement or rehabilitation of sanitary sewer system infrastructure. Bellevue's wastewater system is comprised of pipes and pump stations that remove 11 million gallons of sewage from homes and businesses every day, and convey it safely to King Co. Metro's regional system for treatment and disposal. System replacement value is estimated at $1.4 Billion, and most of the system is more than halfway through its useful life. Ongoing inspection of sewer asset condition and claims experience trends provide evidence that much of the system requires significant repair or will soon need to be replaced. This proposal implements Utilities' long term sanitary sewer renewal and replacement strategy by funding CIP programs for each type of major sewer system component, each right-sized for proactive, sustainable wastewater system management to maintain acceptable service levels at the lowest life-cycle cost.

**S-59** **Title: Add On-site Power at Sewer Pump Stations**

**Proposal: 140.08NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Environmental Stewardship | 1,227,559 | 1,243,981 | 16,422 |

**Executive Summary**

This proposal funds Utility CIP projects focused on environmental preservation or restoration. It includes on-going programs and one-time projects intended to restore stream health and environmental habitat, or to prevent pollution of stream and habitat resources. These projects guard against harmful environmental impacts from City operations or repair environmental damage on public lands or lands with public responsibilities.

**S-60** **Title: Wilburton Sewer Capacity Upgrade**

**Proposal: 140.05NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | N/A | 5,322,300 | 7,982,599 | 2,660,299 |

**Executive Summary**

This proposal funds construction of additional utility system capacity so that development and re-development projects are not delayed. Planned population growth of residents and workers in downtown, the Bel-Red Corridor, and the Wilburton area will require more drinking water storage and water from our regional system supplier, sewer pump station capacity, and added water and sewer pipe capacity to meet state minimum requirements. Existing facilities are at or near capacity to serve the current population. The initial cost of growth-driven projects will be recovered via connection charges to benefited properties.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

**S-61** **Title: Midlakes Pump Station Capacity Improvements**

**Proposal: 140.05NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | N/A | 4,001,158 | 4,069,715 | 68,557 |

**Executive Summary**

This proposal funds construction of additional utility system capacity so that development and re-development projects are not delayed. Planned population growth of residents and workers in downtown, the Bel-Red Corridor, and the Wilburton area will require more drinking water storage and water from our regional system supplier, sewer pump station capacity, and added water and sewer pipe capacity to meet state minimum requirements. Existing facilities are at or near capacity to serve the current population. The initial cost of growth-driven projects will be recovered via connection charges to benefited properties.

**S-63** **Title: Utility Facilities for 120th Ave NE Improvements Segment 2**

**Proposal: 140.56DA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Approved Prior | Sewer | 1,169,914 | 1,198,914 | 29,000 |

**Executive Summary**

This proposal is for design and construction of approximately 580 feet of 18-inch sewer pipe and 1000 feet of 15” sewer pipe, in a portion of 120th Ave NE – Segment 2, between NE 8th St and NE 12th St, in conjunction with street improvements as needed to provide sewer service for redevelopment of adjacent properties consistent with Bel-Red Corridor development. This proposal is required as a result of Transportation’s proposal 130.52PA, R-164 120th Avenue Segment 2 – NE 8th Street to NE 12th Street.

**S-66** **Title: Sewer System Pipeline Replacement**

**Proposal: 140.03NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Sewer | 7,918,700 | 9,412,100 | 1,493,400 |

**Executive Summary**

This proposal funds replacement or rehabilitation of sanitary sewer system infrastructure. Bellevue’s wastewater system is comprised of pipes and pump stations that remove 11 million gallons of sewage from homes and businesses every day, and convey it safely to King Co. Metro’s regional system for treatment and disposal. System replacement value is estimated at $1.4 Billion, and most of the system is more than halfway through its useful life. Ongoing inspection of sewer asset condition and claims experience trends provide evidence that much of the system requires significant repair or will soon need to be replaced. This proposal implements Utilities’ long term sanitary sewer renewal and replacement strategy by funding CIP programs for each type of major sewer system component, each right-sized for proactive, sustainable wastewater system management to maintain acceptable service levels at the lowest life-cycle cost.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

**S-67** **Title: I&I Investigations and Flow Monitoring**

**Proposal: 140.03NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Sewer | | 1,228,000 | 1,228,000 |

**Executive Summary**

This proposal funds replacement or rehabilitation of sanitary sewer system infrastructure. Bellevue's wastewater system is comprised of pipes and pump stations that remove 11 million gallons of sewage from homes and businesses every day, and convey it safely to King Co. Metro's regional system for treatment and disposal. System replacement value is estimated at $1.4 Billion, and most of the system is more than halfway through its useful life. Ongoing inspection of sewer asset condition and claims experience trends provide evidence that much of the system requires significant repair or will soon need to be replaced. This proposal implements Utilities' long term sanitary sewer renewal and replacement strategy by funding CIP programs for each type of major sewer system component, each right-sized for proactive, sustainable wastewater system management to maintain acceptable service levels at the lowest life-cycle cost.

**S-68** **Title: Sewer Force Main Condition Assessment**

**Proposal: 140.03NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Sewer | | 1,348,000 | 1,348,000 |

**Executive Summary**

This proposal funds replacement or rehabilitation of sanitary sewer system infrastructure. Bellevue's wastewater system is comprised of pipes and pump stations that remove 11 million gallons of sewage from homes and businesses every day, and convey it safely to King Co. Metro's regional system for treatment and disposal. System replacement value is estimated at $1.4 Billion, and most of the system is more than halfway through its useful life. Ongoing inspection of sewer asset condition and claims experience trends provide evidence that much of the system requires significant repair or will soon need to be replaced. This proposal implements Utilities' long term sanitary sewer renewal and replacement strategy by funding CIP programs for each type of major sewer system component, each right-sized for proactive, sustainable wastewater system management to maintain acceptable service levels at the lowest life-cycle cost.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

**S-69** **Title: Meydenbauer Bay Park Sewer Line Replacement**

**Proposal: 140.03NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Sewer | | 2,501,000 | 2,501,000 |

**Executive Summary**

This proposal funds replacement or rehabilitation of sanitary sewer system infrastructure. Bellevue's wastewater system is comprised of pipes and pump stations that remove 11 million gallons of sewage from homes and businesses every day, and convey it safely to King Co. Metro's regional system for treatment and disposal. System replacement value is estimated at $1.4 Billion, and most of the system is more than halfway through its useful life. Ongoing inspection of sewer asset condition and claims experience trends provide evidence that much of the system requires significant repair or will soon need to be replaced. This proposal implements Utilities' long term sanitary sewer renewal and replacement strategy by funding CIP programs for each type of major sewer system component, each right-sized for proactive, sustainable wastewater system management to maintain acceptable service levels at the lowest life-cycle cost.

**S-70** **Title: East Link Utility Relocations**

**Proposal: 140.65DA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | New | Sewer | | 1,925,000 | 1,925,000 |

**Executive Summary**

East Link is a voter approved $2.5 billion extension of light rail transit that will connect Bellevue with Overlake, Mercer Island, and Seattle. This proposal is for the Utility Fund cost associated with relocating water, wastewater, and stormwater pipelines that will conflict with the East Link rail system construction.

**W-103** **Title: Increase Drinking Water Storage Availability for West Operating Area**

**Proposal: 140.05NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | N/A | 5,856,994 | 3,321,547 | -2,535,447 |

**Executive Summary**

This proposal funds construction of additional utility system capacity so that development and re-development projects are not delayed. Planned population growth of residents and workers in downtown, the Bel-Red Corridor, and the Wilburton area will require more drinking water storage and water from our regional system supplier, sewer pump station capacity, and added water and sewer pipe capacity to meet state minimum requirements. Existing facilities are at or near capacity to serve the current population. The initial cost of growth-driven projects will be recovered via connection charges to benefited properties.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

**W-104** **Title: New Water Inlet Station**

**Proposal: 140.05NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | N/A | 5,066,282 | 5,229,000 | 162,718 |

**Executive Summary**

This proposal funds construction of additional utility system capacity so that development and re-development projects are not delayed. Planned population growth of residents and workers in downtown, the Bel-Red Corridor, and the Wilburton area will require more drinking water storage and water from our regional system supplier, sewer pump station capacity, and added water and sewer pipe capacity to meet state minimum requirements. Existing facilities are at or near capacity to serve the current population. The initial cost of growth-driven projects will be recovered via connection charges to benefited properties.

**W-105** **Title: Water Facilities for NE 15th Multi Modal Corridor**

**Proposal: 140.54DA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Approved Prior | Water | 1,912,167 | 2,687,937 | 775,770 |

**Executive Summary**

This proposal is for design and construction of new water pipes under the new NE 15th Multi Modal Corridor, where they will be needed to provide water service for redeveloping properties in the Bel-Red Corridor. This proposal is required as a result of Transportation's proposal 130.52PA, R-163 NE 15th St Multi-Modal Corridor – 116th Ave NE at NE 12th St to 136th Pl NE at Northup Way, and is therefore developed to complement that proposal's scope. No new sewer pipes are needed in this section of the corridor.

**W-106** **Title: Water Facilities for NE4th St. Extension**

**Proposal: 140.55DA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Approved Prior | Water | 482,723 | 493,723 | 11,000 |

**Executive Summary**

This proposal is for design and construction of approximately 1400 feet of new 16-inch watermain within the new NE 4th right-of-way, to improve Bellevue's water system's ability to deliver water to the downtown area, and to improve water system redundancy/reliability. This proposal is required as a result of Transportation's proposal 130.50PA, R-160 NE 4th Street Extension – 116th to 120th Avenues NE. The project is currently in construction.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

**W-107** **Title: East Link Utility Relocations**

**Proposal: 140.65DA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | New | N/A | | 2,630,000 | 2,630,000 |

**Executive Summary**

East Link is a voter approved $2.5 billion extension of light rail transit that will connect Bellevue with Overlake, Mercer Island, and Seattle. This proposal is for the Utility Fund cost associated with relocating water, wastewater, and stormwater pipelines that will conflict with the East Link rail system construction.

**W-16** **Title: Small Diameter Water Main Replacement**

**Proposal: 140.02NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Water | 89,443,058 | 109,937,885 | 20,494,827 |

**Executive Summary**

This proposal funds replacement or rehabilitation of drinking water system infrastructure. Bellevue's water system is a complex network of pipes, reservoirs, pump stations, supply inlets, valves and meters that together deliver almost 6 billion gallons of drinking water to our customers annually. System replacement value is estimated at $1.1 billion, and most of the system is more than halfway through its useful life. Failure trends and obsolete equipment provides evidence that system components are rapidly approaching the end of their service life and must be replaced. This proposal implements Utilities' long term water system renewal and replacement strategy by funding CIP programs for each major type of water system component, right-sized for proactive, sustainable water system management to maintain acceptable service levels at the lowest life-cycle cost.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

**W-67** **Title: Pressure Reducing Valve (PRV) Rehabilitation**

**Proposal:** 140.02NA

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Water | 9,990,254 | 10,494,971 | 504,717 |

**Executive Summary**

This proposal funds replacement or rehabilitation of drinking water system infrastructure. Bellevue's water system is a complex network of pipes, reservoirs, pump stations, supply inlets, valves and meters that together deliver almost 6 billion gallons of drinking water to our customers annually. System replacement value is estimated at $1.1 billion, and most of the system is more than halfway through its useful life. Failure trends and obsolete equipment provides evidence that system components are rapidly approaching the end of their service life and must be replaced. This proposal implements Utilities' long term water system renewal and replacement strategy by funding CIP programs for each major type of water system component, right-sized for proactive, sustainable water system management to maintain acceptable service levels at the lowest life-cycle cost.

**W-69** **Title: Minor (Small) Water Capital Improvement Projects**

**Proposal:** 140.02NA

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Water | 6,011,052 | 6,622,619 | 611,567 |

**Executive Summary**

This proposal funds replacement or rehabilitation of drinking water system infrastructure. Bellevue's water system is a complex network of pipes, reservoirs, pump stations, supply inlets, valves and meters that together deliver almost 6 billion gallons of drinking water to our customers annually. System replacement value is estimated at $1.1 billion, and most of the system is more than halfway through its useful life. Failure trends and obsolete equipment provides evidence that system components are rapidly approaching the end of their service life and must be replaced. This proposal implements Utilities' long term water system renewal and replacement strategy by funding CIP programs for each major type of water system component, right-sized for proactive, sustainable water system management to maintain acceptable service levels at the lowest life-cycle cost.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

**W-82** **Title: Fire Hydrant Standardization**

**Proposal: 140.02NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Water | 1,527,926 | 1,859,965 | 332,039 |

**Executive Summary**

This proposal funds replacement or rehabilitation of drinking water system infrastructure. Bellevue's water system is a complex network of pipes, reservoirs, pump stations, supply inlets, valves and meters that together deliver almost 6 billion gallons of drinking water to our customers annually. System replacement value is estimated at $1.1 billion, and most of the system is more than halfway through its useful life. Failure trends and obsolete equipment provides evidence that system components are rapidly approaching the end of their service life and must be replaced. This proposal implements Utilities' long term water system renewal and replacement strategy by funding CIP programs for each major type of water system component, right-sized for proactive, sustainable water system management to maintain acceptable service levels at the lowest life-cycle cost.

**W-85** **Title: Reservoir Rehabilitation or Replacement**

**Proposal: 140.02NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Water | 14,405,585 | 14,730,705 | 325,120 |

**Executive Summary**

This proposal funds replacement or rehabilitation of drinking water system infrastructure. Bellevue's water system is a complex network of pipes, reservoirs, pump stations, supply inlets, valves and meters that together deliver almost 6 billion gallons of drinking water to our customers annually. System replacement value is estimated at $1.1 billion, and most of the system is more than halfway through its useful life. Failure trends and obsolete equipment provides evidence that system components are rapidly approaching the end of their service life and must be replaced. This proposal implements Utilities' long term water system renewal and replacement strategy by funding CIP programs for each major type of water system component, right-sized for proactive, sustainable water system management to maintain acceptable service levels at the lowest life-cycle cost.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

**W-91** **Title: Water Pump Station Rehabilitation or Replacement**

**Proposal: 140.02NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Water | 12,301,725 | 17,032,238 | 4,730,513 |

**Executive Summary**

This proposal funds replacement or rehabilitation of drinking water system infrastructure. Bellevue's water system is a complex network of pipes, reservoirs, pump stations, supply inlets, valves and meters that together deliver almost 6 billion gallons of drinking water to our customers annually. System replacement value is estimated at $1.1 billion, and most of the system is more than halfway through its useful life. Failure trends and obsolete equipment provides evidence that system components are rapidly approaching the end of their service life and must be replaced. This proposal implements Utilities' long term water system renewal and replacement strategy by funding CIP programs for each major type of water system component, right-sized for proactive, sustainable water system management to maintain acceptable service levels at the lowest life-cycle cost.

**W-98** **Title: Replacement of Large Commercial Water Meters**

**Proposal: 140.02NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Water | 4,641,640 | 5,720,308 | 1,078,668 |

**Executive Summary**

This proposal funds replacement or rehabilitation of drinking water system infrastructure. Bellevue's water system is a complex network of pipes, reservoirs, pump stations, supply inlets, valves and meters that together deliver almost 6 billion gallons of drinking water to our customers annually. System replacement value is estimated at $1.1 billion, and most of the system is more than halfway through its useful life. Failure trends and obsolete equipment provides evidence that system components are rapidly approaching the end of their service life and must be replaced. This proposal implements Utilities' long term water system renewal and replacement strategy by funding CIP programs for each major type of water system component, right-sized for proactive, sustainable water system management to maintain acceptable service levels at the lowest life-cycle cost.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

**W-99** **Title:** **Water Service Line and Saddle Replacement Program**

**Proposal:** **140.02NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 140 | Ongoing | Water | 2,963,388 | 3,707,932 | 744,544 |

**Executive Summary**

This proposal funds replacement or rehabilitation of drinking water system infrastructure. Bellevue's water system is a complex network of pipes, reservoirs, pump stations, supply inlets, valves and meters that together deliver almost 6 billion gallons of drinking water to our customers annually. System replacement value is estimated at $1.1 billion, and most of the system is more than halfway through its useful life. Failure trends and obsolete equipment provides evidence that system components are rapidly approaching the end of their service life and must be replaced. This proposal implements Utilities' long term water system renewal and replacement strategy by funding CIP programs for each major type of water system component, right-sized for proactive, sustainable water system management to maintain acceptable service levels at the lowest life-cycle cost.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Innovative, Vibrant and Caring Community

**CD-11** **Title: CD-11 Public Art Program**

**Proposal: 115.22DA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 115 | Ongoing | Community Development | 6,555,974 | 7,255,872 | 699,898 |

**Executive Summary**

The Public Art Program commissions, plans, and maintains Bellevue's public art. It engages the community in the art's design and development and provides information to residents and visitors that increases access to and enjoyment of Bellevue's public art. Commissioning stand-alone art and integrating public art into the City's major capital projects by partnering with Parks, Transportation and Planning Departments, this program provides public art that is an authentic expression of this community, improving aesthetics, enhancing Bellevue's brand and its citizens' quality of life. This proposal will purchase: a) 2 new art projects in neighborhoods to be selected; b) Bellwether 2016, a sculpture exhibition temporarily placing about 40 artworks in downtown locations; ) developing public art as part of city capital projects such as station area planning and Meydenbauer Bay Masterplan implementation, a Council Priority; d) planning and implementing a public art identity project for Bel Red, e) working with Sound Transit to develop public art for East Link, f) continuing the Storefronts Bellevue program that rotates temporary art displays in vacant storefronts, g) collection maintenance; and h) public information resources and outreach.

**CD-22** **Title: CD-22 Enhanced Right of Way and Urban Boulevards (ERUB)**

**Proposal: 115.07NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 115 | Ongoing | Community Development | 4,425,000 | 5,499,175 | 1,074,175 |

**Executive Summary**

This proposal provides funding to transform under-invested Rights-of-Way into thriving and inviting neighborhood features, improved recreation facilities and transportation corridors. It is a continuation of a successful multi-departmental initiative of master planning/conceptual design and construction to enhance City-owned boulevards, Rights-of-Way, and gateways. Based on a set of guiding principles this project will use street trees, landscaping, median plantings, special lighting, improved sidewalks, crosswalks, seating, signage, natural drainage practices, and public art to improve pedestrian and vehicle experiences, and demonstrate our civic pride and commitment to the environment. Funding will allow for neighborhood livability, improved aesthetics, city branding, tree canopy cover, and ecosystem benefits. Outcomes will also include conceptual designs and standards for the Urban Boulevard system and amendments regarding street frontage landscaping for new development.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Innovative, Vibrant and Caring Community

**CD-32** **Title: CD-32 Downtown Livability Implementation**

**Proposal: 115.05NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 115 | New | Community Development | | 5,000,000 | 5,000,000 |

**Executive Summary**

This proposal implements action items from the Downtown Livability Initiative, relating directly to City Council priority #10 identified for 2014-2015. The Downtown Livability Initiative includes a targeted review by a Council-appointed Advisory Committee of Downtown Land Use Code provisions (e.g. amenities, design guidelines, open space, height and form, parking). The Advisory Committee's work has also identified a set of emerging non-code items for Council consideration for implementation (e.g. potential lidding of I−405 with a park/open space/trail connection as articulated in 115.06NA, Downtown medians, wayfinding, infrastructure to support enhanced programming for Downtown events, and short-term parking). This proposal provides funding to follow up on specific non-code items as prioritized by Council.

**P-AD-27** **Title: P-AD-27 Park Planning & Design**

**Proposal: 100.72NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 100 | Ongoing | Planning | 5,556,742 | 7,857,469 | 2,300,727 |

**Executive Summary**

This proposal requests ongoing funding for planning, design, and technical work to support ongoing park planning efforts; to support multi-departmental planning initiatives; to explore potential partnership opportunities; to study the feasibility of future park acquisition and development projects; and to update the Ashwood Park Master Plan. Ongoing planning initiatives include light-rail impacts on parks, Bel-Red park studies, Bannerwood Park field improvements and Newport Hills park planning. These discussions may lead to specific capital projects and potential partnership projects. Staffing to implement this proposal is provided through proposal 100.11NA.

**P-AD-79** **Title: P-AD-79 King County Parks Levy**

**Proposal: 100.70NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 100 | Approved Prior | Acquisition & Development | 3,514,178 | 5,997,580 | 2,483,402 |

**Executive Summary**

This proposal funds parks acquisition and development. Funds are exclusively from a 2013 voter-approved King County Levy, part of which distributes funds to cities for the acquisition, development and renovation of parks. Starting in 2014, Bellevue will receive approximately $414,000 each year through 2019. Staffing to implement this proposal is contained in proposal 100.11NA.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Innovative, Vibrant and Caring Community

**P-AD-82** **Title: P-AD-82 Park & Open Space Acquisition (Levy)**

**Proposal: 100.60NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 100 | Approved Prior | Acquisition & Development | 9,159,889 | 21,567,803 | 12,407,914 |

**Executive Summary**

This proposal seeks $19.3 million to acquire park and open space properties throughout the city. Property acquisition was a centerpiece of the voter-approved 2008 Parks and Natural Areas Levy, providing $10 million to acquire land to complement the existing park system. An additional $10 million was identified in City CIP funds to match this money to leverage acquisition opportunities. The levy was approved by 67% of the voters. The proposal continues the City's ongoing ability to respond to acquisition opportunities as they arise throughout the community. Staffing to implement this proposal is contained in Proposal 100.11NA.

**P-AD-83** **Title: P-AD-83 Bellevue Airfield Park Development (Levy)**

**Proposal: 100.62NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 100 | Approved Prior | Acquisition & Development | 1,422,583 | 5,299,583 | 3,877,000 |

**Executive Summary**

This proposal seeks $5 million to fund design, permits and construction for the initial phase of development of Bellevue Airfield Park consistent with the adopted Master Plan. At full build-out, the park will include two lighted athletic areas, a picnic area, children's play areas, restrooms, parking, walkways and trail connections. Park components for the initial development phase will be determined during project design. Park design and permitting will start in 2014. The Master Plan is the result of a community-based planning effort. This project is part of the 2008 voter-approved Parks & Natural Areas Levy. Staffing to implement this proposal is contained in proposal #100-11NA.

**P-AD-85** **Title: P-AD-85 Bellevue Botanical Garden Development (Levy)**

**Proposal: 100.68NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 100 | Approved Prior | Acquisition & Development | 11,070,328 | 11,621,569 | 551,241 |

**Executive Summary**

No funding is requested. Previous proposals funded construction of the Visitor Center and expanded parking lot at the Bellevue Botanical Garden, which will be complete by the end of 2014. After completing the Ravine Garden in 2012, this was the highest priority project identified in the Bellevue Botanical Garden Master Plan Update in 2008. The project cost was funded with City CIP and private funds raised by our partner, the Bellevue Botanical Garden Society. This project is funded in part by the 2008 voter approved Parks Levy,

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Innovative, Vibrant and Caring Community

**P-AD-86** **Title: P-AD-86 Surrey Downs Park Development (Levy)**

**Proposal: 100.63NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 100 | New | Acquisition & Development | 6,000,643 | 11,999,708 | 5,999,065 |

**Executive Summary**

This proposal seeks $7million to fund design, permitting and construction of park improvements at Surrey Downs Park, which includes $500,000 to demolish the existing district court buildings. $500,000 of the $7 million reflects savings from the Hidden Valley project (original estimate of $3 million; final estimated cost of $2.5 million). Work would be consistent with the Surrey Downs Park Master Plan Update that is expected to be adopted by the City Council in late 2014. The 2008 Park & Natural Areas Levy earmarked $7M to implement park improvements at Surrey Downs Park, but funding was deferred from the 2013-2019 CIP due to the uncertainties surrounding the light rail alignment and district court relocation. These issues have been resolved, and the City has worked with the neighborhood to update the Master Plan and address noise barriers along the 112th Avenue park frontage. Staffing to implement this proposal is contained in proposal #100.11NA.

**P-AD-87** **Title: P-AD-87 Downtown Park Development (Levy)**

**Proposal: 100.65NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 100 | Approved Prior | Acquisition & Development | 5,100,611 | 9,999,744 | 4,899,133 |

**Executive Summary**

This proposal requests $9.3 million to fund additional development phases of Bellevue Downtown Park ($10M less expected 2014 expenses of $700,000). The project's cornerstone will be the completion of the circular promenade and water feature at the SE quadrant of the park and expansion of the parking lot along 100th Avenue NE. The NE park entry off of Bellevue Way and NE 4th will also be completed. Development will be consistent with the Council-adopted Master Plan, and funded in part from the 2008 voter-approved Parks and Natural Areas Levy. The schedule assumes construction in a single phase, which could be delayed if multiple phases are required. Staffing to implement this project is provided in proposal 100.11NA.

**P-AD-90** **Title: P-AD-90 New Youth Theatre in Crossroads Park (Levy)**

**Proposal: 100.69NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 100 | Approved Prior | Acquisition & Development | 8,860,061 | 9,478,779 | 618,718 |

**Executive Summary**

Construction of a new 150-seat youth theater in Crossroads Community Park is expected to be complete in 2014. The project cost was funded in part by the 2008 voter-approved Parks Levy and our partner, the Bellevue Youth Theater Foundation, which lead a capital fundraising campaign to support the project.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Innovative, Vibrant and Caring Community

**P-AD-92** **Title: P-AD-92 Meydenbauer Bay Phase 1 Park Development**

**Proposal: 100.80NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 100 | Approved Prior | Acquisition & Development | 12,000,000 | 12,000,464 | 464 |

**Executive Summary**

This proposal requests $11 million to fund Phase 1 improvements to Meydenbauer Bay Park. This represents the total project cost of $11,950,000 less the anticipated 2014 expenses of $950,000. At full build-out, this park will create a memorable waterfront destination that will attract people year-round. This proposal would fund improvements west of 99th Avenue, connecting this area to the existing Meydenbauer Beach Park. The scope of work is expected to include stream daylighting, beach and shoreline improvements, pathways and trails, landscaping and construction of a restroom and curvilinear pier. Design and permitting is underway and expected to continue through 2015. Construction is expected to begin in 2016 and continue through 2017.

**P-AD-93** **Title: Mercer Slough Environmental Education Center**

**Proposal: 100.81NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 100 | New | Acquisition & Development | | 2,000,000 | 2,000,000 |

**Executive Summary**

This proposal seeks $2million to complete the second classroom at the Mercer Slough Environmental Education Center (MSEEC), which will complete the MSEEC campus that was originally conceived in 1990 as part of the Mercer Slough Master Plan. Located adjacent to the existing classroom, work will involve permits and construction for this 2,000sf building. Design is complete and the foundation was installed as part of the first construction phase. Staffing to manage this project is part of Proposal 100.11NA

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Innovative, Vibrant and Caring Community

**P-AD-94** **Title: P-AD-94 Inspiration Playground at Downtown Park**

**Proposal: 100.82NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 100 | New | Acquisition & Development | | 2,000,000 | 2,000,000 |

**Executive Summary**

This proposal seeks $2 million to complete Phase 1 construction of the Inspiration Playground in Downtown Park. The Inspiration Playground is a joint effort between the City and the Rotary Club of Bellevue to "build the most unique playground on earth; a self-contained world, dedicated to fun, imagination and learning, where all ages and abilities play and explore at their own pace." It will expand the existing playground area. All expenses will be reimbursed with revenues received from a fundraising campaign by the Rotary Club of Bellevue, whose goal is to raise $3.5million to complete the project. They have raised approximately $870,000 in cash and pledges to-date, and need $1.5million to initiate Phase 1. They have requested funding from the State Legislature to achieve that goal. The City is also seeking a State grant to supplement these funds. All soft costs will be covered through Proposal 100.72NA (Planning & Design), and staffing to manage the project is recognized in Proposal 100.11NA.

**P-R-02** **Title: P-R-02 Enterprise Facility Improvements**

**Proposal: 100.76NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 100 | Ongoing | Maintenance/Minor Capital | 12,186,756 | 12,718,877 | 532,121 |

**Executive Summary**

This proposal seeks $2,450,000 ($350,000/yr.) to fund capital improvements at the Bellevue Golf Course and other Parks Enterprise facilities. Capital improvements proposed each year will limit liability exposure, reduce operating expenses and/or increase revenues at these facilities. The current project will reconstruct the golf course driving range tee area to include a two-level structure that will add capacity and increase revenues. Construction is expected to start in late 2014 and be complete in early 2015.

**P-R-11** **Title: P-R-11 Parks Renovation & Refurbishment Plan**

**Proposal: 100.77NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 100 | Ongoing | Maintenance/Minor Capital | 67,608,341 | 77,909,191 | 10,300,850 |

**Executive Summary**

This proposal seeks $33.5 million to systematically refurbish and renovate existing park infrastructure and maintain the safety, integrity and function of our system. Work items identified are beyond the scope of the Department's normal maintenance and operating budget but do not meet the threshold of a discrete capital project. Projects generally fall in the $15K to $500K range.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Innovative, Vibrant and Caring Community

**PW-W/B-** **Title:** **PW-W/B-49 Pedestrian Facilities Compliance Program**

**Proposal:** **130.83NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | Ongoing | Walkways/Bikeways | 1,982,414 | 5,216,330 | 3,233,916 |

**Executive Summary**

This proposal provides a resource to identify, inventory, prioritize, design, and construct spot improvements to pedestrian facilities citywide to meet compliance standards stemming from the Americans with Disabilities Act (ADA). This program serves as the City's dedicated source for addressing citizen accessibility requests and, as funding is available, implementing high priority retrofits identified in the City's ADA Access Enhancement Plan for the Public Right of Way (a.k.a. Transition Plan). Projects constructed under this program improve pedestrian accessibility and safety for people with disabilities and also reduce the City's vulnerability to litigation related to ADA compliance.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Quality Neighborhoods

**NEP-2** **Title: NEP-2.0 Neighborhood Enhancement Program**

**Proposal: 115.21DA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 115 | New | Planning | | 8,000,000 | 8,000,000 |

**Executive Summary**

The Neighborhood Enhancement Program 2.0 will provide community-directed investment for neighborhood improvement projects. In collaboration with city departments and residents, NEP 2.0 will work with neighborhoods to identify projects that address critical needs, maximize public benefit and align with City planning to build improvements that enhance neighborhood character, while bringing citizens into the decision-making process. NEP 2.0 would rotate on a 6-year cycle through Bellevue's 16 neighborhood areas, linking when possible with the Neighborhood (Subarea) Planning process. The program would: {CR}{LF}{CR}{LF} Offer citizens a voice in deciding how City funding is spent in their neighborhood area; Providing a method for funding small but important improvements that would not compete successfully for funding in the larger CIP; and Engaging residents throughout the City in a democratic process to address local needs as they learn about City planning, services and funding approaches.

**NIS-2** **Title: Neighborhood Partnerships**

**Proposal: 115.20DA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 115 | Approved Prior | Planning | 1,377,733 | 2,327,218 | 949,485 |

**Executive Summary**

The Neighborhood Partnerships Program provides funding that enables the City to stimulate civic involvement and community pride in neighborhoods. This includes:{CR}{LF}{CR}{LF} Small capital improvements (Funds are allocated through small matching grants up to $10,000) that improve the quality, appearance and overall livability of neighborhoods (landscaping, entry signs, gathering place enhancements and amenities, etc.) Neighborhood projects that cultivate safe gathering places within neighborhoods and encourage local place-making for neighbors to linger. Community building projects that strengthen social connections – particularly with Bellevue's diverse residents (celebrations, clean-ups, service projects, organization for safety and emergency preparedness, volunteer projects, cultural enrichment activities, revitalization of neighborhood associations, etc.) These activities are vital to build community and keep neighborhoods safe, attractive and well maintained.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Quality Neighborhoods

**P-AD-88** **Title: P-AD-88 Bridle Trails Neighborhood Park (Levy)**

**Proposal:** **100.67NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 100 | Approved Prior | Acquisition & Development | 4,717,335 | 2,549,981 | -2,167,354 |

**Executive Summary**

This proposal seeks $1,000,000 to complete property acquisition in the Bridle Trails neighborhood. The development of the Bridle Trails Corner Park will be completed in 2014, and we are currently working with the Bridle Trails neighborhood to acquire a second neighborhood park in this area. If unsuccessful, other neighborhood park opportunities will be explored. This project is funded by the 2008 voter-approved Parks Levy. Staffing to implement this proposal is contained in proposal 100.11NA. The Lake Sammamish park development is proposed to be deferred from the 2015-2021 CIP Plan.

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# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Economic Growth and Competitiveness

**CD-19** **Title: Advancing the Vision of the Pedestrian Corridor**

**Proposal: 115.00NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 115 | New | Community Development | 698,002 | 738,757 | 40,755 |

**Executive Summary**

This initiative will develop an updated conceptual design, design guidelines, and implementation measures for the Pedestrian Corridor. It will lead to a more vibrant, livable and memorable experience for this unifying design element within downtown, and respond to the regional light rail investment planned near its eastern terminus. A public process will involve a full range of stakeholders, including those with property fronting NE 6th Street. This work will set the stage for public and private investment to reshape the Pedestrian Corridor consistent with the updated vision.

**CD-33** **Title: Grand Connection from Meydenbauer Bay to Wilburton District**

**Proposal: 115.06NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 115 | New | Community Development | | 5,000,000 | 5,000,000 |

**Executive Summary**

This proposal develops the conceptual design and begins early implementation of a linear park from Meydenbauer Bay through Downtown Bellevue to the Wilburton Special Opportunity District. This relates directly to City Council priority #13 identified for 2014-2015. The connection will be punctuated by City parks, significant open spaces and amenities, arts, and programming as it ties together the Meydenbauer Bay Waterfront, Downtown Park, NE 6th Pedestrian Corridor, and concept from the Downtown Livability Initiative for a park/open space/trail lid over I-405 to connect Downtown to Wilburton. This grand connection would add a significant placemaking and unique amenity in the region, leading to a more vibrant, livable and memorable experience for all users of Downtown and the Wilburton District and connect to the planned multiuse facility on the Eastside Rail Corridor (old BNSF rail corridor).

Note – CIP Proposal Executive summaries are listed in proposal order. They do not include debt proposals and reserve proposals, nor do they include operating proposals which can be found in the Operating section. They are as provided by the Department submitting the proposal, and have not been adjusted for any CIP LT recommendations including additions, deletions, or changes in scope. In addition, they do not separate existing scope from the enhancement scope as is denoted on the CIP LT Ranking List. This is provided as a general overview education of the particular CIP project.

# City of Bellevue 2015-2021 CIP Budget
# Proposal Summaries by Outcome

## Economic Growth and Competitiveness

**G-93** **Title: Community Network Connectivity**

**Proposal: 090.16NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 090 | New | Economic Development | | 650,000 | 650,000 |

**Executive Summary**

This proposal supports the Council Priority to "develop the Smart City strategy to include high speed data options to support businesses and residents" and Economic Development Strategic Plan objectives. It also supports a companion Broadband Fiber and Cable Franchise proposal (090.15NA) in the operating budget. This proposal begins a funding stream intended to: 1) provide additional capital to address gaps and bottlenecks in the existing City fiber network that surfaces in the 2014 asset inventory; 2) modestly fund replacement for the fiber network used to connect City facilities, the Intelligent Transportation System and street light system; and 3) make minor enhancements to existing fiber and wireless City networks as needed to support Council's priority.

**NEW-3** **Title: Bel-Red Corridor Local Street Network Identification**

**Proposal: 130.107NA**

| Dept | Status | Category | Inception thru 2019 Budget Approved | Inception thru 2021 Budget Request | Delta |
|---|---|---|---|---|---|
| 130 | New | Roadways | | 200,000 | 200,000 |

**Executive Summary**

The Bel-Red Plan requires the progressive development of a network of new local streets to unlock development potential and to create walkable, attractive neighborhoods. During the Bel-Red planning process staff and the Planning Commission reviewed a potential new street grid that started with an idealized small block size of about 300 feet on each face then adjusted for current parcel configurations, existing streets, and natural features such as streams, topography, and other geographic elements. However, while the plan for new local streets considered a number of factors, it was conducted at the subarea-wide level and was unable to review very detailed attributes, such as the location of utilities, existing curb cuts, and property access easements. This proposal will fund the additional planning and preliminary engineering necessary so that the precise street and right of way needs can be documented and communicated for each parcel or group of parcels at the time of development.

Note – CIP Proposal Executive summaries are listed in proposal order. They do not include debt proposals and reserve proposals, nor do they include operating proposals which can be found in the Operating section. They are as provided by the Department submitting the proposal, and have not been adjusted for any CIP LT recommendations including additions, deletions, or changes in scope. In addition, they do not separate existing scope from the enhancement scope as is denoted on the CIP LT Ranking List. This is provided as a general overview education of the particular CIP project.

# 6. Bellevue's Investment Strategy

# Bellevue's Capital Investment Strategy Overview Memo

July 28, 2014

This is the fifth in a series of Council discussions regarding the City's capital investment strategy—a look at potential capital needs and revenue sources beyond the status quo CIP. This discussion is occurring in parallel with the regular, two-year update of the base CIP (see related item on tonight's Agenda), and looks at a more comprehensive set of needs and resources.

Per Council direction on June 30, tonight's focus continues the discussion with a set of "strawman" packages for futher feedback and guidance. This material is presented in three parts, as building blocks toward a complete discussion:

1) groupings of priority projects;
2) examples of revenue options (Councilmanic-only, voted-only, and combination of Councilmanic and voted) and
3) "strawman" scenarios of balanced projects and revenues.

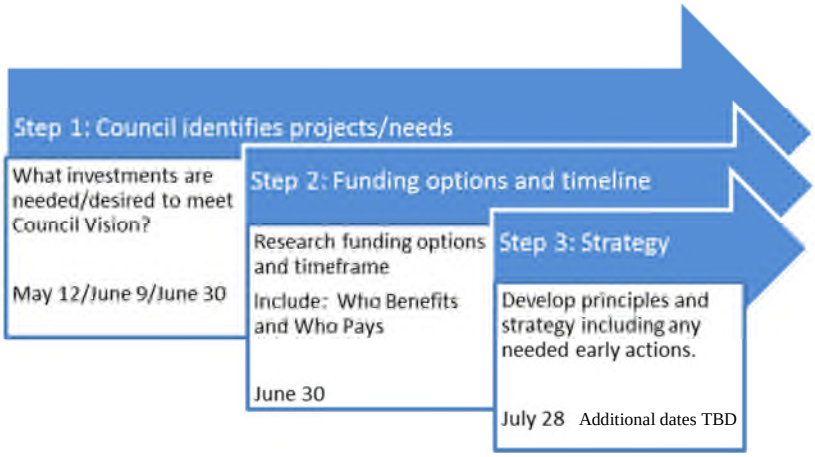
## BACKGROUND

On March 24, 2014, Council held the first Budget Workshop regarding the operating and capital budgets in order to inform the City Manager's Preliminary 2015-2016 Budget and 2015-2021 Capital Investment Plan (CIP). The workshop included a discussion on how to approach the CIP for the upcoming budget and longer term. At that time, staff provided a list of potential capital projects collected from all departments, using a 20-year timeframe. The potential projects through 2035 totaled over $1.2 billion, though staff acknowledged that the dollar figures had not been validated beyond the near term and the list was not complete. On May 12, staff provided a resorted list to reflect the broad categories that Council identified in the recent work on Council Priorities.

Additionally on May 12, staff provided an overview of the existing 2013-2019 CIP, reflecting how it is funded and what projects are included. Like the 2013-2019 CIP, the 2015-2021 CIP will be budget constrained. Requests for new projects and the effect of re-costing current projects to reflect inflation will greatly exceed the available resources.

Staff also presented and Council endorsed a "roadmap" for a series of Council conversations on the City's longer term capital investment strategy (see Figure 1 below).

Figure 1: "Roadmap" Endorsed from the May 12 Meeting (dates updated):




As discussed earlier, this conversation with Council is not a linear process; instead, it is intended to be an iterative process, where defining desired capital investments precedes the discussion on funding options. Subsequent selection of funding options may constrain what Council would ultimately be willing or able to buy. As the longer-term investment discussion continues, Council will likely circle back to the list of desired capital projects for refinement.

On June 9, Council reviewed a matrix associating the new Council Priorities with: a) projects currently funded within the existing 2013-2019 CIP; b) budget proposals for the 2015-2021 CIP; and c) potential sets of capital projects that go beyond the status quo CIP resources. The Council provided feedback on projects that Council may want to pursue beyond those likely to be funded through the status quo CIP. The discussion provided staff with a list of projects that might be included in a "beyond the status quo" capital investment strategy.

On June 30, Councilmembers provided staff with a completed "homework" assignment specifically noting their individual opinions as to whether specific projects are of High (H), Medium (M), or Low (L) urgency. Ranking a project as "medium" or "low" urgency does not mean that the project is not important; all projects on the list are worthy and valuable investments. Rather, the urgency rankings are intended to reflect the timing of delivery and help hone in on those projects that need to be implemented in the nearer term. Staff acknowledges that the urgency rankings are not Council consensus direction; they do, though, provide staff with a "starter" set of projects to continue the dicussion. Attachment 3 provides the complete list of projects genereated by Councilmembers on June 9, as sorted by the informal full Council polling exercise discussed on June 30.

Tonight's materials take a step-by-step approach, starting by 1) re-visting project priorities and creating several logical project groupings at different scales, 2) then examining sets of funding options, and 3)

presenting several "strawman" packages of projects attached to specific funding sets. These "strawman" packages are intended simply as examples of how packages could be assembled.

## DISCUSSION TOPIC 1: PROJECT INCLUSION

Per the discussion "Road Map," the first step in the process is to identify a list of priority projects that the Council may wish to consider funding. This has been the focus of several previous discussions. On June 30, staff proposed a set of project identification guiding principles that may assist Council in selecting a project list to move forward. These were met with some support but also some caveats, and are re-printed here for convenience.

Staff-Suggested Project Selection Principles (recap from June 30)

- The Base CIP with status quo resources will fund some capital investment needs, but resources are very limited; this financial strategy is needed to fund additional critical projects that will not be realized without additional revenues.
- The adopted 2014 Council Priorities provide the foundation for identification of key project needs in pursuit of the community vision. (See Council Priorities and Vision adopted on May 19.)
- Projects to be advanced in the near term are those that are both critically important and time dependent; i.e. projects that are critically needed now or, if implemented now, will catalyze other positive outcomes, or can be done at significantly less cost today than in the future.
- The set of projects should be balanced to provide a mix of benefits across the Council priority areas.

Effect of Base CIP Update

As noted above, this "beyond the status quo" discussion has been occurring in parallel with the regular two-year update of the Base CIP. The Council Priorities and June 9 project list have been key considerations in this base CIP prioritization work, and some limited progress can be made within base CIP resources. The CIP LT panel presents its recommendation for status quo resources to the Council under separate cover this evening. In that discussion, it will be noted that the following projects from the June 9 Council Priority list are recommended for funding within the next 7-year timeframe:

- East Link Complement – Partial funding of Spring Boulevard Zone 1 ($22M)
- Hearing Assistance for three Public facilities ($240k)
- Community Network Connectivity (first phase) ($650k)
- Downtown Fire Station Land ($7M)
- Some additional Park Acquisitions ($8M).

"Beyond the Status Quo" Project Groupings

Staff has assembled below several project groupings, based on the priority projects identified by Council, the informal Council rankings from June 30, the above assumptions about what may be funded in the base CIP, and Council feedback about the potential for scaling the size and/or timing of several projects. The potential project sets range from $50 million for the smallest scaled, highest urgency package to $200+ million. Staff acknowledges that this is nothing more than a start and any project set is entirely the Council's choice.

*Shaded projects are Transportation Benefit District-eligible (shown to note restrictions on use of those funds)*
*Italic Font shows Phased project options where applicable*
*Caveats: All project costs are estimated at this time; very few have full design completed and, therefore, the project cost is based on best information available without full design work. All costs are rough estimated and could materially change.*

*Reader's Guide:*
- *Projects are categorized in the right-hand column by Council Urgency; for instance, Package 1 has those projects where 5+ out of 7 Councilmembers noted them as high urgency.*
- *Columns A, B and C note project scaling options, with the smallest option in column A growing to larger options by Column C.*

**Augmented Package 1 (5+/7 Councilmembers rated Urgent):**

| Project | Scaling "A" | Scaling "B" | Scaling "C" | *Council Priority Theme* |
|---|---|---|---|---|
| 124th Ave NE--12th to Spring Blvd – Full Implementation | 12 | 12 | 12 | *Transp & Mobility* |
| Spring Blvd --116th to 120th (unfunded full implementation piece after CIP LT 2015-2021 CIP Rec.) | 8 | 8 | 8 | *Transp & Mobility* |
| Spring Blvd --130th to 132nd -- Implementation of West Bound only | 3 | 3 | 3 | *Transp & Mobility* |
| Newport Way – Somerset to 150th (Ped/Bike) | *7* | *11* | *11* | *High Quality Built and Natl. Env.* |
| Downtown Transporation Plan – Access Improvements for Downtown Light Rail | 5 | 5 | 5 | *Transp & Mobility* |
| Community Connectivity (remaining piece after CIP LT 2015-2021 recommendation) | 2.35 | 2.35 | 2.35 | *High Quality Built and Natl. Env.* |
| Fire Facility Plan--Station 5 Rebuild | 12 | 12 | 12 | *High Performance Govt/Public Safety* |
| | 49.35 | 53.35 | 53.35 | |

**Augmented Package 2 (4/7 Councilmembers rated Urgent):**

| | | | | |
|---|---|---|---|---|
| Add to Package 1 – Start with total from above: | 49.35 | 53.35 | 53.35 | |
| Bellevue Way HOV (300ft vs full implementation) | *5* | *5* | *21* | *Transp & Mobility* |
| Downtown Transportation Plan (scaled up from Package 1) | *10* | *12* | *28* | *Transp & Mobility* |
| Complete Meydenbauer Bay Park | *12* | *25* | *32* | *High Quality Built and Natl. Env.* |
| Grand Connection Meydenbauer to Wilburton—Planning/Early Design | *0* | *5* | *5* | *Great Places* |
| NEP 2.0 ($1.5M/year) | 10.5 | 15 | 15 | *Achieving Human Potential--N'hoods* |
| *Subtotal* | 37.5 | 62 | 101 | |
| *Aggregate* | 86.85 | 115.35 | 154.35 | |

| **Augmented Package 3 (3/7 Councilmembers rated Urgent)** *See Note below for Performing Arts Eastside | | | | |
|---|---|---|---|---|
| Add to Package 2 – Start with total from above: | 86.85 | 115.35 | 154.35 | |
| West Lake Sammamish Phase 2 | 10 | 10 | 10 | *High Quality Built and Natl. Env.* |
| Bel-Red Mobility Improvements- Eastbound NE Spring Blvd 130th to 132nd Ave | 13.5 | 13.5 | 13.5 | *Transp & Mobility* |
| Fire Facility Plan--Training Center Expansion | 17 | 17 | 17 | *High Performance Govt/Public Safety* |
| *Subtotal* | 40.5 | 40.5 | 40.5 | |
| *Aggregate* | 127.35 | 155.85 | 194.85 | |

| **Augmented Package 4 (on Council list -- 1 or 2 Counclimembers rated Urgent)** | | | | |
|---|---|---|---|---|
| Add to Package 3 – Start with total from above: | 127.35 | 155.85 | 194.85 | |
| NE Spring Blvd Zone 2 – 120th to 124th NE --Full Implementation | 12 | 12 | 12 | *Transp & Mobility* |
| Downtown Livability | 5 | 10 | 15 | |
| SE 16th – 148th to 156th SE --Full Implementation | 3 | 3 | 3 | *Transp & Mobility* |
| Revolving energy fund | 0.25 | 0.25 | 0.25 | *High Performance Govt/Public Safety* |
| *Subtotal* | 20.25 | 25.25 | 30.25 | |
| *Aggregate* | 147.6 | 181.1 | 225.1 | |

Important Notes:

1) Tateuchi Center: In May 2014 the City signed a memorandum of understanding with Performing Arts Eastside (PACE) to pursue exploration of public funding options for the proposed Tateuchi Center, among other actions. That work is ongoing and the team will report back to the City Council this fall. This table does not include a placeholder for a Tateuchi Center contribution, pending this later report/recommendation.
2) Affordable Housing: This item was identified by a Councilmember on June 9. Bellevue's suppoprt for affordable housing and the ARCH Triust Fund has historically flowed through the operating budget as opposed to the CIP, as these are not facilities built by the City itself. Therefore no capital dollars are included in the above table.

**Feedback Requested:** The above set of projects has resulted from a series of Council discussions over recent months. Staff has simply combined these into what we believe are logical groupings, at a variety of scales. Not all of these projects are likely to be funded even in an enhanced revenue scenario, but this list does help focus the discussion of project priorities.

Staff are looking for feedback on the following:

- Is this the right list of projects for further discussion?
- Are key projects missing?
- Are scaling options adequately addressed?

**DISCUSSION TOPIC 2: FUNDING OPTIONS**

On June 30, Council also reviewed a set of Guiding Principles for a Funding Strategy. The following guiding principles were presented by staff as a starting place to obtain Council direction. They are additive to the existing CIP Financial Policies; e.g. the existing policy of maintaining existing infrastructure before building new.

Draft Capital Investment Strategy Guiding Principles (recap from June 30):

- The cost for projects should be broadly distributed to those who will benefit from the improvements, through a combination of funding tools.
- Significant public engagement should be conducted around both a shorter-term and longer-term capital investment approach.
- The financial strategy should maintain the City's long-term financial stability and preserve the City's outstanding bond rating.
- The financial strategy should acknowledge that status quo CIP revenues will address some key capital projects, but they are insufficient to address a large and daunting set of identified community needs:
  - Some funding options may be taken by the Council under its own auspices. Addressing some critical needs in the near term will maintain and enhance community quality of life, advance economic development, and avoid higher costs in the future.
  - Depending on the needs identified, it may be appropriate to ask the voters for additional funding approval to implement high priority capital projects that cannot otherwise be delivered.

Included in this workshop book under tab 6 is a high-level list of Councilmanic and voted revenue options providing a rough estimate of their potential yield -- both annual and bonded -- and of available Councilmanic and voted debt capacity. In choosing any financing plan, a discussion of who benefits from the projects and the connection to who pays is an important element of information. The table below classifies each revenue option by who pays. As an example, Existing Residential would pay for funding plans that include property tax, utility taxes, Transportation Benefit District options, etc., whereas Developers/Growth may be impacted by property taxes, LIDs, and Impact Fees.

| Existing Residential | Existing Business | Developers/ Growth | Regional/Other |
|---|---|---|---|
| Property Tax | | | |
| Sales Tax | | | |
| | B&O Taxes | | |
| Utility Taxes | | | |
| | | Impact Fees (Fire, Transporation, Parks) | |
| | Local Improvement Districts | | |
| | | | |
| Transportation Benefit District | | | |
| Parking Tax | | | |
| | | | Grants |
| | | | Interlocal Agreements |
| | | | Partnerships/Donations |

For discussion purposes, staff has sorted the various options to meet a series of funding needs into a range of packages from $50 million to $180 million, broken out by Councilmanic action, voted action, and a combination of Councilmanic and voted action. In each case, various options are provided for reaching a given funding amount.

The examples shown below provide relative order of magnitude of various tangible revenue options; the possible options are many. Options are subject to collection limits; e.g. total banked Councilmanic property tax capacity is $9.4M/yr or approximately 26 cents. To the extent proceeds are bonded, they are also subject to debt capacity limitations set by Council policy and state statute.

**Councilmanic Only: Example Options**

| | **$50M menu** | **$85M menu** | **Who Pays** |
|---|---|---|---|
| Property tax options: | 5cents = $1.8M/yr = ~$25M bonded | 10cents = $3.6M/yr = ~$50M bonded | *Existing business/residential, growth* |
| | 10cents = $3.6M/yr = ~$50M bonded | 15cents = $5.4M/yr = ~$75M bonded | |
| TBD ($20/vehicle) | $1.8 - 2M/yr = ~$25M bonded | $1.8 - 2M/yr = ~$25M bonded | *Existing business/residential* |
| Parks or Fire impact fee | --- | TBD | *Growth* |
| LID--Bel-Red | --- | Assume ~$3-5M | *Growth* |

Another series of options would be those that are available under public vote.

**Voted Only: Example Options**

Note: the examples shown below are to give realative order of magnitude; the possible options are many.

| | **$50M menu** | **$100M - $125M menu** | **Who Pays** |
|---|---|---|---|
| Property tax voted options: | 10cents = $3.6M/yr = ~$50M bonded | 20cents = $7.2M/yr = ~$100M bonded | *Existing business/residential, growth* |
| TBD – voted ($40/vehicle) | $3.6 - 4M/yr = ~$50M bonded | --- | *Existing business/residential* |
| TBD – voted ($100/vehicle) | --- | $9 - 10M/yr = ~$125M bonded | *Existing business/residential* |
| TBD – voted (sales tax) | 0.05% increase = ~$3M/yr or slightly less than $50M bonded | 0.1% increase = $6M/yr or ~$90M bonded | *Existing business/residential/visitors* |

Lastly, a series of options could be a combination of Councilmanic and Voted.

**Cominbation of Councilmanic and Voted: Example Options**
Note: the examples shown below are to give realative order of magnitude, the possible options are many.

| | **$100M-120M menu** | **$150M-$180M menu** | **Who Pays** |
|---|---|---|---|
| Property tax Councilmanic or voted: | 10cents = $3.6M/yr= ~$50M bonded | 20cents = $7.2M/yr = ~$100M bonded | *Existing business/residential, growth* |
| LID--Bel-Red (Councilmanic) | --- | Assume ~$3 - 5M | *Growth* |
| TBD – Councilmanic ($20/vehicle) | $1.8 - 2M/yr = ~$25M bonded | $1.8 - 2M/yr = ~$25M bonded | *Existing business/residential* |
| TBD – voted ($40/vehicle) | $3.6 - 4M/yr = ~$50M bonded | --- | *Existing business/residential* |
| TBD – voted ($100/vehicle) | --- | $9 - 10M/yr = ~$125M bonded | *Existing business/residential* |
| TBD – voted (sales tax) | 0.05% increase = ~$3M/yr or slightly less than $50M bonded | 0.1% increase = $6M/yr or ~$90M bonded | *Existing business/residential/visitors* |

**Feedback Requested**: The above tables present different revenue approaches to cover various sizes of project packages. A full funding package might be fleshed out with additional revenue sources, and may reflect the mix of beneficiaries from the adopted project list. This is a building block in the process, and staff seeks Council feedback on whether additional work on these funding examples would be helpful at this time.

## DISCUSSION TOPIC 3: "STRAWMAN" PROJECT/REVENUE PROPOSALS

Per the Council discussion on June 30, staff has been asked to present some "strawman" proposals for the "beyond the status quo" CIP. Work to date has been building to this point, and these proposals are heavily guided by the Council's recently adopted priorities and discussion of specific critical capital projects that remain unfunded under the recommended base 2015-2021 CIP. This started with a review of unfunded projects totaling $1.2 billion over the next 20 years, as contrasted with anticipated $400 million in revenues available for discrete projects over that same timeframe.

The packages provided in Attachment 1 are, indeed, "strawman" proposals. They are staff's attempt to present examples of combining the building blocks presented in Part 1 (priority projects) and Part 2 (revenue scenarios) above. They are merely examples of how various packages of projects and revenues could be combined. It is important to note that, at this time, these "strawman" proposals have not been

discussed by or endorsed by the City Council; they are staff's work alone and are intended to promote the next step in this ongoing discussion.

Consistent with the organization above, the "strawman" proposals fall into three categories: Councilmanic action only, Voted action only, and a combination of the two.

**Feedback Requested:** These "strawman" packages are intended as examples of possible project/revenue packages that meet critical capital needs that cannot be covered in the status quo CIP. Staff is seeking Council feedback on whether any of these "strawman" packages bear further refinement, or direction on assembling some alternative potential packages.

**NEXT STEPS**

Based on Council feedback tonight, staff will return with additional development and refinement of potential project packages that the Council would like to consider or pursue further.

**Attachments:**

1. "Strawman" project/revenue packages
2. Revenue matrix of possible funding options showing "who pays"
3. Councilmember-identified list from the June 9 discussion
4. List of unfunded capital projects (re-printed from March 2014)

# Strawman

Attachment 1. "Strawman" Capital Packages

**EXAMPLE PROJECT/REVENUE "STRAWMAN" PACKAGES**

*These "strawman" packages are intended to be illustrative. They are staff's work, and have not been reviewed or endorsed by the City Council.*

**A. Councilmanic-Only Packages—"Urgent Needs"**

These are a suite of urgent projects that can not be accomplished with baseline CIP resources. They can be approved by Council action to address significant community needs and help realize opportunities that may otherwise be lost.

**Expenditures:**

| **Package A1** | **$M** |
|---|---|
| 124th Avenue NE—12th to 15th | 12 |
| Spring Boulevard Zone 1 (remainder after base CIP) | 8 |
| Spring Boulevard—130th to 132nd westbound | 3 |
| Newport Way (one side) | 7 |
| Community Connectivity (remainder after base CIP) | 2.5 |
| Fire Facility Plan—Station 5 rebuild | 12 |
| Enhanced access to Downtown light rail station | 5 |
| | **49.5** |

| **Package A2** | **$M** |
|---|---|
| All the projects in A1, plus the following: | 49.5 |
| Bellevue Way HOV (300' queue jump only) | 5 |
| Downtown Transportation Plan | 10 |
| Meydenbauer Bay Park Phase 2 | 12 |
| Grand Connection Meydenbauer Bay to Wilburton—design and early implementation | 5 |
| NEP 2.0 | 10.5 |
| | **92** |

**Revenues:**

| **Potential Funding for Councilmanic Package A1** | |
|---|---|
| Property tax @ 10 cents = $3.6M/yr = ~$50M bonded | **$50M revenue** |

| **Potential Funding for Councilmanic Package A2** | |
|---|---|
| Property tax @ 13 cents = $4.7M/yr = ~$65M bonded | 65 |
| TBD vehicle tax @ $20/vehicle - $1.8-2M/yr = ~$25M bonded | 25 |
| Grants | 2 |
| | **$92M revenue** |

**EXAMPLE PROJECT/REVENUE "STRAWMAN" PACKAGES (cont.)**
*These "strawman" packages are intended to be illustrative. They are staff's work, and have not been reviewed or endorsed by the City Council.*

**B. Voted-Only Packages**

These are critical capital projects that meet community needs and would need to have broad community support. Each voted package presented below has a distinct focus, though it may be possible to combine some of these concepts into a cross-cutting, multi-functional measure. These options assume no Councilmanic package. (See "C" for Combination Councilmanic/voted package scenarios.) Much more work would be needed to take these concepts forward into a measure ready for voter consideration.

**Expenditures:**

| **Package B1—"Fire Facilities"** | **$M** |
|---|---|
| Full Fire Facilities Plan | **130** |
| | |
| **Package B2—"Parks and Culture"** | |
| Meydenbauer Bay Park | 25 |
| Grand Connection—Phase 1 rough order of magnitude | 25 |
| Other key parks and cultural resources | 50 |
| | **100** |
| | |
| **Package B3—"Transportation and Neighborhoods"** | |
| 124th Avenue NE—12th to 15th | 12 |
| Spring Boulevard Zone 1 (remainder after base CIP) | 8 |
| Spring Boulevard—130th to 132nd westbound | 3 |
| Newport Way (full implementation) | 11 |
| Enhanced access to Downtown light rail station | 5 |
| Bellevue Way HOV (300' queue jump) | 5 |
| Downtown Transportation Plan | 20 |
| West Lake Sammamish—Phases 2 and 3 | 20 |
| Council TBD—e.g. neighborhood sidewalks | 10 |
| | **94** |

**Revenues:**

| | |
|---|---|
| **Potential Funding for Voted Package B1** | |
| Voted property tax @ 26 cents = 9.4M/yr = ~$130M bonded | **$130M revenue** |
| **Potential Funding for Voted Package B2** | |
| Voted property tax @ 20 cents = $7.2M/yr = ~$100M bonded | **$100M *revenue*** |
| ***Potential Funding for Voted Package B3*** | |
| *Voted TBD vehicle tax @ $75/vehicle = ~$94M bonded* | |
| *Or Voted property tax @ 19 cents = $6.8M/yr = ~95M bonded* | ***$94M revenue*** |

**EXAMPLE PROJECT/REVENUE "STRAWMAN" PACKAGES (cont.)**
*These "strawman" packages are intended to be illustrative. They are staff's work, and have not been reviewed or endorsed by the City Council.*

C. **Combination Councilmanic and Voted**
Under these scenarios, the Council would act on some critical capital needs under its own Councilmanic authority, and follow this at a future date with a measure to be considered by the voters. See comments regarding voter measures above.

**Expenditures:**
**Package C1—Combination of A1 Councilmanic "Urgent Needs" (modified) plus B1 Voted "Fire Facilities"**

| **Councilmanic Package A1** | **$M** |
|---|---|
| 124th Avenue NE—12th to 15th | 12 |
| Spring Boulevard Zone 1 (remainder after base CIP) | 8 |
| Spring Boulevard—130th to 132nd westbound | 3 |
| Newport Way (one side) | 7 |
| Community Connectivity (remainder after base CIP) | 2.5 |
| ~~Fire Facility Plan—Station 5 Rebuild~~ | ~~12~~ |
| Council TBD (Add to Pkg. A1) | 12.5 |
| Enhanced access to Downtown light rail station | 5 |
| | **50** |
| ***PLUS*** | |
| **Voted Package B1 "Fire Facilities"** | **130** |

**Revenues—same as:**
**Potential Funding for Councilmanic Package A1**

| | |
|---|---|
| Property tax @ 10 cents = $3.6M/yr = ~$50M bonded | **$50M revenue** |
| ***PLUS*** | |

**Potential Funding for Voted Package B1**

| | |
|---|---|
| Voted property tax @ 26 cents = $9.4M/yr = ~$130M bonded | **$130M revenue** |

**EXAMPLE PROJECT/REVENUE "STRAWMAN" PACKAGES (cont.)**
*These "strawman" packages are intended to be illustrative. They are staff's work, and have not been reviewed or endorsed by the City Council.*

**C. Combination Councilmanic and Voted (cont.)**

**Expenditures:**
**Package C2—Combination of A1 Councilmanic "Urgent Needs" plus B2 Voted "Parks and Culture"**

| **Councilmanic Package A1** | **$M** |
|---|---|
| 124th Avenue NE—12th to 15th | 12 |
| Spring Boulevard Zone 1 (remainder after base CIP) | 8 |
| Spring Boulevard—130th to 132nd westbound | 3 |
| Newport Way (one side) | 7 |
| Community Connectivity (remainder after base CIP) | 2.5 |
| Fire Facility Plan—Station 5 rebuild | 12 |
| Enhanced access to Downtown light rail station | 5 |
| | **49.5** |

***PLUS***

| **Voted Package B2 "Parks and Culture"** | |
|---|---|
| Meydenbauer Bay Park | 25 |
| Grand Connection—Phase 1 rough order of magnitude | 25 |
| Other key parks and cultural resources | 50 |
| | **100** |

---

**Revenues—same as:**
**Potential Funding for Councilmanic Package A1**

| | |
|---|---|
| Property tax @ 10 cents = $3.6M/yr = ~$50M bonded | **$50M revenue** |

***PLUS***

**Potential Funding for Voted Package B2**

| | |
|---|---|
| Voted property tax @ 20 cents = $7.2M/yr = ~$100M bonded | **$100M revenue** |

**EXAMPLE PROJECT/REVENUE "STRAWMAN" PACKAGES (cont.)**
*These "strawman" packages are intended to be illustrative. They are staff's work, and have not been reviewed or endorsed by the City Council.*

**C. Combination Councilmanic and Voted (cont.)**

**Expenditures:**
**Package C3—Combination of A1 Councilmanic "Urgent Needs" (modified) plus B3 Voted "Transportation and Neighborhoods"**

| **Councilmanic Package A1** | **$M** |
|---|---|
| ~~124th Avenue NE—12th to 15th~~ | ~~12~~ |
| ~~Spring Boulevard Zone 1 (remainder after base CIP)~~ | ~~8~~ |
| ~~Spring Boulevard—130th to 132nd westbound~~ | ~~3~~ |
| ~~Newport Way (one side)~~ | ~~7~~ |
| Community Connectivity (remainder after base CIP) | 2.5 |
| Fire Facility Plan—Station 5 rebuild | 12 |
| ~~Enhanced Access to Downtown Light Rail Station~~ | ~~5~~ |
| Meydenbauer Bay Park Phase 2 | 12 |
| Grand Connection—design and early implementation | 5 |
| NEP 2.0 | 15 |
| Council TBD | 3.5 |
| | **50** |

***PLUS***

**Voted Package B3 "Transportation and Neighborhoods"**

| | |
|---|---|
| 124th Ave NE—12th to 15th | 12 |
| Spring Blvd Zone 1 (remainder after base CIP) | 8 |
| Spring Blvd—130th to 132nd | 3 |
| Newport Way (full implementation) | 11 |
| Enhanced access to Downtown light rail station | 5 |
| Bellevue Way HOV (300' queue jump) | 5 |
| Downtown Transportation Plan | 20 |
| West Lake Sammamish (Phases 2 and 3) | 20 |
| Council TBD—e.g. neighborhood sidewalks | 10 |
| | **94** |

**Revenues—same as:**
**Potential Funding for Councilmanic Package A1**

| | |
|---|---|
| Property tax @ 10cts = $3.6M/yr = ~$50M bonded | **$50M revenue** |

***PLUS***

**Potential Funding for Voted Package B3**

| | |
|---|---|
| Voted Transportation Benefit District at $75/vehicle | **$94M** |
| Or Voted property tax @ 19cts = ~$95M bonded | **revenue** |

# Revenue Options

# POTENTIAL CAPITAL REVENUE OPTIONS

| Potential Revenues | Councilmanic Options | Voter Options | Who pays |
|---|---|---|---|
| **Property Tax** | 1c = $360k/yr = $5M bonded. 27c banked capacity ($135M bonded) available | 1c = $360k/yr = $5M bonded; many increments possible | Existing business/residential, growth |
| **Transportation Benefit District--vehicle tax** | $20/vehicle = $1.8-2M/yr = $25M bonded | up to $100/vehicle = $9-10M/yr = $125M bonded; many increments possible | Existing business/residential |
| **Transportation Benefit District--sales tax** | N/A | up to 0.1% increase = $6M/yr = $90M bonded; many increments possible | |
| **Utility Taxes** | If all available taxes increase by 0.5% = $1.9M annually = $25M bonded | N/A | Existing business/residential |
| **B&O Tax** | remaining capacity - .0504% = $9.3M = $120M bonded. | N/A | Existing business |
| **Sales Tax** | City is currently levying the maximum optional sales tax. | N/A | Existing business/residential |
| **Parking Tax** | May be levied on a per stall, per vehicle, or a gross receipts basis. | N/A | Existing business/residential |
| **Impact Fees** | Based on facilities needed to address growth--state allows for transp, schools, parks, fire | N/A | Growth |
| **Local Improvement District** | Based on "special benefit" of infrastructure | N/A | Growth, existing business |
| **Grants, Partnerships, Donations** | Exact amounts can not be determined | N/A | Regional/Other |

***Important Note: All available bonded estimates subject to debt capacity restrictions.***

## DEBT CAPACITY

| | % of Assessed Value | | |
|---|---|---|---|
| Type of Debt | Statutory Limitations | Policy Limitations | Policy Limit Available |
| General Purpose: | 2.5% | 1.75% ($631M) | 1.14% ($409M) |
| Non-Voted (Councilmanic) | 1.5% | 1.00% ($360M) | 0.39% ($139M) |
| Voted | 1.0% | 0.75% ($270M) | 0.75% ($270M) |
| Parks and Open Space - Voted | 2.5% | 1.75% ($631M) | 1.75% ($631M) |
| Utilities – Voted | 2.5% | 1.75% ($631M) | 1.75% ($631M) |
| Revenue | No Limit | No Limit | No Limit |
| Local Improvement District | No Limit | No Limit | No Limit |

# Attachment C: Revenue Options Available

## June 30, 2014

Below is a high-level list of revenue options broken down into two tables. The first is a summary table showing "who pays" and the second provides a high level list of known available capacity, and known restrictions on their use for Council information.

In choosing any financing plan, a discussion of who benefits from the projects and understanding the connection to who pays is important. Below is a table which classifies a series of choices addressing who pays.

| Existing Residential | Existing Business | Developers/ Growth | Regional/Other |
|---|---|---|---|
| Property Tax | Property Tax | Property Tax | Grants |
| Utility Taxes | Business & Occupation | LID | Interlocal Agreements |
| Transportation Benefit District | Utility Taxes | Impact Fees | Partnerships/Donations |
| Parking Tax | Transportation Benefit District | | |
| Sales Tax | Parking Tax | | |
| | Sales Tax | | |
| | LID | | |

Below is an inventory of potential options for addressing a longer term Capital Investment Strategy.

| Revenue Options | Capacity | Restrictions |
|---|---|---|
| Property Tax | <u>Current Rate:</u> $1.07/$1,000 AV ($.96 regular and $0.11 Parks Voted Levy)<br>2013 $ generated: $37,938,880<br><br><u>Maximum Rate:</u> $3.10/$1,000 AV<br>Maximum $ generated at current AV level: $101,298,578<br><br><u>Banked Capacity (2014):</u> ~$9.4M 25%<br><br><u>Capacity Examples:</u><br>1% increase ~ $370,000<br>• Bonded for 20 YRS at 4.0% would raise $4.5M<br>3% increase ~ $1,000,000<br>• Bonded for 20 YRs at 4.0% would raise $13.6M | Councilmanic: Operating only.<br><br>Levy Bonded or Voter Initiative: Capital or Operating restricted by bond covenants and/or voter initiative. See the attached white paper for additional information regarding debt and voter initiatives.<br><br>Because the property tax derived from the City's banked capacity cannot be used to fund debt, the Supplemental CIP and the M&II bonds are actually funded from sales tax. The consecutive property tax increases (2% in 2007, 2% in 2008, and 3% in 2009) were offset by an equal reduction in the sales tax that is distributed to the City's General Fund, thereby creating sales tax as a funding source for the debt. |

# Attachment C: Revenue Options Available

## June 30, 2014

<table>
<tr><th>Revenue Options</th><th>Capacity</th><th>Restrictions</th></tr>
<tr><td>B&O Tax</td><td>Current Rate: .1496%<br>2013 $ generated: $27,848,961<br><br>Maximum Rate: .2%<br>Maximum $ generated at current activity level: $37,231,233<br><br>Remaining Capacity: .0504%<br>Remaining $ available at current level: $9,382,271<br><br>Capacity Examples:<br>o .01% Increase: ~ $1.9 million<br>o Ordinance No. 4094 states Council's intent to reserve .01% of B&O tax capacity for Convention Center purposes.</td><td>Can be used for general operations and capital.</td></tr>
<tr><td>Utility Taxes</td><td>The table below notes the General Fund impact of increasing various Utility taxes by .5%. If all taxes were increased or decreased by .5% the total impact to the General Fund would be approximately $1.9 million.
<table>
<tr><th>Type</th><th>Cur. Rate</th><th>Max. Rate</th><th>.5% Increase</th></tr>
<tr><td>Electric</td><td>5%</td><td>6%</td><td>~$940,000</td></tr>
<tr><td>Gas</td><td>5%</td><td>6%</td><td>~$300,000</td></tr>
<tr><td>Telephone</td><td>6%</td><td>6%</td><td>At Max.</td></tr>
<tr><td>Cellular</td><td>6%</td><td>6%</td><td>At Max.</td></tr>
<tr><td>Water</td><td>10.4%</td><td>No Max.</td><td>~$218,000</td></tr>
<tr><td>Sewer</td><td>5%</td><td>No Max.</td><td>~$240,000</td></tr>
<tr><td>Storm</td><td>5%</td><td>No Max.</td><td>~$110,000</td></tr>
<tr><td>Garbage</td><td>4.5%</td><td>No Max.</td><td>~100,000</td></tr>
</table>
When all City utility service rates (Storm, Sewer, and Water) increase by 1%, the General Fund receives an increase of $86,000 annually.</td><td>BCC Chapter 4.10, Utility Occupation Tax Code does not allocate funds to any particular use.</td></tr>
</table>

# Attachment C: Revenue Options Available

## June 30, 2014

| Revenue Options | Capacity | Restrictions |
|---|---|---|
| Impact Fees | The impact fee rate schedule was set by separate Council action on May 4, 2009 (Ordinance No. 5872).<br><br>The fee schedule was adopted with "stepped" fee increases over time as outlined below:<br>• January 1, 2010 - December 31, 2012 $2,000/Trip<br>• January 1, 2013 - December 31, 2015 $3,000/Trip<br>• January 1, 2016 - December 31, 2016 $5,000/Trip<br>• January 1, 2017 and annually thereafter, the director shall adjust the impact fee schedule by the Washington State Construction Cost Index. *(paraphrased from Ordinance No. 5872)* | The purpose of BCC 22.16 is to:<br>*1. Adopt a program for the purpose of jointly funding, from public and private sources, system improvements necessitated in whole or in part by development and growth within the service area.*<br>*2. Provide a fair and predictable method for allocating the cost of reasonable and necessary transportation improvements between the public and private sectors.*<br>*3. Create a mechanism to charge and collect transportation impact fees from new development.*<br>*4. Provide a portion of the funding for reasonable and necessary system improvements to mitigate the cumulative impacts of growth and development in the service area.*<br>*5. Create a system for the collection and administration of transportation impact fees.* |
| <u>Transportation Benefit District Motor Vehicle License Renewal Fee</u> | <u>$20 per vehicle fee</u><br>o Estimated $1.8M to $2.2M annual revenue<br><br><u>$100 per vehicle fee</u><br>o Estimated $9M to $11M annual revenue<br><br><u>Sales Tax</u><br>0.2 percent sales tax must be voter-approved. The sales tax may be levied for an initial 10 years and renewed for another 10 years with a vote. If used to pay debt service on a bond, a sales tax may be levied for more than 10 years.<br>o 0.1% increase is approx. $6M annually<br><br><u>Property tax</u><br>Any increase to property tax under the TBD must be voter approved. The District can increase property tax in excess of the 1% regular levy limit based on voter approval. | RCW 35.21.225 governs formation.<br>o If the TBD contains all of the territory within the jurisdiction(s) that established the TBD, a $20 per vehicle fee may be implemented <u>without a vote</u>.<br>o An annual fee of up to $100 per vehicle registered in the TBD may be imposed with voter approval.<br>o The funds must be spent on transportation improvement projects. Projects may include the operation, preservation, and maintenance of these transportation facilities or programs. |
| Local Improvement District | Property owners are assessed an increment of the special benefit provided by the project to offset a portion of the project costs. | Fund capital projects associated the improvement district.<br><br>The City must repay the bonds over the bond period, typically up to 20 years. |

# Attachment C: Revenue Options Available

## June 30, 2014

| Revenue Options | Capacity | Restrictions |
|---|---|---|
| Parking Tax | The parking tax may be structured several ways, with the tax either imposed on businesses or individuals engaged in a commercial parking business or imposed on individuals engaged in the act or privilege of parking a motor vehicle in a facility operated by a commercial parking business. Parking taxes may be levied on a per-stall, per-vehicle, or gross receipts basis. | The statute restricts the use of commercial parking tax proceeds to transportation purposes in accordance with RCW 82.80.070. The law defines, as appropriate uses, preservation, operation, design, right-of-way acquisition, construction of transportation facilities, and implementation of transit improvements and programs. |
| Sales Tax | Current Rate: Total local sales tax is 1%; of that amount the City receives 0.85%.<br><br>Maximum Rate: The City is collecting at the maximum rate.<br><br>Remaining Capacity: none<br><br>2013 $ generated: $48,830,269<br><br>The City is currently levying the maximum optional sales tax. | The resulting revenues are not restricted by statute. |
| Public Facility District * | A sales and use tax not to exceed 0.2 percent may be imposed by the governing board of a public facilities district established under Chapter 36.100 RCW or Chapter 35.57 RCW, with approval by a majority vote of the voters within the district. | The proceeds may be used for financing, design, acquisition, construction, equipping, operating, maintaining, remodeling, repairing, and reequipping of its public facilities. |

*Source: Municipal Research and Services Center; A Revenue Guide

# Project List

**Attachment A: June 30**
**Councilmember Identified List from the June 9 Discussion**

At the June 9 Council meeting, the Council continued the discussion regarding the City's capital investment strategy with Council flagging specific projects.

The table below contains the list of projects that one or more Councilmembers identified during that discussion. It is not prioritized, but is simply sorted by Council priority areas.

| | | |
|---|---|---|
| **Council Priority Area** | **Project** | **Brief Description** |
| Transportation and Mobility | East Link Complement (noted as a whole). Individual project components called out on Attachment A are:<br>124th AVE NE – NE 12th Street to Spring Blvd (Full Implementation) ($12M) | Widens 124th and is a Sound Transit Partnership; includes multi-purpose path on corridor with access to 120th station. |
| | NE Spring Blvd – 116th to 120th Ave NE (Zone 1) (Full Implementation) ($28M) | Full design and construction of a new arterial; much more costly if built after light rail |
| | NE Spring Blvd – 130th to 132nd Ave NE (Implementation of West Bound Lane) ($3M) | Final design and construction coordination with ST. |
| Transportation and Mobility | West Lake Sammamish (completion of all phases under current design = $36M; some Council interest in doing partial project or re-design for lesser cost) | Implementing remaining phases of West Lake Sammamish Parkway |
| Transportation and Mobility | NE Spring Blvd, Zone 2 – 120th to 124th Ave NE (Full Implementation) ($14M) | Full design and construction of new arterial between 120th and 124th (middle of Spring District). |
| Transportation and Mobility | Bellevue Way SE HOV Lane – 112th Ave SE "Y" to I-90 (300 ft estimated at $5M) | Design plans and implementation of an inside HOV lane and outside sidewalk/shoulder on south bound Bellevue Way |
| Transportation and Mobility | Newport Way – Somerset Blvd to 150th (Design) ($1M); Full Implementation ($10M); some Council interest in doing partial project at lower cost. | Design includes community engagement for development of pedestrian and bike improvements.. Final implementation cost to be determined based on design and phasing. |
| Transportation and Mobility | SE 16th St – 148th to 156th Ave SE (Full Implementation) ($3M) | Design and construction of bike lanes and separated sidewalk; missing piece of Lake-to-Lake. |
| Transportation and Mobility | Downtown Transportation Plan Implementation ($28M) (including access improvements for Downtown Light Rail) | Implementation of the new Downtown Transportation Plan, set for adoption in near term |

**Attachment A: June 30**
**Councilmember Identified List from the June 9 Discussion**

| | | |
|---|---|---|
| **Council Priority Area** | **Project** | **Brief Description** |
| Transportation and Mobility | NE 6th St Extension ($30M) | Potential local contribution to State led project, extend NE 6th Street from the I-405 HOV interchange to 120th to accommodate multiple uses. |
| Transportation and Mobility | Bel-Red mobility improvements ($12M) | Infrastructure to support growth in the Bel Red area. |
| High Quality Built Environment | Downtown Livability ($TBD) | Implements the Downtown Livability Initiative |
| High Quality Built Environment | Completion of Meydenbauer Bay Park($32M) | Full build out of the Meydenbauer water front park |
| High Quality Built Environment | Community connectivity (broadband) ($3M) | Continues replacement of fiber network and expansion of public Wi-Fi; helps implement larger broadband strategy |
| High Quality Built Environment | Add by Councilmember on June 9: Affordable Housing | Historically, affordable housing is addressed through the operating fund with partnership with ARCH. |
| Great Places | Planning and early implementation of the Grand Connection between Meydenbauer Park and Wilburton/BNSF($5M); Full Implementation ($TBD) | Design and implementation of a linear park from Meydenbauer to the Wilburton Special Opportunity District and BNSF future trail corridor |
| Great Places | Placeholder for potential contribution to Tateuchi Center ($TBD); interest in other cultural facilities noted without specific projects | Funding to leverage broader performing arts center campaign |
| Achieving Human Potential | NEP 2.0 – Neighborhood Enhancement Program ($1.5M annually) | New Neighborhood Enhancement Program; assumes previous level of funding of $1.5M annually |
| High Performance Government | Hearing Assistance for Public Spaces ($0.2M) | Provide hearing accessibility within the public meeting areas in the City |
| High Performance Government | Add by Council member on June 9: Revolving Energy Fund ($250K) | Initial capital funding for energy conservation efforts in City facilities, which in turn would provide additional investments through future savings |

# Attachment A: June 30
# Councilmember Identified List from the June 9 Discussion

| | | |
|---|---|---|
| **Council Priority Area** | **Project** | **Brief Description** |
| Other Priority Areas Mentioned | Fire Long Range Facility Plan (up to $47M proposed in the 2015-2021 CIP) – broken into three pieces: | Council briefing on Fire Facilities Plan set for June 30, and will provide additional context. |
| | Station 5: Rebuild ($12M): | Station 5: Station is 47 years old; its age and life safety issues with un-reinforced masonry construction combined with a small site place it on the priority list for replacement. |
| | Downtown Fire Station: Land ($14M): | Downtown Fire Station: Secure land for construction of new Downtown Station in order to position the City to maintain the current level of service and response to growing population and density. |
| | Training Center: Expansion ($20M): | Acquire adjacent parcel of land, construct new training center and warehouse building to address growing training needs for the City and ILA agencies, and consolidate special projects currently located throughout all the stations. |
| | Staff is developing a phasing recommendation on other long-term Fire Facilities needs included in the study. | |

Included in the existing 2013-2019 CIP:

| | |
|---|---|
| Great Places | Complete Circle Downtown Park and Phase I Meydenbauer Park |

# Attachment B: Potential Projects List (July 28, 2014)

## Reprint from May 12, 2014 (the March 24 List Resorted by Council Priority Area)

| Summary of the Potential Capital Project Lists (Estimated 2013 $000) | | | | |
|---|---|---|---|---|
| Project Category/Council Priority | Near-term Need (2020-21) | Mid-term Need (2022-28) | Long-term Need (2029-35) | Total |
| Achieving Human Potential | 3,200 | 31,200 | 14,000 | 48,400 |
| Great Places You Want to Be | 700 | 143,850 | 22,450 | 167,000 |
| High Quality Built and Natural Environment | 35,900 | 118,700 | 190,800 | 345,400 |
| High Performing Government | 111,301 | 34,606 | 26,156 | 172,063 |
| Transportation and Mobility | 29,750 | 166,300 | 245,100 | 441,150 |
| Regional Leadership and Influence | No exclusive capital projects – addressed in other priority areas. | | | |
| Economic Development | No exclusive capital projects – addressed in other priority areas. | | | |
| Total | $180,851 | $494,656 | $500,706 | $1,174,013 (Rounded to $1.2B) |

Category Descriptions:

• Economic Development: With some exceptions, this category includes projects that increase competitiveness or facilitate growth.

• Transportation and Mobility: This category includes citywide transit projects that enhance neighborhood linkages and build a more complete multi-modal transportation system.

• High Quality Built and Natural Environment: This category includes projects that promote affordability, sustainability, and stability of neighborhoods as well as expanding parks and open space.

• Great Places You Want to Be: This category includes amenities that support livability.

• Regional Leadership & Influence: This category includes projects that support the City's position as a regional leader, preferred partner, and catalyst for innovation.

• Achieving Human Potential: This category includes projects that enhance culture, community, and quality of life.

• High Performing Government: This category includes projects that address aging or deficient facilities and systems that improve safety or efficiency.

The purpose of the list is to try to put all the potential projects into a comprehensive list. There are several caveats to the list:

- It is not in a prioritized order
- It is probably not a complete list, it is a best effort at this point in time
- It has been compiled from a variety of planning sources
- This list has been resorted to be in line with the Council's retreat priorities as of May 12, 2014
- Some projects fall into multiple categories; this list assumes that a project is only in one category for ease of reading and length of list
- Dollar figures in the attached list are not validated beyond the near term
- Staff understands that the list will need to be refined further, and that some projects have been updated through the 2015-2021 Proposal process

# Attachment B: Potential Projects List (July 28, 2014)

## Reprint from May 12, 2014 (the March 24 List Resorted by Council Priority Area)

## Achieving Human Potential - Potential Capital Projects List

## Potential Capital Projects List (Estimated 2013 $000)

**Achieving Human Potential - Potential Capital Projects List (Estimated 2013 $000)**
**Note: This category includes projects that enhance culture, community, and quality of life.**

| Description | City Category (From March 24) | Location | Near-term Subtotal (2020-21) | Mid-term Subtotal (2022-28) | Long-term Subtotal (2029-35) | Total | Descriptive Notes (Scope) |
|---|---|---|---|---|---|---|---|
| Joint Enhancements with Bellevue School District | Quality of Life/Neighborhoods | Citywide | - | 20,000 | - | 20,000 | Partnership initiative with the BSD to enhance and/or expand the capacity of recreational amenities on school property such as athletic fields and gymnasiums. |
| New NEP | Quality of Life/Neighborhoods | Citywide | 3,000 | 10,500 | 10,500 | 24,000 | assumes old funding level at $1.5M annually |
| Neighborhood Parks | Quality of Life/Neighborhoods | Citywide | - | - | 2,800 | 2,800 | $0.4M/year, 2029-2035 Ongoing CIP once levy completed. |
| NIS-2 Neighborhood Partnerships | Quality of Life/Neighborhoods | Citywide | 200 | 700 | 700 | 1,600 | Status quo level of $100k annually |
| Total | | | 3,200 | 31,200 | 16,200 | 50,600 | |

The purpose of the list is to try to put all the potential projects into a comprehensive list. There are several caveats to the list:

- It is not in a prioritized order
- It is probably not a complete list, it is a best effort at this point in time
- It has been compiled from a variety of planning sources
- This list has been resorted to be in line with the Council's retreat priorities as of May 12, 2014
- Some projects fall into multiple categories; this list assumes that a project is only in one category for ease of reading and length of list
- Dollar figures in the attached list are not validated beyond the near term
- Staff understands that the list will need to be refined further, and that some projects have been updated through the 2015-2021 Proposal process

# Attachment B: Potential Projects List (July 28, 2014)

## Reprint from May 12, 2014 (the March 24 List Resorted by Council Priority Area)

## Great Places You Want to Be - Potential Capital Projects List

## Potential Capital Projects List (Estimated 2013 $000)

**Great Places You Want to Be - Potential Capital Projects List (Estimated 2013 $000)**
**Note: This category includes amenities that support livability.**

| Description | City Category (From March 24) | Location | Near-term Subtotal (2020-21) | Mid-term Subtotal (2022-28) | Long-term Subtotal (2029-35) | Total | Descriptive Notes (Scope) |
|---|---|---|---|---|---|---|---|
| Bellevue Aquatic Center | Quality of Life/Neighborhoods | Citywide | - | 83,700 | - | 83,700 | Construct a multi-use aquatic center in Bellevue. Cost range of $53-$83M per the aquatic feasibility study. |
| Downtown Community/Cultural Center | Quality of Life/Neighborhoods | Downtown | - | 25,000 | - | 25,000 | Construct a Cultural Center in downtown Bellevue |
| Ashwood Park Development | Quality of Life/Neighborhoods | Downtown | - | 10,000 | - | 10,000 | Complete development of a neighborhood park in downtown Bellevue |
| Airfield Park Development Phase II | Quality of Life/Neighborhoods | East of I-405 | - | 10,000 | - | 10,000 | Complete development of a community park in accordance with the adopted master plan |
| NE 2nd Street Park Row | Quality of Life/Neighborhoods | Downtown | - | 7,700 | - | 7,700 | Develop a neighborhood park and entry features upon completion of the light rail project. |
| Metro Site Development | Quality of Life/Neighborhoods | Downtown | - | 5,000 | - | 5,000 | Supports development of Metro site adjacent to new DowntownLRT station |

The purpose of the list is to try to put all the potential projects into a comprehensive list. There are several caveats to the list:

- It is not in a prioritized order
- It is probably not a complete list, it is a best effort at this point in time
- It has been compiled from a variety of planning sources
- This list has been resorted to be in line with the Council's retreat priorities as of May 12, 2014
- Some projects fall into multiple categories; this list assumes that a project is only in one category for ease of reading and length of list
- Dollar figures in the attached list are not validated beyond the near term
- Staff understands that the list will need to be refined further, and that some projects have been updated through the 2015-2021 Proposal process

# Attachment B: Potential Projects List (July 28, 2014)

## Reprint from May 12, 2014 (the March 24 List Resorted by Council Priority Area)

**Great Places You Want to Be - Potential Capital Projects List (Estimated 2013 $000)**
**Note: This category includes amenities that support livability.**

| Description | City Category (From March 24) | Location | Near-term Subtotal (2020-21) | Mid-term Subtotal (2022-28) | Long-term Subtotal (2029-35) | Total | Descriptive Notes (Scope) |
|---|---|---|---|---|---|---|---|
| Small scale arts/cult facilities (Children Mus etc.) | Quality of Life/Neighborhoods | Citywide | - | - | - | - | Support facility construction, renovation and equipment expense, moving expense on a competitive application basis. $ and time frame are TBD |
| Tateuchi Center Construction | Quality of Life/Neighborhoods | Citywide | - | - | - | - | $ and time frame are TBD |
| I-405 Lid | Quality of Life/Neighborhoods | Downtown | - | - | 20,000 | 20,000 | Generous park-like lid across 405 serves as extension of Pedestrian Corridor into Wilburton commercial area |
| CD-11 Public Art Program | Quality of Life/Neighborhoods | Citywide | 700 | 2,450 | 2,450 | 5,600 | Status quo level of $350k annually |
| Total | | | 700 | 143,850 | 22,450 | 167,000 | |

The purpose of the list is to try to put all the potential projects into a comprehensive list. There are several caveats to the list:

- It is not in a prioritized order
- It is probably not a complete list, it is a best effort at this point in time
- It has been compiled from a variety of planning sources
- This list has been resorted to be in line with the Council's retreat priorities as of May 12, 2014
- Some projects fall into multiple categories; this list assumes that a project is only in one category for ease of reading and length of list
- Dollar figures in the attached list are not validated beyond the near term
- Staff understands that the list will need to be refined further, and that some projects have been updated through the 2015-2021 Proposal process

# Attachment B: Potential Projects List (July 28, 2014)

## Reprint from May 12, 2014 (the March 24 List Resorted by Council Priority Area)

## High Performing Government - Potential Capital Projects List

## Potential Capital Projects List (Estimated 2013 $000)

**High Performing Government - Potential Capital Projects List (Estimated 2013 $000)**
**Note: This category includes projects that address aging or deficient facilities and systems that improve safety or efficiency.**

| Description | City Category (From March 24) | Location | Near-term Subtotal (2020-21) | Mid-term Subtotal (2022-28) | Long-term Subtotal (2029-35) | Total | Descriptive Notes (Scope) |
|---|---|---|---|---|---|---|---|
| Implementation of the Long Range Fire Facilities Plan | Critical City Facility | Citywide | 96,861 | - | - | 96,861 | Construction of entire station on new site, reconstruction of existing facility, or safety/livability improvements |
| Enterprise Applications Replacement Fund | Critical City Facility | Citywide | 7,500 | - | - | 7,500 | There are enterprise applications that have no replacement funding against them. These include fro example JDE and MAXIMO. The replacement fund is currently being funded from ITD by moving any year-end unspent money to the account. However, this will not be enough to replace any applications in a timely manner. |
| Vehicle storage for new and surplus equipment for Fleet. | Critical City Facility | Citywide | 5,000 | - | - | 5,000 | Loss of Safeway site, Leasing costs, Operational efficiencies. Could be a multi-department use facility. Police - evidence storage, Utilities/Parks/Trans - materials and equip storage facility. NOTE: Possible efficiencies if combined with other facility needs |

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# Attachment B: Potential Projects List (July 28, 2014)

## Reprint from May 12, 2014 (the March 24 List Resorted by Council Priority Area)

**High Performing Government - Potential Capital Projects List (Estimated 2013 $000)**
**Note: This category includes projects that address aging or deficient facilities and systems that improve safety or efficiency.**

| Description | City Category (From March 24) | Location | Near-term Subtotal (2020-21) | Mid-term Subtotal (2022-28) | Long-term Subtotal (2029-35) | Total | Descriptive Notes (Scope) |
|---|---|---|---|---|---|---|---|
| Mobile Workforce | Critical City Facility | Citywide | 1,500 | - | - | 1,500 | Mobility strategy to leverage technology to improve efficiency and meet customer expectations. MPA is Water, Sewer and Storm |
| Court Facility | Critical City Facility | Citywide | - | 20,000 | - | 20,000 | Current Court location is a 10 year temporary solution, a permanent solution is needed potentially including land acquisition. NOTE: Possible efficiencies if combined with other facility needs |
| Resource Management Division Facility | Critical City Facility | Citywide | - | 10,800 | - | 10,800 | 2003 cost estimate. Address long term space needs of Parks maintenance staff. |
| City Hall Transformer Replacement | Critical City Facility | Citywide | - | 2,000 | - | 2,000 | Replace 30 year old transformer substation in City Hall |
| Community Network Connectivity | Critical City Facility | Citywide | 440 | 1,156 | 1,156 | 2,752 | Replaces the fiber network by used the Intelligent Transportation System and connects City facilities. Expands the public WiFi network to other areas of the City. |

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**High Performing Government - Potential Capital Projects List (Estimated 2013 $000)**
**Note: This category includes projects that address aging or deficient facilities and systems that improve safety or efficiency.**

| Description | City Category (From March 24) | Location | Near-term Subtotal (2020-21) | Mid-term Subtotal (2022-28) | Long-term Subtotal (2029-35) | Total | Descriptive Notes (Scope) |
|---|---|---|---|---|---|---|---|
| KC Regional Radio System Upgrade | Critical City Facility | Citywide | - | 650 | - | 650 | This project is related to the updating of radio infrastructure not owned by the City of Bellevue. Once updated, Bellevue will need to modify radio equipment in order to continue uninterrupted radio service. |
| City Office Space and staff/visitor parking | Critical City Facility | Downtown | - | - | 20,000 | 20,000 | City Staffing levels fluctuate with city growth and service levels there will be a need for additional facility and parking space to address fluctuation staff space needs. NOTE: Possible efficiencies if combined with other facility needs |
| Increased vehicle storage/parking capacity at BSC | Critical City Facility | East of I-405 | - | - | 5,000 | 5,000 | Increased number of vehicles, or second shift option due to customer operating 24/7 shifts (util poss). NOTE: Possible efficiencies if combined with other facility needs |
| Total | | | 111,301 | 34,606 | 26,156 | 172,063 | |

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# Attachment B: Potential Projects List (July 28, 2014)

## Reprint from May 12, 2014 (the March 24 List Resorted by Council Priority Area)

## High Quality Built and Natural Environment - Potential Capital Projects List

## Potential Capital Projects List (Estimated 2013 $000)

| High Quality Built and Natural Environment - Potential Capital Projects List (Estimated 2013 $000)<br>Note: This category includes projects that promote affordability, sustainability, and stability of neighborhoods as well as expanding parks and open space. | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Description** | **City Category (from March 24)** | **Location** | **Near-term Subtotal (2020-21)** | **Mid-term Subtotal (2022-28)** | **Long-term Subtotal (2029-35)** | **Total** | **Descriptive Notes (Scope)** |
| Green Fleet | Critical City Facility | Citywide | 5,000 | - | - | 5,000 | Fleet conversion to green vehicles (CNG, Propane, electric, etc.) are not currently funded. RCW driven. |
| 148th Avenue intersection safety and reliability - SE 8th St; Main St; and NE 8th St | Critical City Facility | East of I-405 | 2,000 | - | - | 2,000 | Relocate existing signal poles, located in the median, to the intersection corners and will upgrade signals to current standards. Also pave the existing intersection and upgrade the existing curb ramps to ADA compliance. Includes three signalized intersections along 148th Avenue NE. |
| Fuel Infrastructure - replacement/ upgrade | Critical City Facility | Citywide | 1,000 | - | - | 1,000 | Current fuel system is older and does not support ESI with biofuels and propane. |
| Bel-Red Park Acquisition/Development | Quality of Life/Neighborhoods | Bel-Red | 21,300 | - | - | 21,300 | Acquire parks, complete demolition and initial park development for properties along the West Trib per the Bel-Red Corridor Plan. |

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**High Quality Built and Natural Environment - Potential Capital Projects List (Estimated 2013 $000)**
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| Description | City Category (from March 24) | Location | Near-term Subtotal (2020-21) | Mid-term Subtotal (2022-28) | Long-term Subtotal (2029-35) | Total | Descriptive Notes (Scope) |
|---|---|---|---|---|---|---|---|
| CD-22 Enhanced ROW/Urban Blvds (ongoing) | Quality of Life/Neighborhoods | Citywide | 1,000 | 3,500 | 3,500 | 8,000 | Status quo level of $500k annually |
| SE 16th Street/148th Avenue SE to 156th Avenue SE | Quality of Life/Neighborhoods | East of I-405 | 3,000 | - | - | 3,000 | Add 5-foot-wide bicycle lanes outside of 11-foot-wide vehicle lanes on both sides of SE 16th Street. Construct new curb, gutter, and 6-foot-wide sidewalk and 4-foot-wide planter on the north side between 148th Avenue NE and 154th Avenue NE. |
| Mountains to Sound Greenway/ Factoria Blvd to Lakemont Blvd (PW-W/B-78) | Quality of Life/Neighborhoods | South of I-90 | 1,000 | - | - | 1,000 | $ Need only represents placeholder for potential local contribution. Overall the project will close a 3.6 mile gap in the Greenway Trail between Factoria Blvd and Lakemont Blvd. |
| Other Crosswalks Placeholder | Critical City Facility | Citywide | - | 7,500 | - | 7,500 | Crosswalks outside of CBD |
| 108th Avenue NE/ NE 12th Street to Main Street | Multi-modal Enhancements | Downtown | - | 7,000 | - | 7,000 | Enhance the Downtown corridor consisting of Great Streets, mid-block crossing, pedestrian-corridor interface, and bicycle lanes. |

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|---|---|---|---|---|---|---|---|
| Coal Creek Parkway/ 124th Ave SE to the southern city limits | Multi-modal Enhancements | South of I-90 | - | 3,000 | - | 3,000 | Add off-street path along the west side of Coal Creek Parkway from 124th Avenue SE to the southern city limits. To accommodate the path, existing bicycle lanes may be eliminated and the roadway narrowed. |
| 2008 Parks Levy General CIP Match | Quality of Life/Neighborhoods | Citywide | - | 16,000 | - | 16,000 | Levy match for Acquisition, Surrey Downs, Airfield Park Ph1 |
| Bel-Red Park Acquisition/Development | Quality of Life/Neighborhoods | Bel-Red | - | 15,600 | - | 15,600 | Acquire parks, complete demolition and initial park development for properties along Goff Creek per the Bel-Red Corridor Plan. |
| Major Trail Improvments (Lake-Lake, MTS Greenway, BNSF, Ped Bike) | Quality of Life/Neighborhoods | Citywide | - | 15,000 | - | 15,000 | Complete trail expansions and connection to the Lake-to-Lake Trail, Mountans-to-Sound Greenway Trail, BN Corridor Trail, Ped-Bike Trails and Coal Creek Natural Area trails |
| Newport Way SE/ Somerset Blvd to 150th Avenue SE | Quality of Life/Neighborhoods | South of I-90 | - | 10,000 | - | 10,000 | Potential improvements include sidwalks, bike lanes, pedestrian crossing facilities, vehicular turn pockets at cross streets, and other roadway improvements. |

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**High Quality Built and Natural Environment - Potential Capital Projects List (Estimated 2013 $000)**
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|---|---|---|---|---|---|---|---|
| Northwest Village Neighborhood Park | Quality of Life/Neighborhoods | Downtown | - | 10,000 | - | 10,000 | Acquire a neighborhood park in the northwest quadrant of downtown Bellevue |
| 150th Avenue SE/ south of SE 38th St to Newport Way | Quality of Life/Neighborhoods | South of I-90 | - | 7,000 | - | 7,000 | Improvements to the segment south of SE 38th Street to Newport Way, including the intersection at 150th Avenue SE and Newport Way SE. |
| Shoreline Redevelopment (Chism/Clyde/Newcastle) | Quality of Life/Neighborhoods | Downtown | - | 5,000 | - | 5,000 | Complete shoreline restoration and enhancements along existing degraded shorelines at three existing beach parks. |
| 164th Ave SE/SE Cougar Mountain Way to SE 63rd Street | Quality of Life/Neighborhoods | South of I-90 | - | 3,000 | - | 3,000 | Pave gravel road. |
| Downtown Gateways | Quality of Life/Neighborhoods | Downtown | - | 1,000 | - | 1,000 | To occur as part of redevelopment and as public projects. |
| Downtown Wayfinding System | Quality of Life/Neighborhoods | Downtown | - | 500 | - | 500 | Full development of a downtown wayfinding system. |

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|---|---|---|---|---|---|---|---|
| West Lake Sammamish Parkway Remaining Four Phases | Quality of Life/Neighborhoods | East of I-405 | - | - | 36,000 | 36,000 | Provide consistent shoulder on the east side, northbound vehicle travel lane, southbound vehicle travel lane, multipurpose trail on the west side with landscpated buffer, where space is available, signal and pedestrian crossings along the parkway. Storm drainage, water quality, and fish passage improvements throughout the corridor. |
| Meydenbauer Bay Park Development | Quality of Life/Neighborhoods | Downtown | - | - | 32,000 | 32,000 | Complete the phased development in accordance with the adopted master plan. |
| Parks Acquisition Opportunity Fund | Quality of Life/Neighborhoods | Citywide | - | - | 21,000 | 21,000 | $3M/year, 2029-2035. Ongoing CIP once levy completed. |
| Bel-Red Park Acquisition/Development | Quality of Life/Neighborhoods | Bel-Red | - | - | 17,400 | 17,400 | Complete final phased development of all parks and trailhead facilities in the Bel-Red Corridor. |

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|---|---|---|---|---|---|---|---|
| Station Area betterments. Per Station ROM of Local Need: $3,000 (x5) | Quality of Life/Neighborhoods | Citywide | - | - | 15,000 | 15,000 | Local placeholder for betterments to provide access to light rail stations. May include sidewalks, crosswalks and signals, wayfinding, and bicycle lanes and markings. |
| Placeholder for Neighborhood Protection throughout the City | Quality of Life/Neighborhoods | Citywide | - | - | 12,600 | 12,600 | Neighborhood traffic safety projects. |
| Trail Development | Quality of Life/Neighborhoods | Citywide | 1,000 | 3,500 | 3,500 | 8,000 | $0.5M/year, 2020-2035. Ongoing CIP once levy completed. |
| Sportsfield Improvements | Quality of Life/Neighborhoods | Citywide | - | - | 5,000 | 5,000 | $0.5M/year, 2029-2035. Ongoing CIP once levy completed. |
| Park Planning | Quality of Life/Neighborhoods | Citywide | 600 | 2,100 | 2,100 | 4,800 | $0.3M/year, 2015-2035. Ongoing CIP. |

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|---|---|---|---|---|---|---|---|
| Mid-Block Crossings | Quality of Life/Neighborhoods | Citywide | - | - | 4,000 | 4,000 | Assumes 15 additional crossings; $250K each for 10 of them, and $300K each where right-of-way is likely needed. |
| Lake Washington View Trail (97th Pl SE, Killarny Way SE, 104th Ave SE, SE 28th St, 105th Ave SE)/ SE 11th St to Beaux Arts | Quality of Life/Neighborhoods | West of I-405 | - | - | 500 | 500 | |
| Forest Dr SE/ 147th Ave SE to Lakemont Blvd SE | Quality of Life/Neighborhoods | South of I-90 | - | - | 200 | 200 | |
| Pedestrian Improvements | Quality of Life/Neighborhoods | Citywide | - | 9,000 | 38,000 | 47,000 | Construct curb, gutter and sidewalk/walkway/boardwalk (this item is the collection of many specific projects from the March 24 list) |
| Total | | | 35,900 | 118,700 | 190,800 | 345,400 | |

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# Attachment B: Potential Projects List (July 28, 2014)

## Reprint from May 12, 2014 (the March 24 List Resorted by Council Priority Area)

## Transportation and Mobility - Potential Capital Projects List

## Potential Capital Projects List (Estimated 2013 $000)

| Transportation and Mobility - Potential Capital Projects List (Estimated 2013 $000)<br>Note: This category includes citywide transit projects that enhance neighborhood linkages and build a more complete multi-modal transportation system. | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Description** | **City Category (from March 24)** | **Location** | **Near-term Subtotal (2020-21)** | **Mid-term Subtotal (2022-28)** | **Long-term Subtotal (2029-35)** | **Total** | **Descriptive Notes (Scope)** |
| NE 16th Street/130th Avenue NE to 132nd Ave NE (EL Sync) | East Link Synchronization | Bel-Red | 8,700 | - | - | 8,700 | East of 132nd Avenue NE, roadway will be rebuilt on either side of the East Link light rail alignment to provide one travel lane in each direction, buffered bicycle lanes, landscape strips, and sidewalks. |
| Ped. improvements rel to NE 6th LRT station (EL Sync) | East Link Synchronization | Downtown | 5,000 | - | - | 5,000 | reference Council discussion on NE 6th station |
| City Hall Plaza Expansion (EL Sync) | East Link Synchronization | Downtown | 2,100 | - | - | 2,100 | City is working with ST to develop a new City Hall Plaza area once the tunnel is completed |

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**Transportation and Mobility - Potential Capital Projects List (Estimated 2013 $000)**
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| Description | City Category (from March 24) | Location | Near-term Subtotal (2020-21) | Mid-term Subtotal (2022-28) | Long-term Subtotal (2029-35) | Total | Descriptive Notes (Scope) |
|---|---|---|---|---|---|---|---|
| NE 16th Street/132th Avenue NE to 136th Place NE and 136th Place NE/NE 16th to 20th Streets (EL Sync) | East Link Synchronization | Bel-Red | 2,000 | - | - | 2,000 | Local placeholder for betterments to accommodate the East Link project segment. |
| 112th Avenue NE/NE 2nd Street | Infrastructure to Support Growth | Downtown | 2,200 | - | - | 2,200 | **Estimate cost $2.2m** (assume developer improvement) - Straigthen and realign NE 2nd Street between 112th Avenue NE and 114th Avenue NE, add dual southbound left-turn lanes, and a northbound right-turn lane. Project implementation will be coordinated with future private development. Probable impact fee credit. |

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|---|---|---|---|---|---|---|---|
| NE 8th Street/106th Avenue NE | Infrastructure to Support Growth | Downtown | 2,100 | - | - | 2,100 | **Estimate cost $2.1m** (assume developer improvement) - Realign NE 8th Street to the south to better utilize the third westbound travel lane (between 108th Avenue NE and 106th Avenue NE; completed in 2009) and preserve the existing large sequoia tree. Realignment will allow NE 8th Street three through lanes westbound from I-405 to Bellevue Way. Project implementation will be coordinated with future private development. Probable impact fee credit. |
| Bellevue Way/NE 4th Street | Infrastructure to Support Growth | Downtown | 2,000 | - | - | 2,000 | **Estimate cost $2.0m** (assume developer improvement) - Add southbound right-turn lane, westbound right-turn lane, and dual westbound left-tern lanes. Project implementation will be coordinated with potential future private development. Probable impact fee credit. |
| Bellevue Way/NE 8th Street | Infrastructure to Support Growth | Downtown | 1,500 | - | - | 1,500 | **Estimate cost $1.5m** (assume developer improvement) - Add southbound right-turn lane. Project implementation will be coordinated with potential future private development. Probable impact fee credit. |

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|---|---|---|---|---|---|---|---|
| 110th Avenue NE/NE 6th Street to NE 8th Street | Infrastructure to Support Growth | Downtown | 1,200 | - | - | 1,200 | **Estimate cost $1.2m** (assume developer improvement) - Complete implementation of a five-lane roadway section with sidewalks where missing. Project implementation will be coordinated with potential future private development. Probable impact fee credit. |
| Bellevue Way/NE 2nd Street | Infrastructure to Support Growth | Downtown | 1,100 | - | - | 1,100 | **Estimate cost $1.1m** (assume developer improvement) - Add northbound right-turn lane and a second southbound left-turn lane. Project implementation will be coordinated with potential future private development. Probable impact fee credit. |
| Snoqualmie River Rd/ Kelsey Creek Rd to BC southwest entrance | Infrastructure to Support Growth | East of I-405 | 500 | - | - | 500 | $ Need only represents placeholder for potential local contribution to upgrade the pavement and construct sidewalks and accessible bus stops |
| Downtown Crosswalks - Standard (17)(x$50K per) | Multi-modal Enhancements | Downtown | 850 | - | - | 850 | Typical crosswalks - parallel white bars. Downtown Station access work will inform cost estimates. |

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# Attachment B: Potential Projects List (July 28, 2014)

## Reprint from May 12, 2014 (the March 24 List Resorted by Council Priority Area)

**Transportation and Mobility - Potential Capital Projects List (Estimated 2013 $000)**
**Note: This category includes citywide transit projects that enhance neighborhood linkages and build a more complete multi-modal transportation system.**

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|---|---|---|---|---|---|---|---|
| On-Street Parking (100-200 spaces) | Quality of Life/Neighborhoods | Downtown | 500 | - | - | 500 | On-street parking in the downtown. |
| NE 15th Street/116th Avenue NE to 124th Avenue NE (EL Sync) | East Link Synchronization | Bel-Red | - | 45,000 | - | 45,000 | Multi-modal corridor from 116th Avenue NE to 124th Avenue NE. The project will be phased, with segments from 116th to 120th (Zone 1 estimated at $30m) and from 120th to 124th (Zone 2 estimated at $15m). New signalized intersections will be provided at NE 12th Street/NE 15th Street, 120th Avenue NE, 121st Avenue NE, 123rd Avenue NE, and 124th Avenue NE, with signal modfications at 116th Avenue NE. The roadway cross-section will include two travel lanes in each direction, turn pockets or center medians, sidewalks on both sides and a multi-use pathway on the north side. Includes on-street parking and transit vehicle layover space between 120th and 124th Avenues NE. |

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| Main Street/ 100th Avenue to 116th Avenue (EL Sync) | East Link Synchronization | Downtown | - | 3,000 | - | 3,000 | Pedestrian and bicycle facility components as identified in the Main Street & NE 2nd Street Design Report (2009). May be partially implemented by private development. |
| Hospital/NE 8th Street Station Access Improvements (EL Sync) | East Link Synchronization | East of I-405 | - | 3,000 | - | 3,000 | Local placeholder for betterments to provide access to the Hospital/NE 8th Street light rail station. |
| Bellevue Way HOV lane/ 112th Ave SE "Y" to Park & Ride | Infrastructure to Support Growth | West of I-405 | - | 19,800 | - | 19,800 | Widen Bellevue Way SE to add a southbound, inside HOV lane and an outside sidewalk or shoulder with the potential for landscaping treatments. This is the north segment of the of the roadway. The south segment will be implemented by Sound Transit. |

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| 124th Avenue NE/ NE 8th St to NE 14th Street | Infrastructure to Support Growth | Bel-Red | - | 12,400 | - | 12,400 | Add bicycle lanes from NE 8th Street to Bel-Red Road and roadway widening to five lanes with sidewalks and bicycle lanes on both sides from Bel-Red Road to NE 14th Street. Signal modfications at 124th Avenue NE and Bel-Red Road. Project implementation will be coordinated with potential future private development. Developer Impr assumed @ 15% of total costs = $2.4m. COB responsibility = $12.4m. |
| 148th Avenue NE Master Plan improvements at Bel-Red Road, NE 20th St and NE 24th St. | Infrastructure to Support Growth | East of I-405 | - | 10,000 | - | 10,000 | Construct improvements described in the 148th Avenue NE Master Plan. Indicated funding need represents Bellevue share of joint project with City of Redmond, dependent upon cost sharing agreement. |
| 148th Avenue NE/NE 8th Street | Infrastructure to Support Growth | East of I-405 | - | 5,000 | - | 5,000 | Construct 2nd eastbound and westbound left turn lanes on NE 8th Street. All widening would be done to the north side of the roadway. |

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| 150th Ave SE/Eastgate Way SE | Infrastructure to Support Growth | South of I-90 | - | 3,700 | - | 3,700 | Option A: The project will construct a second northbound left-turn lane, add a second eastbound right-turn lane, add a second westbound through lane past 148th Avenue SE, and add east-west bicycle lanes through the intersection. Option B: Construct a multi-lane roundabout. With either option, upgrade pedestrian and bicycle crossings, accommodate or implement planned Eastgate Way bicycle lanes, and install gateway treatment. |

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|---|---|---|---|---|---|---|---|
| 150th Avenue SE/SE 37th Street/I-90 off-ramp | Infrastructure to Support Growth | South of I-90 | - | 3,500 | - | 3,500 | Option A: The project will add a second eastbound right-turn lane, add a second westbound left-turn lane, add an eastbound through lane past the I-90 eastbound on-ramp, extend the southbound left turn pocket, and extend the third southbound lane from the I-90 on-ramp to SE 38th Street.<br>Option B: The project will construct a multi-lane roundabout.<br>Option C: The project will construct a roundabout per Option B plus construct a multi-lane roundabout at 150th Avenue SE/SE 38th Street, and landscape median between SE 38th Street and SE 37th Street.<br>With any of the three options, upgrade the pedestrian and bicycle crossings and install gateway treatment. |
| Bel-Red Rd/NE 20th St to NE 24th St | Infrastructure to Support Growth | East of I-405 | - | 3,000 | - | 3,000 | Widen the roadway to five lanes, including two travel lanes in each direction, with a center turn lane, and bicycle lanes. Indicated funding need represents Bellevue share of joint project with City of Redmond, dependent upon cost sharing agreement |
| Factoria Transit Center & Pedestrian Bridge | Infrastructure to Support Growth | South of I-90 | - | 3,000 | - | 3,000 | Develop transit center on Factoria Boulevard. |

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|---|---|---|---|---|---|---|---|
| 124th Avenue NE at SR-520 | Infrastructure to Support Growth | Bel-Red | - | 1,000 | - | 1,000 | $Need only represents placeholder for potential local contribution to State-led project. Construct ramps to and from the east. |
| NE 10th at I-405 | Infrastructure to Support Growth | Downtown | - | 200 | - | 200 | Add southbound off-ramp. $Need only represents placeholder for potential local contribution to State-led project. |
| NE 2nd Street Extension and I-405 interchange | Infrastructure to Support Growth | Downtown | - | 200 | - | 200 | $Need only represents placeholder for potential local contribution to State-led project. Extend NE 2nd Street across I-405 from 112th Avenue NE to 116th Avenue NE, and add half interchange with I-405, to/from the south. |
| 129th Place SE/SE 38th Street to Newport Way | Quality of Life/Neighborhoods | South of I-90 | - | 5,000 | - | 5,000 | Connect stub ends of 129th Place SE to provide a through-street connection between SE 38th Street and Newport Way. Investigate and consider signalization and channelization improvements, if warranted. Project implementation will be coordinated with potential future private development. |

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|---|---|---|---|---|---|---|---|
| 164th Avenue NE/SE - NE 18th Street to SE 14th Street | Multi-modal Enhancements | East of I-405 | - | 5,000 | - | 5,000 | Designate a bicycle shoulder on both sides between NE 18th Street and Northup Way and between NE 8th Street and SE 14th Street. On-street parking willl be accommodated on the east side of the street from NE 6th Street to SE 14th Street. |
| 140th Ave NE/ NE 24th St to NE 8th St | Multi-modal Enhancements | East of I-405 | - | 5,000 | - | 5,000 | May add bicycle lanes or develop off-street multi-use paved path, replacing a separated gravel path that exists on much of the segment.Add off-street path connecting the SR 520 Trail to 140th Avenue NE, if feasible. |
| Eastgate Way/Richards Rd to SE 35th Place | Multi-modal Enhancements | East of I-405 | - | 5,000 | - | 5,000 | Install bicycle lanes, completion of the missing link in the sidewalk between Richards road and 139th Avenue SE. May be partially implemented by private development. |
| 108th/112th Avenue NE/ north city limit to NE 12th Street | Multi-modal Enhancements | West of I-405 | - | 4,800 | - | 4,800 | Pedestrian and bicycle improvements on both sides of 108th/112th Avenues NE from north city limit to NE 12th Street. |

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| Lakemont Blvd (Phase 1)/Cougar Mountain Way to Lewis Creek Park and 164th Avenue SE to 171st Avenue SE | Quality of Life/Neighborhoods | South of I-90 | - | 3,000 | - | 3,000 | Install signal or roundabout at Cougar Mtn Way/Lakmont Blvd intersection, sidewalk and bicycle lanes, and install planted medians. |
| 156th Avenue NE/NE 24th Street | Quality of Life/Neighborhoods | East of I-405 | - | 3,000 | - | 3,000 | |
| Pedestrian Corridor Improvements | Quality of Life/Neighborhoods | Downtown | - | 3,000 | - | 3,000 | NE 6th Street improvements including land acquisition, lighting and ADA upgrades; $150K in current CIP for design work. |
| Parking Guidance System | Quality of Life/Neighborhoods | Downtown | - | 2,000 | - | 2,000 | City project has not been scoped in detail. Some privately-owned garages have been implemented (Bellevue Square, Lincoln Square). |
| Lakemont Blvd (Phase 2)/Lewis Creek Park to 164th Ave SE | Quality of Life/Neighborhoods | South of I-90 | - | 2,000 | - | 2,000 | Install signal at 164th Ave SE/Lakemont Blvd; construct sidewalk and bike lane on east side; add planted medians where feasible. |

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| BNSF bike path/southern city limits to northern city limits | Quality of Life/Neighborhoods | South of I-90 and East of I-405 | - | 200 | - | 200 | $Need only represents placeholder for potential local contribution to King County-led project. Add of-street path along the BNSF right-of-way from the southern city limits to the northern city limits. |
| 124th Avenue NE/ Planned NE 14th Street to Northup Way (EL Sync) | East Link Synchronization | Bel-Red | - | - | 17,000 | 17,000 | The project will widen the roadway to five lanes and re-profile the segment from NE 14th Street to NE 18th Street in conjunction with the East Link project; curb, gutter, and sidewalks will be included consistent with the Bel-Red subarea plan and street corridor and urban design standards. The segment from NE 18th Street to Northup Way includes a stream crossing of the West Tributary and planned trail. Key intersections are at NE 15th Street multi-modal corridor/East Link project and Northup Way. (Intersection improvements at NE 15th Street will be included in the NE 15th Street project.). Funded up to NE 18th. Does not reflect any potential cost sharing agreements. |
| NE 15th Street/124th to 130th Avenue NE | Infrastructure to Support Growth | Bel-Red | - | - | 50,000 | 50,000 | Zone 3 |

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| NE 6th Street Extension | Infrastructure to Support Growth | East of I-405 | - | - | 30,000 | 30,000 | $Need represents placeholder for potential local contribution to State-led project ($90m project; COB $30m contribution). Extend NE 6th Street from the I-405 HOV interchange to 120th Avenue NE to accommodate multiple uses. |
| 134th Ave NE/ NE 20th St to NE 16th St | Infrastructure to Support Growth | Bel-Red | - | - | 15,500 | 15,500 | **Estimate cost $15.5m** (Assume developer improvement). Develop a level cross section for NE 16th Street to allow for future construction of 134th Avenue NE as a through street between Bel-Red Road and NE 20th Street. The roadway will include threee lanes, landscape strip, and sidewalks on both sides. |
| 120th Avenue NE (stages 3 and 4)/ NE 12th Street to 18th Street and to Northup Way (PW-R-168) | Infrastructure to Support Growth | Bel-Red | - | - | 13,600 | 13,600 | Stage 3 from NE 12th Street to NE 16th Street is funded. Stage 4 from NE 16th Street to Northup Way, will widen the roadway and transition from a 5-lane section to a 4-lane section in proximity of NE 18th Street. North of NE 18th Street, will consist of two northbound through lanes, a center turn lane, and one southbound lane with sidewalks on both sides and a separated bicycle path on the west side. Does not reflect any adjustment to the adopted funding and any cost sharing agreement. |

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| 130th Avenue NE/NE 20th to NE Bel-Red Road | Infrastructure to Support Growth | Bel-Red | - | - | 11,700 | 11,700 | **Estimate cost $11.7m** (Assume developer improvement). The segment from NE 20th Street to NE 16th Street will include two travel lanes, bicycle lanes, on-street parking, landscape strip, and sidwalks on both sides. The segment from NE 16th Street to Bel-Red Road will include one through lane in each direction, a center turn lane, landscape strip, and sidewalks on both sides. |
| NE 2nd Street/Bellevue Way to 112th Avenue NE | Infrastructure to Support Growth | Downtown | - | - | 10,000 | 10,000 | The project will widen roadway from three lanes with parking and turn pockets to five lanes, consistent with the Main Street & NE 2nd Street Design Report (2009). Project implementation will be coordinated with approved and potential future private development in the immediate vicinity |
| 112th Avenue SE HOV Lane | Infrastructure to Support Growth | West of I-405 | - | - | 5,000 | 5,000 | Construct a southbound median HOV lane on 112th Ave SE from Bellevue Way to slightly beyond end of intersection queue. |
| 148th Ave SE Improvements - Bellevue College | Infrastructure to Support Growth | East of I-405 | - | - | 5,000 | 5,000 | Construct southbound HOV lane and transit queue jump lanes and TSP on 148th Ave SE between Lake Hills Blvd and SE 24th St |

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| I-90 Factoria Blvd Exit Expansion | Infrastructure to Support Growth | South of I-90 | - | - | 5,000 | 5,000 | In coordination with the Mountains to Sound Greenway relocate current trail undercrossing of ramp between I-405 and I-90 Eastbound to new bridge south of existing undercrossing and add second off-ramp lane to the current ramp undercrossing. Evaluation how best to stripe ramp to ensure reliable transit operations. |
| 131st Avenue SE/132nd Avenue SE between SE 36th Street and SE 38th Street | Infrastructure to Support Growth | Bel-Red | - | - | 1,000 | 1,000 | |
| Bel-Red Road/NE 20th Place | Infrastructure to Support Growth | East of I-405 | - | - | 800 | 800 | Install signal, eastbound left turn pocket and pedestrian crossing. |
| 116th Avenue NE/NE 12th Street | Infrastructure to Support Growth | East of I-405 | - | - | 800 | 800 | Construct a northbound right turn lane, extend eastbound left turn lane. |

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|---|---|---|---|---|---|---|---|
| 156th Avenue SE at SE Eastgate Way (I-90 westbound off-ramp) | Infrastructure to Support Growth | East of I-405 | - | - | 750 | 750 | Widen the I-90 westbound off-ramp to provide two dedicated left turn lanes and a shared through/right lane with a channelized right turn. |
| NE 20th Street/Bel-Red Road to 156th Avenue NE | Infrastructure to Support Growth | East of I-405 | - | - | 500 | 500 | Construct an east to west U-turn on NE 20th Street at 156th Avenue NE; provide access management along NE 20th Street. |
| SE 40th Lane/Factoria Boulevard | Infrastructure to Support Growth | South of I-90 | - | - | 500 | 500 | |
| Downtown Mid-Block Crossings (19)(x$400K per) (Downtown Transportation Plan) | Multi-modal Enhancements | Downtown | - | - | 7,600 | 7,600 | At-grade and grade-separated mid-block crossings in the downtown. |
| Northup Way/156th Avenue NE to 164th Avenue NE | Multi-modal Enhancements | East of I-405 | - | - | 6,000 | 6,000 | Add median left-turns and bike lanes |

The purpose of the list is to try to put all the potential projects into a comprehensive list. There are several caveats to the list:

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- It has been compiled from a variety of planning sources
- This list has been resorted to be in line with the Council's retreat priorities as of May 12, 2014
- Some projects fall into multiple categories; this list assumes that a project is only in one category for ease of reading and length of list
- Dollar figures in the attached list are not validated beyond the near term
- Staff understands that the list will need to be refined further, and that some projects have been updated through the 2015-2021 Proposal process

# Attachment B: Potential Projects List (July 28, 2014)

## Reprint from May 12, 2014 (the March 24 List Resorted by Council Priority Area)

**Transportation and Mobility - Potential Capital Projects List (Estimated 2013 $000)**
**Note: This category includes citywide transit projects that enhance neighborhood linkages and build a more complete multi-modal transportation system.**

| Description | City Category (from March 24) | Location | Near-term Subtotal (2020-21) | Mid-term Subtotal (2022-28) | Long-term Subtotal (2029-35) | Total | Descriptive Notes (Scope) |
|---|---|---|---|---|---|---|---|
| 140th Ave NE BAT Lane | Multi-modal Enhancements | East of I-405 | - | - | 5,000 | 5,000 | Construct southbound BAT lane from Bel-Red Rd to NE 8th St |
| 148th Ave NE BAT Lane - Overlake | Multi-modal Enhancements | East of I-405 | - | - | 5,000 | 5,000 | Convert and extend southbound right turn lane on NE 148th Ave between NE 24th and NE 20th St into a BAT lane |
| 156th Ave NE BAT Lane - NB | Multi-modal Enhancements | East of I-405 | - | - | 5,000 | 5,000 | Construct northbound BAT lane from south of Northup Way to Bel-Red Rd |
| 156th Ave NE BAT Lane - SB | Multi-modal Enhancements | East of I-405 | - | - | 5,000 | 5,000 | Construct southbound BAT lane from City Limits to NE 24th St |
| Factoria Boulevard at Newport Way | Multi-modal Enhancements | South of I-90 | - | - | 3,000 | 3,000 | Construct back-to-back double left-turn pockets northbound at the Newport High School entrance and southbound at Newport Way. Re-locate the Factoria Blvd. access to St. Margaret's church to align with the signal at the Newport High School access. |

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|---|---|---|---|---|---|---|---|
| Downtown Crosswalks - Enhanced (21) - existing to higher standard (x$100K per) (Downtown Transportation Plan) | Multi-modal Enhancements | Downtown | - | - | 2,100 | 2,100 | Include components of urban design and traffic calming. Downtown Station access work will inform cost estimates |
| Bel-Red Road/NE 24th Street | Multi-modal Enhancements | East of I-405 | - | - | 2,000 | 2,000 | Construct southbound right turn and northbound left turn lanes. |
| 148th/150th Avenue SE/I-90 westbound on-ramp to I-90 westbound off-ramp | Multi-modal Enhancements | East of I-405 | - | - | 2,000 | 2,000 | Widen by extending the third southbound lane from the ramp to westbound I-90 to south of Eastgate Way at the I-90 westbound to southbound off ramp. |
| Main St HOV Lane | Multi-modal Enhancements | Downtown | - | - | 2,000 | 2,000 | Convert one eastbound lane to PM peak HOV lane from Bellevue Way to NE 112th Ave SE |
| NE 10th St HOV Lane | Multi-modal Enhancements | Downtown | - | - | 2,000 | 2,000 | Convert eastbound PM peak HOV lane on NE 10th Street from Bellevue Way to NE 112th St |

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|---|---|---|---|---|---|---|---|
| NE 116th Ave NE BAT Lanes | Multi-modal Enhancements | East of I-405 | - | - | 2,000 | 2,000 | Convert TWLTL into southbound or northbound BAT lanes between NE 12th St and Northup Way when approaching intersections |
| Downtown Crosswalks - Exceptional (9) - existing to highest standard (x$200K per) (Downtown Transportation Plan) | Multi-modal Enhancements | Downtown | - | - | 1,800 | 1,800 | Pedestrian Corridor and Old Bellevue to include more components of urban design and traffic calming. Downtown Station access work will inform cost estimates |
| Sidewalks/Lands caping (Downtown Transportation Plan) | Multi-modal Enhancements | Downtown | - | - | 1,200 | 1,200 | Primarily provided by developers, but COB may install sidewalks where development is not imminent |

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|---|---|---|---|---|---|---|---|
| 156th Ave SE to I-90 Office Park/160th Ave SE | Multi-modal Enhancements | East of I-405 | - | - | 250 | 250 | Improve east-west pedestrian and bicycle connectivity by enhancing gravel/soft surface trail connection east of 156th Ave SE to the I-90 Office Park with an asphalt surface. Project details will be finalized/coordinated with the Bellevue Airfield Park design process. |
| Transit Signal Priority or Queue Jump Projects | Multi-modal Enhancements | Citywide | - | - | - | - | Place Holder: Intersection treatments, including Transit Signal Priority (TSP), queue jump lanes, and left turn restrictions |
| Short-term parking facility or facilities, strategically located | Quality of Life/Neighborhoods | Downtown | - | - | 21,000 | 21,000 | 600 parking spaces x $35,000 each. |
| Downtown Circulator | Quality of Life/Neighborhoods | Downtown | - | - | 5,000 | 5,000 | Partnership with Metro for initial implementation. |
| Bicycle Improvements | Multi-modal Enhancements | Citywide | - | 15,500 | - | 15,500 | Bicycle lanes (This is a consolidated item from many specific projects from March 24) |
| Total | | | 29,750 | 166,300 | 245,100 | 441,150 | |

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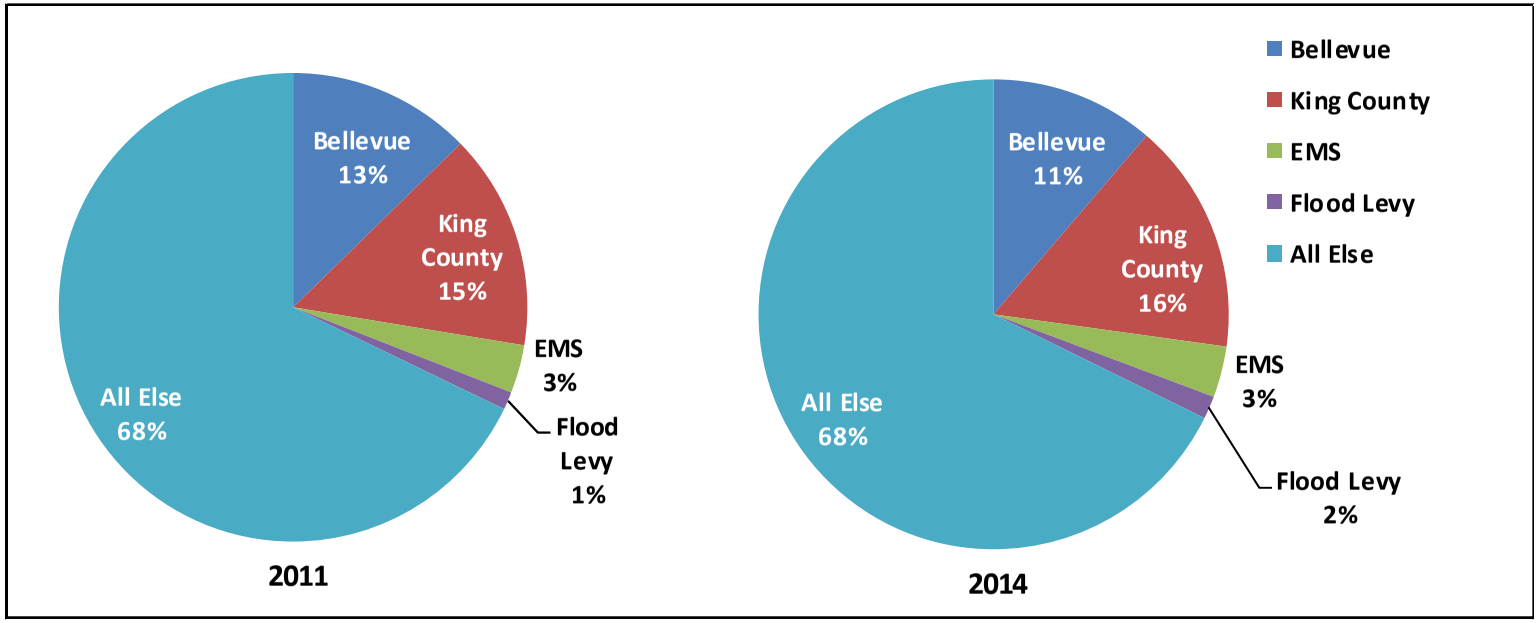
# 7. CIP Reference Materials

# Property Tax Distribution Comparison 2011 to 2014




From 2011 to 2014 Bellevue's proportion of the Property Tax Levy has declined nearly 2% (values above are rounded up) as a proportion of the total property tax. This is because King County and the King County Flood Zone Levies have risen while the Bellevue Levy has remained constant, with except for allowances for increases in new construction, through the years. With Property Tax, a Levy amount is adopted rather than a Levy rate (rate per $1,000 of Assessed value). Levy rates are determined by dividing requested levy by the assessed value divided by 1,000. Since property rates are determined in this way rates may go up or down regardless of a change in the adopted levy. As an example the Bellevue Tax Rate has dropped from 2011 to 2014, however the actual levy has increased as assessed value has increased during that period.

# Overview of Debt Financing and Voter Initiatives

## Reprint from: Council Budget Retreat March 2014

***Debt Financing***

Debt financing involves borrowing money and making periodic debt service payments over many years to pay back the lender. Jurisdictions must comply with debt limits set by State law and, in many cases, adopt more stringent policy limits (such as Bellevue's policy limits). Attached to this overview is the status of the current debt limits under Bellevue Council policy. Annual debt payments to repay the loan can be supported by existing revenues, such as sales tax, and/or new revenues, such as property tax increases ("voted levy") or LID special assessments.

**Advantages**

- Provides funding for projects which would otherwise be delayed
- Achieves intergenerational equity – by spreading out debt payments, projects are paid for by the people who benefit from/use them
- Provides funding to invest in multiple projects and/or large projects at the same time
- Provides savings when interest rates are lower than construction inflation
- Can be incentive to plan for the future – need to plan for future debt payments and other capital needs.

**Disadvantages**

- Interest and debt issuance costs
- Too much debt could impact bond ratings
- Future revenues are committed to repayment of debt, therefore providing less flexibility in the future.

**Types of Debt and Projects they Finance**

General Obligation (GO) Bonds – Most basic form of debt used in public finance. GO bonds are backed by the full faith and credit of the local government. GO debt is viewed favorably by the investment community because the full faith and credit pledge reduces the perceived risk of default compared to other types of debt. There are two types of GO bonds available, Unlimited Tax General Obligation (UTGO) bonds which are supported by voter-approved property tax increases and Limited Tax General Obligation (LTGO) bonds, or "Councilmanic debt", which are secured by taxes, but not subject to voter approval.

Types of projects typically financed using GO bonds:

- Infrastructure that benefits the general public
- Large, visible, long-lived assets.

Bellevue's use of GO bonds:

- New City Hall – supported by existing tax streams
- Supplemental CIP – supported by sales tax (*see note below*)
- Local Revitalization Funding (LRF) for NE 4th --involves the issuance of GO Bonds supported by sales tax from the state through the LRF program.

Note: Because the property tax derived from the City's banked capacity cannot be used to fund debt, the Supplemental CIP and the M&II bonds are actually funded from sales tax. The consecutive property tax increases (2% in 2007, 2% in 2008, and 3% in 2009)

were offset by an equal reduction in the sales tax that is distributed to the City's General Fund, thereby creating sales tax as a funding source for the debt.

- Revenue Bonds – Used to finance projects for an enterprise that is self-supporting. Debt is repaid from user fees generated by the facility being built. Interest rates are generally higher than for GO Bonds since they are not backed by the full faith and credit of the local government.

  Types of projects typically financed using revenue bonds:
  - Public utilities, parking structures, golf courses, convention center facilities, toll roads and bridges.

  Bellevue's use of revenue bonds:
  - Construction of a municipal golf course
  - Acquisition of land for the construction of a convention center
  - Construction of public utility facilities.

- Local Improvement Districts (LID) – Used to finance projects that provide a special benefit to properties within a defined boundary (Special benefit is the difference in fair market value of the property with and without the project). LIDs may be formed by petition of property owners or by Council resolution. Under no circumstances can bondholders collect from the City's General Fund, unless the City stipulates.

  Types of projects typically financed through LIDs:
  - Street improvements, street lights, sidewalks, water and sewer systems, and undergrounding of utilities.

  Bellevue's use of LIDs:
  - Since the early 1950s, and with a particular emphasis during the 1970s and 1980s, more than 100 LIDs were formed. Many of the early LIDs funded utility infrastructure. Later LIDs focused on transportation projects such as:
    - Sidewalks on 118th Avenue NE (1973)
    - Roadway widening on 140th Avenue NE (1979)
    - Street and intersection improvements to NE 29thPlace (1981)
    - Construction of new roadway – 102nd Avenue SE (1983)
    - Intersection expansion at Northup Way and NE 33rd (1986)
    - Widening of NE 8th Street (1989).
  - In 2010 the Wilburton Connections LID (for the NE 4th Street Extension and 120th Avenue NE widening project) was protested by the benefiting property owners and the LID did not move forward.

- Revolving Loan Funds – Washington State established the Public Works Trust Fund to provide, on a competitive basis, low-interest loans to help local governments address critical infrastructure needs for water, sewer, stormwater, roads, bridges, and solid waste/recycling systems. In recent years the program has had its funding reduced at the state level, yet prior to that it has prioritized non-roadway infrastructure for funding.

  Bellevue's use of PWTF loan program:
  - 1988 - $1,000,000 for NE 8th Street

- 1990 - $1,166,040 for erosion control and slope stabilization at 6 locations
- 1991 - $348,000 for Bel-Red Pipeline
- 1993 - $434,000 for Coal Creek Parkway Sediment Pond
- 1994 - $857,000 for the Clyde Hill Reservoir Transmission Main
- 2006 - $750,000 for NE 24th Street.

- Short-term Financing – Used to bridge the gap in funding from project implementation to receipt of permanent funding.

  Types of short-term financing tools:
  - Line-of-credit (LOC) – Bellevue has a history of using LOCs for cash flow borrowing
  - Interfund Loans – Council policy allows for the Finance Director to authorize loans not exceeding six months
  - Bond Anticipation Notes (BANS) Tax Anticipation Notes (TANS), and Revenue Anticipation Notes (RANS) –These are all short-term financing tools which enable governments to borrow money to invest immediately in capital projects and to allow them to meet cash flow needs. In the case of BANs, these are issued in anticipation of a larger bond issue; TANs and RANs are issued in anticipation of future taxes and/or revenues that will be used to repay the note.

Additional information on the City's debt capacity is attached.

***Voter Intiatives***

Voter initiatives are another major funding mechanism available to government. Depending on size of package, Council has a number of financing tools available to finance a voter initiative package. The two major tools are voter-approved bonds and a voter-approved levy. While State law limits the amount of voted debt allowed for voter initiative packages, Bellevue currently does not have any voter approved general obligation debt. The following provides a summary of the two major tools:

- Voter approved bonds, also known as Unlimited Tax General Obligation Bonds (UTGO), may be used for capital purposes only (e.g., engineering, land acquisition, construction and development) and are typically repaid over 20 years through increased property taxes.
  - Pros:
    - Provides capital funding up front
    - Bonds are the more appropriate financing mechanism for larger voter packages as they produce a lower annual cost per homeowner due to spreading cost over 20 years.
  - Cons:
    - Voter approved bonds cannot be used for ongoing maintenance.
    - Requires separate M&O ballot measure (if funding is needed to maintain acquisition). Two ballot measures can confuse voters.
    - Bonds require supermajority approval (60%) and the total number of votes cannot be less than 40% of the number of votes cast in the last general election.
    - Counts against the City's voted debt capacity.

## Overview of Debt Financing and Voter Initiatives

## Reprint from: Council Budget Retreat March 2014

- Voter approved levy can be used for capital purposes (e.g., engineering, land acquisition, construction and development), but also for ongoing maintenance and operation needs. "Pay as you go" operating or capital funding over duration of levy.
    - Pros:
        - Can incorporate permanent M&O element within single ballot measure
        - A levy requires simple majority approval (50% + 1).
        - Best used on smaller projects, otherwise rise in levy would have a greater impact on households.
    - Cons:
        - For larger capital investment, the levy impact would be greater on households than the voter approved bond.

Attached is Pacifica Law Group's publication titled "*Voted General Obligation Bonds: A Guide for Washington Cities*".

# Voted General Obligation Bonds: A Guide for Washington Cities

***General Obligation Bonds.*** Washington cities may issue general obligation bonds under state law, including:

- Councilmanic or limited tax general obligation bonds ("LTGO" bonds), issued within a city's nonvoted debt capacity. LTGO bonds are paid from regular property taxes and other available city funds.
- Voter-approved unlimited tax general obligation bonds ("UTGO" bonds), issued within a city's voted debt capacity. UTGO bonds are paid from voter-approved "excess levies", outside the constitutional and statutory limitations that apply to regular property taxes.

***Constitutional Authority.*** The ground rules for issuing UTGO bonds are set forth directly in Article VII, section 2(b) of the Washington State Constitution, which provides that UTGO bonds may be issued:

- "By any taxing district otherwise authorized by law to issue general obligation bonds for capital purposes, for the sole purpose of making the required payments of principal and interest on general obligation bonds issued solely for capital purposes, other than the replacement of equipment..."
  - This provision permits UTGO bonds to be issued only for ***capital purposes*** (not including equipment replacement). Capitalizable costs may be funded, including engineering, architectural and other soft costs, costs of issuance and, subject to certain limitations, capitalized interest.

- "when authorized so to do by majority of at least three-fifths of the voters of the taxing district voting on the proposition to issue such bonds and to pay the principal and interest thereon by annual tax levies in excess of the limitation herein provided during the term of such bonds..."
  - This provision requires 60% voter approval and authorizes "excess" property tax levies to pay the bonds.

- "submitted not oftener than twice in any calendar year, at an election held in the manner provided by law for bond elections in such taxing district".
  - This provision limits the frequency of ballot submittals to twice a year and defers to general election laws for ballot and election requirements.
  - State and local election law and regulations govern the specific steps involved in placing a ballot measure before the voters, and in communicating with voters.

Additional provisions require "validation" of the vote (the total number of voters in the election must be at least 40% of the total voters in the prior *general* election) and permit UTGOs to be refinanced without returning to the voters for approval.

***Election Timeline.*** Cities may seek voter approval to issue UTGO bonds at any of the four election dates a year. For 2014, the election dates are as follows:

- **special elections on February 11 and April 22;**
- **a primary election on August 5; and**
- **the general election on November 4.**

PACIFICA
LAW GROUP

T 206.245.1700
1191 2nd Avenue, Suite 2100
Seattle, WA 98101-2945
pacificalawgroup.com

# Voted General Obligation Bonds: A Guide for Washington Cities

A city must meet several deadlines well in advance of the election, to place a bond measure on the ballot.

***Election Resolution.*** The city council must pass an election resolution. The election resolution:

- Proposes the form of the ballot measure requesting voter approval for the issuance of UTGO bonds and excess levies to pay debt service on the bonds. Under RCW 29A.36.071, the ballot language consists of:
  - An identification of the enacting legislative body (the city council);
  - A statement of the subject matter;
  - A concise description of the measure (no more than 75 words long, prepared or approved by the city attorney); and
  - A question (essentially, whether or not the proposition should be approved).

- Describes the capital project to be funded and outlines the circumstances, if any, under which the project may be changed. The city may reserve flexibility to reduce or expand the project scope, substitute project components or otherwise respond to changed circumstances over time;
- Sets certain parameters for the bonds, including the maximum principal amount and term; and
- Authorizes a request to the county auditor to submit the ballot proposition to the voters at a special election to be held on one of the statutory special, primary or general election dates.

The approved election resolution must be filed with the county auditor.

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**For the 2014 election dates, the first special election filing deadline was December 27, 2013 and the second is March 7, 2014. The primary election filing deadline is May 9, 2014. The general election filing deadline is August 5, 2014.**

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***Voters Pamphlet.*** Under RCW 29A.32.241, a local voters' pamphlet includes, among other things:

- The text of each measure;
- An explanatory statement stating the effect of a ballot measure, if passed into law (in King County, the explanatory statement may not be more than 250 words) prepared and reviewed by the city attorney; and
- Arguments for and against the measure
  - Submitted by pro/con committees;
  - Selected pursuant to RCW 29A.32.280 (appointed by the city council not later than 45 days before the publication of the pamphlet).

It is important to review the county administrative rules regarding elections to understand the timeframe and other requirements of the voters' pamphlet.

***Public Disclosure Commission Rules.*** As always, the city must abide by Public Disclosure Commission statutes and regulations, in connection with communications or use of resources regarding the ballot measure.



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Seattle, WA 98101-2945
pacificalawgroup.com

Council Budget Workshop

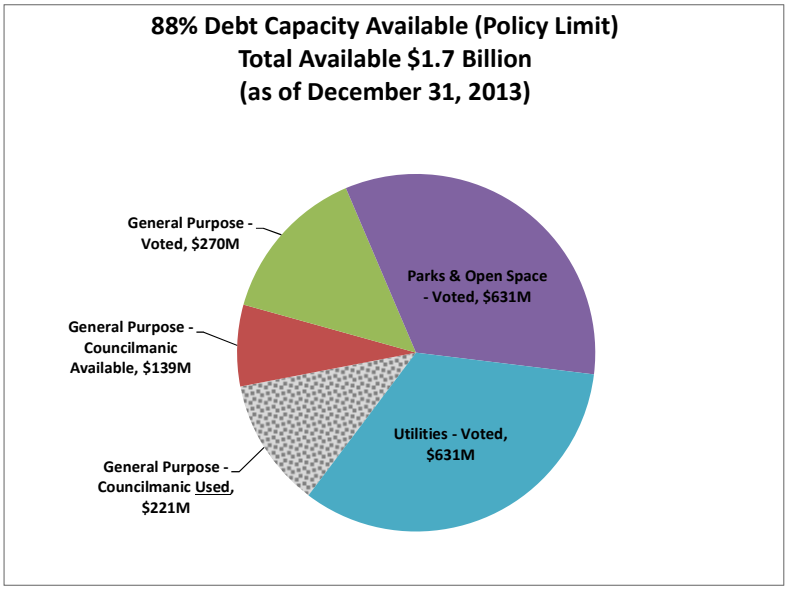
July 28, 2014

## Bellevue's Debt Capacity

Based on statutory limit (RCW), the City's current available debt capacity as of December 31, 2013 was $2.5 billion. Of this amount, $319 million is available for General Purpose Councilmanic debt.

In addition to the limitations required by state law, Council decided to take a more conservative approach several years ago and imposed further policy limits on the City's use of debt to assure strong financial health. The table and graph below illustrate further restrictions on the City's use of debt and the resulting modified debt capacity.

| | % of Assessed Value | | |
|---|---|---|---|
| Type of Debt | Statutory Limitations | Policy Limitations | Policy Limit Available |
| General Purpose: | 2.5% | 1.75% ($631M) | 1.14% ($409M) |
| Non-Voted (Councilmanic) | 1.5% | 1.00% ($360M) | 0.39% ($139M) |
| Voted | 1.0% | 0.75% ($270M) | 0.75% ($270M) |
| Parks and Open Space - Voted | 2.5% | 1.75% ($631M) | 1.75% ($631M) |
| Utilities – Voted | 2.5% | 1.75% ($631M) | 1.75% ($631M) |
| Revenue | No Limit | No Limit | No Limit |
| Local Improvement District | No Limit | No Limit | No Limit |




Staff contact: Zemed Yitref, Investment & Debt Manager

Background

- State statutes allow cities to issue general obligation debt at 2.5% of their assessed valuation for each of the following three purposes:
  - General Purposes – can be used for any purpose allowed by law - voted or non-voted ("Councilmanic") debt.
  - Parks and Open Space – used for parks and open space and/or recreation facilities - must be approved by the voters.
  - Utilities – used for utility infrastructure - must be approved by the voters.
- Bellevue Guiding Principles for use of debt:
  - Maintain Aaa bond rating.
  - Long-term debt should generally be issued only for long-lived assets.
  - Financial management plan for repayment of debt is essential.
  - Review of debt and refinancing when conditions are favorable is essential to effective debt management and capital planning.
- City of Bellevue's Current Existing Debt

**Outstanding Non-Voted Councilmanic Debt** ($ in millions)

| | |
|---|---|
| 1995 Convention Center | $2 |
| 2003 Metro Site | 1 |
| 2004 City Hall | 1 |
| 2004 City Hall II | 4 |
| 2008 Supplemental CIP | 11 |
| 2010 Marina Refunding | 2 |
| 2010 Convention Center Refunding | 9 |
| 2010 Limited GO (MII) | 11 |
| 2012 LTGO Refunding I (City Hall) | 55 |
| 2012B LTGO Refunding II (City Hall) | 43 |
| 2012 Limited GO (Transit/LRF) | 69 |
| 1994 & 1994 BCCA Lease/Purchase | 13 |
| Total Debt Outstanding | $221 |

# 8. Results Teams Rankings

# Council Budget Workshop

## July 28, 2014

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### Results Teams Overview

As the first step in developing the 2015-2016 Preliminary Budget, Results Teams evaluated proposals presented to each of the Outcomes to prioritize services and fund as many proposals possible within the allocations assigned to each Outcome. Going forward, the Leadership Team will review and provide an "across the outcomes" look at the results and make additional recommendations to the City Manager. The City Manager will review all of these inputs, including how the proposed budget responds to the recently approved Council Vision, Strategic Target Areas, and Priorities, together with Council feedback, and prepare his Preliminary Budget for Council review, deliberation, and adoption this fall.

Results Teams considered 186 Operating proposals across the seven Outcomes, totaling $691m in all operating funds for the 2015-2016 Biennium. Proposals covered the gamut of continuing existing services, enhancing current services, and brand new proposals. Of the proposals submitted, the RTs are recommending 170 Operating proposals.

At this stage in the budget process, some proposals for existing services currently fall below the funding line within specific outcomes. Work will continue over the next several weeks as these recommendations are considered by the Leadership Team for cross-outcome adjustments or tradeoffs and then on to the City Manager for consideration as part of his Preliminary Budget.

<u>Allocation Methodology for Initial Allocations given to the Results Teams</u>
The Budget Office based the funding allocations to individual Outcomes on the last full policy direction provided by Council, which came in the form of the 2013-2014 Adopted Budget.

The initial allocations provide a starting point for the Results Teams' analysis and recommendations, with the understanding that additional work across the Outcomes would be completed by the Leadership Team and the City Manager prior to preliminary budget development.

Council Budget Workshop

July 28, 2014

## Reader's Guide

The intent of this reader's guide is to help with the organization and reading of the Results Teams (RT) memos. To the extent possible, we have tried to be consistent in organization and terminology. Since the materials have been developed by a series of staff taskforces consisting of cross-departmental teams, inconsistencies may exist. For these, we apologize in advance.

### A. Results Teams Recommendations:

1. **Cause & Effect Map:** The map highlights values, factors, and community indicators.

2. **Proposed Purchasing Plan:** Discusses the review process of the RTs; how the teams tackled their reviews and rationale or reasons for their recommendations; may include recommendations for future action or study.

3. **Round 2 Ranking:** Provides a listing and ranking of all the proposals submitted by departments or cross-departmental teams and the RTs recommendations.

| 1 | 2 | 3 | 4 | 5 | 6 | | 7 | 8 | 9 |
|---|---|---|---|---|---|---|---|---|---|
| | O shading indicates a Council priority | | | Original Proposal Cost | RT Recommendations | | RT Recommended Proposal Cost | | |
| Round 2 Rank | Proposal Title | Proposal # | Proposal Type* | 2015-2016 Department Proposed Cost | 2015-2016 Rev Changes | 2015-2016 Exp Changes | 2015-2016 RT Proposed Cost | 2016 FTE/LTE | Funding Sources |
| 1 | Traffic Signal Maintenance | 130.31NA | Existing | 2,636,558 | - | (197,868) | 2,438,690 | 7.50 | General |
| 2 | Signal Operations and Engineering | 130.24NA | Existing | 1,128,529 | - | - | 1,128,529 | 3.50 | General |

1 **Rank:** From the eyes of a citizen, the most important priority in relation to all other rankings on the worksheet.

2 **Proposal Title**: Name of the proposal as submitted by department.

3 **Proposal Number**: A unique identifier given to each proposal to distinguish it from another.

4 **Proposal Type:** The type of service being proposed—existing service, new service, enhancing an existing service, or reducing an existing service.

5 **Original Proposal Costs:** The direct proposal costs, not including interfund budget relationships (such as Information Technology costs).

6 **RT Recommendations:** Recommended expenditure and revenue changes for each proposal.

7 **RT Recommended Proposal Cost:** Total proposal costs including RTs recommended reductions.

8 **FTE/LTE:** The number of Full Time Equivalent (FTE) and Limited Term Equivalent (LTE) positions recommended in the proposal.

9 **Funding Sources:** Sources of revenue that fund proposals.

4. **Proposals containing Council Priorites by Outcome:** Displays proposals addressing Council priorities and priority description.

5. **Proposal Summaries by Outcome:** Provides an executive summary description of each proposal, annual funding and FTE/LTE counts, and performance measures specific to the proposal. Please note that proposals not recommended will not show expenditures or FTE/LTEs.

# Responsive Government

# Responsive Government – Cause & Effect Map

2015-2016

**As a community, Bellevue values…**

- **An open, transparent city government that seeks involvement from, listens to, and communicates with the community.**
- **A city government that provides high quality service, excellent value, and is accountable for results.**
- **A city government that looks ahead and seeks innovative solutions to regional and local challenges.**

Budget One
one city
one public
one purpose

**Factors:**

| Strategic Leadership | High Performance Workforce | Customer-Focused Service | Stewardship of the Public Trust |
|---|---|---|---|
| • Visionary<br>• Cultivates Values<br>• Strategic Planning<br>• Assessment, Alignment and Deployment<br>• Collaborative Partnerships | • Engaged and Empowered Workforce<br>• Balance Quality, Value and Performance<br>• Well Trained and Equipped<br>• Continuous Improvement and Innovation<br>• Recruitment, Retention and Succession Planning | • Deliver the Services Customers Want<br>• Convenient, Timely and High Quality Service<br>• Spirit of Collaboration<br>• Equitable, Accessible & Inclusive Services<br>• All-Way Communications | • Financial Sustainability<br>• Balance Benefit and Risk<br>• Sound Business Practices and Processes<br>• Well Designed and Maintained Assets<br>• Performance Management |

**Key Community Indicators**

- **Percent of residents who feel that Bellevue listens to them, keeps them informed, and seeks their involvement.**
- **Percent of residents who feel City government is giving them high quality service and excellent value for their money.**
- **Percent of residents who feel that the City is doing a good job of looking ahead to meet regional and local challenges.**

**Key Performance Indicators**

- **Services and products offered meet or exceed customer satisfaction targets.**
- **City maintains Moody's rating of Aaa.**
- **Departments meet or exceed industry standards, best practices, certifications and accreditations where available.**
- **Departments meet their goals for recruiting, developing and retaining a diverse and talented workforce.**

## Outcome: Responsive Government

Results Teams' Recommendations - July 28, 2014

Proposals with orange shading directly address a Council priority

Original Proposal Cost + RT Exp Recommendations = RT Recommended Proposal Cost

| Rank | Proposal Title | Proposal # | Proposal Type* | 2015-2016 Department Proposed Cost | 2015-2016 Exp Changes | 2015-2016 RT Recommended Cost | 2016 FTE/LTE | Funding Sources |
|---|---|---|---|---|---|---|---|---|
| 1 | Overall City Management | 040.04NA | E | 2,084,246 | - | 2,084,246 | 5.00 | General |
| 2 | City Council | 030.01NA | E | 769,244 | - | 769,244 | 7.00 | General |
| 3 | Budget Office | 060.19PA | E | 2,462,729 | - | 2,462,729 | 9.00 | General |
| 4 | City Clerk's Operations | 020.01NA | E | 619,409 | - | 619,409 | 2.75 | General |
| 5 | Citywide Treasury Management Services | 060.13NA | E | 1,398,680 | - | 1,398,680 | 5.00 | General |
| 6 | Debt Management Services | 060.20NA | E | 31,332,985 | - | 31,332,985 | 0.00 | Debt Fund |
| 7 | Civil Litigation Services | 010.07NA | En | 1,641,174 | - | 1,641,174 | 5.50 | General |
| 8 | Citywide Disbursements | 060.16NA | E | 1,379,244 | - | 1,379,244 | 6.00 | General |
| 9 | Risk Management--Insurance Claims Safety Loss Prevention | 010.09NA | E | 8,258,499 | - | 8,258,499 | 4.60 | General Self-Ins |
| 10 | Network Systems and Security | 090.08NA | E | 5,373,381 | - | 5,373,381 | 10.00 | Info Tech |
| 11 | Facilities Maintenance & Operations | 045.20PA | En | 9,499,487 | - | 9,499,487 | 14.00 | Facilities |
| 12 | Fleet Maintenance & Repair | 045.30PA | E | 3,839,902 | (12,000) | 3,827,902 | 13.50 | EERF/MERF |
| 13 | Records Management Services | 020.04PA | E | 1,905,255 | - | 1,905,255 | 6.50 | General, DS |
| 14 | Disclosure of Public Records and Information | 020.05NA | En | 336,669 | - | 336,669 | 2.00 | General |
| 15 | Business Tax and License Administration | 060.15PA | E | 2,730,068 | (205,000) | 2,525,068 | 7.75 | General |
| 16 | Comprehensive & Strategic Planning Core Services | 115.01NA | E | 1,113,524 | - | 1,113,524 | 4.00 | General |
| 17 | Electronic Communication Services Maintenance | 045.34PA | E | 604,643 | - | 604,643 | 2.00 | Facilities |
| 18 | Council Legislative and Administrative Support | 020.02NA | E | 665,030 | - | 665,030 | 2.50 | General |
| 19 | Computer Technology Services | 090.01NA | E | 3,037,649 | - | 3,037,649 | 11.50 | Info Tech |
| 20 | Financial Accountability & Reporting | 060.18DA | E | 1,267,783 | - | 1,267,783 | 4.00 | General |
| 21 | Legal Advice Services | 010.08NA | E | 1,199,773 | - | 1,199,773 | 3.50 | General |
| 22 | Intergovernmental Relations/Regional Issues | 040.07NA | E | 856,573 | - | 856,573 | 2.00 | General |
| 23 | Application Development Services | 090.03NA | E | 1,816,216 | - | 1,816,216 | 5.50 | Info Tech |
| 24 | Policy Implementation Code Amendments & Consulting Service | 110.02NA | En | 2,983,715 | - | 2,983,715 | 9.78 | General, DS |

## Outcome: Responsive Government

Results Teams' Recommendations - July 28, 2014

Proposals with orange shading directly address a Council priority

Original Proposal Cost + RT Exp Recommendations = RT Recommended Proposal Cost

| Rank | Proposal Title | Proposal # | Proposal Type* | 2015-2016 Department Proposed Cost | 2015-2016 Exp Changes | 2015-2016 RT Recommended Cost | 2016 FTE/LTE | Funding Sources |
|---|---|---|---|---|---|---|---|---|
| 25 | Procurement Services | 060.17NA | E | 1,835,408 | - | 1,835,408 | 8.25 | General |
| 26 | eCityGov Alliance Fees and Services | 090.10NA | E | 2,212,563 | - | 2,212,563 | 6.25 | Info Tech |
| 27 | Development Services Information Delivery | 110.01NA | En | 3,838,876 | (30,000) | 3,808,876 | 13.50 | General, DS |
| 28 | Service First | 045.01NA | En | 1,548,099 | - | 1,548,099 | 7.00 | General |
| 29 | Facilities Emergency Management & Site Security | 045.21NA | E | 641,953 | - | 641,953 | 1.00 | General |
| 30 | Development Services Financial Management | 110.06NA | E | 1,278,934 | - | 1,278,934 | 5.00 | General, DS |
| 31 | Fleet & Communications Inventory Stores & Fuel System Mgmt | 045.32DA | E | 4,787,990 | - | 4,787,990 | 3.50 | EERF/MERF |
| 32 | Finance Central Services | 060.14DA | E | 2,061,524 | - | 2,061,524 | 0.00 | General |
| 33 | Geospatial Technology Services (GTS) | 090.06NA | E | 2,009,819 | - | 2,009,819 | 6.00 | Info Tech |
| 34 | Hearing Examiner's Office | 020.03NA | E | 446,797 | (8,500) | 438,297 | 1.00 | General |
| 35 | City Attorney Department Management and Support | 010.01NA | E | 1,557,462 | - | 1,557,462 | 4.00 | General |
| 36 | City Clerks Office Department Management | 020.07NA | E | 374,001 | - | 374,001 | 1.00 | General |
| 37 | Finance Department Management and Support | 060.07PA | E | 2,309,356 | - | 2,309,356 | 7.00 | General |
| 38 | Development Services Department Management & Support | 110.05NA | E | 1,606,055 | - | 1,606,055 | 3.50 | General, DS |
| 39 | Civic Services Management and Support | 045.03NA | E | 1,138,798 | - | 1,138,798 | 3.00 | General |
| 40 | IT Department Management and Support | 090.05NA | E | 2,318,118 | - | 2,318,118 | 6.50 | Info Tech |
| 41 | Fleet & Communications Management | 045.33DA | E | 686,967 | - | 686,967 | 2.50 | General |
| 42 | Fleet & Communications Asset Management | 045.31DA | E | 611,762 | - | 611,762 | 2.50 | EERF/MERF |
| 43 | Compensation Labor Relations Retirement Services and HRIS | 080.04NA | E | 1,717,709 | (58,000) | 1,659,709 | 6.00 | General |
| 44 | Health Benefits Operating Fund | 080.01NA | E | 51,442,026 | - | 51,442,026 | 1.80 | Health Ben. Fund |
| 45 | Human Resources Training Development & Succession Planning | 080.07NA | E | 668,064 | (218,323) | 449,741 | 1.00 | General |
| 46 | Real Property Services | 045.04NA | En | 2,309,911 | - | 2,309,911 | 5.00 | General, LPRF |
| 47 | Technology Business Systems Support | 090.09NA | E | 5,464,940 | (40,000) | 5,424,940 | 13.00 | Info Tech |
| 48 | Professional Land Survey Services | 045.05PA | En | 2,763,763 | - | 2,763,763 | 9.75 | General |
| 49 | Communications | 040.02PA | E | 1,735,199 | - | 1,735,199 | 4.00 | General |

## Outcome: Responsive Government

Results Teams' Recommendations - July 28, 2014

Proposals with orange shading directly address a Council priority

Original Proposal Cost + RT Exp Recommendations = RT Recommended Proposal Cost

| Rank | Proposal Title | Proposal # | Proposal Type* | 2015-2016 Department Proposed Cost | 2015-2016 Exp Changes | 2015-2016 RT Recommended Cost | 2016 FTE/LTE | Funding Sources |
|---|---|---|---|---|---|---|---|---|
| 50 | Development Services Mobile Workforce | 110.10NA | En | 699,549 | (14,136) | 685,413 | 0.00 | DS |
| 51 | Miscellaneous Non-Departmental (MND) | 060.08NA | E | 3,325,611 | (1,280,054) | 2,045,557 | 0.00 | General |
| 52 | One City | 150.02NA | E | 110,000 | (110,000) | - | 0.00 | General |
| 53 | Policy Administration/Employee Relations/Talent Acquisition | 080.06NA | E | 1,922,147 | - | 1,922,147 | 6.00 | General |
| 54 | Facilities Project Management and Tenant Services | 045.22PA | En | 1,766,301 | - | 1,766,301 | 5.00 | Facilities |
| 55 | Parking & Employee Transportation Services | 045.02NA | En | 1,178,386 | (152,000) | 1,026,386 | 1.00 | Facilities |
| 56 | Fire Mobile Workforce | 070.21NA | N | 70,000 | (70,000) | - | 0.00 | General |
| 57 | Easement Inventory and Mapping | 045.06DA | N | 436,414 | (436,414) | - | 0.00 | General |
| 58 | East Bellevue Community Council | 050.01NA | E | 8,284 | - | 8,284 | 0.00 | General |
| 59 | Long Range Facility Planning | 045.23NA | N | 250,000 | (250,000) | - | 0.00 | Facilities |
| 60 | Open Data | 090.18NA | N | 90,766 | (90,766) | - | 0.00 | Info Tech |
| 61 | Performance Management Data Integration | 150.03NA | En | 76,000 | (76,000) | - | 0.00 | General |
| 62 | Website Redesign | 040.11DA | En | 245,000 | (245,000) | - | 0.00 | General |
| | **Total** | | | **194,720,430** | **(3,296,193)** | **191,424,237** | **277.43** | |

*Proposal Type:

E = Existing - same service level as previous biennium

En = Enhanced - expanded service level or budget request

N = New - entirely new proposal

Box border indicates proposal was not recommended

## 2. Proposal Prioritization Details and/or Rationale - Background

**Round 1.** The Responsive Government Results Team used the Community Vision & Values articulated in the City's Comprehensive Plan and Factors outlined in the Request for Results as a basis for Round 1 ranking proposals. We also considered the City Council priorities.

With our Bellevue citizen hats on, we reviewed all 62 proposals submitted to Responsive Government. One question that surfaced was: "Why are we ranking proposals that are either mandated or fully funded by other sources (grants, fees, etc.)"? In the Round 1 of this budget process we ranked those mandated/fully funded proposals in the same manner as the other proposals to demonstrate the level of citizen priority regardless of funding or mandate. During future budget cycles we recommend these mandated/funded proposals be reviewed separately by Finance to ensure the funds are viable and uphold the public interest.

In Round 1 we ranked all department management proposals together. We believed that no one management proposal ranked higher or lower than any others. This decision largely impacted the rankings for all proposals that fell below them. Without management, the direction of staff is impacted. Without staff, management and citizens are impacted. As citizens, we want to ensure we have strong leadership that leads a strong workforce.

We regarded all the proposals (existing, enhanced and new) as important and worth funding. We generally gave higher ranking to proposals that provide essential city services.

**Round 2.** In the Round 2 ranking process, the Results Team made minor adjustments from the Round 1 rankings for proposals that were near the "funding line". Our revised ranking reflects the Team's additional knowledge of the proposal, its relation to the Responsive Government priorities, City Council priorities, and the available funding, not necessarily the merit of any proposal relative to another.

## 3. Funding Criteria

Of the proposals to the Responsive Government outcome – we determined that there was a little more than $4 million in requests for new proposals and/or enhancements. We found that each new or enhanced proposal had merit and our process allowed for it to compete with the existing services for funding.

Given that we were faced with the task of aligning the cost of proposals with the available budget, we engaged in an iterative process to recommend funding for proposals that best met the criteria for Responsive Government. Our funding methodology involved a thorough review of each written proposal and, when we needed additional information, we met with department leadership and/or sought answers to specific questions.

Ultimately some proposals rose above the line of available funding and others fell below it. We considered the impacts and opportunities presented within each proposal to arrive at a balanced budget for Responsive Government. One fundamental screen we applied to each proposal was whether it provided a core service

with existing staff resources. We tried to protect these proposals by recommending the full amount of requested funding. For proposals that requested new or enhanced resources, we considered many factors that contributed to our final recommendation. These factors included:

- Program readiness – the proposal is ready to be implemented.
- Mandate –the proposal fulfills a mandate of local government operations.
- Available (New) revenue – the proposal is supported by full funding outside of the General Fund or the cost is partially offset with revenue from outside sources, ie) the Capital Investment Program Plan, Grants, Fees/dues.
- Cutting edge –the proposal provides a program or service that would be vital to move Bellevue forward.
- Critical need – the proposal addresses an emerging or increasing need created by either internal or external demands.
- Relationships – the proposal relates in a critical way to another proposal so that each would benefit from both being funded, or it would not make sense to fund one without the other.
- Staff vacancies – the department has long-standing vacancies.
- Trade-offs – the proposal provides such benefit that a department considers it a higher priority over an existing service.
- Level-of-service – the level-of-service proposed is reasonable to meet the need.
- Department feedback/input – the department strongly supports the proposal and/or clearly articulates scalability options.
- Wow-factor - the proposal supports an exciting new or enhanced program or service that would be really nice to provide.

Based on the factors and methodology described, the Results Team recommends **full funding** from the General Fund for the following proposed **enhancements** to the 2015/2016 budget:

- Civil Litigation Services (010.07NA) ($168,816/$174,520). Requested to convert 1 existing LTE to 1 new FTE due to expected sustained workload increase.
- Disclosure of Public Records and Information (020.05NA) ($49,695/$51,527). Requested 1 new FTE, shared 50/50 with Police, to support increased volume of Public Disclosure requests.
- Service First (045.01NA) ($86,091/$89,295). Requested 1 new FTE to address workload increases and to support the addition of passport services.
- Real Property Services (045.04NA) ($86,091/$89,295). Requested funding to cover costs beyond inflation, plus a part-time administrative assistant to support an intensifying workload and to maintain service levels.
- Professional Land Survey Services (045.05PA) ($93,209/$96,619). Requested 1 new LTE to cover increased demand for survey services.

- Facilities Maintenance and Operation (045.20PA) ($47,710/$49,377). Requested .4 new FTE to convert a .6 FTE to full time to support demonstrated increase in workload.
- Development Services Information Delivery (110.01NA) ($2,655/$10,787). Requested new funding for .1 FTE, in consideration of enhanced development activity.
- Policy Implementation Code Amendments & Consulting Service (110.02NA) ($154,418/$159,605). Requested funding for conversion of an LTE to and FTE to support a sustained workload increase.
- Comprehensive & Strategic Planning Core Services (115.01NA) ($103,146/$106,843). Requested 1 new FTE that would be contingent on CIP project approval and fully funded through the CIP to implement the Downtown Livability Initiative/Grand Connection.

We recommend **reducing** the requested General Fund support for the following proposals in the 2015/2016 budget, the amount of recommended reductions are shown as ($835,090 for 2015/$910,464 for 2016):

- Hearing Examiner's Office (020.03NA) ($3,500/$5,000). Recommend the Hearing Examiner's Office consider instituting a fee for services. Such a fee could vary by type of hearing requested. This may generate some revenue to support the service and may discourage the filing of certain types of hearings, thereby leading to lower costs.
- Parking & Employee Transportation Services (045.02NA) ($76,000/$76,000). Reflects reduced cost for parking contract.
- Fleet Maintenance and Repair (045.30PA) ($5,000/$7,000). Reflects a minimal M&O reduction for this valuable service.
- Miscellaneous Non-Departmental (MND) (060.08NA) ($624,590/$655,464). Reduce available contingency funding to accommodate other core services and personnel needs throughout the city, including in the City Managers' Office. *If additional funding becomes available, the Results Team recommends some of the MND funding should be restored.*
- Business Tax and License Administration (060.15PA) ($100,000/$105,000). General reduction in funding for professional services based on scalability options articulated in the proposal.
- Compensation Labor Relations Retirement Services and HRIS (080.04NA) ($26,000/$32,000). Recommend full funding for the requested new FTE (HR02 - HR Manager), coupled with a small reduction in M&O or personnel costs that could be achieved through deferred hiring in 2015 and other HR departmental savings.
- Technology Business Systems Support (090.09NA) ($20,000/$20,000). Minor reduction of $20,000 from the General Fund component in 2015 and 2016.
- Development Services Information Delivery (110.01NA). ($0/$30,000). Minor reduction of $30,000 from the General Fund component in 2016.

# City of Bellevue
# 2015-2016 Budget Development
# Ranking Summary and Purchasing Plan

We note that budget resource constraints do not enable us to recommend funding for all proposals that merit some degree of budget support. N**o General Fund resources are available** to support the following proposals:

- Website Redesign (040.11DA) ($245,000/$0). Acknowledging that the City's website is not as functional as it could be and that it may not present the city brand in the best possible light, the scope of work and budget for this proposal should be refined, or "value engineered" to ensure that the end product meets the city's needs at a reasonable cost. Perhaps a cost and scope analysis could be obtained through a RFP or from a small professional services contract would provide focus and clarity, and a defined outcome. The Results Team recommends working with the Information Technology Department (in the context of the Open Data proposal) to integrate this and other public information online initiatives occurring throughout the city government. Alternatively, we suggest exploring whether the proposal could be funded through the Capital Investments Program Plan as a one-time cost for professional services.
- Easement Inventory and Mapping (045.06DA) ($214,414/$222,000). This is a valuable body of work that would benefit several departments, however this new proposal could not be funded with the allotted resources. *If additional funding becomes available for Responsive Government proposals, the Results Team recommends this new proposal should be considered the highest priority for implementation.* Alternately, we suggest exploring whether this proposal could be funded through the CIP as a one-time cost for professional services.
- Long Range Facility Planning (045.23NA) ($100,000/$150,000). Redirect funding to 045.22 to reduce the General Fund revenue needed for this proposal.
- Fire Mobile Workforce (070.21NA) ($40,000/$30,000). This is a valuable tool that would benefit several departments and the community as a whole, however this new proposal could not be funded with the allotted resources. *If additional funding becomes available for Responsive Government proposals, the Results Team highly recommends this new proposal should be implemented.*
- Human Resources Training Development & Succession Planning (080.07NA) ($107,246/ $111,077). The proposed new LTE position would support Human Resources (HR) Department initiatives. However, the Results Team was faced with the choice of recommending funding for either the HR proposed LTE position in this proposal or the FTE position, and we believed the FTE would provide stable, long-term support.
- Open Data (090.18NA). ($54,865/$35,901). This proposal would be strengthened through coordination with the proponents of the city website redesign and public information to collaborate and prepare a unified plan for a future budget cycle. *If additional funding becomes available for Responsive Government proposals, the Results Team recommends this new proposal be implemented.*
- Development Services Mobile Workforce (110.10NA). ($0/$14,136). Proposal indicated 100% funding would be available from outside sources, therefore the full amount of General Fund support requested

for 2016 was removed.

- One City (150.02NA) ($55,000/$55,000). This proposal is focused inward to City Hall and it could be strengthened with articulated value to the community as a whole. *If additional funding becomes available for Responsive Government proposals, the Results Team recommends this new proposal be implemented.* The Results Team identifies this proposal as a good candidate for funding through the Miscellaneous Non-Departmental (MND) contingency.
- Performance Management Data Integration (150.03NA) ($38,000/$38,000). While the Results Team recommends not funding this proposal directly through the General Fund, this proposal is a good candidate for funding through the Miscellaneous Non-Departmental (MND) contingency.

**4. Approach for addressing issues near the funding line; or approach to particular areas of struggle *(please define the area of struggle):***

Our response to this question is largely embedded in Section 3. Our methodology for recommending funding for all proposals, especially those proposals near the funding line, was based on a resolve to maintain funding for core services provided by existing staff. For new proposals and for those that included requests for enhanced funding, we considered how the proposal met the criteria we established, how urgent was the need, and how comprehensive was the approach to addressing the need.

The Results Team believed that all proposals had merit, and struggled with decisions on enhancements that could not be funded. Funding constraints may ultimately restrict the city's ability to be out in front of issues, to maintain a leadership role in the community and region, and to implement innovations in providing public services. While a "doing more with less" scenario can lead to creativity and efficiencies, enhanced funding can open new opportunities for Bellevue to pursue to the benefit of the community.

**5. Additional recommendations for further study and potential actions:**

Based on the number and cost of the proposals submitted to the Responsive Government outcome, and the inability of the Results Team to fund all of them, we believe that this situation represents the potential to perpetuate and exacerbate unmet needs. We asked ourselves "Does the budget fall short of funding high-priority and valuable services and programs?" Our answer is yes.

As mentioned in Section 3, the Results Team recommends the Hearing Examiner's Office explore a fee structure for public hearings, especially for those hearings in which the outcome is clearly of potential financial benefit to a property owner, as in a land development proposal in which the hearing examiner issues a final decision. We believe that setting a fee structure would help offset the cost of providing hearing examiner services, and that a modest fee may reduce the number of hearings requested and thereby further reduce costs to the General Fund.

Also from Section 3, is the proposal to redesign the City's web site. The Results Team supports an update of the web site to enhance its functionality across multiple types of devices, to ensure that it is integrated with

other on-line services, and to present the citys brand in the best possible light. We suggest that a “value engineering” approach be taken with this project to ensure that the intended outcome is achieved at a reasonable cost.

6. **CIP Review**:

   Not Applicable to the Responsive Government outcome.

# Responsive Government Executive Summaries

# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

010.01NA **Title:** City Attorney Department Management and Support
**Department:** City Attorney

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $788,735 | $768,727 |
| **FTE/LTE:** | 4.00/0.00 | 4.00/0.00 |

City Attorney office management and support staff provide strategic leadership, management and general support to each of the four divisions of the City Attorney's Office (civil advice, civil litigation, prosecution and risk management), as well as direct support for client departments and the City Council. These resources benefit all functions within the CAO and could not logically be assigned to any one of the separate proposals from the City Attorney's Office. Positions included in this proposal are: Department Director, Deputy Director, Office Manager and Senior Administrative Assistant.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| CAO; Administration - Internal customer satisfaction | 94% | 95% | 95% | 95% |

010.07NA **Title:** Civil Litigation Services
**Department:** City Attorney

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $806,808 | $834,366 |
| **FTE/LTE:** | 5.50/0.00 | 5.50/0.00 |

The Civil Litigation Services program provides efficient and effective representation of the City in legal proceedings, either by defending the City or by pursuing actions on behalf of the City to recover and collect funds owed to the City. The program routinely works with other departments in providing this representation and in identifying and correcting ongoing or potential liability risks. This program is designed to safeguard public assets and reduce legal and financial risks to the City.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Resolution of lawsuits and legal proceedings in favor of the City | 100% | 80% | 80% | 80% |
| Litigation; Maintain cost per hour below outside counsel rates | 44% | 60% | 60% | 60% |

Note – Operating Proposal Executive summaries are listed in proposal order by Outcome. They do not include debt proposals and reserve proposals, nor do they include CIP proposals which can be found in the CIP section. They are as provided by the Department submitting the proposal, and have been adjusted for the RT changes, and tie to the column titled "RT Recommended Proposal Costs" on the allocation sheet.
Performance Measure data in this summary is draft, final data will be presented with the Preliminary Budget.

# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

010.08NA **Title:** Legal Advice Services
**Department:** City Attorney

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $589,974 | $609,799 |
| **FTE/LTE:** | 3.50/0.00 | 3.50/0.00 |

The Legal Advice Services program provides high-quality, efficient, and effective legal advice to the City Council, 14 city departments, and various boards, commissions, and committees. This program supports the Responsive Government outcome by providing accessible, effective, and practical legal advice. Use of internal legal advice safeguards the public trust by identifying risks, reducing liability, and advancing strategic leadership through work on intergovernmental and internal strategic teams. Internal legal resources also support a customer-focused service by providing information to the public through interpretation and application of policies, regulations, and written/oral responses to requests for information.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Legal Advice; Maintain cost per hour below outside counsel rates | 63% | 55% | 55% | 55% |
| CAO; Legal Advice- Internal customer satisfaction | 94% | 95% | 95% | 95% |

010.09NA **Title:** Risk Management--Insurance, Claims, Safety, Loss Prevention
**Department:** City Attorney

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $4,056,253 | $4,202,246 |
| **FTE/LTE:** | 4.60/0.00 | 4.60/0.00 |

The Risk Management Office (RMO) protects the City's assets and preserves and enhances the quality of life for the public and City employees by providing effective loss prevention and safety programs that affect all aspects of City services. The RMO administers the City's General Self-Insurance, Workers' Compensation (on-the-job injuries), and Unemployment Compensation programs. Further, we provide employee safety training classes, develop safety programs and ensure compliance with state and federal safety regulations. By providing effective claims management and fostering an active safety/loss prevention program, City revenues and assets are preserved for uses that support and improve services for the public.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Liability claims filed that proceeded to litigation | 4% | 7% | 7% | 7% |
| Property losses recovered through subrogation | 94% | 70% | 70% | 70% |
| Liability claims adjusted timely | 98% | 97% | 97% | 97% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

020.01NA **Title:** City Clerk's Operations
**Department:** City Clerk

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $304,687 | $314,722 |
| **FTE/LTE:** | 2.75/0.00 | 2.75/0.00 |

The City Clerk's Operations function manages the diverse range of administrative services associated with City governance in compliance with state law and local codes; preserves the record of government decision making and actions; offers legislative research services for public and staff; and is responsible for a wide range of noticing and documentation services including transcription and certification services. The Clerk's Office provides the public a central point of contact for communicating with their government and promotes open communication, information sharing, and citizen participation.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Timely preparation of Council minutes. | 90% | 90% | 90% | 90% |
| Effective preparation of Council minutes. | 94% | 90% | 90% | 90% |
| Legislation website updated. | 100% | 90% | 90% | 90% |
| Customer rating for timely and professional service. | 96% | 90% | 90% | 90% |
| Customer satisfaction rating for services received from Clerk's Office staff. | 95% | 85% | 85% | 85% |

020.02NA **Title:** Council Legislative and Administrative Support
**Department:** City Clerk

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $326,920 | $338,110 |
| **FTE/LTE:** | 2.50/0.00 | 2.50/0.00 |

Council Legislative and Administrative Support provides professional and administrative services to the part-time, seven-member Council to assure efficient performance of their official responsibilities, including setting public policy and enacting legislation. This includes production of weekly Council meeting packets that inform the Council's decision-making process, managing logistics for Council meetings, and providing a full range of strategic advice and administrative services to assure Council effectiveness. Additionally, Council support staff provide direct customer service to the community, including responding to general questions about City services and Council meetings, listening to citizen concerns and directing them to the appropriate point for resolution, and making Council agendas and meeting materials accessible to the public in advance of meetings.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| External customers satisfaction rating for Council Office service. | 100% | 85% | 85% | 85% |
| Internal customers satisfaction rating for Council Office service. | 94% | 85% | 85% | 85% |
| Timely posting of meeting materials. | 100% | 100% | 100% | 100% |
| Items presented and approved on the consent calendar. | 98% | 95% | 95% | 95% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

020.03NA **Title:** Hearing Examiner's Office
**Department:** City Clerk

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $217,850 | $220,447 |
| **FTE/LTE:** | 1.00/0.00 | 1.00/0.00 |

The Hearing Examiner's Office conducts fair, impartial, and timely hearings on behalf of the City Council and City departments. Professional, independent Hearing Examiners apply adopted policies and regulations to rule on appeals of departmental administrative decisions, land use cases, civil violations, B & O tax appeals, transportation impact fee appeals, and other types of matters authorized through Bellevue City Code or established by the State Legislature. Depending on the type of matter, the Hearing Examiners' determinations may be the final decision of the City or may be appealable to City Council or Superior Court. Hearings protect the rights of the participants as well as the public interest.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Overturned decisions / recommendations. | 0 | 0 | 0 | 0 |
| Hearing Examiner deadlines met. | 80% | 90% | 90% | 90% |
| Customers whose matter was handled in a knowledgeable, professional and timely manner | 89% | 90% | 90% | 90% |

020.04PA **Title:** Records Management Services
**Department:** City Clerk

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $937,083 | $968,172 |
| **FTE/LTE:** | 6.50/0.00 | 6.50/0.00 |

Records Management Services administers the City's records management program by setting standards and managing the policy framework for compliant and efficient record keeping for the organization. Staff provide guidance and direct support for managing records across their entire lifecycle (creation through disposition) in all formats to ensure public information is handled in compliance with State law. This includes development of and training on policies and procedures, as well as the implementation of and consultation on the use of systems to support the management of information in the most appropriate manner.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Customers satisfied with the service they were provided. | 89% | 85% | 85% | 85% |
| Training effectiveness | 97% | 90% | 90% | 90% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

020.05NA **Title:** Disclosure of Public Records and Information
**Department:** City Clerk

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $165,393 | $171,276 |
| **FTE/LTE:** | 2.00/0.00 | 2.00/0.00 |

This proposal advances the City's commitment to open public government by providing centralized, professional administration of the Public Records Act (RCW 42.56) and State Model Rules for Public Disclosure (WAC44-14). Staff carry out local policy and procedures established to provide transparency and full access by informing the public on how to access public records, coordinating the internal process for gathering responsive records to fulfill requests, reviewing collected records for completeness and possible exemptions, providing the records to the customer in the format requested, and documenting the search methods, details and timing of the responses. Staff also provide training and consulting services to departments to assist staff in complying with PRA requirements in the most efficient and effective manner.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Public disclosure customer satisfaction.. | 100% | 85% | 85% | 85% |
| Requests closed within 10 business days | 56% | 55% | 55% | 55% |
| Customers who agree that their records request was handled fairly and completely | 100% | 95% | 95% | 95% |
| Public Records Requests | 423 | 400 | 400 | 400 |
| Public records request timeliness | 88% | 85% | 85% | 85% |

020.07NA **Title:** City Clerk's Office Department Management
**Department:** City Clerk

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $183,991 | $190,010 |
| **FTE/LTE:** | 1.00/0.00 | 1.00/0.00 |

This proposal provides strategic leadership, management oversight, and general direction for the City Clerk's Office and City-wide policies administered by the City Clerk, such as records management, public disclosure and open public meetings. Resources assure a focus on accessible government and transparency and that the direction of the City Council and City Manager are carried out; resources also reflect participation in strategically-focused multi-departmental teams and that organizational Core Values and the Leadership Philosophy are incorporated into all departmental operations. This resource assures that sound business practices are carried out throughout the department; it benefits all functions within the department and could not logically be assigned to an individual proposal.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Customer rating for quality of City Clerk's Office services | 95% | 90% | 90% | 90% |
| Customer rating for professionalism of City Clerk's Office services | 95% | 90% | 90% | 90% |
| CCO Staff agree to strongly agree that teamwork is effective. | 100% | | 90% | |
| CCO Staff agree to strongly agree that employee engagement is effective. | 100% | | 90% | |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

030.01NA **Title:** City Council
**Department:** City Council

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $379,179 | $390,065 |
| **FTE/LTE:** | 7.00/0.00 | 7.00/0.00 |

The City Council serves as the legislative branch of Bellevue's city government and is charged with promoting the health, wellbeing, and safety of the community. In the course of their work, Councilmembers engage citizens on a variety of issues, analyze and enact policies, establish City laws, adopt a fiscally responsible biennial budget, levy taxes, authorize issuance of bonds and other debt financing, collaborate and partner with organizations throughout the region, influence the enactment of state legislation, and provide guidance for administering City services. The Council is committed to assuring a safe community, providing high quality and responsive services, working with citizens and community groups to solve problems, and protecting and enhancing the City's neighborhoods and natural environment.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of respondents who rate Bellevue as a good/excellent place to live | 98% | N/A | N/A | N/A |
| Percent of residents who rate the overall quality of life in Bellevue as exceeds/greatly exceeds expectations | 95% | N/A | N/A | N/A |
| Percent of residents who say the city is headed in the right direction/strongly headed in the right direction | 86% | N/A | N/A | N/A |
| Percent of residents getting/definitely getting their money's worth for their tax dollars | 85% | N/A | N/A | N/A |
| Percent of residents who rate their neighborhood as a good/excellent place to live | 96% | N/A | N/A | N/A |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

040.02PA **Title:** Communications
**Department:** City Manager

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $855,289 | $879,910 |
| **FTE/LTE:** | 4.00/0.00 | 4.00/0.00 |

The Communication Team includes the chief communications officer (CCO), reporting to the city manager, three full-time and two part-time staff in the City Manager's Office, and seven public information officers who are housed in various city departments and report through a matrix to the CCO. With a shared vision to be a cohesive and collaborative team of trusted advisors who effectively communicate with an informed and engaged public (internal and external), the mission is to maintain and enhance city's reputation as well-managed and a great place to be. This is accomplished by delivering consistent messages and rich content through multiple, complementary channels; ensuring compelling messages; enabling internal audiences; promoting our story; facilitating engagement; and exemplifying excellence, always.

Quality, timely communications demonstrate the city's goal to be open and transparent. Effectively communicating the city's vision and direction requires well-equipped internal audiences to serve as ambassadors of the city brand. Two-way communications is utilized when possible to enhance public involvement and engagement.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Distribution of City News | 183 | N/A | N/A | N/A |
| Followers of City social media | 4,340 | N/A | N/A | N/A |
| Right information to right people at the right time (Employee City-wide Survey) | 3.23 | 3.3 | 3.3 | 3.3 |
| Org communicates mission and vision to the public (Employee City-wide Survey) | 3.6 | 3.3 | 3.3 | 3.3 |
| Somewhat/strongly agree Bellevue does a good job of keeping residents informed (added in 2010) | 88% | N/A | N/A | N/A |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

040.04NA **Title:** Overall City Management
**Department:** City Manager

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,044,154 | $1,040,092 |
| **FTE/LTE:** | 5.00/1.00 | 5.00/0.00 |

The City Manager's Office serves as the executive branch of Bellevue's city government, providing strategic leadership for the organization and its operations. The Manager's Office (CMO) is committed to implementing the laws, policies, and direction established by the elected City Council in accordance with the Community Vision and organizational Core Values. The CMO develops implementation plans and strategies, develops and recommends the City budget, and assures efficient and cost-effective management of the City organization. The CMO also provides leadership and coordination for community-focused efforts, assures delivery of high-quality services by City staff, and champions continuous improvement across the organization.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Employee satisfaction with Bellevue as a place to work (Employee City-wide Survey) | 4.11 | 3.3 | 3.3 | 3.3 |
| Percent of respondents who rate Bellevue as a good/excellent place to live | 98% | N/A | N/A | N/A |
| Percent of residents who rate the overall quality of services provided by the City of Bellevue as exceeds/greatly exceeds expectations | 94% | N/A | N/A | N/A |
| Percent of residents getting/definitely getting their money's worth for their tax dollars | 85% | N/A | N/A | N/A |

040.07NA **Title:** Intergovernmental Relations/Regional Issues
**Department:** City Manager

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $423,490 | $433,083 |
| **FTE/LTE:** | 2.00/0.00 | 2.00/0.00 |

The Intergovernmental Relations (IGR) program ensures Bellevue's interests are represented at the state, federal and regional government levels and result in positive outcomes in funding, regulations and service partnerships aligned with the city's interests and priorities. This proposal ensures the City Council and city organization have the support to analyze and resolve cross jurisdictional issues and maintain an effective voice and leadership role on regional, state and federal issues.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of residents who say the city is headed in the right direction/strongly headed in the right direction | 86% | N/A | N/A | N/A |
| Percent of residents getting/definitely getting their money's worth for their tax dollars | 85% | N/A | N/A | N/A |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

040.11DA **Title:** Website Redesign NOT RECOMMENDED
**Department:** City Manager

As the primary face of the City of Bellevue, the city's Internet website should reflect the city's brand as a high-tech center with a vibrant downtown and a network of nearly 100 well-maintained parks. Our website is outdated and does not currently support our brand.

Residents and staff complain about a cluttered home page and challenging navigation. The fast-growing number of people using smart phones to access the site have difficulty seeing the content on their small screens. There has been a steady decline in the percentage of users who say they are "very satisfied" with Bellevue's website, and the number of visitors has been dropping significantly over the last three years.

A website redesign featuring improved navigation, mobile-ready pages and a fresh look will bring back previous users and draw new ones, while affirming Bellevue's reputation as a government that efficiently delivers great services. Interactive features will facilitate communication and engagement with a diverse audience.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Average daily website visits | 51,690 | N/A | N/A | N/A |
| Website Visitors | 92,785 | N/A | N/A | N/A |
| Percent of respondents very satisfied with the city's website | 29% | N/A | N/A | N/A |
| Percent of respondents somewhat satisfied with the city's website | 59% | N/A | N/A | N/A |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

045.01NA **Title:** Service First
**Department:** Civic Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $760,612 | $787,487 |
| **FTE/LTE:** | 7.00/0.00 | 7.00/0.00 |

Service First provides centralized, seamless, one-stop delivery of a wide range of services to customers through our public service desk, our MyBellevue mobile app, our customer assistance web portal, and our City Hall events program which schedules and manages City Hall's 11,000sf of public meeting space. Central to our service delivery approach is that customers shouldn't have to understand City business or how the City is organized to receive service and their needs should be met as simply as possible (one click, one call, one stop).

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Satisfaction with the public service desk's ability to streamline access to services and information | 98% | 100% | 100% | 100% |
| Percentage of customers who rate staff at the public service desk as a knowledgeable resource | 99% | 100% | 100% | 100% |
| Percentage of errors relative to the volume of financial transactions processed by public service desk staff | 1% | 1% | 1% | 1% |
| Satisfaction with the responsiveness and quality of service provided by City Hall Events program staff | 99.5% | 100% | 100% | 100% |
| Average number of days to resolve online service requests | 1.9 | 2 | 2 | 2 |

045.02NA **Title:** Parking & Employee Transportation Services
**Department:** Civic Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $505,857 | $520,529 |
| **FTE/LTE:** | 1.00/0.00 | 1.00/0.00 |

This program manages employee & visitor parking at the City's largest worksites, City Hall and Bellevue Service Center. It includes outreach & incentives to approximately 1,200 employees to get them to commute to work using alternatives to driving alone (i.e. transit, carpool, vanpool, etc) as mandated by State Commute Trip Reduction law. Other elements include management & operation City Hall's employee & visitor garages, parking enforcement, and fee collection. Revenue from parking fees offsets costs of operating the program.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Employee satisfaction with access to Parking and Employee Transportation program commute services and information | 100% | 97% | 97% | 97% |
| Employee satisfaction with the responsiveness and quality of service provided by Employee Parking and Transportation program staff | 99% | 98% | 98% | 98% |
| Percent of City Hall employees commuting to work by carpool, vanpool, transit, bike, etc | 60% | 55% | 55% | 55% |
| Percent of BSC employees commuting to work by carpool, vanpool, transit, bike, etc | 67% | 60% | 60% | 60% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

045.03NA **Title:** Civic Services Management and Support
**Department:** Civic Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $573,444 | $565,354 |
| **FTE/LTE:** | 3.00/0.00 | 3.00/0.00 |

Department management provides strategic leadership and oversight of the department, integrating the organization's Core Values and Leadership Philosophy into management practices. The director leads the management team in ensuring effective deployment of department resources to collaboratively support customer departments in meeting the community's service expectations. Performance management and other components of high performing organizations are essential tools to ensure a balance of quality, value and sustainable financial performance. Proactive fiscal stewardship is critical due to the magnitude and diversity of funds managed by Civic Services. The Department currently consists of 65 LTEs/ FTEs (up two LTEs for CIP and Sound Transit support) in the following divisions: Land Survey, Real Property, Facilities, Service First, and Fleet & Communications. The department's 2014 budget exceeds $34M, in six funds including operations, replacement reserves, CIP and grant funds.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Employee engagement construct from employee survey | 4.22 | 4.25 | 4.25 | 4.25 |
| Internal communication construct from employee survey | 3.87 | 4 | 4 | 4 |
| Percent unprotected sick leave taken | 2.1% | 3% | 3% | 3% |
| Overall Customer Satisfaction with services received by the Department | 98% | 100% | 100% | 100% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

045.04NA **Title:** Real Property Services
**Department:** Civic Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,198,665 | $1,111,246 |
| **FTE/LTE:** | 4.00/1.00 | 4.00/1.00 |

The City must acquire property rights in order to build public projects on land the City does not already own. As a central part of public infrastructure development, these property acquisitions directly contribute to the City's Comprehensive Plan vision. The City's Real Property team handles these acquisitions. This proposal describes the key services provided by Real Property, including: (1) real estate valuation and land acquisition services supporting design, construction and maintenance of City capital projects; (2) real property asset management and research and planning advisory services regarding real estate needs, objectives and opportunities; and (3) leasing and commercial property management – consisting of handling all City wireless leases and overseeing commercial property management and leasing activities at the City's 70-suite Lincoln Center property.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of customer departments satisfied with quality of Real Property service | 95% | 95% | 95% | 95% |
| Percent of customer departments satisfied with timeliness of Real Property service | 89% | 95% | 95% | 95% |
| Percentage of Key Agreed Deadlines Met | | 95% | 95% | 95% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

045.05PA **Title:** Professional Land Survey Services
**Department:** Civic Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,359,053 | $1,404,710 |
| **FTE/LTE:** | 8.75/1.00 | 8.75/1.00 |

The City's land survey staff provides statutory compliance and lower costs to the City and citizens for required survey services with greater accuracy and consistency. This division protects and maintains the survey reference monuments essential to accurately locate property boundaries, easements and public rights-of-way as required by state and federal law. They create and manage the survey control information and reference systems necessary for cost effective and timely survey services by City staff and private surveyors. They also provide cost effective and timely professional land survey services required for City operations and projects.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of survey control network points meeting federal 1-centimeter local accuracy standards | 99.5% | 99.6% | 99.7% | 99.8% |
| Percent of City within 1\4 mile of a survey control network monument | 99.6% | 99.7% | 99.8% | 99.9% |
| Percent of internal customers rating the quality of land survey services satisfactory or better | 95% | 100% | 100% | 100% |
| Percent of internal customers rating the timeliness of land survey services satisfactory or better | 95% | 100% | 100% | 100% |
| Annual number of visits to survey control database internet application | 2,202 | 2,000 | 2,000 | 2,000 |

045.06DA **Title:** Easement Inventory and Mapping
**Department:** Civic Services

NOT RECOMMENDED

Accurate information about the City's rights-of-way and easements is critical to protecting city property rights and in providing timely and cost effective customer service. This proposal will provide additional resources in the Land Survey and Real Property Divisions to develop a citywide database with associated mapping of city owned easements, easements owned by others over city owned property, right-of-way acquisitions and street vacations. All information will be available to city staff through MapShot and the Document Management System. This enterprise wide system will eliminate redundant efforts in several departments and ultimately save money. This resource also promises to save money for community members, including real estate developers and others, in relation to a wide range of inquiries that the new system will enable staff to efficiently answer.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Number of easements mapped per year | N/A | | 1,800 | 1,800 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

045.20PA **Title:** Facilities Maintenance & Operations
**Department:** Civic Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $4,958,663 | $4,540,824 |
| **FTE/LTE:** | 14.00/0.00 | 14.00/0.00 |

This proposal provides funding for operating and maintaining City Hall and Bellevue Service Center, as well as staffing to help maintain ten Fire Department facilities. These twelve facilities house the vast majority of the City's workforce with over 1,000 employees. A healthy, safe, accessible, and comfortable space is essential for the productivity of that workforce, and also reduces liability and sick time. Facility inspections and planned maintenance reduces the occurrence of equipment failure and reduces the overall operating costs of the facilities, as well as identifies needed corrective maintenance. When corrective maintenance is needed, highly-trained and competent staff quickly respond to repairs or emergencies, including critical power, data, and life-safety systems. Resources for this proposal also pay for the day-to-day operations of each facility, including utility costs (water, sewer, drainage, gas, and electric).

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Total Facility ICMA cost per Sq. Ft. | $5.09 | $5.00 | $5.00 | $5.00 |
| Percent of staff satisfaction with quality and timeliness of maintenance and repair services | 95% | 90% | 90% | 90% |
| Percent of staff satisfaction with quality and timeliness of custodial services | 91% | 90% | 90% | 90% |
| Percent of time critical systems are available | 100% | 100% | 100% | 100% |
| Annual City Hall Energy Star Rating | 98 | 99 | 99 | 100 |
| Cumulative Dollars (in thousands) Saved by RCM program City-wide Compared to 2009 | 634 | 888 | 1,000 | 1,100 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

045.21NA **Title:** Facilities Emergency Management & Site Security
**Department:** Civic Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $316,609 | $325,344 |
| **FTE/LTE:** | 1.00/0.00 | 1.00/0.00 |

This proposal has two components:

Facilities Emergency Management Program which provides for preparedness, mitigation, response, and recovery of critical facilities for all natural, technological or man-made disasters for General Government Buildings (GGBs), which include City Hall (CH), the Bellevue Service Center (BSC), Court, and Fire Department facilities and indirectly supports Parks Community Center shelter operations. Facilities Site Security Program which ensures a safe and secure environment for staff and customers, reduces risk, minimizes loss of property, and educates building occupants of their roles and responsibilities in an emergency. The program includes card access and CCTV, and management of high security areas (NORCOM & Police), medium security areas (Human Resources, Legal, City Manager's Office) and public areas at CH and the BSC. Many of the security requirements are implemented in support of Police and NORCOM accreditation.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Factory Mutual Global Insurance Rating (maximum rating achievable is 92% ) | 79% | 83% | 83% | 92% |
| Percent of staff that are satisfied with safety & security of their work environment | 91% | 90% | 90% | 90% |
| Percent of department staff that have received advanced FEMA ICS and/or ATC training | 76% | 100% | 100% | 100% |
| Number of reported accidents (trip & falls, vehicle & On the Job at General Government Facilities) | 2 | 2 | 2 | 0 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

045.22PA **Title:** Facilities Project Management and Tenant Services
**Department:** Civic Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $729,953 | $1,036,348 |
| **FTE/LTE:** | 4.00/1.00 | 4.00/1.00 |

Facilities project management and tenant services ensure City facilities are strategically planned and developed to achieve the vision of the Comprehensive Plan. These two services are provided for a total of 632,000 square feet at City Hall (CH), Bellevue Service Center (BSC), nine Fire Stations (FS) and the Public Safety training center (PSTC). Project Management services support major maintenance and large repair projects for all facilities. Project managers also support City-wide projects such as Courts relocation and Sound Transit impacts to City Hall. Tenant Services supports meeting and event set-ups, minor repairs, staff relocations, ergonomics, and space management. Finally, ensuring compliance with the Americans with Disabilities Act (ADA) and other workplace health and safety requirements is a key component of this work especially now that Civic Services manages Fire department facilities.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Average number of project managers based on facilitiies ranging from 500K to 750K Sqare Feet | 1.62 | 1.56 | 1.56 | 1.56 |
| Average staffing dollars/sf allocated to tenant services | $0.39 | $0.56 | $0.56 | $0.30 |
| Percent of customer satisfaction for tenant services | 88% | 90% | 90% | 90% |
| Percent billable hours per project manager | 62% | 65% | 65% | 65% |
| Percentage of customers satisfied with the space planning, refurbishment & reconfiguration staff | 88% | 90% | 90% | 90% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

045.23NA **Title:** Long Range Facility Planning
**Department:** Civic Services

NOT RECOMMENDED

This proposal would provide funding to develop and maintain a comprehensive City Wide Property and Facility Master Plan that would identify the short and long range needs of the City. This proposal benefits all departments, maximizes City resources and establishes a coordinated, City-wide approach to property acquisition planning. Many departments have plans approved by Council, such as the Comprehensive Plan, Parks & Open Space System Plan and the recently completed Fire department Facility Master plan. The City needs one overarching plan that integrates all current plans into one. A comprehensive plan would identify the short-and long term needs of the City succinctly while creating the opportunity to evaluate and achieve multiple benefits and efficiencies with each property acquisition and/or development. It would formalize and further coordinate efforts across departments, resulting in better decisions and significant savings to the City.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Update, Present and Receive Council Approval every two years | | | Yes | Yes |
| Number of property acquisitions/developments facilitated by the plan | | N/A | N/A | N/A |
| Number of property acquisitions/developments that examine opportunities for internal or external partners | | N/A | N/A | N/A |

045.30PA **Title:** Fleet Maintenance & Repair
**Department:** Civic Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,882,749 | $1,945,153 |
| **FTE/LTE:** | 13.50/0.00 | 13.50/0.00 |

Fleet Operations efficiently maintains and repairs all City-owned vehicles and equipment which support City departments in providing essential services to the community. Managing these investments properly to meet their intended life-cycles at a sustainable cost, while reducing the risk of accidents and injuries due to poorly maintained equipment, is the cornerstone of our business. The main outcome of this proposal is to provide safe, reliable, appropriately equipped, readily available vehicles and equipment for daily operations, through cost-effective maintenance. Fleet is the City steward of these assets in support of a responsive government. In addition to the outcome of Responsive Government, this proposal supports Police and Fire in providing a Safe Community, Transportation in providing Improved Mobility, and Utilities and Parks in providing a Healthy & Sustainable Environment.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Fleet Preventive maintenance performed on schedule | 98.1% | 95% | 95% | 95% |
| Percent of proactive vs. reactive maintenance and repair | 84.9% | 80% | 80% | 80% |
| Vehicle availability | 97.2% | 95% | 95% | 95% |
| Overall satisfaction with fleet maintenance and repair | 93% | 95% | 95% | 95% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

045.31DA **Title:** Fleet & Communications Asset Management
**Department:** Civic Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $300,620 | $311,142 |
| **FTE/LTE:** | 1.50/1.00 | 1.50/1.00 |

Fleet Operations acquires and disposes of City owned vehicles and equipment, providing departments city-wide with safe, reliable, available vehicles and equipment to deliver essential services to the community. Fleet is the key organization that procures and delivers appropriately equipped assets for a responsive government by following purchasing and bid laws as stewards of the City's financial investment. In support of the City's Environmental Stewardship Initiative, Fleet keeps a focus on the purchase of green technologies and alternative fuel vehicles. Remarketing of City surplus vehicles and equipment is accomplished to maximize the return on investment to the community. In addition to the outcome of Responsive Government, this proposal supports 'Safe Community', 'Improved Mobility' and most other outcomes in collaboration with our customer departments.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Customer satisfaction with vehicle acquisition | 87% | 95% | 95% | 95% |
| Number of purchases rolled over from one year to the next | 45 | 0 | 0 | 0 |
| Percentage of procurement projects completed on time | 60% | 95% | 95% | 95% |
| Surplus sales percentage of book value | 80% | 85% | 85% | 85% |

045.32DA **Title:** Fleet & Communications Inventory Stores & Fuel System Mgmt
**Department:** Civic Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $2,389,744 | $2,398,246 |
| **FTE/LTE:** | 3.50/0.00 | 3.50/0.00 |

This proposal outlines the resources (parts, equipment, fluids and fuel) for Fleet and Communications (Fleet) Inventory Stores and the Citywide Fuel Management program. Fleet Inventory Stores directly support Fleet operations by ensuring parts and materials are readily available to maintain the City's fleet. The Fleet Fuel Management program oversees fuel acquisition, supply and monitoring for the City's 12 fuel sites, as well as equipment upgrades to conform to new environmental requirements. This program also ensures adequate supplies of fuel and materials are available to respond to emergencies. Both programs, along with maintenance and operations, support City departments in providing essential services, emergency response to the community, and environmental stewardship. In addition to Responsive Government, this proposal supports Safe Community, Improved Mobility, and Healthy Sustainable Environment.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Parts available to technicians upon request | 81.69% | 80% | 80% | 80% |
| Satisfaction with the operation of the fueling system | 95% | 95% | 95% | 95% |
| Percentage of Loss vs. Overall Purchase | 0.5% | 1% | 1% | 1% |
| Percentage of fuel pump availability | 100% | 100% | 100% | 100% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

045.33DA **Title:** Fleet & Communications Management
**Department:** Civic Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $337,907 | $349,060 |
| **FTE/LTE:** | 2.50/0.00 | 2.50/0.00 |

This proposal funds management of the Fleet and Communications infrastructure that supports the delivery of municipal services to the community. This proposal ensures the purchase, asset management, preservation and maintenance of the City's fleet of vehicles and electronic communications systems, not only for public safety services but for all City departments. Through ongoing collaboration with customers, strategic planning, sound asset and financial management, effective operational and personnel management, Fleet and Communications will continue to provide customer focused and fiscally sustainable services for its City departments and the community. In addition to the outcome of Responsive Government, this proposal supports Safe Community and Improved Mobility, as well as other outcomes, in collaboration with other departments.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Vehicle availability | 97.2% | 95% | 95% | 95% |
| Satisfaction with Fleet and Comm Management | 94% | 95% | 95% | 95% |
| Unprotected sick leave taken (Fleet & Comm) | 1.2% | 3% | 3% | 3% |
| Fuel consumption in MPG - LIGHT I vehicles | 19.4 | 20 | 21 | 22 |

045.34PA **Title:** Electronic Communication Services Maintenance
**Department:** Civic Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $296,990 | $307,653 |
| **FTE/LTE:** | 2.00/0.00 | 2.00/0.00 |

Electronic Communications Services (ECS) provides oversight, management and maintenance of the City's communication systems, which is critical for first responders and other departments in providing essential services to the community. The communication system primarily consists of base, mobile and portable radios, mobile computers, and radio infrastructure equipment. We maintain and repair the City's communication systems and electronic equipment in an efficient, financially sustainable method. We partner with federal, county and local agencies throughout the region, including law enforcement and emergency responders. We manage the City's portion of the King County Regional Radio System, which ensures Bellevue's radios function properly throughout the region. ECS manages the City's FCC licenses and monitors changes in the FCC regulations to make sure the City stays compliant with Federal law in order to avoid legal, financial and operational impacts to the City.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Customer satisfaction with Comm Services | 99% | 95% | 95% | 95% |
| Comm preventive maintenace performed on schedule | N/A | 95% | 95% | 95% |
| Radio availability | 100% | 95% | 95% | 95% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

050.01NA **Title:** East Bellevue Community Council
**Department:** Community Council

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $4,095 | $4,189 |
| **FTE/LTE:** | 0.00/0.00 | 0.00/0.00 |

The East Bellevue Community Council (EBCC), established in 1969 in accordance with RCW 35.14, requires voter-approved continuance every four years. At the November 2013 general election, the Community Council was continued by its electorate through 2017. This independent governmental unit provides an opportunity for its citizens to be heard and provides an added layer of land use control within their jurisdictional boundaries, known as the East Bellevue Community Municipal Corporation. The statute also provides that they may advise or make recommendations to the City Council on other local matters that directly or indirectly affect their jurisdiction.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| % Electorate Approval | 81% | | | |
| # Regular and Special Meetings | 12 | 12 | 12 | 12 |

060.07PA **Title:** Finance Department Management and Support
**Department:** Finance

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,138,323 | $1,171,033 |
| **FTE/LTE:** | 7.00/0.00 | 7.00/0.00 |

The services offered in this proposal provide fiscal policy, strategic direction, and leadership for the City Council, City Manager, and Leadership Team. It also provides oversight and leadership for the Finance Department, including all Finance functions and business systems. Financial performance and long-term financial sustainability are essential to all City functions. Therefore, fiscal policy and operations impact all City proposals, as well as proposals involving other entities like the Bellevue Convention Center Authority.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Maintain Aaa bond rating | Yes | Yes | Yes | Yes |
| Number of management letter or audit findings | | 0 | 0 | 0 |
| Percent of City staff that are satisfied or very satisfied with the Finance department's service delivery | 91% | 90% | 90% | 90% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

060.08NA **Title:** Miscellaneous Non-Departmental (MND)
**Department:** Finance

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,012,927 | $1,032,630 |
| **FTE/LTE:** | 0.00/0.00 | 0.00/0.00 |

The Miscellaneous Non-Departmental (MND) budget is used to fund items that benefit the City as a whole, but do not reside in any direct services or support services program. These items include, but are not limited to, memberships in governmental organizations, regional committees/organizations, election fees, employee events, NORCOM smoothing fees and One City activities. A citywide contingency is also maintained to provide funds for new pilot programs and City initiatives, as well as other needs as identified by the City Manager.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Funds available for CM and Council Initiatives | N/A | Yes | Yes | Yes |
| Civic Memberships maintained | N/A | 10 | 10 | 10 |
| Legislative required costs paid annually | N/A | 2 | 2 | 2 |

060.13NA **Title:** Citywide Treasury Management Services
**Department:** Finance

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $688,030 | $710,650 |
| **FTE/LTE:** | 5.00/0.00 | 5.00/0.00 |

This proposal provides centralized fiscal oversight for the City's revenue collections, delinquency management, and banking transactions totaling $808 million per year. It also provides resources to manage the City's $290 million investment portfolio. Central monitoring by Treasury staff who do not personally handle the receipting function provides a strong internal control mechanism for greater accountability, managing risk, and minimizing liability of fraud. Our investment management focuses on preserving the principal value of investments, while providing adequate cash flow to meet the City's liquidity needs and optimizing investment return. Internal "active" management of the investment portfolio provides additional revenue of $1.1 to $1.5 million to the City each year compared to investing in "passive investments" in the US Treasury Index or the State Local Government Investment Pool. All functions are managed in accordance with State Law, City Policies and Procedures, and the Government Finance Officers Association (GFOA) and Treasury Management Association (TMA) recommended "Best Practices".

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Maintain Aaa bond rating | Yes | Yes | Yes | Yes |
| Percent of cash receipting facilities where surprise cash counts were conducted | 65% | 40% | 40% | 40% |
| Percent of return on City investment exceeding standards | 0.35% | 0.3% | 0.3% | 0.25% |
| Percent of reviews of cash receipting facilities completed versus planned | 80% | 90% | 90% | 90% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

060.14DA **Title:** Finance Central Services
**Department:** Finance

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,019,043 | $1,042,481 |
| **FTE/LTE:** | 0.00/0.00 | 0.00/0.00 |

This proposal is to fund the Central Services throughout the City, including rental of copiers, management of the Copy Center, management of the mail room in City Hall and delivery of mail to offsite City locations, and management of the central receiving and distribution of deliveries to City Hall to be provided by outsourced vendors. The effectiveness of this proposal is measured by the vendor's response times, as well as the customer's satisfaction with the availability and delivery of Central Services. This is a full cost recovery contract. Each department pays for the services it uses and all expenses are billed to departments via an interfund billing process. Funding for First Class and Bulk Mail postage is also included in this proposal which is collaboratively managed by the Finance Department and City Clerk's Office.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of customers that are satisfied/very satisfied with central services | 91.25% | 90% | 90% | 90% |
| Quarterly vendor service response times for MFD service calls | 3.74 | 3 | 3 | 3 |
| Total annual copies made at Copy Center | 4,082,806 | 4,184,876 | 4,289,498 | 4,396,736 |
| Total annual copies made at satellite copiers | 5,520,244 | 5,658,250 | 5,799,706 | 5,944,699 |

060.15PA **Title:** Business Tax and License Administration
**Department:** Finance

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,245,141 | $1,279,927 |
| **FTE/LTE:** | 7.75/0.00 | 7.75/0.00 |

This proposal includes the functions of the Tax Division which is responsible for collection, administration, education, and enforcement of the City's business licenses and taxes. The Tax Division's work accounts for approximately $125 million in revenue in a biennium. This proposal manages and administers taxes for approximately 37,000 active business license accounts. These functions build and maintain the public trust through the effective and efficient collection and accounting of local taxes.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Number of delinquencies resolved per year | N/A | N/A | N/A | N/A |
| Number of detections identified and registered | 357 | 300 | 300 | 300 |
| Return on investment for tax audit program | 2.67 | 3 | 3 | 3 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

060.16NA **Title:** Citywide Disbursements
**Department:** Finance

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $677,861 | $701,383 |
| **FTE/LTE:** | 6.00/0.00 | 6.00/0.00 |

This proposal covers the management and administration of the City's centralized Payroll and Accounts Payable (AP) processes. These functions oversee the majority of the City's disbursements, totaling $333 million, in a fiscally responsible manner and in accordance with applicable laws and sound business practices to provide for accountability and to deliver exceptional service to the community.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of electronic payments to employees - Payroll | 93.33% | 95% | 95% | 95% |
| Percent of electronic vendor payments - A/P | 21.82% | 30% | 30% | 30% |
| Percent of internal customers satisfied/very satisfied with Disbursements services | 96% | 90% | 90% | 90% |
| Zero fines and penalties for payroll and benefits payments | 0 | 0 | 0 | 0 |

060.17NA **Title:** Procurement Services
**Department:** Finance

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $901,529 | $933,879 |
| **FTE/LTE:** | 8.25/0.00 | 8.25/0.00 |

The Procurement Services Division provides management and oversight of approximately $120 million per year of procurement expenditures in support of City departments, projects, and programs. This proposal is requesting funding for the services offered by procurement professionals who are engaged in the following: purchasing goods and services, sourcing best value products and vendors, actively managing citywide vendor accounts, administering the ProCard program, overseeing competitive solicitations, providing assistance and review in contract development, and disposing of surplus items. This proposal delivers high-quality, innovative services, supporting the efficient and effective procurement of goods and services and ensuring opportunities for maximum participation by a variety of vendors.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Average cycle times (days) for contract routing | 8.3 | 7 | 6 | 6 |
| Percent of City staff who are very satisfied/satisfied with Procurement Services | 91% | 90% | 90% | 90% |
| Percent of spend utilizing a competitive process | 65.14% | 66% | 68% | 70% |
| Average process time (days) for Req to PO print | 3.11 | 4 | 4 | 4 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

060.18DA **Title:** Financial Accountability & Reporting
**Department:** Finance

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $625,689 | $642,094 |
| **FTE/LTE:** | 4.00/0.00 | 4.00/0.00 |

This proposal provides fiscal oversight to the City of Bellevue through the preparation and submission of mandatory financial reporting to the State Auditor's Office (SAO), the State Department of Revenue, and federal agencies requiring special reporting. It provides for adherence to best practices through preparation of a Comprehensive Annual Financial Report (CAFR) and the use of internal audits. Acceptance of this proposal ensures compliance with State Law and Generally Accepted Accounting Principles (GAAP) and minimizes the City's risks for potential liabilities and misappropriation of assets. This proposal enables the City to provide for accountability, a key element of stewards of the public trust.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of internal customers satisfied/very satisfied with Accounting services | 89% | 90% | 90% | 92% |
| Received an unqualified opinion for annual financial statements | | Yes | Yes | Yes |
| Received the Certificate of Excellence in financial reporting proficient in all categories | | Yes | Yes | Yes |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

060.19PA **Title:** Budget Office
**Department:** Finance

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,211,042 | $1,251,687 |
| **FTE/LTE:** | 9.00/0.00 | 9.00/0.00 |

This proposal provides resources to plan, analyze, produce, and monitor a Council-approved balanced biennial budget representing the City's vision and goals. The budget is a combined financial, operational, and capital document that allocates resources to the programs that matter most to the community. The Budget Office provides oversight and monitoring of the approved budget's implementation and engages in long-range financial modeling and planning to ensure fiscal sustainability. The Budget Office also performs value-added financial and performance measurement analysis, produces performance reports, conducts citizen surveys, provides budgetary and performance management leadership, and exercises control and oversight. All of these activities ensure that the City lives within its approved means and legal appropriations, and provides evidence through survey and performance indicator reports that the City is achieving results.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Annual General Fund ending fund balance relative to General Fund Revenues | 14.21% | 15% | 15% | 15% |
| Percent of internal customers satisfied/very satisfied with Budget Office services | 79% | 90% | 90% | 90% |
| Variance between Q2 department General Fund expenditure projection and year-end actual expenditures | 0.12% | 0% | 0% | 0% |
| Variance between Q2 department General Fund revenue projection and year-end actual revenue | -0.06% | 0% | 0% | 0% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

060.20NA **Title:** Debt Management Services
**Department:** Finance

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $15,675,268 | $15,657,717 |
| **FTE/LTE:** | 0.00/0.00 | 0.00/0.00 |

This proposal provides resources to support fiscal oversight, administration, analysis of highly complex debt financing, and debt service of the City's $260 million debt portfolio in a prudent and cost-effective manner, including cash flow reserves for LID Guaranty, LID Control, and Interest and Debt Redemption Funds. These services are crucial to maintaining the City's current AAA/Aaa bond ratings, public trust, and financial integrity. These functions are managed in accordance with State Law, City Policies and Procedures, and the Government Finance Officers Association (GFOA) recommended "Best Practices" which include: 1) Analyzing and issuing refunding bonds, 2) Selecting and managing the engagement of underwriters/municipal advisors, 3) Pricing of bonds in a negotiated sale, and 4) Utilizing tax increment financing as a fiscal tool.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| City's annual debt service as percent of total General Fund revenues | 20.57% | 12% | 12% | 12% |
| City's net outstanding limited tax general obligation (LTGO) debt per capita | $1,673.40 | $1,500.00 | $1,500.00 | $1,500.00 |
| Maintain Aaa bond rating | Yes | Yes | Yes | Yes |

070.21NA **Title:** Fire Mobile Workforce
**Department:** Fire

NOT RECOMMENDED

In 2012, the Fire Department formed a Technology Committee to recommend areas for the integration of technology in our response units in order to gain efficiencies and improve work processes. Our goal is to provide our personnel with the ability to share, transmit, store, retrieve and modify data in the field. This proposal will fund both hardware and software to fully implement these initiatives and prepare the department to take advantage of mobile technology initiatives currently on the horizon.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Emergency Response Units with mobile and mapping capabilities | 39% | 40% | 100% | 100% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

080.01NA **Title:** Health Benefits Operating Fund
**Department:** Human Resources

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $24,673,040 | $26,768,986 |
| **FTE/LTE:** | 1.80/0.00 | 1.80/0.00 |

The City manages and maintains an employee Benefits Program that provides progressive benefits and related services to the workforce as part of a comprehensive compensation strategy. The Benefits Program is inclusive of all health and wellness plans, as well as other benefit components. These components include, but are not limited to, medical, dental, vision, life /accidental death and dismemberment (AD&D) insurance, flexible spending arrangements (health and dependent care), and an employee assistance program (EAP) for the purpose of attracting and retaining highly qualified employees.

These programs are a major component in maintaining a strong total rewards program allowing the City to compete for the top candidates in the job market. Effective program administration and oversight are critical in providing competitive plans in a legally compliant, cost-effective manner.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Employee Rating "I feel the City offers good benefits." (Employee Survey) | 4.19 | 3.75 | 3.75 | 3.75 |

080.04NA **Title:** Compensation, Labor Relations, Retirement Services, and HRIS
**Department:** Human Resources

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $818,472 | $841,237 |
| **FTE/LTE:** | 6.00/0.00 | 6.00/0.00 |

Central to the priority of Responsive Government is retaining quality and engaged employees, practicing fiscal responsibility, and improving customer service and communication throughout the City. Just as the priority of Responsive Government helps to form and reinforce the foundation and successful outcomes of other budget priorities, the Human Resources (HR) Department provides the foundation on which other Departments within the City can continue to grow and reinforce a positive and responsive relationship with the community. Labor Relations, Compensation/Classification, Retirement Administration and Policy Administration are areas within the HR Department that provide essential support and structure to the City, and it is through the close coordination of these areas that the City of Bellevue is able to promote a culture of innovation, reliable and responsive customer service, and community collaboration.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Turnover (ICMA Standard Methodology) | 2.6% | 5% | 5% | 5% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

080.06NA **Title:** Policy Administration/Employee Relations/Talent Acquisition
**Department:** Human Resources

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $945,415 | $976,732 |
| **FTE/LTE:** | 6.00/0.00 | 6.00/0.00 |

The City of Bellevue is a government that "provides high quality service, excellent value, and is accountable for results." Critical to success is the "human talent" needed to achieve these goals and the Human Resources policy framework that enables employees to be successful. This proposal ensures the City has the "human talent" necessary to efficiently manage and execute the many business lines and services that make up our community priority outcomes and ensures the development and administration of Human Resources policy and system best practices. The program also provides support in the areas of performance coaching, career development, and the transition and redeployment of personnel; counseling to ensure personnel actions are appropriate, timely, and consistent; recruitment and selection strategy development; oversight of complex medical/disability leave administration cases; and coaching to support high performance and mitigate complaints and legal challenges.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Turnover (ICMA Standard Methodology) | 2.6% | 5% | 5% | 5% |
| Percent of employees who complete their trial service period | 94.8% | 90% | 90% | 90% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

080.07NA **Title:** Human Resources Training, Development, & Succession Planning

**Department:** Human Resources

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $221,415 | $228,326 |
| **FTE/LTE:** | 1.00/0.00 | 1.00/0.00 |

Human Resources provides a variety of strategic, high quality, competency-based training opportunities for City employees. To ensure the ongoing support of a high performing workforce, the program must be sustainable, flexible, and evolve to meet future organizational needs. The focus of the program over the next two years will be to ensure alignment of all program elements with the competencies needed to build a successful workforce at each organizational level. Human Resources will work with a cross-departmental task force and integrate the priorities defined through the One City mission, vision, and values. A primary focus will be implementation of a succession planning program. In addition, Human Resources will continue the delivery of current training programs that focus on the organization's emphasis on employee engagement, leadership development, managerial effectiveness and customer service. Training to ensure compliance with a variety of employment laws will also continue.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Number of training workshops facilitated/coordinated that meet organizational needs | 113 | N/A | N/A | N/A |
| Employee statisfaction rating with training programs (scale 1 - 5) | 4.88 | 4.95 | 4.95 | 4.95 |
| Percent of employees who agree that training is made available to them to do their jobs better (Employee Survey) | 72% | 80% | 80% | 80% |
| Budget dollars saved using internal facilitators to deliver training versus using external facilitators | $60,750.0 | $31,500.0 | $31,500.0 | $31,500.0 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

090.01NA **Title:** Computer Technology Services
**Department:** Information Technology

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,495,220 | $1,542,429 |
| **FTE/LTE:** | 11.50/0.00 | 11.50/0.00 |

This proposal focuses on the effective delivery of technology services to City staff and to eCityGov Alliance customers. This includes: Help Desk services; just-in-time replacement of equipment/software (including purchasing and installation); technology training to increase staff productivity; desktop maintenance and troubleshooting designed to keep staff and customers engaged in their primary business lines; and state-of-the-art graphic design services designed to increase communication and branding of City programs. This proposal embraces the increase of mobile devices to improve the efficiency of field staff and for all staff to perform work from any location.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Overall customer satisfaction - Client Technology Services | 87% | 90% | 90% | 90% |
| First call resolution - Information Technology Department | 30% | 45% | 45% | 45% |
| Overall customer satisfaction - Graphic Services | 94% | 90% | 90% | 90% |
| Mean time to repair (MTTR) priority 1 - 4 targets met for customer service - Information Technology Department | 75% | 80% | 80% | 80% |
| Service request targets met - Information Technology Department | 88% | 80% | 80% | 80% |

090.03NA **Title:** Application Development Services
**Department:** Information Technology

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $894,911 | $921,305 |
| **FTE/LTE:** | 5.50/0.00 | 5.50/0.00 |

This proposal focuses on building and maintaining innovative web and mobile applications for all City Departments who have technology needs that cannot be effectively filled by existing or purchased applications, and for the eCityGov Alliance (Alliance) as noted in proposal 090.10NA. Over 40 web and mobile applications have been developed since 2001 to assist staff in achieving their business goals and to provide services directly to the public. These applications enable citizens and staff to get information, transact business, and request services at anytime and anywhere.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Overall customer satisfaction - Application Development | 79% | 90% | 90% | 90% |
| Mean time to repair (MTTR) priority 1 - 4 hours - Application Development | 16.94 | 18 | 18 | 18 |
| Overall Project Satisfaction - Application Development | N/A | 85% | 85% | 85% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

090.05NA **Title:** IT Department Management and Support
**Department:** Information Technology

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,139,509 | $1,178,609 |
| **FTE/LTE:** | 6.50/0.00 | 6.50/0.00 |

This proposal provides strategic technology leadership within the organization and region, aligns strategic technology decisions with Council and Departmental business vision, and provides oversight over the operation of all business lines noted in other Information Technology Department's (ITD) proposals. These services are delivered in a manner that ensures the following are met: (a) the direction of the City Council and City Manager; (b) the goals of each Department proposal; and (c) adoption and application of core values and leadership philosophy at all levels of the organization.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Overall customer satisfaction - Information Technology Department | 87% | 90% | 90% | 90% |
| Information Technology Department spending in relation to total enterprise expenditures | 2.33% | 3% | 3% | 3% |
| Information Technology Department spending per City of Bellevue employee | $7,139 | $7,300 | $7,500 | $7,700 |

090.06NA **Title:** Geospatial Technology Services (GTS)
**Department:** Information Technology

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,030,763 | $979,056 |
| **FTE/LTE:** | 6.00/0.00 | 6.00/0.00 |

The Geospatial Technology Services (GTS) program delivers high-quality data, solutions and mapping services using Geographic Information Systems (GIS). This program provides an organizational platform for visualizing and managing "location-based" information, enables an efficient "map-driven" mobile workforce, increases transparency through interactive web maps for citizens, and maintains a trustworthy repository of geographic information for the City. The proposal is based on a strategic roadmap to strengthen these services, leverage technology advances, build collaborative partnerships in the region and maintain a high-performance team.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Overall customer satisfaction - Geospatial Technology Services | N/A | 90% | 90% | 90% |
| Customer quality satisfaction - Geospatial Technology Services | N/A | 90% | 90% | 90% |
| Customer timeliness satisfaction - Geospatial Technology Services | N/A | 85% | 85% | 85% |
| Customer satisfaction of service requests - Geospatial Technology Services | 97% | 90% | 90% | 90% |
| Service Request Target Met - Geospatial Technology Services | N/A | 80% | 80% | 80% |
| Mean Time to Repair (MTTR) Geospatial Technology Services | N/A | 18 | 18 | 18 |
| Online usage of External Facing Web Maps | N/A | N/A | N/A | N/A |
| Uptime of GTS Map Services | N/A | 99.9% | 99.9% | 99.9% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

090.08NA **Title:** Network Systems and Security
**Department:** Information Technology

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $2,622,694 | $2,750,687 |
| **FTE/LTE:** | 10.00/0.00 | 10.00/0.00 |

This proposal provides and manages the core technology infrastructure for the City to ensure a customer-focused result and to support a high performing workforce. The City depends on a high quality, reliable and secure IT infrastructure to conduct operations, provide services and communicate with the public and other organizations. The infrastructure (including network, servers, information security, systems and services) must operate 24 hours a day, 7 days a week and have the appropriate level of resiliency, security and protection to withstand disruptions, disasters and cyber attacks so that the City can provide services when most needed.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Overall customer satisfaction - Network Services & Security | 86% | 85% | 90% | 90% |
| Network uptime | 99.94% | 99.9% | 99.9% | 99.9% |
| Data breach incidents | 0 | 0 | 0 | 0 |
| Health Insurance Portability & Accountability Act (HIPAA) | Yes | Yes | Yes | Yes |

090.09NA **Title:** Technology Business Systems Support
**Department:** Information Technology

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $2,726,435 | $2,698,505 |
| **FTE/LTE:** | 13.00/0.00 | 13.00/0.00 |

This proposal provides business applications software and technical services that are critical to the City's ability to deliver the services our residents, workers and visitors expect. Technical services are focused on leveraging information technology to meet business needs and include the selection, purchase, implementation, and ongoing technical support of business applications. There is a strong partnership between these resources and the City's application owners and users. Project management plays a key role in the effective selection and efficient implementation of technology projects. This proposal also provides a resource to maximize technology investments through focus on user adoption providing services such as targeted learning and assistance.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Mean time to repair (MTTR) priority 1 - 4 targets met - Technology Business Systems | 79% | 80% | 80% | 80% |
| Overall Customer Satisfaction - Application Services | 79% | 90% | 90% | 90% |
| Projects reaching all objectives - ITD Project Management | 100% | 95% | 95% | 95% |
| Projects completed on schedule - ITD Project Management | 82% | 95% | 95% | 95% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

090.10NA **Title:** eCityGov Alliance Fees and Services
**Department:** Information Technology

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,086,391 | $1,126,172 |
| **FTE/LTE:** | 6.25/0.00 | 6.25/0.00 |

Bellevue is a founding partner in the eCityGov Alliance (Alliance), an inter-local agency with a mission of providing web-based services to constituents. There are two parts to this proposal. First, as a partner, the City pays fees to the Alliance on behalf of the City and in return owns 34% of the Alliance intellectual property and assets and receives use of all Alliance services. Second, under the Alliance inter-local agreement, Bellevue provides IT and fiscal services for the Alliance. The Alliance pays for all support services provided by Bellevue.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| MyBuildingPermit permit volumes | 15,876 | 13,000 | 15,000 | 15,000 |
| MyBuildingPermit transaction amounts | $2,737,26 | $3,000,00 | $3,250,00 | $3,500,00 |
| GovJobsToday submitted applications | 20,835 | N/A | N/A | N/A |
| GovJobsToday posted job announcements | 516 | N/A | N/A | N/A |

090.18NA **Title:** Open Data
**Department:** Information Technology

NOT RECOMMENDED

Open data has its roots in transparent government and entails making data free and easily available to the public as well as to internal staff for their own analysis. Easily accessible data in common formats reduces public records requests, as well as the efforts to respond to reporting and provides access for mobile application use. This proposal funds the software and resources necessary to make Open Data available to the public enhancing government transparency which also enhances trust in government.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Mean time to repair (MTTR) priority 1 - 4 targets met - Technology Business Systems | 79% | 80% | 80% | 80% |
| Overall Customer Satisfaction - Application Services | 79% | 90% | 90% | 90% |
| Projects reaching all objectives - ITD Project Management | 100% | 95% | 95% | 95% |
| Projects completed on schedule - ITD Project Management | 82% | 95% | 95% | 95% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

110.01NA **Title:** Development Services Information Delivery
**Department:** Development Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,884,867 | $1,924,009 |
| **FTE/LTE:** | 13.45/0.00 | 13.50/0.00 |

The Development Services (DS) Information Delivery function will support the Responsive Government outcome by providing broad access to development services information regarding properties, public and private development projects, development and construction codes and standards, inspection and enforcement procedures, public records, permit processes, timelines, and fees. Service delivery is provided consistent with customer-driven service expectations that focus on quality, customer experience, timeliness, and predictability.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Customers who agree that permit center clearly informed them about the plan and document requirements of all the reviewing departments | N/A | 90% | 90% | 90% |
| Customers who agree that they were given enough information to submit a complete application for review | N/A | 95% | 95% | 95% |
| Customers who agree that information about project submittal requirements - permit type, plans, documents, and fees, was clear | N/A | 95% | 95% | 95% |

110.02NA **Title:** Policy Implementation, Code Amendments, & Consulting Service
**Department:** Development Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,468,087 | $1,515,628 |
| **FTE/LTE:** | 9.78/0.00 | 9.78/0.00 |

The Policy Development function of Development Services (DS) supports the Responsive Government outcome by implementing adopted City plans (e.g., Downtown Livability, Eastgate/I-90) and state and federal mandates (e.g., Shoreline Management Act, Critical Areas Update, NPDES) through amendments to codes, standards, and procedures. It aligns regional plans (e.g., Eastlink) with the Community Vision and values by providing development-related consulting advice. Delivering on Policy Development commitments to respond to community priorities maintains public trust and ensures delivery of customer-focused service. This proposal includes internal staff time, outside professional services (as needed), and code and policy implementation.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Code amendment appeals upheld by the Growth Management Hearings Board | 100% | 100% | 100% | 100% |
| Code amendments initiated by Council and presented for public hearing within the Council adopted timeline | 100% | 100% | 100% | 100% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

110.05NA **Title:** Development Services Department Management & Support
**Department:** Development Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $797,692 | $808,363 |
| **FTE/LTE:** | 3.50/0.00 | 3.50/0.00 |

This proposal provides strategic leadership, management and general support to the Development Services Department (DSD) and the development services line of business spanning four departments. These resources benefit all functions of development services and could not logically be assigned across all development services proposals.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Customers rating Bellevue as a good to excellent place to live measured by survey of residents | 95% | 95% | 95% | 95% |
| Customers rating inspection/review services as very good or good | N/A | 80% | 80% | 80% |
| Bellevue development review and inspection process customers who responded with "well" compared to other cities relating to efficiency and customer service | N/A | 80% | 80% | 80% |

110.06NA **Title:** Development Services Financial Management
**Department:** Development Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $628,837 | $650,097 |
| **FTE/LTE:** | 5.00/0.00 | 5.00/0.00 |

The Development Services Department (DSD) Financial Management team has financial responsibility for the Development Services line of business and two departments: DSD and the Department of Planning & Community Development (PCD). Fiscal management responsibilities include forecasting, budget and accounting, fee development, and customer billing.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Billing is processed on time by the 10th of each month | Yes | Yes | Yes | Yes |
| Fees are regionally competitive | Yes | Yes | Yes | Yes |
| Operating expenditures remain in alignment with revenue projections | Yes | Yes | Yes | Yes |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

110.10NA **Title:** Development Services Mobile Workforce
**Department:** Development Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $514,123 | $171,290 |
| **FTE/LTE:** | 0.00/0.00 | 0.00/0.00 |

This proposal is the 3rd & last phase continuation of the Paperless Permitting Initiative (P2I) funded solely by the DS Services Fund. In the P2I project, Development Services (DS) and Information Technology (IT) designed and implemented end-to-end online and paperless application processing. P2I focused on paperless permit submittal intake and review functions. Mobile Workforce (MW) completes the project via enhanced inspection functions through the development of a mobile platform, including software, hardware and connectivity that will provide field staff with similar, equivalent or enhanced levels of access and functionality to inspection related information, e-plans, applications and tools currently only available to them while in the office. Increased levels of access and functionality translates to increased service levels to customers through increased two way access to inspection staff and via access to permit related information making for a more efficient & effective mobile workforce & improved customer experience, further advancing DS goals of &fast, predictable, one city&.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Mobile workforce scanning resource reduction | 100% | 100% | 58% | 20% |
| Mobile workforce results posted vs. IVR results posted | N/A | 15 | 15 | 15 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

115.01NA **Title:** Comprehensive & Strategic Planning Core Services
**Department:** Planning & Community Develop

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $546,395 | $567,129 |
| **FTE/LTE:** | 4.00/0.00 | 4.00/0.00 |

This proposal provides the City's foundational planning and public engagement necessary to establish land use regulations, adopt city policy and to comply with the state Growth Management Act. This proposal allows the City to listen to the community and update City policy, plans and regulations in response to the community's changing needs, using an open public process. This proposal maintains the Comprehensive Plan, responds to public requests for amendments, and supports the actions of the Planning Commission. This allows the City to use a predictable, legal process that engages the community to develop and advance the over-arching policy framework that guide's the City's growth and development and to adopt corresponding zoning and land use regulations.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of residents who agree or strongly agree that Bellevue is doing a good job planning for growth in ways that will add value to residents' quality of life | 76% | 75% | 75% | 75% |
| Number of Planning Commission meetings held | 19 | 18 | 20 | 20 |
| Percent of residents who agree that the City is doing a good job of looking ahead and seeking innovative solutions to regional and local challenges. | 78% | 75% | 75% | 75% |
| Percent of residents who agree that the City promotes a community that encourages citizen engagement. | 80% | 80% | 85% | 85% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

150.02NA **Title:** One City NOT RECOMMENDED
**Department:** Miscellaneous Non-Department

This proposal supports the work of One City, established in 2007, restructured in 2009, and continuing to the present time. With the goal of supporting our journey to becoming a high-performance organization, One City teams work closely with the City Manager's Office (CMO), the Leadership Team (LT), and the departments to support and sustain culture change in the City. Our high performance journey encourages a culture of shared leadership and decision making, collaboration, employee engagement and empowerment, transparent and effective communication, innovation, and maintaining both a long- and short-term vision. Our major focus is on developing a workforce that is prepared and empowered to deliver the best possible outcomes for Bellevue's citizens and other stakeholders.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Employee satisfaction with Bellevue as a place to work (Employee City-wide Survey) | 4.11 | 3.3 | 3.3 | 3.3 |
| Percent of managers trained in Foundations of One City principles and tools | 74.1% | 90% | 90% | 90% |
| Percent of non-management employees trained in Foundations of One City principles and tools. | 4.25% | 90% | 90% | 90% |
| Percent of employees who agree/strongly agree they are engaged in their work | 66% | 65% | 65% | 65% |

Note – Operating Proposal Executive summaries are listed in proposal order by Outcome. They do not include debt proposals and reserve proposals, nor do they include CIP proposals which can be found in the CIP section. They are as provided by the Department submitting the proposal, and have been adjusted for the RT changes, and tie to the column titled "RT Recommended Proposal Costs" on the allocation sheet.
Performance Measure data in this summary is draft, final data will be presented with the Preliminary Budget.

# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Responsive Government

150.03NA **Title:** Performance Management Data Integration
**Department:** Miscellaneous Non-Department

During the June 3rd, 2013 council meeting resolution 8593 was approved allowing the City to enter into an agreement with Covalent to develop a Performance Management system for the City of Bellevue. The City has now uploaded over 1400 performance measures into the system that inform how the departments are doing, and also ties to Budget One Proposals to track our progress toward the goals supported by the Budget Outcomes. Included within this agreement was the ability to develop score cards, dashboards and performance measures that let staff, council and the public know how the City is doing. Also included in the contract was the ability to integrate and upload data from systems within the City that generate performance data such as the Maintenance Management System (MAXIMO), Amanda, and JDE as well as others. This proposal would provide Information Technology Department (ITD) resources to support a pilot program to integrate some of these systems to seamlessly upload data on a regular basis to save data entry time and provide current data to staff and the public.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Hours saved per performance measure after integration in data entry time for Fleet | N/A | | 18 | 18 |
| Hours saved per performance measure after integration in data entry time for Facilities | N/A | | 18 | 18 |
| $ cost per measure to integrate | | | 2,235 | 2,000 |
| Total # of performance measures automatically uploading | | 17 | 17 | 34 |
| Plan in place to move forward in 2017-2018 budget? | N/A | Yes | Yes | Yes |

**Total:**

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $94,383,886 | $97,040,351 |
| **FTE/LTE:** | 273.38/5.00 | 273.43/4.00 |

Note – Operating Proposal Executive summaries are listed in proposal order by Outcome. They do not include debt proposals and reserve proposals, nor do they include CIP proposals which can be found in the CIP section. They are as provided by the Department submitting the proposal, and have been adjusted for the RT changes, and tie to the column titled "RT Recommended Proposal Costs" on the allocation sheet.
Performance Measure data in this summary is draft, final data will be presented with the Preliminary Budget.

# Safe Community

# Safe Community – Cause & Effect Map

BELLEVUE SAFE COMMUNITY

Budget One — one city one public one purpose

2015-2016

**As a community, Bellevue values….**

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

## Response

- Enforcement
- Responders
- Resources
- Mitigation & Recovery
- Trust & Respect
- Accountability

## Prevention

- Laws, Codes & Ordinances
- Education / Information
- Inspection & Maintenance
- Programs & Activities
- Community Involvement

## Planning & Preparation

- Laws, Codes & Ordinances
- Infrastructure
- Coordination
- Partnerships
- Emergency Management
- Training
- Community Involvement

**Key Community Indicators**

- **% of residents who agree that Bellevue is a safe community in which to live, learn, work, and play.**
- **% of residents who agree that Bellevue plans appropriately to respond to major emergencies.**
- **% of residents who agree that Bellevue is well prepared to respond to routine emergencies.**
- **% of residents who agree that they feel safe in their neighborhood after dark.**

**Key Performance Indicators**

- **Percent of fire & Basic Life Support (BLS) incidents where total response time is less than 6 minutes**
- **Percent of Priority 1 calls where police response time is less than 3.5 minutes**
- **Percent of Advanced Life Support (ALS) or paramedic calls where the response time is less than 7.5 minutes.**
- **Percent of students walking and biking unescorted to school**
- **Part 1 UCR crimes per 1,000 population served**
- **Part 2 UCR crimes per 1,000 population served**
- **Percent of probation defendant cases closed in compliance**
- **Percent of community members who took at least one action that makes them better prepared for emergencies**

Updated 02/24/14

## Outcome: Safe Community

Results Teams' Recommendations - July 28, 2014

Proposals with orange shading directly address a Council priority

| Rank | Proposal Title | Proposal # | Proposal Type* | Original Proposal Cost: 2015-2016 Department Proposed Cost | + RT Exp Recommendations: 2015-2016 Exp Changes | = RT Recommended Proposal Cost: 2015-2016 RT Recommended Cost | 2016 FTE/LTE | Funding Sources |
|---|---|---|---|---|---|---|---|---|
| 1 | Patrol | 120.01NA | E | 25,119,371 | (1,227,790) | 23,891,581 | 95.00 | General |
| 2 | Fire Suppression and Emergency Medical Response | 070.01PA | En | 47,949,361 | (1,490,968) | 46,458,393 | 161.99 | General |
| 3 | Advanced Life Support (ALS) Services | 070.02NA | E | 14,511,897 | - | 14,511,897 | 43.76 | General |
| 4 | Investigations | 120.02NA | E | 10,149,964 | (966,408) | 9,183,556 | 31.00 | General |
| 5 | Public Safety Dispatch Services | 070.16DA | E | 8,036,390 | (61,827) | 7,974,563 | 0.00 | General |
| 6 | Bellevue Probation and Electronic Home Detention | 100.05NA | En | 2,850,843 | - | 2,850,843 | 11.00 | General |
| 7 | Domestic Violence Prevention and Response | 120.03NA | E | 1,166,018 | - | 1,166,018 | 4.00 | General |
| 8 | Criminal Prosecution Services | 010.10NA | En | 1,876,090 | (46,000) | 1,830,090 | 6.00 | General |
| 9 | School Resource Officers | 120.15NA | E | 1,758,239 | - | 1,758,239 | 7.00 | General |
| 10 | Traffic Enforcement | 120.06PA | E | 4,907,710 | (35,749) | 4,871,961 | 14.00 | General |
| 11 | Development Services Inspection Services | 110.04NA | En | 15,214,107 | (105,415) | 15,108,692 | 60.27 | DS |
| 12 | Public Defense Services | 040.01NA | E | 1,576,816 | - | 1,576,816 | 0.00 | General |
| 13 | Fire Prevention | 070.06NA | En | 2,318,546 | (636,536) | 1,682,010 | 7.00 | General |
| 14 | Urban Area Security Initiative (UASI) Participation | 070.08DA | E | 1,113,981 | - | 1,113,981 | 2.40 | General, Grant |
| 15 | Property and Evidence | 120.08NA | E | 630,193 | - | 630,193 | 3.00 | General |
| 16 | Street Lighting Maintenance | 130.27NA | E | 3,379,921 | (791,476) | 2,588,445 | 2.00 | General |
| 17 | Fire/Emergency Preparedness Community Outreach & Education | 070.14NA | E | 513,096 | - | 513,096 | 2.00 | General |
| 18 | Fire Department Training Division | 070.03NA | E | 1,292,476 | - | 1,292,476 | 4.00 | General |
| 19 | Community Stations / Downtown Unit / Bicycle Patrol | 120.16NA | En | 4,286,510 | (1,711,950) | 2,574,560 | 10.00 | General |
| 20 | Management and Support | 120.13NA | E | 2,714,438 | (28,576) | 2,685,862 | 8.00 | General |
| 21 | Fire Department Management & Support | 070.05NA | E | 2,554,881 | (37,426) | 2,517,455 | 8.75 | General |
| 22 | Fire Flow Capacity for City of Bellevue | 140.59NA | E | 4,923,462 | (258,000) | 4,665,462 | 0.00 | General |
| 23 | City-Wide Emergency Management Services | 070.04PA | En | 885,787 | (80,061) | 805,726 | 2.66 | General, Grant |
| 24 | East Metro Training Group | 070.18NA | E | 98,930 | - | 98,930 | 0.00 | General |

## Outcome: Safe Community

Results Teams' Recommendations - July 28, 2014

Proposals with orange shading directly address a Council priority

| Rank | Proposal Title | Proposal # | Proposal Type* | Original Proposal Cost: 2015-2016 Department Proposed Cost | + RT Exp Recommendations: 2015-2016 Exp Changes | = RT Recommended Proposal Cost: 2015-2016 RT Recommended Cost | 2016 FTE/LTE | Funding Sources |
|---|---|---|---|---|---|---|---|---|
| 25 | Narcotics Investigations | 120.04PA | E | 1,463,430 | (90,000) | 1,373,430 | 5.00 | General |
| 26 | Courts and Custody Unit | 120.11NA | E | 3,115,298 | - | 3,115,298 | 6.00 | General |
| 27 | Office of Professional Standards | 120.12NA | E | 962,103 | - | 962,103 | 3.00 | General |
| 28 | Eastside Narcotics Task Force (ENTF) | 120.05DA | E | 532,340 | - | 532,340 | 2.00 | General, Grant |
| 29 | Traffic Accident Investigation | 120.18NA | E | 1,965,591 | - | 1,965,591 | 7.00 | General |
| 30 | Fire Facilities Maintenance & Operations | 070.07DA | E | 939,166 | (20,230) | 918,936 | 0.00 | General |
| 31 | Animal Services Interlocal Agreement | 040.12NA | E | 223,000 | (78,048) | 144,952 | 0.00 | General |
| 32 | Volunteer Program | 120.14NA | E | 255,193 | - | 255,193 | 1.00 | General |
| 33 | Traffic Flagging | 120.07DA | E | 790,001 | (46,869) | 743,132 | 0.00 | General |
| 34 | Fire Department Small Grant and Donations | 070.09NA | E | 701,000 | - | 701,000 | 0.00 | General, Grant |
| 35 | Personnel Services Unit | 120.10NA | E | 2,946,453 | (268,527) | 2,677,926 | 6.00 | General |
| 36 | Police Records | 120.09NA | E | 4,708,647 | (366,734) | 4,341,913 | 20.00 | General |
| 37 | King County District Court-Bellevue Division (BDC) Services[1] | 040.09PA | E | 5,583,791 | - | 5,583,791 | 0.00 | General |
| 38 | Power Stretchers | 070.22NA | N | 165,600 | (165,600) | - | 0.00 | General |
| 39 | Fire Dedicated Technical & Supervisory Training | 070.17DA | N | 190,000 | (190,000) | - | 0.00 | General |
| 40 | East Link Fire Operations | 070.24NA | N | 70,000 | (70,000) | - | 0.00 | General |
| | Special Details: SWAT/Hostage Negotiation Team Bomb Squad[2] | 120.17NA | E | 212,474 | - | 212,474 | 0.00 | General |
| | **Total** | | | **184,653,114** | **(8,774,190)** | **175,878,924** | **533.83** | |

*Proposal Type:

E = Existing - same service level as previous biennium

En = Enhanced - expanded service level or budget request

N = New - entirely new proposal

Box border indicates proposal was not recommended

[1] This proposal is currently partially funded at $1.9M in 2015 and $2.3M in 2016, the remaining $689K and $682K is unfunded.

[2] 120.17NA is unranked but fully funded, see Round 2 Memo for additional detail.

# City of Bellevue
# 2015-2016 Budget Development
# Ranking Summary and Purchasing Plan

DATE: July 16, 2014

TO: Leadership Team

FROM: Safe Community Results Team

SUBJECT: Budget One Safe Community Round 2 Ranking and Purchasing Plan

**Background/Overview**

The Safe Community Results Team (Team) received a total of 41 operating proposals from eight departments – City Attorney's Office, City Manager's Office, Development Services, Fire, Parks & Community Services, Police, Transportation, and Utilities.

Altogether, Safe Community proposals requested approximately **33.34 new positions**. These adds varied, with some seeking to restore positions cut in previous budget cycles, others to address increases in work load or service enhancements, and some to transition existing LTEs to FTEs.

| **Funding allocation summary:** | **2015** | **2016** |
|---|---|---|
| Total funding requested by proposals | $66.0 M | $67.7 M |
| Total allocation received from the Budget Office | $60.8 M | $62.8 M |
| **Funding gap to close** | **$5.2 M** | **$4.9M** |

**Proposal Prioritization Rationale**

The Team evaluated proposals taking into account Council's vision and priorities of safe neighborhoods, quality infrastructure, and high quality emergency response services.

The Team identified the factor ranking priorities in the Request for Results that put *Response* at the top of the list, followed by *Prevention*, and finally *Planning and Preparation*. This ranking order stemmed from the 2012 and 2014 Community Budget Surveys where residents placed a priority on Response-type activities such as responding to fires and responding to citizen calls for police assistance. In general, the Team followed this principle while ranking the proposals.

The Team also decided to rank responders, those providing service directly to the community, ahead of support functions: "boots on the ground" versus office staff. Finally, donning our "citizen hats," we used the Budget One guiding principle of focusing on services that deliver outcomes that are important to the community and are responsive and accessible to all.

**Proposal Review Process, Findings, and Best Practices**

Each of the forty-one proposals submitted in the Safe Community outcome was reviewed in detail by the Team. Existing programs were evaluated against the updated Request for Results and Purchasing Strategies. Justifications for additional resources were scrutinized. M&O expenses were reviewed on a line by line basis and significant changes from 2013 actual expenditures or 2014 budgets were questioned. Those proposals that provided transparent descriptions of changes in the narrative made them much easier for the Team to evaluate. Where clarity was not provided, the Team made additional requests for information and also met with department heads, fiscal managers, proposal writers, and other staff in both Round 1 and 2 in order to gain a better understanding.

Proposals that had performance measures which specifically addressed the outcome and supported the proposal's activities tended to receive funding to maintain the current level of services provided. Those that lacked measures or had measures that did not relate to Safe Community outcomes were less likely to receive full funding.

Proposals that sought to enhance the level of service through the addition of new staff or programs needed to provide measures or data that clearly demonstrated the need for additional resources. Without the supporting data, proposals were not likely to receive the requested additional resources.

In response to the Team's request to unbundle dissimilar lines of business, the Police and Fire Departments created new seven (7) proposals to provide additional transparency. The Fire Department clearly identified in the original proposal what M&O line item costs were being shifted to the new proposals. This provided an easy trail to follow and helped to ensure that expenses were not doubled up. The Team considers this to be a Best Practice and encourages the Budget Office to require this methodology in future budget processes.

The Fire Department also included separate M&O line items for the expenses that were attributed to new staffing requests. Admittedly, this took more effort on Fire's part but it provided the Team with an accurate accounting of the cost of the requested additional staff. The Team considers this to be a Best Practice also.

There were two significant changes in proposal ranking between Round 1 and Round 2. First, Proposal 040.09PA – King County District Court was ranked substantially lower due to funding impacts relative to previous years. Second, the Team declined to rank Proposal 120.17NA – Special Details. Further information on this decision is provided below. Other proposals received minor

adjustments based on new information provided to the Team – other than the District Court proposal discussed above, the proposal rank changes had no funding impacts.

**Summary of Significant Changes to Proposal Allocations**

Because there was a $5.2M gap to close in 2015 and $4.9M in 2016, not all funding requests could be accommodated. The Team attempted to hold the line on all M&O expenses and limit them to just the inflationary adjustments. The good news is the Team was able to fund some modest enhancements and maintain funding to core public safety services that citizens value. The not-so-good news is that some truly beneficial proposed enhancements could not be funded given the level of the current budget allocation. The bad news is that in order to fund the proposed enhancements, some modest reduction in existing core services were needed. Even then, not all that needed to be funded made it above the Full Funding Line. Below is summary of significant changes (listed in order by proposal number):

**Enhancements Funded**

| Proposal No. | Title | Item |
|---|---|---|
| 010.10 | Criminal Prosecution Services | Convert one LTE to FTE |
| 070.08 | UASI | Convert one LTE to FTE (grant funded) |
| 100.05 | Probation & EHD | New Case Management System |
| 110.04 | Dev Svcs Inspection Services | 12 new inspectors (fee supported) |
| 120.06 | Traffic Enforcement | Photo Enforcement contract expansion |
| 120.09 | Police Records | Evidence Management System maintenance |
| 120.10 | Personnel Services Unit | Police recruitment and hiring expenses |
| 120.13 | Police Management & Support | Fund 0.5 FTE in CCO for PRR |

These modest enhancements come with a minimal impact to the budget. Some of the cost of the enhancements are offset by increased revenues or are supported by grants and fees. This leveraging of proposed enhancements is a good return on the services derived.

**Enhancements Not Funded**

| Proposal No. | Title | Item |
|---|---|---|
| 070.01 | Fire Suppression | 4 Firefighter/Engineer positions for Station 7 |
| 070.04 | EMS | 0.44 FTE EMTG to General Fund |
| 070.06 | Fire Prevention | 2 new Fire Prevention Officers |
| 070.08 | UASI | 1 LTE not converted to FTE (no budget impact) |
| 070.17 | Fire Dedicated Technical and Supervisory Training | Entire proposal not funded |
| 070.22 | Power Stretchers | Entire proposal not funded |
| 070.24 | East Link Fire Operations | Entire proposal not funded |

| | | |
|---|---|---|
| 120.01 | Patrol | Additional overtime ($230K) |
| 120.02 | Investigations | 3 new detectives + 2 cars |
| 120.04 | Narcotics Investigations | Travel & Training, Overtime |
| 120.09 | Police Records | ITD support for new software systems |
| 120.09 | Police Records | Records Specialist |
| 120.16 | Bike Patrol | 6 FTEs and related M&O |
| 140.59 | Fire Flow Capacity | M&O cost increases above inflation |

There are some significant requested public safety enhancements that could not be funded, particularly restoring the four (4) Firefigher/Engineer positions eliminated in a previous budget cycle and three (3) detectives needed to handle an increasingly more complex investigative workload. Bike Patrol, which the Team feels is a beneficial component to community policing, is not recommended for funding in this budget cycle due to high number of vacancies in Patrol. Given the Department's extensive recruitment and training process, establishing a new unit that draws from other Police units should be postponed until staffing levels are re-built.

Bellevue benefits from a low crime rate and the perception from the community is that Bellevue is, and feels, safe. Our inability to fund these enhancements due to insufficient revenues is not likely to change current community opinions or safety.

**Reductions**

| Proposal No. | Title | Item |
|---|---|---|
| 070.01 | Suppression | Reduce OT training hours by 5 hours per FF |
| 110.04 | Dev Svcs Inspection Services | Eliminate General Fund contributions |
| 120.01 | Patrol | Freeze 4 vacant police officer positions |
| 120.07 | Traffic Flagging | Eliminate General Fund contributions |
| 120.16 | Community Stations | Eliminate building rental and utilities ("brick and mortar" expenses) |
| 130.27 | Street Lights Maintenance | Reduce M&O costs (OT and electricity budget) |

Modest reductions of the base budget levels were necessary in order to fund the enhancements. The Team feels that there are potential improvements to the programs and services in the reductions list that could better serve the community.

For example, the new MyBellevue app could be leveraged to report maintenance issues throughout the city, specifically street light outages as relating to the safe community outcome.

The Team recommends that four (4) police officer positions be frozen in 2015. Over the last 20 quarters, the Police Department has had an average of 7.2 vacancies, with 11 vacancies department-wide at the time of this memo. With the current vacancy level, the anticipated high level of

retirements and the thorough recruitment and officer training process, it is unlikely that the Department will be able to fill all available vacancies within the next year. Freezing, but not eliminating, these perennial vacancies in Patrol will allow those salary savings to fund needed services to citizens while the Department catches up in filling the large number of available vacancies. In recognition of the Department's increased efforts to recruit and hire, the Team recommends restoring two (2) of the frozen positions in 2016.

The Team recommends eliminating funding for the "brick and mortar" portion of Community Stations. We think the community officers provide a valuable service and should continue to serve their neighborhoods. While the Team fully supports the concept of community policing, the current police substation locations are not inviting or, being utilized very often by the community, based on the performance measures provided to the Team. We feel that the Crossroads and Factoria community stations need a more visible presence in the neighborhoods they serve in order to promote better community engagement.

**Proposals Below the Full Funding Line**

| Proposal No. | Title | Item |
|---|---|---|
| 040.09 | King County District Court | Building lease & operating expenses |
| 070.17 | Fire Dedicated Technical & Supervisory Training | Entire proposal |
| 070.22 | Power Stretchers | Entire proposal |
| 070.24 | East Link Fire Operations | Entire proposal |

The Team was unable to fully fund the King County District Court-Bellevue Division (BDC) Services. To raise the proposal above the Full Funding Line, the City will need to secure an additional $689,796 in 2015 and $681,941 in 2016.

The District Court Service is sizable expenditure in this budget cycle, where in past budgets, its low operating costs were more than offset by fines and forfeitures returned to the City. The Team feels that balancing District Court expenditure using the existing allocation would result in unacceptable service level reductions to public safety functions which were already reduced in pervious budget cycles.

Additional funding to support the District Court proposal is needed to avoid those impacts

The Team does not recommend funding 070.17 Fire Dedicated Technical & Supervisory Training and 070.24 East Link Fire Operations at this time.

**Proposals Not Ranked**

| Proposal No. | Title | Item |
|---|---|---|
| 120.17 | Special Details | SWAT/HNT/Bomb Squad/Crowd Control/Honor Guard |

The Special Details: SWAT/Hostage Negotiations Team, Bomb Squad, Crowd Control, Honor Guard proposal did not fully account for all financial components (e.g. overtime, training costs, M&O expenses) associated with the proposal. Additionally, the Team questioned if the Honor Guard service directly affects the Safe Community outcome, or if the function was better suited to the Responsive Government outcome.

The Team *conservatively* estimated the full cost to maintain all Special Details services to be between $470,000 and $603,000. The Team's estimate and supporting assumptions were provided to the Police Department for review. The Police Department agreed that the cost to maintain the special details fell within that range.

The proposal as submitted to the Team totaled $103,000. With such a disparity between the stated costs and the estimated costs, and with the Special Details costs distributed amongst various other Police Department proposals, the Team did not feel that the proposal be could be adequately evaluated and ranked against other services for purchase. The proposal retains its funding allocation of $103,000 and the Leadership Team will need to determine how to address the apparent disparity in estimated program costs.

The Team supports the vital public safety functions that Special Details units perform and suggests that alternative service delivery models be evaluated for potential cost savings.

**Recommended Funding Priority if Revenue Becomes Available**

If revenues beyond the current allocation are identified, the Team would recommend the following proposals be funded.

In order of priority:

040.09 King County District Court – fully fund the building lease and operating expense
120.02 Investigations – Add three additional detectives to Investigations unit
070.01 Suppression – Add four Firefighter/Engineers to staff the pumper truck at Station 7
070.06 Fire Prevention – Add two Fire Prevention Officers (recommend as fee supported)
120.16 Community Stations – Restore 2 substations using a revamped service delivery model
070.22 Power Stretchers – Purchase equipment to reduce stretcher-related workplace injuries

At the request of the Budget Office, the Police and Fire Department Directors provided the Team with a prioritized list of the requested enhancements. The Team's prioritized list (above) closely aligned with the Directors' priorities.

**Opportunities for Additional Revenues**

The Team recognizes that the allocation provided to the Safe Community Outcome was insufficient to fund all of the requests made by the departments that contribute to community safety. As the departments have demonstrated a significant need for additional General Fund resources, the Team encourages the departments to make proposals for future, targeted revenue generation. Three (3) opportunities to generate additional fee-for-service revenue include:

- Security Alarm Registration Fee
- Inspection Fees for Annual Fire Inspections
- Re-inspection Fees for Annual Fire Inspections

The Team supports departmental efforts to generate targeted revenue in order to self-fund the much-needed programs, positions, and services.

**Further Study Recommended**

**Records Management and Public Disclosure** – Based on conversations with multiple departments, the Team recommends that the City investigate the development of a records management system that will be compatible between NORCOM, the City Attorney's Office, the City Clerk's Office, and Police Records. The Team also recommends that the City study the potential benefit of consolidating all records management/public disclosure into one work group (e.g. The City Clerk's Office).

**SWAT** – Our research has revealed that adjacent jurisdictions in the region and across the country are consolidating SWAT teams into a single regional force rather than maintaining individual stand-alone forces. Locally, there is the Region One SWAT Team (Everett, Snohomish County), Valley SWAT Team (Auburn, Federal Way, Kent, Renton, Tukwila, and the Port of Seattle) and North Sound Metro SWAT Team (Kirkland, Edmonds, Bothell, Lake Forest Park, Lynnwood, Monroe, and Mount Lake Terrace). The regional approach to providing SWAT services is considered to be a national best practice. The Team recommends that the City investigate this option prior to the next budget cycle. This approach of developing regional partners to leverage resources has been used successfully with the Eastside Narcotics Task Force, Advanced Life Support (King County Medic One) and the East Metro Training Group (Fire Department).

**Fire Prevention - Annual Safety Inspections**: The Team recommends that consideration be given to charging a fee for annual fire safety inspections to recover costs associated with providing this specific service. Currently, this service is provided to existing commercial and multi-family building

owners, inspecting approximately 2,300 buildings with 8,400 tenant spaces, totaling 24.5 million square feet, with more square footage added every year. More cities nationwide are charging for annual fire safety inspections. Locally, Redmond and Bothell are recovering costs for this service. Single family residences which are the majority of the structures in the city are not inspected. In order to keep up with the expanding square footage of commercial and multi-family space that our vibrant economy is generating, additional Fire Prevention Officers will be needed and this is one option where those who benefit from the service help pay for the service. The City should evaluate implementing a program to recover such program costs.

**Fire Prevention - Re-inspection Fees for Annual Fire Inspections:** The Fire Department currently has the ability to charge a re-inspection fee for uncorrected violations that were first identified during the annual inspection. Follow-up inspections sometimes find that violations remain uncorrected necessitating yet another inspection. It is our understanding that re-inspection fees are not being assessed for multiple inspections of the same property for the same issues. The City should evaluate implementing a program to recover the cost of having to perform re-inspections.

**Security Alarm Registration Fee** - The Police Department has previously proposed the implementation of a security alarm registration fee that could generate new revenue and help offset the cost of responding to false alarms. Many jurisdictions have developed targeted fee programs to help recover false alarm response costs. A program in Bellevue has not been approved in the past, but should be revisited.

**Community Stations** – Community policing is a worthy undertaking. The data provided indicated the community was not making use of the current "brick and mortar" locations. The Team recommends that the City evaluate other options to locating Community Stations where staff and officers can have more interaction with the public such as the Mini City Hall in the Crossroads Mall or at community centers. The current police substation locations are not inviting (Factoria) or are isolated from potential public contact (Crossroads).

**Connections Between CIP & Operating Funds**

The City currently spends $1.31M in electricity for street lights, a General Fund operating expense. Short of turning off street lights, there is no way to save money in electricity costs without addressing consumption. One way to address consumption could be to retrofit street lights with LEDs. A similar retrofit program for the City's traffic signals saved over a $1M per year in energy costs. Implementing a street light LED retrofit would result in significant energy savings and compliments other city environmental goals. That savings could be used to support other public safety activities that are currently unfunded. As such, the Team supports the funding of the CIP proposal M20 which is currently recommended for funding by the LT CIP Panel.

**Thank You**

Thank you to the proposal writers, fiscal managers and department heads that indulged our seemingly endless barrage of questions and requests for information as the Team sought to understand the proposals. Your assistance was appreciated and essential.

# Safe Community Executive Summaries

# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

010.10NA **Title:** Criminal Prosecution Services
**Department:** City Attorney

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $899,862 | $930,228 |
| **FTE/LTE:** | 6.00/0.00 | 6.00/0.00 |

According to the 2013 Performance Survey, being a safe place to live was the most frequently mentioned top attribute by Bellevue residents. Criminal Prosecution Services is an on-going service that is a key component to that sense of Safe Community. Once the police make an arrest or issue a traffic infraction, it is the Prosecutors who continue the response to those who violate the law. Prosecutors review and file criminal charges and are the City's representative in court. When individuals fail to comply with the Court's sentence, it is the prosecutors who seek to hold defendants accountable. Additionally, the Police and the Prosecutor's Office have teamed together to ensure that traffic infractions are successfully prosecuted. This serves to fulfill the Police mission of reducing collisions and to facilitate the safe and expeditious flow of traffic by encouraging compliance with traffic regulations. This has an added benefit of increasing revenue for the City's General Fund Programs.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Contested Infraction hearings with favorable outcome | 79% | 60% | 60% | 60% |
| Contested Infraction hearings attended by a prosecutor | 100% | 100% | 100% | 100% |
| Average time to file or decline a criminal case in days | 2.9 | 4 | 4 | 4 |
| Number of cases per prosecutor | 474 | 550 | 600 | 600 |
| Number of criminal cases reviewed | 2,712 | 3,100 | 2,200 | 2,200 |

040.01NA **Title:** Public Defense Services
**Department:** City Manager

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $778,079 | $798,737 |
| **FTE/LTE:** | 0.00/0.00 | 0.00/0.00 |

The 6th Amendment of the United States Constitution guarantees the right to assistance of counsel when a person is unable to afford his/her own. This right applies to defendants in the misdemeanor cases the City prosecutes, and it is the responsibility of the City to bear the costs associated with providing this public defense. The City of Bellevue's Public Defense Program covered by this proposal ensures that legal counsel is provided by contracting for these services.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Repayment of Public Defender Costs | 10.5% | 12% | 12% | 12% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

040.09PA **Title:** King County District Court-Bellevue Division (BDC) Services
**Department:** City Manager

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $2,602,581 | $2,981,210 |
| **FTE/LTE:** | 0.00/0.00 | 0.00/0.00 |

This proposal supports the District Court services provided to the city by King County through the Bellevue District Court (BDC). Services include filing, processing, hearing, and adjudication of criminal cases, civil infractions, and parking infractions for City misdemeanor cases. This proposal also includes the lease, maintenance, and operating costs (non-CIP building costs) for the new court location at Bellfield Office Park as well as the incidental expenses of continuing to operate at Surrey Downs for the first third of 2015. Space costs cover not only BDC operations but Bellevue Probation as well. Finally, this proposal includes revenues from the fines and fees levied on Bellevue's behalf by the BDC and a small amount of rent revenue from the King County District Court for its use of the building provided by Bellevue.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Total Operating Cost per Sq. Ft. for Court Facility | N/A | | | |
| Percent of Customer Satisfaction with quality and timeliness repair services at Court Facility | N/A | | 85% | 85% |
| Percent of Work Requests Acknowledged in Three Days or Less for Court Facility | N/A | | 95% | 95% |
| Variance between budgeted and year-end actual revenue | | | | |

040.12NA **Title:** Animal Services Interlocal Agreement
**Department:** City Manager

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $71,652 | $73,300 |
| **FTE/LTE:** | 0.00/0.00 | 0.00/0.00 |

The City Council approved an interlocal agreement ("ILA"), covering 2013-2015, with King County for the provision of animal control, which includes field services, shelter and licensing. The fundamental purpose of the services is to protect the health and safety of the public by providing protection from dangerous animals, as well as reducing animal nuisances in neighborhoods and parks. The program also provides for the humane care and treatment of animals in the community through shelter services, and reduces pet homelessness, overpopulation and disease.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Cost of Animal Services | $72,707.0 | $106,399.00 | $109,000.00 | $115,000.00 |
| Estimated percent of animal licenses sold by RASKC for Bellevue (cats & dogs) | N/A | 19% | 19% | 19% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

070.01PA **Title:** Fire Suppression and Emergency Medical Response
**Department:** Fire

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $22,870,052 | $23,588,341 |
| **FTE/LTE:** | 161.99/0.00 | 161.99/0.00 |

This proposal provides resources for emergency and non-emergency responses for fire suppression and emergency medical incidents for the City of Bellevue and six surrounding contract municipalities. The Fire Department responds to a wide variety of emergencies including fires, emergency medical incidents, motor vehicle accidents, rescues and hazardous materials incidents as well as to a wide variety of non-emergency service requests. Additionally firefighters participate in a number of other activities that support community safety to include performing over 5,000 annual fire and life safety inspections, and conducting community outreach activities that promote individual health & wellness and community safety. These services are deployed from nine (9) fire stations geographically located to provide timely response to fire and medical emergencies. The daily staff included in this proposal is 38.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Fires confined to room of origin | 91.67% | 85% | 85% | 85% |
| Total emergency response time less than 6 minutes | 68.7% | 90% | 90% | 90% |
| Cardiac arrest survival rate | | 50% | 50% | 50% |
| Fire Incidents | 356 | 400 | 400 | 400 |
| Suppression Incidents | 2,793 | 2,400 | 2,400 | 2,300 |
| Emergency Medical Incidents | 13,796 | 14,200 | 14,300 | 14,400 |
| Total dollar loss from fire | $4,312,615.00 | $1,000,000.00 | $1,000,000.00 | $1,000,000.00 |
| Total Incidents | 16,945 | 17,000 | 17,100 | 17,100 |
| All Fire Stations have Water Pumping Capability | No | Yes | Yes | Yes |
| Basic Life Support (BLS) Transport | 3,821 | 4,000 | 4,000 | 4,000 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

070.02NA **Title:** Advanced Life Support (ALS) Services
**Department:** Fire

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $7,142,914 | $7,368,983 |
| **FTE/LTE:** | 43.76/0.00 | 43.76/0.00 |

This proposal funds a comprehensive Advanced Life Support (ALS) program, most often referred to as "paramedic service" to Bellevue residents. The Bellevue Fire Department receives 100% funding from an Emergency Medical Services (EMS) Levy administrated by King County Public Health and is part of a county-wide paramedic service. Bellevue is one of only six agencies in King County delivering "Medic One" physician-level care to the most seriously ill and injured patients in the community to include victims of serious trauma, cardiac patients, patients experiencing serious pulmonary issues, emergency child birth, etc.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Paramedic turnout time | 64.28 | 60 | 60 | 60 |
| Paramedic response time - Turnout and Travel | 6.22 | 6.5 | 6.5 | 6.5 |
| Cardiac arrest survival rate | | 50% | 50% | 50% |
| ALS Incidents - Bellevue and Contract Cities | 2,586 | 2,600 | 2,600 | 2,600 |
| ALS Incidents - Outside Bellevue and Contract Cities | 2,436 | 2,400 | 2,400 | 2,400 |

070.03NA **Title:** Fire Department Training Division
**Department:** Fire

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $635,598 | $656,878 |
| **FTE/LTE:** | 4.00/0.00 | 4.00/0.00 |

This proposal provides resources to administer required, comprehensive, on-going training and education for all uniformed personnel to a level commensurate with their responsibilities for providing fire protection, emergency medical services (EMS) and rescue services. Washington State Law (Chapter 296-305-05502 WAC: Vertical Safety Standards for firefighters) mandates that the employer provide training, education and ongoing development for all members commensurate with those duties and functions that members are expected to perform. It is essential that training be developed and delivered in order to keep both personnel and the citizens of the community safe.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Annual Firefighter training hours | 34,448 | 34,000 | 34,000 | 34,000 |
| Residents who agree that Bellevue plans for and is well prepared to respond to emergencies | 95% | 90% | 90% | 90% |
| Number of New Firefighter Recruits Hired | 10 | 12 | 12 | 12 |
| Percentage of Firefighter Recruits graduating from the academy | 100% | 100% | 100% | 100% |
| Confidence in the quality of emergency medical services provided by Bellevue's fire department in terms of EMS personnel being well-trained – exceeds/greatly exceeds expectations | 92% | N/A | N/A | N/A |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

070.04PA **Title:** City-Wide Emergency Management Services
**Department:** Fire

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $405,424 | $400,302 |
| **FTE/LTE:** | 2.66/0.00 | 2.66/0.00 |

This proposal funds the Bellevue Office of Emergency Management (OEM), which provides professional, centralized emergency management services that are based on local, state, and federal laws as well as national best practices. In order to prepare Bellevue to handle a wide-variety of emergencies, OEM provides active coordination, communication, and collaboration across City departments and the public and private sectors to build a resilient community. Core services include the facilitation of mitigation, preparedness, response, and recovery programs in order to protect life, property, infrastructure, and the environment from natural and human-caused emergencies. Because emergency management services are in compliance with federal, state, and local laws and requirements, the City is eligible for emergency management grant and disaster relief funds and planning/training opportunities.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Residents who agree that Bellevue plans for and is well prepared to respond to emergencies | 95% | 90% | 90% | 90% |
| OEM Strategic Plan Action Items that are accomplished | 56% | 90% | 100% | 100% |
| Social media hits and interactions | 17,685 | 21,296 | 22,000 | 23,000 |
| EOC Staff that are trained, qualified, and ready for an incident | | | 50% | 75% |

070.05NA **Title:** Fire Department Management & Support
**Department:** Fire

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,238,689 | $1,278,766 |
| **FTE/LTE:** | 8.75/0.00 | 8.75/0.00 |

Fire Administration provides strategic leadership, management, oversight, and general support to all divisions within the Fire Department to make certain that personnel are well trained and equipped to respond to emergencies and in the performance of all other duties. Fire Administration ensures the delivery of consistent, high quality services through the development and enforcement of Standard Operating Procedures and the development of partnerships with other City departments and other local jurisdictions to enhance service delivery at minimal cost to the City.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Maintain International Accreditation | Yes | Yes | Yes | Yes |
| Maintain a Class 2 Washington State Insurance Rating | Yes | Yes | Yes | Yes |
| Department Wide Written Communications Issued | 115 | 110 | 110 | 110 |
| Fire Suppression/BLS Population | 146,533 | 150,000 | 151,000 | 152,000 |
| Advanced Life Suport Population Served | 311,328 | 312,000 | 314,000 | 316,000 |
| Assessed Property Value Protected (in Billions) | 38.4 | 39 | | |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

070.06NA **Title:** Fire Prevention
**Department:** Fire

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $839,932 | $842,078 |
| **FTE/LTE:** | 7.00/0.00 | 7.00/0.00 |

This proposal provides resources for the Fire Prevention Division, which focuses on preventing fires; and is accomplished by public education and outreach, the adoption and amendment of codes and standards by city council, the inspections of existing buildings and events to ameliorate fire and life safety hazards, and when necessary enforcement. Post fire occurrence activities include determining the origin and cause of the fire, the results of which are used to focus our education, code enforcement, and/or product recall efforts. Staff associated with Development Services and Public Education/Outreach are not included within this proposal.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Complete fire and life safety inspections | 90% | 100% | 100% | 100% |
| Fire Incidents/population | 193 | 427.3 | 427.3 | 427.3 |
| Residential Fires /100,000 population | 63 | 120 | 120 | 120 |
| Residential Cooking Fires/100,000 population | 23 | 49.87 | 49.87 | 49.87 |
| Fire code violations cleared on reinspection | 74.6% | 90% | 90% | 90% |
| Maintain a Class 2 Washington State Insurance Rating | Yes | Yes | Yes | Yes |
| Annual Publication of a Community Risk Assessment | | | Yes | Yes |
| Staff conducting inspections who received at least 16 hours of fire prevention/code training during the year | | | 100% | 100% |
| Cumulative building square footage inspected by Fire Prevention Officers annually | 9,750,000 | 9,000,000 | 9,000,000 | 9,000,000 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

070.07DA **Title:** Fire Facilities Maintenance & Operations
**Department:** Fire

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $452,099 | $466,837 |
| **FTE/LTE:** | 0.00/0.00 | 0.00/0.00 |

This proposal provides for the routine maintenance and operating costs for Bellevue's nine fire stations and the Public Safety Training Center. Essential fire facilities operate 24 hours a day, seven days a week. Over 200 firefighters live and work in these Fire facilities. Proactive preventative maintenance of facilities is required to provide a safe working environment for personnel, to ensure that fire stations remain operable to allow for the continuous provision of fire services, and to maximize the useful life of facilities.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of staff satisfaction with quality and timeliness of maintenance and repair services | 95% | 90% | 90% | 90% |
| Percentage of preventive vs. corrective maintenance cost | 83.3% | 85% | 85% | 85% |
| Percent of Work Requests Acknowledged in Three Days or Less for Fire Facilities | 83.75% | 95% | 95% | 95% |
| Fire employees satisfaction with Maintenance and Repair Services | 86% | 85% | 85% | 85% |
| Total Fire Facility Square Footage | 87,928 | 87,928 | 87,928 | 87,928 |
| Average Age of Fire Facilities | 32 | 30 | 30 | 30 |

070.08DA **Title:** Urban Area Security Initiative (UASI) Participation
**Department:** Fire

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $812,503 | $301,478 |
| **FTE/LTE:** | 2.40/0.00 | 2.40/0.00 |

The Urban Area Security Initiative (UASI) Program is a part of the Federal Homeland Security Grant Program intended to address public safety needs of high risk in high density urban areas. Since 2006, participation in this program has allowed the City to receive over $6,997,000 in grant funds to improve the security and readiness of the City through activities promoting prevention, response, planning, and preparedness.

This proposal includes the continued oversight of all UASI funded projects, the support to sustain UASI-derived capabilities, UASI-level regional planning and coordination, community outreach and engagement activities to promote and expand preparedness, and vulnerable populations planning activities.

This proposal includes funding for two Office of Emergency Management positions (a Vulnerable Populations Coordinator and a UASI Grants Compliance Coordinator) and partial funding for a Senior Administrative Assistant providing support for UASI processes.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Completion and execution of projects by grant end date | 100% | 100% | 100% | 100% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

070.09NA **Title:** Fire Department Small Grant and Donations
**Department:** Fire

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $377,000 | $324,000 |
| **FTE/LTE:** | 0.00/0.00 | 0.00/0.00 |

This proposal allows the Fire Department to establish a budget for small grants and donations received by the Department. The funds received are utilized to purchase equipment and training that would not otherwise be obtainable. In order to account for the receipt of these funds, and expenditures made, separate projects are established in the City's Grants Donations Funds for each grant and donation activity.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Individuals receiving CPR Training | 390 | 500 | 500 | 500 |
| Students Observing DUI Prom Night Drills | 600 | 600 | 600 | 600 |
| Eastside Amateur Radio Support Group Volunteers | 94 | 95 | 95 | 95 |

070.14NA **Title:** Fire/Emergency Preparedness Community Outreach & Education
**Department:** Fire

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $252,494 | $260,602 |
| **FTE/LTE:** | 2.00/0.00 | 2.00/0.00 |

How do you get people to prepare for something that may never happen? The Fire Department strives to inform and educate our citizens on the hazards and risks in their community, so that they can take steps or precautions to reduce the likelihood that they will have a fire, and to make a plan and provide training for emergency and disaster related events.

There are significant challenges in reaching our target audiences and this proposal support a multi-faceted approach to delivering targeted and applicable outreach to the community.

While every member of the Fire Department has an important role in outreach and education, this proposal is limited to 1 FTE and portions of 2 FTEs that coordinate the delivery of the information: Fire Education Coordinator (Fire Prevention Division – 1.0 FTE); Community Liaison Officer (Fire Administration – .5 FTE); Emergency Management Coordinator (Office of Emergency Management – .5 FTE).

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Participants who took at least one action that makes them better prepared | 2,660 | 3,025 | | |
| Social media hits and interactions | 17,685 | 21,296 | 22,000 | 23,000 |
| Completed High Rise evacuation drills | 100% | 100% | 100% | 100% |
| Annual Publication of a Community Risk Assessment | | | Yes | Yes |
| Households Participating in "Map your Neighborhood" | N/A | 1,200 | 1,500 | 1,600 |
| Emergency Preparedness training hours provided | N/A | 75 | 100 | 125 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

070.16DA **Title:** Public Safety Dispatch Services
**Department:** Fire

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $4,020,086 | $3,954,477 |
| **FTE/LTE:** | 0.00/0.00 | 0.00/0.00 |

This proposal provides 911 emergency and non-emergency dispatch and communication services for 72,000 Police, Fire and Emergency Medical Service (EMS) incidents per year. The City of Bellevue contracts with the North East King County Regional Public Safety Communications Agency (NORCOM) to provide these services. As a regional provider NORCOM provides economy of scale, improves interoperability and is less costly to the City of Bellevue than operating its own dispatch center.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Total Incidents | 16,945 | 17,000 | 17,100 | 17,100 |
| NORCOM - 911 Calls Answered within 10 seconds | 98.59% | 99% | 99% | 99% |
| NORCOM - Average Dispatch for Police Priority 1 & 2 Calls | 56 | 60 | 60 | 60 |
| NORCOM - Fire Emergency Calls dispatched within 1 minute | 88% | 90% | 90% | 90% |

070.17DA **Title:** Fire Dedicated Technical & Supervisory Training
**Department:** Fire

NOT RECOMMENDED

This proposal provides dedicated funding resources for required technical and supervisory training of fire suppression personnel. Due to the nature of fire suppression personnel scheduling and the impracticality of accomplishing this training during regular working hours; suppression staff must attend these trainings on overtime. Funds associated with training overtime costs come from the Fire Suppression budget and have been subject to budget reductions and erosion due to the widening of the definition of "sick leave" with the passage of new State and Federal Laws. This coupled with an aging workforce mean that non-operational training is always the first casualty of unanticipated overtime costs. This proposal seeks to counter this trend by ensuring funds are set aside for dedicated Technical and Supervisor Development training for fire suppression (platoon) personnel.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Truck Company members trained in all technical rescue disciplines | 60% | 60% | 100% | 100% |
| Front line supervisors who have attended COB Supervisory Pathways | 60% | 60% | 100% | 100% |
| Fire Department Overtime Training Hours | 7,048 | 8,000 | 8,200 | 8,200 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

070.18NA **Title:** East Metro Training Group
**Department:** Fire

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $49,465 | $49,465 |
| **FTE/LTE:** | 0.00/0.00 | 0.00/0.00 |

East Metro Training Group (EMTG) is a training consortium of five (5) eastside fire departments: Bellevue, Kirkland, Mercer Island, Northshore, and Redmond. An Interlocal Agreement was entered into by the City Council in December 2013. Bellevue Fire is the lead agency of EMTG. The purpose of the group is to provide cooperation, excellence and safety in all aspects of fire training. There are numerous benefits to having our five departments' train together, including: improved interoperability on the training ground and at emergency incidents; an expanded pool of training officers; leveraging partner agencies resources to provide exceptional training for recruit firefighters; and encourage innovation in equipment and response procedures by coordinating the development and implementation of "best practices" across consortium agencies. Bellevue's participation in EMTG is coordinated through the Commander of Bellevue's Fire Training Division.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| EMTG Participants Satisfaction with Training Delivered | | 90% | 90% | 90% |
| EMTG Training Hours Delivered to Bellevue Firefighters | 2,232 | 2,472 | 2,496 | 2,520 |

070.22NA **Title:** Power Stretchers
**Department:** Fire

NOT RECOMMENDED

Firefighters (FF) have a physically challenging job. Fire personnel can be hurt responding to a scene, at a fire, during training, and performing work around the station. However, the most common cause of FF injury is lifting/moving patients. Annually between 75-80% of the calls Fire responds to are emergency medical service (EMS) calls. Ergonomic studies have proven that EMS personnel experience frequent spinal injuries due to repetitive motions, such as lifting, lowering, loading, carrying, and bending. Over the past 18 months, Fire and Risk Management has evaluated the various powered/mechanized stretchers available and conducted an in-service trial at several stations. Based on this evaluation, the department is seeking to purchase powered stretcher for all of our Basic Life Support (BLS) units.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Basic Life Support (BLS) Transport | 3,821 | 4,000 | 4,000 | 4,000 |
| Reduction in Firefighter Injuries | | 0% | 10% | 10% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

070.24NA **Title:** East Link Fire Operations — NOT RECOMMENDED
**Department:** Fire

As Bellevue continues to evolve to a more urban environment, the challenges to Fire Department personnel will continue to increase. In the case of the East Link light rail project, significant education and response plan development are needed in order for the Fire Department to be prepared to respond to emergency incidents both during and after construction of the new light rail line. The rescue of workers during the construction phase and passengers once the system operational is the responsibility of the Fire Department. The challenges presented in both phases are unprecedented for our organization. This proposal seeks funds to develop specialized procedures, response plans and training to ensure both the safety of firefighters and the public during the construction and for the ongoing operations of the new light rail through Bellevue.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Rescue Technicians trained in Eastlink Response | N/A | N/A | 75% | 100% |
| Number of Operations Personnel trained in Eastlink Response | N/A | N/A | 100 | 205 |

100.05NA **Title:** Bellevue Probation and Electronic Home Detention
**Department:** Parks & Community Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,434,929 | $1,415,914 |
| **FTE/LTE:** | 11.00/0.00 | 11.00/0.00 |

Bellevue Probation utilizes research proven assessment, supervision and behavior change tools to monitor adult misdemeanant offenders, maintain a safe community and reduce recidivism. Felony Crimes (ex; murder, arson) are sentenced in Superior Court and referred to the Dept. of Corrections for probation. King County District Court, Bellevue Division refers misdemeanor offenders (ex; theft, DUI) to Bellevue Probation and Electronic Home Detention programs. City prosecutors also refer eligible offenders for probation based diversion programs. Probation also provides or assists with diversion programs for youth including Youth Court and the Truancy Board. Without these alternatives, the court would resort to imposing jail sentences for all offenders. Probation costs about $3.00 per day per offender compared to $ 120.00 per day to sit in jail.

The criminal justice system includes police, prosecution, defense, court, probation/EHD, jails/jail alternatives and human services. All are necessary to optimize the individual efforts of each one and provide the environment for a safe community. Bellevue probation supervises over 1,000 offenders annually.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of probation defendant cases closed in compliance | 75% | 65% | 65% | 65% |
| Jail cost savings from electronic home detention | $165,937.00 | $100,000.00 | $100,000.00 | $100,000.00 |
| Percentage of electronic home detention cases closed in compliance | 95% | 98% | 98% | 98% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

110.04NA **Title:** Development Services Inspection Services
**Department:** Development Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $7,269,884 | $7,838,808 |
| **FTE/LTE:** | 55.32/0.00 | 60.27/0.00 |

This proposal provides for cross-departmental inspection services of all development & East Link related construction activity in order to provide safe buildings, appropriate construction of turnkey public infrastructure, protection of property and the environment while supporting economic development. Inspection services levels are sustained through development cycles by adjusting staffing levels based on demand for services and supporting permit fee revenue. City of Bellevue staff performed 48,482 inspections in 2012 and 58,500 in 2013. Sound Transit's East Link project will impact inspection services functions in 2015-2016 and will result in a request for additional funding for staffing over and above current staff requests. A quality built environment supported by both public and private infrastructure is key to sustained economic vitality and competitiveness.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Positive ratings on inspection services customer survey | 87% | 80% | 80% | 80% |
| Positive ratings on the DS inspection portion of the annual survey | N/A | 80% | 80% | 80% |
| Inspections performed | 58,500 | 67,000 | 74,000 | 81,000 |
| Inspection results posted on the same day | 94% | 90% | 90% | 90% |
| Average daily inspections per inspector | 9 | 8 | 8 | 8 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

120.01NA **Title:** Patrol
**Department:** Police

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $11,675,448 | $12,216,133 |
| **FTE/LTE:** | 95.00/0.00 | 95.00/0.00 |

The Patrol Section of the Bellevue Police Department delivers 24X7 police services to Bellevue citizens and visitors. Officers contribute toward a Safe Community by being First Responders and engaging in Community Oriented Policing (COP). The mission of patrol is crime reduction, traffic safety, and building relationships (CTR).

The primary first response element is made up of eight patrol squads and the K-9 unit. The K-9 unit's main functions include locating suspects and property as well as providing specialized resources to Patrol that enhances the safety of officers and citizens.

The Special Enforcement Team (SET) supports the Patrol and Investigation Sections by targeting our most active career criminals and prevalent crimes throughout the region. Focusing on career criminals causes significant reduction in crime. SET also provides a quick response element to locate suspects that flee outside the city.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Part One UCR Crimes per 1,000 citizens | 31 | 33 | 33 | 33 |
| Part Two UCR Crimes per 1,000 citizens | 26 | 26 | 26 | 26 |
| Priority One call response times | 3.06 | 3.3 | 3.3 | 3.3 |
| Number of arrests by Patrol | 2,211 | N/A | N/A | N/A |
| Somewhat/strongly agree Bellevue is a safe community in which to live, learn, work and play | 97% | N/A | N/A | N/A |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

120.02NA **Title:** Investigations
**Department:** Police

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $4,628,251 | $4,555,305 |
| **FTE/LTE:** | 31.00/1.00 | 31.00/0.00 |

The Investigations section is comprised of specialized detectives who respond to, investigate and support the needs of first responders, city government, and Bellevue citizens. Due to the nature of this investigative work, assigned personnel have acquired skills, training, and expertise beyond those possessed by patrol officers. The Investigations section include the following units: Violent Crimes, Special Assault, Digital Forensics, Property Crimes, Economic Crimes, Vice, Crime Prevention, Forensics Lab, Crime Analysis, and one detective assigned to the Joint Terrorism Task Force. These resources make the City of Bellevue a Safe Community by incorporating Prevention, Response, and Planning & Preparation. Increased workload and added complexity of our investigations created a need for an additional three (3) Detective FTE's. Interim City Manager Brad Miyake authorized 3 LTE positions (Special Assault, Digital Forensics, and Vice) as a stop-gap measure for the 2014 calendar year.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Assigned cases closed all ways (except inactive) | 80% | 75% | 75% | 75% |
| Part One (UCR) crimes cleared | 19% | 20% | 20% | 20% |
| Evidence items examined | 4,060 | 2,200 | 2,200 | 2,200 |
| Crime analysis products disseminated | 212 | 150 | 150 | 150 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

120.03NA **Title:** Domestic Violence Prevention and Response
**Department:** Police

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $573,801 | $592,217 |
| **FTE/LTE:** | 4.00/0.00 | 4.00/0.00 |

This is a joint proposal on Domestic Violence Response and Prevention from the Bellevue City Attorney's Office, the Bellevue Probation Services Unit, and the Bellevue Police Department. Domestic violence has horrific and long-lasting effects if not effectively addressed. All participants in the City's response to domestic violence (police, victim advocates, prosecutors and probation) must play a role in order for a domestic violence program to succeed and prevent the violence from reoccurring. For the City's domestic violence response and prevention efforts to remain successful, each participant must work with, not in isolation from, the others. Removing one piece from the collaborative effort seriously undermines the efficacy of our domestic violence program and negatively impacts the safety and quality of our community.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Police Advocate: Achieving an average of two victim contacts per case | Yes | Yes | Yes | Yes |
| Probation: Offenders completing pre-trial diversion (SOC) in compliance | 80.5% | 75% | 75% | 75% |
| Probation: Offenders completing domestic violence probation in compliance | 74.8% | 65% | 65% | 65% |
| Prosecution: Cases dismissed | 35% | 30% | 30% | 30% |
| Prosecution: Cases with a successful outcome | 65% | 70% | 70% | 70% |
| Prosecution: Domestic violence case filings per year | 264 | N/A | N/A | N/A |
| Police Detective: Number of DV Cases taken/% of cases closed | | 90% | 90% | 90% |

120.04PA **Title:** Narcotics Investigations
**Department:** Police

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $676,139 | $697,291 |
| **FTE/LTE:** | 5.00/0.00 | 5.00/0.00 |

This proposal funds four Narcotics Detectives and one Detective Lieutenant charged with the investigation, arrest and prosecution of all narcotics violations within the City of Bellevue. This workgroup is part of the Eastside Narcotics Task Force (ENTF) which operates from the Bellevue Police Department's facilities. Bellevue is the host agency for ENTF. The enforcement of drug laws has a significantly positive impact on society and reduces other types of criminal behavior. Specialized training, equipment and tactics are needed to dismantle the sophisticated operations of mid to upper level drug dealers. The reduction of drug trafficking in Bellevue has a major impact upon most outcomes, specifically Safe Community.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Seize drugs | $2,856,35 | $3,500,00 | $3,500,00 | $3,500,00 |
| Large drug trafficking organizations on the Eastside disrupted or dismantled | 5 | 3 | 3 | 3 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

120.05DA **Title:** Eastside Narcotics Task Force (ENTF)
**Department:** Police

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $261,637 | $269,690 |
| **FTE/LTE:** | 2.00/0.00 | 2.00/0.00 |

This proposal funds operations of the Eastside Narcotics Task Force (ENTF), including one task force Commander, one prosecuting attorney, one financial investigator, and one legal secretary. ENTF operations are funded both by an annual US Department of Justice grant, called the "Byrne/JAG" grant, and out of revenues from asset forfeitures. There is no impact to the General Fund within this proposal.

The task force generated the following activity in 2013:

86 suspects were arrested on felony drug charges 49 search warrants were served on suspect residences and/or vehicles Five major Drug Trafficking Organizations (exceeding the goal of three) were dismantled $672,000 in cash was seized from drug dealers, along with 15 firearms and 14 vehicles (only a percentage of the assets seized are actually forfeited and retained to support task force operations)

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Seize drugs | $2,856,35 | $3,500,00 | $3,500,00 | $3,500,00 |
| Large drug trafficking organizations on the Eastside disrupted or dismantled | 5 | 3 | 3 | 3 |

120.06PA **Title:** Traffic Enforcement
**Department:** Police

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $2,406,711 | $2,465,250 |
| **FTE/LTE:** | 14.00/0.00 | 14.00/0.00 |

This proposal provides resources to help ensure the vehicular and pedestrian traffic on City roadways flows efficiently and safely. The Bellevue Police Department has long recognized the importance of having highly trained first responders with the primary responsibilities of vehicular/pedestrian safety, enforcing accident causing violations, and managing abandoned vehicles and parking issues. This is accomplished in part through focused motorcycle enforcement. Motor officers are also first responders.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Traffic Enforcement Number of Contacts per Hour Worked | | 1.2 | 1.2 | 1.2 |
| Traffic Enforcement Number of Patrol Assists per Hour Worked | | 2 | 2 | 2 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

120.07DA **Title:** Traffic Flagging
**Department:** Police

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $330,928 | $412,204 |
| **FTE/LTE:** | 0.00/0.00 | 0.00/0.00 |

The Bellevue Police Department's traffic control flagging officers are put in place at city construction sites in or near intersections to reduce accidents, increase public safety, and facilitate the expeditious flow of vehicle and pedestrian traffic. This program works in partnership with the city's Transportation, Signals, and Police departments. This is a zero cost to the general fund proposal because revenues exactly offset expenses.

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120.08NA **Title:** Property and Evidence
**Department:** Police

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $309,824 | $320,369 |
| **FTE/LTE:** | 3.00/0.00 | 3.00/0.00 |

The Property/Evidence Unit is responsible for the proper and timely documentation, preservation, and handling of all property and evidence for the Police Department, currently over 54,000 items, from its entry into the property and evidence system until its final disposition. It provides essential services to the first responders and investigators in the department by managing the evidence that is critical to the successful prosecution of criminal cases and safekeeping property that belongs to our citizens. The unit ensures that the integrity of the chain of custody is protected for each item of property and evidence. The Unit is comprised of one supervisor and two evidence technicians, and is overseen by the Major of the Administrative Services Section.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Initial intake to final location is achieved within one work shift | 95% | 96% | 96% | 96% |
| Found/safekeeping items are disposed of or released to owners < 60 days | 95% | 96% | 96% | 96% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

120.09NA **Title:** Police Records
**Department:** Police

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $2,135,437 | $2,206,476 |
| **FTE/LTE:** | 20.00/0.00 | 20.00/0.00 |

The Records Unit supports Police operations by managing the intake, quality control, storage, and retrieval of information gathered by operations personnel. It is mainly civilian staff dedicated to providing accurate, timely information and assistance to internal and external partners. All aspects of Records operations have been examined, prioritized and refined due to staffing reductions in the last few years. The section has had to curtail the operational hours to meet the demands with fewer staff. Records staff perform an important role in fostering a Safe Community for the citizens of Bellevue.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Domestic Violence orders entered into WACIC/LERMS within 72 hours | 99% | 99% | 99% | 99% |
| Part One crime entered into LERMS within 24 hours | 80% | 85% | 85% | 85% |
| Number of Public Disclosure Requests | | 3,600 | 3,700 | 3,700 |
| Public Disclosure Documents Released | | 11,000 | 11,000 | 12,000 |
| % of Disclosure Requests closed in 5 days | | 50% | 60% | 60% |

120.10NA **Title:** Personnel Services Unit
**Department:** Police

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,317,404 | $1,360,522 |
| **FTE/LTE:** | 6.00/0.00 | 6.00/0.00 |

The Personnel Services Unit (PSU) is responsible for three essential operational areas: Recruiting and Hiring, Training, and Equipping its officers and professional staff. A Captain manages PSU operations and supervises the following staff: One Hiring Coordinator Detective (HCD), one 18 month Background Investigator (18BI), one Part Time (1040) Background investigator (PTBI), two Training Officers, one Quartermaster, and one Administrative Assistant. The ability of a professional police department to provide a Safe Community begins with hiring quality employees, who then require efficient procurement of equipment and continual training to maintain a high level of service that prepares them to prevent and respond to crime. PSU's overall effectiveness is measured by hiring the very best personnel to effectively integrate into and support an existing diverse and professional work force.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Ratio of number of background investigations to number of employees hired | 4 | 5 | 5 | 5 |
| Average hours of training per officer per year | 175 | 145 | 145 | 145 |
| Number of hours/hosted regional training at Bellevue Police Dept | 424 | 280 | 280 | 280 |
| Total hours of training conducted | 31,178 | 28,000 | 28,000 | 28,000 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

120.11NA **Title:** Courts and Custody Unit
**Department:** Police

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,528,533 | $1,586,765 |
| **FTE/LTE:** | 6.00/0.00 | 6.00/0.00 |

The Courts and Custody Unit (CCU) consists of one Lieutenant, one Police Officer and four Police Support Officers (PSO's). The unit is responsible for the following: Ensuring prisoners are transported to and from courts, jails and other police agencies; maintaining the custody facility and its operating equipment; ensuring that all paperwork is completed and delivered to the appropriate courts, prosecutors and officers; tracking and filing criminal cases and acting as a liaison between the police department, prosecutors, public defenders, courts, jails and other police agencies. CCU also accounts for all the City's in-custody prisoners, assigning them to custody facilities, tracking their movement to insure they keep their required court and other appearances, and monitoring of all the above functions with the intent of keeping our operating costs at a minimum. This unit provides the department with a consistent, cost effective and unified way to complete all the above tasks.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Criminal cases tracked by Court Liaison Officer | 2,767 | N/A | N/A | N/A |
| Prisoners tracked | 100% | 100% | 100% | 100% |

120.12NA **Title:** Office of Professional Standards
**Department:** Police

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $473,683 | $487,424 |
| **FTE/LTE:** | 3.00/0.00 | 3.00/0.00 |

The Office of Professional Standards (OPS) investigates citizen and internal complaints of employee misconduct and/or violations of department policy. When allegations of misconduct are made against a police official, a transparent, fair and thorough investigation is critical to maintaining trust and respect between the community and the department. OPS also manages the policy maintenance and review process along with the police department accreditation program through its international law enforcement accreditation agency, the Commission on Law Enforcement Accreditation (CALEA).

The Police Public Information Officer (PIO) is the spokesperson for the department. The PIO proactively presents information to the media about the department in a timely, honest and transparent fashion, and maintains police department social media sites such as Facebook and Twitter. The PIO enhances community involvement and builds trust and respect through clear, transparent communication.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Citizen satisfaction with complaint process | 100% | 95% | 95% | 95% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

120.13NA **Title:** Management and Support
**Department:** Police

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,323,237 | $1,362,625 |
| **FTE/LTE:** | 8.00/0.00 | 8.00/0.00 |

Police Management and Support provides leadership, strategic direction, and general support to the Bellevue Police Department, and also assists and influences local, regional, and national law enforcement agencies on public safety policies, strategies, collaborations, and issues affecting the Bellevue community. The proposal includes the efforts of the Police Chief, two deputy chiefs, one fiscal manager, one legal advisor, and two administrative assistants. This proposal responds directly to Response, Prevention, and Planning and Preparation through leadership provided to all facets of the department.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Invoices reviewed, approved, and sent to Accounts Payable within 7 days of receipt | 99% | 100% | 100% | 100% |
| Variance of annual actual Police spending versus annual budget | 0.2% | 1.5% | 1.5% | 1.5% |
| Local, state, and federal audits passed with no management items noted | 100% | 100% | 100% | 100% |
| Administrative records filed and managed consistent with state and city retention standards | 80% | 80% | 80% | 80% |
| Confidential transcriptions provided timely | 93% | 90% | 90% | 90% |
| Timely response to all citizen inquiries and letters | 95% | 90% | 90% | 90% |

120.14NA **Title:** Volunteer Program
**Department:** Police

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $125,533 | $129,660 |
| **FTE/LTE:** | 1.00/0.00 | 1.00/0.00 |

This proposal funds the Police Department's Volunteer Program Administrator and associated program expenses. The Police Department's Volunteer Program is a model for community engagement and volunteerism as well as an innovative, efficient, and cost-effective means to support and sustain police services. The vast majority of the volunteers are Bellevue citizens, whose range of service runs from a few months to 20 years. The coordination of volunteers allows officers and staff to focus on primary law enforcement activities. Volunteers bring in specialized skills to supplement in-house capabilities and create opportunities for direct citizen involvement in public safety resulting in positive citizen/officer interactions.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Total hours of volunteer time | 9,242.5 | N/A | N/A | N/A |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

120.15NA **Title:** School Resource Officers
**Department:** Police

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $865,746 | $892,493 |
| **FTE/LTE:** | 7.00/0.00 | 7.00/0.00 |

The Police Department's School Services Unit is in its 16th year. It is comprised of six School Resource Officers (SROs) and one Supervisor (Lieutenant). Four SROs are assigned to each of the four public High Schools, and the other two are assigned to the four Middle Schools. SROs also serve their "feeder" Elementary Schools. The Department works toward achieving a Safe Community that includes an emphasis upon schools because we recognize that schools are more than just where kids go to learn. They are also de facto community centers. For many families, schools are where the needs of the community intersect with the services that are available. This is particularly true for those faced with socio-economic challenges, language and cultural barriers, and children with medical, developmental or learning disabilities. This is why many social and community service organizations have a footprint in the schools. The same rationale is true for having SROs in the schools.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Calls and events logged by SRO's in the schools | 2,850 | 2,900 | 2,900 | 2,900 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

120.16NA **Title:** Community Stations / Downtown Unit / Bicycle Patrol
**Department:** Police

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,279,117 | $1,295,443 |
| **FTE/LTE:** | 10.00/0.00 | 10.00/0.00 |

This proposal continues funding the Downtown Unit/Station Officers and restores four bicycle officers and one supervisor. The Bike officers foster community involvement by increasing face-to-face interactions between officers and citizens, and more easily traverse our congested traffic corridors reducing response times (KPI 1). Most importantly the team is used to proactively and swiftly address crimes that negatively impact neighborhoods and businesses (KPI 2). The bike unit achieves the prioritizing factors of Response and Prevention to a very high degree. The Neighborhood and Downtown Unit officers are embedded within the diverse neighborhoods that they serve. Their daily interactions with the citizens in the community increases awareness of problems and helps to deter criminal behavior through community policing (KPI 3). Signature events in the city will be safer and more inclusive through the actions of these integrated teams.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Bicycle Unit: Quarterly Number of Community Meetings/Citizen Contacts | | 120 | 120 | 120 |
| Bicycle Unit: Quarterly Number of problems identified and resolved | | 60 | 60 | 60 |
| Bicycle Unit: Quarterly Number of self-initiated arrests made | | 48 | 48 | 48 |
| Community Station: Quarterly Number of community meetings/presentations/citizen contact | | 90 | 90 | 90 |
| Community Station: Quarterly Number of problems identified and resolved | | 48 | 48 | 48 |
| Downtown Unit: % of residents who feel safe/moderately safe | | 95% | 95% | 95% |
| Downtown Unit: Response times in 1-1 during DTU hours are lower than city-wide | | Yes | Yes | Yes |
| Downtown Unit: Quarterly Number of community meetings/presentations/citizen contacts | | 90 | 90 | 90 |
| Downtown Unit: % of District 1-1 calls taken by DTU officers | | 20% | 20% | 20% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

120.17NA **Title:** Special Details: SWAT/Hostage Negotiation Team, Bomb Squad,
**Department:** Police

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $103,600 | $108,874 |
| **FTE/LTE:** | 0.00/0.00 | 0.00/0.00 |

The SWAT/HNT units are trained and specialized to support officers on high risk calls that potentially involve the threat of injury or death to citizens and officers alike. It is critical to have tactical teams in place that can quickly be deployed to respond to all high risk calls.

The Bomb Squad is responsible for the safe rendering of explosive or suspected devices as well as disposal of explosive chemicals, fireworks, ammunition, and to respond to WMD incidents.

The Honor Guard trains, plans for and participates in various local and regional ceremonial events. It is the primary mission of the Department Honor Guard to represent the professional image and reputation of the Bellevue Police Department.

The Crowd Control Unit manages lawful and unlawful public assemblies before, during and after the event for the purpose of maintaining the public order. The unit preserves life, property, peace and order for the community while protecting the constitutional rights of all citizens.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Bomb Squad Quarterly Training Hrs. per Technician | | 57 | 57 | 57 |
| Honor Guard Yearly Training Hours per Member | | 40 | 40 | 40 |
| Honor Guard Yearly Number of Deployment Activities | | 10 | 10 | 10 |
| SWAT Quarterly Number of Training Hours per Member | | 48 | 48 | 48 |
| HNT Quarterly Number of Training Hours per Member | | 12 | 12 | 12 |
| Crowd Control Yearly Number of Training Hours per Member | | 40 | 40 | 40 |
| Crowd Control Number of Officers Assigned to Unit | | 30 | 30 | 30 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

120.18NA **Title:** Traffic Accident Investigation
**Department:** Police

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $968,780 | $996,811 |
| **FTE/LTE:** | 7.00/0.00 | 7.00/0.00 |

This proposal provides resources to help ensure the vehicular and pedestrian traffic on our City roadways flows efficiently and safely. The Bellevue Police Department has long recognized the importance of having highly trained first responders with the primary responsibilities of vehicular/pedestrian safety, enforcing accident causing violations, and competently investigating vehicular collisions whenever they do occur. These officers also function as first responders.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Reduce infractions at photo-enforced locations | 20% | 15% | 15% | 15% |
| Serious injury collisions, including fatalities | 1% | N/A | N/A | N/A |
| Total investigated collisions | 1,779 | 1,700 | 1,700 | 1,700 |

130.27NA **Title:** Street Lighting Maintenance
**Department:** Transportation

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,268,597 | $1,319,848 |
| **FTE/LTE:** | 2.00/0.00 | 2.00/0.00 |

This proposal will continue to provide and maintain high quality street lighting in Bellevue. This proposal covers the necessary electrical energy and regular maintenance for the City's 3100 street lights, and funds the City's 5600 Puget Sound Energy (PSE) owned and maintained street lights. This proposal will also accommodate progress toward the conversion of both City and PSE owned street lights from incandescent to high efficiency LED technology. To consolidate services, this proposal will continue to provide maintenance of 320 parking lot and building security lights for the Parks, Fire, and Civic Services Departments. Maintaining street lights ranked as a high priority with Bellevue citizens (6th out of 38 services) as documented in the 2012 budget survey.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Total streetlights | 8,752 | 8,800 | 8,900 | 9,000 |
| Months less than 2% of COB lights are out | 90% | 100% | 100% | 100% |
| Street lights relamped | 610 | 750 | 750 | 750 |
| New LED street lights installed | 269 | 200 | 3,800 | 200 |
| Cumulative energy reduction from efficiency measures (kWh) | 399,906 | 500,000 | 2,000,000 | 2,100,000 |

Note – Operating Proposal Executive summaries are listed in proposal order by Outcome. They do not include debt proposals and reserve proposals, nor do they include CIP proposals which can be found in the CIP section. They are as provided by the Department submitting the proposal, and have been adjusted for the RT changes, and tie to the column titled "RT Recommended Proposal Costs" on the allocation sheet.
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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Safe Community

140.59NA **Title:** Fire Flow Capacity for City of Bellevue
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $2,306,068 | $2,359,394 |
| **FTE/LTE:** | 0.00/0.00 | 0.00/0.00 |

Bellevue's Water Utility provides the capacity for fire flow to water customers in Bellevue and other jurisdictions within its service area. This proposal provides funds for construction and maintenance of a water system that supplies adequate and reliable fire flow capacity, enabling timely fire suppression by emergency responders. In October 2008, the Washington State Supreme Court ruled that provision of water for fire suppression is a general government (General Fund) responsibility and cannot be paid for through water rates. As a consequence of this ruling, Council removed the cost of fire flow capacity from the water utility rate and shifted the cost to the General Fund. Effective January 1, 2010, Council increased the utility tax on water to raise the general funds needed to pay for Bellevue's cost for fire flow capacity. Revenue collected from the incremental increase in this tax is transferred to the Utilities to support fire flow services.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Percentage of residential housing units with 1,000 gpd flow | 96.59% | 98% | 98% | 98% |

## Total:

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $86,711,717 | $89,165,198 |
| **FTE/LTE:** | 528.88/1.00 | 533.83/0.00 |

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# Improved Mobility

# Improved Mobility – Cause & Effect Map

Budget One
one city
one public
one purpose

2015-2016

**As a community Bellevue values…**

- A safe transportation system for all users.
- A convenient, efficient, and reliable transportation system that connects people to the places they want to go.
- A transportation system that provides options, accommodates growth, and improves how people live, work, and play.

## Factors:

### Existing & Future Infrastructure

- Safety
- Maintenance
- Planning
- Design
- Connectivity
- Regional Partnerships
- Value
- Integration
- Economic Development

### Traffic Flow

- Efficiency
- Safety
- Travel Time
- Capacity
- Maintenance

### Built Environment

- Quality of life
- Land Use
- Character
- Environment
- Livability
- Destinations
- Access to Services
- Leisure

### Travel Options

- Choices
- Convenience
- Economic Development
- Connections
- Reliability
- Safety
- Access for All Users
- Education

## Key Community Indicators:

- Percent of residents who agree that the City is providing a safe transportation system for all users.
- Percent of residents who say they can travel within the City of Bellevue in a reasonable and predictable amount of time.
- Percent of residents who agree that Bellevue is doing a good job of planning for and implementing a range of transportation options (such as light rail, bus, bikeways, walkways, and streets).

## Key Performance Indicators:

- Condition of the City's arterials and residential streets.
- Number of injury accidents on City streets.
- Value of saved time (in $) from intelligent transportation systems.
- Addition of new sidewalks, bike facilities, and trails.
- Average weekday transit usage (Citywide).
- Use of alternate modes for commute trips.

## Outcome: Improved Mobility

Results Teams' Recommendations - July 28, 2014

Proposals with orange shading directly address a Council priority

| Round 2 Rank | Proposal Title | Proposal # | Proposal Type* | Original Proposal Cost: 2015-2016 Department Proposed Cost | + RT Exp Recommendations: 2015-2016 Exp Changes | = RT Recommended Proposal Cost: 2015-2016 RT Recommended Cost | 2016 FTE/LTE | Funding Sources |
|---|---|---|---|---|---|---|---|---|
| 1 | Traffic Signal Maintenance | 130.31NA | E | 2,636,558 | (197,868) | 2,438,690 | 7.50 | General |
| 2 | Signal Operations and Engineering | 130.24NA | E | 1,128,529 | - | 1,128,529 | 3.50 | General |
| 3 | Transportation System Maintenance (Non-Electric) | 130.22NA | E | 6,853,404 | (411,149) | 6,442,255 | 19.50 | General, Utilities |
| 4 | Intelligent Transportation Systems (ITS) | 130.11NA | E | 1,128,244 | - | 1,128,244 | 4.00 | General |
| 5 | East Link Overall | 130.07DA | En | 3,006,678 | - | 3,006,678 | 10.00 | General |
| 6 | Traffic Safety and Engineering | 130.30NA | En | 2,943,090 | (94,874) | 2,848,216 | 9.20 | General |
| 7 | Pavement Management | 130.85DA | E | 689,413 | - | 689,413 | 2.50 | General |
| 8 | Department Management and Administration | 130.04NA | En | 3,445,364 | (140,000) | 3,305,364 | 11.21 | General |
| 9 | Emergency Mgmt/Preparedness for the Transportation System | 130.35NA | E | 787,983 | (82,189) | 705,794 | 2.00 | General |
| 10 | Long Range Transportation Planning | 130.13NA | En | 986,350 | (261,077) | 725,273 | 2.00 | General |
| 11 | Transportation CIP Delivery Support | 130.33NA | En | 6,561,615 | - | 6,561,615 | 23.50 | General |
| 12 | Modeling and Analysis Core Functions | 130.14NA | E | 1,245,199 | - | 1,245,199 | 4.00 | General |
| 13 | Transportation Implementation Strategies | 130.36NA | En | 1,956,433 | (353,477) | 1,602,956 | 4.50 | General, Grants |
| 14 | Traffic Data Program | 130.29NA | E | 239,545 | (20,000) | 219,545 | 1.00 | General |
| 15 | Transportation Drainage Billing | 130.06NA | E | 7,825,255 | (329,374) | 7,495,881 | 0.00 | General |
| | **Total** | | | **41,433,660** | **(1,890,008)** | **39,543,652** | **104.41** | |

*Proposal Type:

E = Existing - same service level as previous biennium

En = Enhanced - expanded service level or budget request

N = New - entirely new proposal

Box border indicates proposal was not recommended

# City of Bellevue
# 2015-2016 Budget Development
# Improved Mobility Proposed Purchasing Plan

DATE: **July 18, 2014**

TO: **Mayor Balducci and members of the Bellevue City Council**

FROM: **Improved Mobility Results Team**
Emil King – Team Lead (Planning & Community Development), Joe Engman (Police), Julie Howe (Human Resources), Sean Nichols (Fire), Jonathan Wilson (Parks & Community Services), David Baldwin – Sr. Budget Analyst

SUBJECT: **Improved Mobility Proposed Purchasing Plan**

## 1. Overview

Presented in this memo is a proposed purchasing plan that maintains core City services relating to the Improved Mobility (IM) budget outcome based on available resources. Proposed enhancements across the outcome were unable to be funded based on resource constraints.

The IM Results Team received and ranked 15 proposals for consideration in the 2015-2016 operating budget. All operating proposals were submitted by the Transportation Department. In addition, 46 Improved Mobility capital investment proposals are being reviewed by the CIP panel for the 2015-2021 time period.

The IM Results Team used the following criteria to rank the 15 submitted operating proposals in Round 1:

- **Putting on citizen hat:** Weighing perceived values and mobility needs of "citizens", including residents, business owners, workforce, visitors, etc.
- **Focus on community value statements and City priorities:** How each proposal addresses Council and other City priorities and furthers community value statements in delivering a safe, convenient, efficient, and reliable transportation system that both provides options and accommodates growth.
- **Taking care of what we already have:** The importance of operating and maintaining the system we currently have. Insufficient funding in the near-term can often lead to significant longer-term issues that end up costing more.
- **Being efficient with resources:** Proposals that seek to incorporate efficiencies, smart technologies, and other mechanisms that maximize the current and future system.
- **Planning for the future:** Balancing the needs of existing infrastructure with planning for forward-looking services and future infrastructure investments.
- **Meeting near-term needs:** Deference given to requests that need to be accomplished in the two-year budget window, versus opportunities that could be pursued in a future operating budget.

Following the Round 1 ranking of proposals, there was one change made by the IM Results Team in Round 2 when the proposed purchasing plan was developed. The Transportation Drainage Billing proposal (130.06NA) moved from number 12 to number 15 on the list. This was based primarily on a reassessment of how the proposal fit the criteria listed above relative to the other proposals.

## 2. Funding Allocation

The IM Results Team was provided with a 2015 funding allocation of $13,592,616, compared with a general revenue ask of $15,127,800 in the 15 submitted proposals. For 2016, the allocation was $13,841,584, compared with an ask of $15,166,887. This set up the IM Results Team with a 10.1% funding gap in 2015 and 8.7% gap in 2016 as shown below.

**Funding Allocation Summary**

| Year | General Revenue Request | General Revenue Allocation | Funding Gap |
|---|---|---|---|
| 2015 | $15,127,800 | $13,592,616 | ($1,535,184) |
| 2016 | $15,166,887 | $13,841,584 | ($1,325,303) |

## 3. Funding Principles and Recommendations

Based on the IM Results Team's review of the proposals, available funding, and interactions with the Transportation Department, the following principles were used to develop a recommended purchasing plan:

- **Limited Resources.** Through the budget allocation, there is a limited amount of funding for this outcome; the IM Results Team can't fund everything that has been requested in the proposals.
- **All proposals should be funded.** All of the 15 submitted operating proposals have merit and should be funded taking into account available resources. There were no new operating proposals submitted this budget cycle; the increases were primarily through enhancements and other cost increases (such as utility rate increases).
- **Retain Core Services.** Mobility ranks at the top, or near the top, of all surveys and also has a clear relationship to other City goals relating to quality of life, economic development, and sustainability. There is a need to retain core functions in the IM outcome to the best of the City's ability.
- **High Scrutiny for All Enhancements.** There will need to be a high degree of scrutiny placed on all proposed enhancements; it's likely that many of them may not be able to be funded based on available resources.
- **Impact on General Revenues.** The Improved Mobility outcome has a mix of proposals that draw upon general revenues 100%, some that are unique "pass-through" charges such as transportation drainage billing, and some that tap the CIP at varying levels for staff funding to support capital projects.
- **Delaying Requested Funding.** There may be the potential to delay some enhancements by a year, or push them to the next budget cycle.
- **Collaboration with Transportation Department.** The Improved Mobility Results Team worked with the Transportation Department's management team to determine approaches to best fund this outcome based on available resources. The IM Results Team met multiple times with the Transportation Department and requested additional information as it developed its funding recommendations. The additional information focused on enhancements and cost increases contained in the proposals, potential scalability options, the level of staff cost recovery from the CIP, and more detail on performance measures.

Based on application of the above principles the IM Results Team recommends that to maintain core services, all 15 operating proposals be funded to the level of $13,537,589 in 2015 (with an excess of $55,027) and $13,949,998 in 2016 (with a shortfall of $108,414). The 2015 excess may be carried forward to fill roughly half of the 2016 shortfall.

Round 2 adjustments were centered on reductions to all proposed enhancements (including staff, general M&O increases, professional services, and capital purchases), having the Transportation CIP Delivery Support proposal shift to recover full costs from the CIP, and an adjustment to the rate increase in the Transportation Drainage Billing proposal. The earlier annual increase was 7.1% per year and reflected preliminary drainage rates. The new annual increase developed by the Utilities Department is 4.1% per year. In addition, revenue increases were added to Modeling and Analysis Core Functions for CIP support and to Transportation Implementation Strategies to reflect new grant funding.

**Operating Proposals Recommended for Funding**

| Round 2 Rank | Proposal Number | Proposal Title | Round 2 Operating Proposal Adjustments |
|---|---|---|---|
| 1 | 130.31NA | **Traffic Signal Maintenance** | Reduction to M&O, truck and radio purchase |
| 2 | 130.24NA | **Signal Operations and Engineering** | - |
| 3 | 130.22NA | **Transportation System Maintenance (Non-Electric)** | Reduction to M&O, excavator, air compressor, truck, trailer, saw, GPS purchases |
| 4 | 130.11NA | **Intelligent Transportation Systems (ITS)** | - |
| 5 | 130.07DA | **East Link Overall** | *(City East Link funding being considered by CIP panel; will influence staffing level)* |
| 6 | 130.30NA | **Traffic Safety and Engineering** | Removal of 0.5 FTE and associated CIP support |
| 7 | 130.85DA | **Pavement Management** | - |
| 8 | 130.04NA | **Department Management and Administration** | Reduction to temporary staff and professional services |
| 9 | 130.35NA | **Emergency Management/ Preparedness for Trans. System** | Reduction to M&O, automated vehicle locator, IT support |
| 10 | 130.13NA | **Long Range Transportation Planning** | Removal of LTE extension and related M&O, reduction to professional services |
| 11 | 130.33NA | **Transportation CIP Delivery Support** | Adjust cost recovery so CIP fully covers positions similar to East Link and Pavement Management; IM Results Team questioned funding new positions *(Funding for specific CIP projects being considered by CIP panel; will influence staffing level)* |
| 12 | 130.14NA | **Modeling and Analysis Core Functions** | Additional revenues added relating to CIP support |
| 13 | 130.36NA | **Transportation Implementation Strategies** | Removal of new position request and related M&O, reduction to professional services, additional grant resources added |
| 14 | 130.29NA | **Traffic Data Program** | Reduction to consultant contract for traffic studies |
| 15 | 130.06NA | **Transportation Drainage Billing** | Change by Utilities of Drainage rate from preliminary annual increase of 7.1% to 4.1% |

To retain core services, there was not an opportunity to fund any requested enhancements through the IM general fund allocation. If additional resources were to become available, the IM Results Team recommends that the following enhancements be funded:

**Higher priority**

- Funds for department accreditation and department strategic plan in proposal 130.04NA – Department Management and Administration
- Consulting funds and LTE extension in proposal 130.13NA – Long Range Transportation Planning

**Lower priority**

- Funding for 0.5 FTE in 130.30NA – Traffic Safety and Engineering to go with 0.5 FTE in proposal 130.07DA – East Link Overall
- Capital funds for vehicles/equipment in proposals 130.31NA – Traffic Signal Maintenance and 130.22NA – Transportation System Maintenance (Non-Electric)
- Automated vehicle locating (AVL) system in proposal 130.35NA – Emergency Management/ Preparedness for the Transportation System
- Local improvement district staff person and supporting funds in proposal 130.36NA – Transportation Implementation Strategies

## 4. Particular Areas of Struggle/Recommendations for the Future

The Transportation Drainage Billing proposal (130.06NA) that has historically been part of the Improved Mobility outcome will likely continue to place pressure on both core functions and needed enhancements in future budget cycles unless an alternative approach is taken. The annual increase that is forecast for the drainage billing rate directly competes for General Revenue resources the way things are set up. An alternate approach for this proposal and other similar proposals may want to be considered in future budget cycles.

# Improved Mobility Executive Summaries

# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Improved Mobility

130.04NA **Title:** Department Management and Administration
**Department:** Transportation

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,649,410 | $1,655,954 |
| **FTE/LTE:** | 10.21/1.00 | 10.21/1.00 |

This proposal provides funding for strategic leadership on transportation issues within the organization and region, manages and/or provides oversight over all lines of department business, and provides general administrative and financial support to the Department. These resources benefit all functions within the Department logically lending themselves to a single proposal for management and administration.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Average score on department employee survey indicating upper management effectively communicates the reasons behind key decisions (scale of 5) | | 3.75 | 3.75 | 3.75 |
| Percentage of budget proposals achieving defined performance measures | N/A | 100% | 100% | 100% |
| Percentage of residents that agree or strongly agree that improving transportation is the biggest problem in the city | | 50% | 50% | 50% |
| Percent of regional mobility principles advanced through regional project staff activities | | 60% | 60% | 60% |
| Percent of regional partners and design/build teams who rate the value added by regional project staff as meets or exceeds expectations | N/A | 80% | 80% | 80% |

130.06NA **Title:** Transportation Drainage Billing
**Department:** Transportation

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $3,672,651 | $3,823,230 |
| **FTE/LTE:** | 0.00/0.00 | 0.00/0.00 |

This proposal is for funds for the Transportation Department to pay for storm drainage from Bellevue's roadways to the City's Stormwater Utility. This system manages runoff from impervious surfaces to prevent flooding, and to preserve existing streams and wetlands, keeping them free from pollutants. Transportation owns over 120,000,000 sq ft of impervious streets. Transportation is billed for 26.5% of the surface as lightly developed (medians, plantings, etc). The other 73.5% is billed as heavily developed. Heavily developed properties have much greater runoff and are charged at a higher rate. These calculations have been determined to take credit for detention systems into account.

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Improved Mobility

130.07DA **Title:** East Link Overall
**Department:** Transportation

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,503,061 | $1,503,617 |
| **FTE/LTE:** | 9.00/1.00 | 9.00/1.00 |

This proposal enables continued City involvement in the East Link light rail project. East Link is a voter approved $2.8 billion extension of light rail that will connect Bellevue with Overlake, Mercer Island and Seattle. It will support the continued growth and development of the Downtown and the redevelopment of the Wilburton and Bel-Red areas. In 2011 the City and Sound Transit (ST) entered into a Memorandum of Understanding (MOU) that commits the City to contribute up to $160 million to the project. It created a Collaborative Design Process to facilitate the resolution of issues and advance the project. This project is a major focus for the City Council and broader community. During 2015-16 the focus will be on advancing final design and initiating construction activities.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of regional partners and design/build teams who rate the value added by regional project staff as meets or exceeds expectations | N/A | 80% | 80% | 80% |
| Percent of residents who feel that the city is doing a good job of planning for growth in ways that will add value to their quality of life | | 85% | 85% | 85% |

130.11NA **Title:** Intelligent Transportation Systems (ITS)
**Department:** Transportation

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $554,313 | $573,931 |
| **FTE/LTE:** | 4.00/0.00 | 4.00/0.00 |

This proposal provides maintenance and operations for existing Intelligent Transportation Systems (ITS) programs and devices. It also provides the construction, operations, and maintenance resources necessary to continue the replacement of the City's old signal system with the state of the art SCATS (Sydney Coordinated Adaptive Traffic System), and implement additional ITS projects from the city's ITS Master Plan. ITS is Bellevue's program to add intelligence and communication technology to transportation infrastructure to provide a higher level of mobility and information to all roadway users. ITS solutions such as SCATS adaptive signals provide gains in system wide efficiency without widening roads, and thus have a very high benefit to cost ratio.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| SCATS flashing yellow arrow delay reduction value | $2,250,000.00 | $3,000,000.00 | $3,250,000.00 | $3,500,000.00 |
| SCATS adaptive signal system completion | 58% | 82% | 100% | 100% |
| Traffic cameras (network/digital) | 51 | 57 | 60 | 63 |
| SCATS total delay reduction value estimate | $5,625,000.00 | $7,500,000.00 | $8,750,000.00 | $10,000,000.00 |
| Corridors with travel time info available on city website | 0 | 0 | 0 | 1 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Improved Mobility

130.13NA **Title:** Long Range Transportation Planning
**Department:** Transportation

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $356,984 | $368,289 |
| **FTE/LTE:** | 2.00/0.00 | 2.00/0.00 |

Long range transportation planning (LRTP) focuses on emerging trends and considers the context within which a multi-modal transportation network serves mobility needs while enhancing economic vitality, community character, human health, and the environment. LRTP anticipates mobility needs and identifies strategies to ensure an adequate level of service for all travel modes. LRTP develops policies for the Comprehensive Plan, manages subarea plans such as the Downtown Transportation Plan, and leads transportation facility planning such as the Transit Master Plan and the Pedestrian & Bicycle Plan. LRTP coordinates with city departments, elected and appointed officials, community groups, business organizations, and outside agencies to ensure that transportation strategies support the city's land use vision and align with regional plans.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of residents who agree that Bellevue is doing a good job of planning for and implementing a range of transportation options | | 70% | 70% | 70% |

130.14NA **Title:** Modeling and Analysis Core Functions
**Department:** Transportation

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $612,357 | $632,842 |
| **FTE/LTE:** | 4.00/0.00 | 4.00/0.00 |

This proposal relates to travel demand forecasting and analysis that provides the data and analytical support for City transportation plans and projects, concurrency, and development review. This work integrates land use and transportation plans to forecast and evaluate the impact of transportation system related modifications on traffic patterns and mobility. Having in-house staff to provide travel forecasting ensures consistency, timeliness, and confidence in city planning and project implementation efforts. Modeling and Analysis Core Functions (MACF) strives for seamless collaboration with staff within the department, the City and with agency partners in the region. The voice of the City in regional decision-making is strengthened by credible data and model forecasts. Now, more than ever, demand modeling is supplemented by operational modeling and simulation.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of development projects reviewed for concurrency within two weeks of submittal by Development Review staff | 100% | 100% | 100% | 100% |
| Number of transportation projects for which reliable forecasts and analysis are prepared for three or more alternatives (as needed for project evaluation and decision making) | 10 | 8 | 8 | 8 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Improved Mobility

130.22NA **Title:** Transportation System Maintenance (Non-Electric)
**Department:** Transportation

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $3,171,089 | $3,271,166 |
| **FTE/LTE:** | 19.50/0.00 | 19.50/0.00 |

The transportation system infrastructure requires ongoing maintenance and repair services to promote the safety of the traveling public, improve customer travel experiences, to minimize accidents and claims and prolong its useful life. Supported infrastructure includes concrete and asphalt roadways, bike lanes and pedestrian pavements; guard rails, safety rails, traffic curbs, street signs, and pavement markings (such as centerlines, turn arrows, and crosswalks). Response to reported safety issues such as potholes, accident debris, blocking vegetation, potentially hazardous City-owned trees and tripping hazards are included in this proposal. Much of the infrastructure in the City is aging and the need for infrastructure maintenance and repair is increasing. The 2014 Budget Survey indicates traffic and transportation services as top priorities in Bellevue and ranking maintenance of existing streets and sidewalks as the 6th most important of 39 services.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of potholes filled within 24 hours of notice | 99% | 97% | 97% | 97% |
| Percent of critical sign emergency calls responded to within 1 hour | 96% | 95% | 95% | 95% |
| Cost per sq ft for Roadway Repaired (By staff, labor, materials, equip)) | $8.49 | $14.50 | $14.70 | $14.70 |
| Number of potholes repaired (per each) | 265 | 300 | 300 | 300 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Improved Mobility

130.24NA **Title:** Signal Operations and Engineering
**Department:** Transportation

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $555,080 | $573,449 |
| **FTE/LTE:** | 3.50/0.00 | 3.50/0.00 |

This proposal provides citywide signal timing, traffic computer and Traffic Management Center operations, signal engineering, signal timing complaint investigation and response, traffic camera video requests, street light engineering and design, signal and lighting standards and specifications, and emergency management support. The daily signal operations provided in this proposal utilize Intelligent Transportation Systems (ITS) such as the SCATS traffic adaptive signal system to significantly increase system efficiency, and the street light engineering utilizes new LED technology for cost savings and carbon footprint reduction. Detailed operational modeling of roadways and traffic signals is supported for the assessment of proposed roadway changes and mitigations for major projects such as East Link. Daily signal ops provides for the ability to quickly adjust signal timing to address unscheduled/emergency/accident events, road construction, holiday, and special event traffic.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| PM peak delay reduction from signal coordination | 10% | 11% | 11% | 11% |
| Signal timing requests from public reviewed/responded | 237 | 125 | 135 | 145 |
| New LED street lights installed | 269 | 200 | 3,800 | 200 |
| Cumulative energy reduction from efficiency measures (kWh) | 399,906 | 500,000 | 2,000,000 | 2,100,000 |
| Outside agency signals operated for coordination | 20 | 22 | 26 | 27 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Improved Mobility

130.29NA **Title:** Traffic Data Program
**Department:** Transportation

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $107,885 | $111,660 |
| **FTE/LTE:** | 1.00/0.00 | 1.00/0.00 |

This proposal will continue to provide traffic data to the Transportation Department, the public, and outside agencies. Traffic volume counts, turning movement counts at signalized intersections, speed studies, and intersection delay studies provide valuable information used for developing and maintaining the city's traffic model, improving traffic signal timing, and developing neighborhood traffic safety/calming projects. Traffic data is also required for inclusion in the national Highway Performance Monitoring System used to allocate federal funds to the states. This program also obtains needed data for the Accident Reduction Program, SR 520 toll diversion monitoring, and responds to public requests for traffic data for developers and other citizens.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Requested volume counts provided to Highway Performance Management System | 54 | 41 | 41 | 41 |
| % screenline counts delivered on time to modeling | 100% | 100% | 100% | 100% |
| % Mobility Management Area signalized intersections with manual turning movement counts delivered on time to modeling | 100% | 100% | 100% | 100% |
| Screenline counts to complete workprogram | 139 | 139 | 139 | 139 |
| Turning movement counts to complete workplan | 52 | 52 | 52 | 52 |

Note – Operating Proposal Executive summaries are listed in proposal order by Outcome. They do not include debt proposals and reserve proposals, nor do they include CIP proposals which can be found in the CIP section. They are as provided by the Department submitting the proposal, and have been adjusted for the RT changes, and tie to the column titled "RT Recommended Proposal Costs" on the allocation sheet.
Performance Measure data in this summary is draft, final data will be presented with the Preliminary Budget.

# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Improved Mobility

130.30NA **Title:** Traffic Safety and Engineering
**Department:** Transportation

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,287,317 | $1,333,728 |
| **FTE/LTE:** | 9.20/0.00 | 9.20/0.00 |

In the 2014 Budget Survey, Traffic (39%) and Transportation (21%) were the most commonly mentioned response when residents were asked to name the biggest problems facing Bellevue. This proposal funds Traffic Safety and Engineering services for the operation of and improvements to all City transportation systems – except those related to signals and street lights – addressing traffic safety and parking concerns on arterials, neighborhood streets and in school zones. Through a combination of education efforts and traffic safety operational improvements, staff responds to customer requests, designing and implementing traffic safety enhancement projects using various engineering methods including new and innovative technologies and education/public outreach efforts. Also, as members of project development teams, staff provides design guidance and plan review of traffic operation and pedestrian safety elements of capital projects.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Annual public cost savings from accident reduction projects | $3,650,000.00 | $3,700,000.00 | $3,800,000.00 | $3,900,000.00 |
| Percent of requests reviewed/responded to with recommendation within 6 weeks | 53% | 80% | 80% | 80% |
| Number of projects designed and/or constructed per year | 21 | 25 | 25 | 25 |
| Number of Customer Concerns to Review | 217 | 175 | 175 | 175 |
| Project Teams Staffed (interdepartmental/inter-jurisdictional) | 35 | 30 | 30 | 30 |

130.31NA **Title:** Traffic Signal Maintenance
**Department:** Transportation

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,198,205 | $1,240,485 |
| **FTE/LTE:** | 7.50/0.00 | 7.50/0.00 |

This proposal will continue to maintain the City's 187 traffic signals and associated systems (1260+ assets), including standby for after-hour response. This proposal provides departmental, interdepartmental, and regional project review and coordination, as well as One-Call locating services as mandated by law. This proposal does not provide a full staff level because only one of the two electricians comprising the signal maintenance bucket truck crew is provided (cut as part of the ’11-’12 budget). Critical, time sensitive maintenance of traffic signal equipment will typically be accomplished by borrowing from other areas (ITS or Street Lighting Maintenance), and other important but less time sensitive maintenance activities will continue to be deferred to a later budget cycle or as time becomes available.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Traffic signal maintenance staff | 7 | 7 | 7 | 7 |
| Traffic signals | 187 | 189 | 193 | 195 |
| Total signal assets | 1,268 | 1,300 | 1,350 | 1,400 |
| Preventative maintenance program completion | 92% | 90% | 90% | 90% |
| Intersection safety checks | 109 | 80 | 80 | 80 |

Note – Operating Proposal Executive summaries are listed in proposal order by Outcome. They do not include debt proposals and reserve proposals, nor do they include CIP proposals which can be found in the CIP section. They are as provided by the Department submitting the proposal, and have been adjusted for the RT changes, and tie to the column titled “RT Recommended Proposal Costs” on the allocation sheet.
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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Improved Mobility

130.33NA **Title:** Transportation CIP Delivery Support
**Department:** Transportation

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $3,366,113 | $3,195,502 |
| **FTE/LTE:** | 19.50/6.00 | 19.50/4.00 |

Public surveys have consistently identified transportation issues as a high priority for Bellevue taxpayers. This proposal funds the core functions needed to deliver Transportation Capital Investment Program (CIP) projects and programs in a cost-effective, timely, and efficient manner. These core CIP functions reflect the work needed to take transportation capital projects from proposal to reality: pre-design activities, preliminary and final engineering design, project management, construction management, contract administration, construction inspection, construction materials testing, financial management, and CIP public involvement.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Total percentage variance of actual construction costs from the original construction contract | 9.3% | 6% | 6% | 6% |
| Design cost at bid award as percentage of contract cost | 13.2% | 22% | 22% | 22% |
| Construction engineering labor cost as percentage of contract cost | | 10% | 10% | 10% |
| Percent of survey respondents that rate completed projects as meeting or exceeding their expectations | 61% | 75% | 75% | 75% |

130.35NA **Title:** Emergency Mgmt/Preparedness for the Transportation System
**Department:** Transportation

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $347,546 | $358,248 |
| **FTE/LTE:** | 2.00/0.00 | 2.00/0.00 |

This proposal provides equipment, training, preparedness plans, and stocks materials for transportation system emergencies such as snow and ice storms, windstorms, and earthquakes. This includes equipment preparation, developing and updating emergency response priority maps, detour route information and signage, and stocking traction sand, anti-icer, and de-icer. Also included are regular updates to emergency management plans and procedures, emergency response training and exercises, emergency management team meetings (both departmental and citywide) and other activities contributing to preparedness. An average amount of small-scale load-up, ice patrol and insignificant hilltop snow response or ice prevention is included. Funding for full-scale event response is not included in this proposal.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Workload and call tracking are monitored for each event and positive feedback received from the community and City Council | 100% | 100% | 100% | 100% |
| Stock is on hand, staff trained and equipment ready for ice and snow and winter storms by November 15 of each year | 100% | 100% | 100% | 100% |
| Sufficient store of materials for the first 48 hours of an event | 100% | 100% | 100% | 100% |
| Preventable equipment breakdowns in the first 12 hours of the event | 0 | 0 | 0 | 0 |

Note – Operating Proposal Executive summaries are listed in proposal order by Outcome. They do not include debt proposals and reserve proposals, nor do they include CIP proposals which can be found in the CIP section. They are as provided by the Department submitting the proposal, and have been adjusted for the RT changes, and tie to the column titled "RT Recommended Proposal Costs" on the allocation sheet.
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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Improved Mobility

130.36NA **Title:** Transportation Implementation Strategies
**Department:** Transportation

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $814,836 | $788,120 |
| **FTE/LTE:** | 4.50/0.00 | 4.50/0.00 |

Transportation Implement Strategies (TIS) staff develop plans and strategies to implement high priority, multi-modal transportation system capital improvement projects, operations and maintenance programs, and efficiency-enhancing travel demand management programs. Staff work collaboratively to enable a seamless transition of citywide priorities from long range planning through project funding, design, construction, operations and maintenance phases. Comprehensive Plan-based criteria and community engagement processes are employed to ensure the transportation sections of the funded 7-year Capital Investment Program (CIP) Plan, the City Code-required 12-year Transportation Facilities Plan (TFP), and the state statute-required local Transportation Improvement Program (TIP) are updated and administered as required. Work program includes development and administration of the Department's external funding programs including transportation impact fees, grants, and interagency partnerships.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of Mobility Management Areas (MMAs) meeting level of service and concurrency standards | 100% | 100% | 100% | 100% |
| Percent of Transportation CIP supported by nonlocal revenue sources | 17% | 15% | 15% | 15% |
| Number of formal complaints or legal assertions related to Title VI and ADA issues associated with transportation processes or facilities | 0 | 0 | 0 | 0 |
| Percentage point difference between Drive-Alone-Rate (DAR) at Bellevue CTR sites and all King County sites (based on biennial survey; 2-year lag) | | 6 | 6 | 6 |

Note – Operating Proposal Executive summaries are listed in proposal order by Outcome. They do not include debt proposals and reserve proposals, nor do they include CIP proposals which can be found in the CIP section. They are as provided by the Department submitting the proposal, and have been adjusted for the RT changes, and tie to the column titled "RT Recommended Proposal Costs" on the allocation sheet.
Performance Measure data in this summary is draft, final data will be presented with the Preliminary Budget.

# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Improved Mobility

130.85DA **Title:** Pavement Management
**Department:** Transportation

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $339,268 | $350,145 |
| **FTE/LTE:** | 2.50/0.00 | 2.50/0.00 |

This proposal is to provide funding for 2.5 FTEs for the design, management, implementation, and inspection of the Pavement Management Program (PMP). The use of a PMP is required per RCW 46.68.113 and WAC 136-320. The program is responsible to ensure that all City roads are maintained and resurfaced at the most cost-effective time and condition. Adjacent sidewalk wheelchair ramps must also meet accessibility requirements under the Americans with Disabilities Act (ADA). Adjacent curb/sidewalk repairs along with non-standard ramps are replaced with the street overlay. This program is also responsible to assure all city bridges are inspected and maintained as required by the Federal Highway Administration's National Bridge Inspection Standards.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Average pavement rating across the arterial roadway system | 78 | 78 | 78 | 78 |
| Average pavement rating across the residential roadway system | 87 | 72 | 72 | 72 |

## Total:

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $19,536,115 | $19,780,366 |
| **FTE/LTE:** | 98.41/8.00 | 98.41/6.00 |

Note – Operating Proposal Executive summaries are listed in proposal order by Outcome. They do not include debt proposals and reserve proposals, nor do they include CIP proposals which can be found in the CIP section. They are as provided by the Department submitting the proposal, and have been adjusted for the RT changes, and tie to the column titled "RT Recommended Proposal Costs" on the allocation sheet.
Performance Measure data in this summary is draft, final data will be presented with the Preliminary Budget.

# Healthy & Sustainable Environment

# Healthy & Sustainable Environment – Cause & Effect Map

2015-2016

**As a community Bellevue values…**

- **Services and infrastructure that reliably ensure public health and safety, as well as protect the environment.**
- **Stewardship and education that sustain a healthy environment for current and future generations.**
- **A healthy natural environment that supports wildlife.**
- **A nature experience in which to live, work, learn and play.**

Budget One
one city
one public
one purpose

**Factors:**

### Air

- Energy efficient transportation options
- Greenhouse gas reduction
- Pollution prevention and reduction
- Preserved and expanded tree canopy

### Water

- Reliable delivery of clean water
- Surface and storm water management
- Wastewater management

### Natural Environment

- Healthy lakes, streams and wetlands
- Improved wildlife habitat
- Expanded greenbelts, natural areas and open space
- Trails management

### Built Environment

- Streets free of waste and debris
- Reduction, reuse and recycling of resources
- Solid waste and hazardous materials management
- Sustainable building and development

**Key Community Indicators:**

- % of residents who agree the City of Bellevue provides, water, sewer, and wastewater services and infrastructure that reliably ensure public health and protect the environment.
- % of residents who agree that Bellevue is doing a good job of creating a healthy natural environment that supports healthy living for current and future generations.
- % of residents who agree that Bellevue's environment supports their personal health and well-being.
- % of residents who agree that Bellevue offers them opportunities to experience nature where they live, work, and play.

**Key Performance Indicators:**

- % of days/year in compliance with state and federal drinking water regulations
- % change in citywide tree canopy
- % of total waste recycled or composted (residential and nonresidential) as captured in the City's solid waste collection contract
- % change in greenhouse gas emissions
- % of trips by mode for Bellevue resident workers

## Outcome: Healthy & Sustainable Environment

Results Teams' Recommendations - July 28, 2014

Proposals with orange shading directly address a Council priority

| Rank | Proposal Title | Proposal # | Proposal Type* | Original Proposal Cost: 2015-2016 Department Proposed Cost | + RT Exp Recommendations: 2015-2016 Exp Changes | = RT Recommended Proposal Cost: 2015-2016 RT Recommended Cost | 2016 FTE/LTE | Funding Sources |
|---|---|---|---|---|---|---|---|---|
| 1 | Water Mains and Service Lines Repair Program | 140.13NA | E | 3,061,405 | - | 3,061,405 | 10.45 | Utilities |
| 2 | Storm and Surface Water Repair and Installation Program | 140.22NA | E | 1,710,179 | - | 1,710,179 | 4.65 | Utilities |
| 3 | Sewer Mains Laterals and Manhole Repair Program | 140.18NA | E | 2,055,451 | - | 2,055,451 | 7.25 | Utilities |
| 4 | Natural Resource Management | 100.09NA | En | 5,678,923 | (491,346) | 5,187,577 | 18.00 | General |
| 5 | Street Cleaning (Sweeping) | 130.26NA | E | 773,629 | - | 773,629 | 3.00 | General, Utilities |
| 6 | Environmental Stewardship Initiative | 115.24NA | En | 416,952 | (200,000) | 216,952 | 0.90 | General |
| 7 | PHASE II NPDES Permit REQUIREMENT: LID Principles Project | 110.11NA | N | 175,000 | (175,000) | - | 0.00 | General |
| 8 | Storm & Surface Water Preventive Maintenance Program | 140.24NA | E | 3,521,947 | - | 3,521,947 | 10.95 | Utilities |
| 9 | Water Distribution System Preventive Maintenance Program | 140.14NA | E | 1,662,180 | - | 1,662,180 | 6.85 | Utilities |
| 10 | Water Pump Station Reservoir and PRV Maintenance Program | 140.15NA | E | 2,221,367 | - | 2,221,367 | 4.30 | Utilities |
| 11 | Water Quality Regulatory Compliance and Monitoring Programs | 140.26PA | E | 1,020,715 | - | 1,020,715 | 2.80 | Utilities |
| 12 | Storm and Surface Water Pollution Prevention | 140.31DA | E | 1,085,205 | - | 1,085,205 | 2.63 | Utilities |
| 13 | Sewer Mainline Preventive Maintenance Program | 140.20NA | E | 2,042,815 | - | 2,042,815 | 8.10 | Utilities |
| 14 | Sewer Pump Station Maintenance Operations and Repair Prog. | 140.21NA | E | 1,783,059 | - | 1,783,059 | 5.55 | Utilities |
| 15 | Solid Waste Waste Prevention and Recycling | 140.30NA | E | 1,959,507 | - | 1,959,507 | 2.82 | Utilities |
| 16 | Capital Project Delivery | 140.01NA | En | 7,549,695 | - | 7,549,695 | 27.21 | Utilities |
| 17 | Storm and Surface Water Infrastructure Condition Assessment | 140.23NA | E | 506,763 | - | 506,763 | 1.20 | Utilities |
| 18 | Utility Planning and Systems Analysis | 140.63NA | E | 2,296,545 | - | 2,296,545 | 6.09 | Utilities |
| 19 | Utilities Department Management and Support | 140.42NA | E | 1,460,031 | - | 1,460,031 | 4.00 | Utilities |
| 20 | Utilities Telemetry and Security Systems | 140.25NA | E | 1,166,065 | - | 1,166,065 | 3.80 | Utilities |
| 21 | Sewer Condition Assessment Program | 140.19NA | E | 1,441,032 | - | 1,441,032 | 5.45 | Utilities |
| 22 | Citywide NPDES Management | 140.64NA | E | 678,925 | - | 678,925 | 1.00 | Utilities |
| 23 | Utility Locates Program | 140.44NA | E | 615,863 | - | 615,863 | 2.65 | Utilities |

## Outcome: Healthy & Sustainable Environment

Results Teams' Recommendations - July 28, 2014

Proposals with orange shading directly address a Council priority

| Rank | Proposal Title | Proposal # | Proposal Type* | Original Proposal Cost + 2015-2016 Department Proposed Cost | RT Exp Recommendations = 2015-2016 Exp Changes | RT Recommended Proposal Cost 2015-2016 RT Recommended Cost | 2016 FTE/LTE | Funding Sources |
|---|---|---|---|---|---|---|---|---|
| 24 | Water Systems and Conservation | 140.32NA | E | 316,716 | - | 316,716 | 0.60 | Utilities |
| 25 | Utility Asset Management Program | 140.11NA | E | 1,197,091 | - | 1,197,091 | 4.00 | Utilities |
| 26 | Utility Water Meter Reading | 140.45DA | E | 1,122,482 | - | 1,122,482 | 5.80 | Utilities |
| 27 | Private Utility Systems Maintenance Programs | 140.27DA | E | 1,168,475 | - | 1,168,475 | 4.75 | Utilities |
| 28 | Fiscal Management | 140.49NA | E | 1,604,731 | - | 1,604,731 | 6.00 | Utilities |
| 29 | Water Meter Repair and Replacement Program | 140.16NA | E | 1,068,982 | - | 1,068,982 | 2.25 | Utilities |
| 30 | Utilities Computer and Systems Support | 140.60NA | E | 1,966,829 | - | 1,966,829 | 4.20 | Utilities |
| 31 | Utilities Mobile Workforce | 140.62NA | N | 993,628 | - | 993,628 | 1.00 | Utilities |
| 32 | Utilities Customer Service and Billing | 140.33PA | E | 2,385,436 | - | 2,385,436 | 8.11 | Utilities |
| 33 | Asset Replacement | 140.47DA | E | 1,597,750 | - | 1,597,750 | 0.00 | Utilities |
| 34 | Water Service Installation and Upgrade Program | 140.17NA | E | 459,312 | - | 459,312 | 1.00 | Utilities |
| NR | Utility Taxes and Franchise Fees | 140.34NA | E | 23,944,637 | - | 23,944,637 | 0.00 | Utilities |
| NR | Cascade Regional Capital Facility Charges | 140.37NA | E | 4,000,000 | - | 4,000,000 | 0.00 | Utilities |
| NR | Utilities Water Supply Purchase and Sewage Disposal | 140.61NA | E | 103,755,057 | - | 103,755,057 | 0.50 | Utilities |
| | **Total[1]** | | | **190,464,379** | **(866,346)** | **189,598,033** | **177.86** | |

*Proposal Type:

E = Existing - same service level as previous biennium

En = Enhanced - expanded service level or budget request

N = New - entirely new proposal

Box border indicates proposal was not recommended

[1]RT changes differ slightly from memo due to processing through budget system

# City of Bellevue
# 2015-2016 Budget Development
# Ranking Summary and Purchasing Plan

**DATE:** July 16, 2014

**TO:** Leadership Team

**FROM:** Healthy and Sustainable Environment (HSE) Results Team
Team Lead: Paula Stevens (Trans)
Team Members: Ian Toms (CS), Cheryl Zakrzewski (CAO), Julie Ellenhorn (PCD), David Grant (CMO)
Budget Analyst: Katherine Tassery

**SUBJECT:** Ranking Summary and Purchasing Plan

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## 1. Summary Overview

The HSE Results Team received 38 operating proposals from the Utilities, Parks and Community Services, Planning & Community Development, Transportation and Development Services departments. One proposal (140.59NA – Fire Flow Capacity) was transferred to the Safe Community outcome. Three operating proposals were not ranked as they reflected only the payment of taxes, wholesale costs and Regional Capacity charges. The remaining 34 operating proposals were ranked during Round One.

The HSE Team received eleven CIP proposals, but was only asked to rank the nine Utilities CIP proposals in the first round. There was no Round Two ranking of these proposals.

All but four of the operating proposals received by the HSE outcome were from Utilities. The HSE Team divided the operating proposals into two groups – Utilities proposals and non-Utilities proposals. The primary reason for this division is that Utilities funds can only be used for Utilities proposals, and this division eliminates the perception that all proposals submitted to the HSE outcome compete against each other for General Funds.

The four operating proposals HSE received from non-Utilities departments included one existing proposal, two enhanced proposals and one new proposal. In addition, there were three Utilities proposals with General Fund requirements for interfund agreements. As a result, of the 34 proposals ranked in Round One, seven were further ranked and considered for funding in Round Two. The General Fund requests, allocations and balances for 2015 and 2016 are shown below.

| Year | General Fund Request | General Fund Allocation | Balance |
|---|---|---|---|
| 2015 | $ 3,568,528 | $ 3,000,161 | $ (568,367) |
| 2016 | $ 3,582,037 | $ 3,083,975 | $ (498,062) |

Based on the prioritization rationale and the funding criteria outlined in this memo, HSE recommends the following (see Attachment A):

- fully fund the three Utilities proposals with General Fund requirements (140.13NA, 140.18NA and 140.22NA),
- fully fund 130.26NA – Street Cleaning (Sweeping),
- partially fund enhanced proposal 100.09NA – Natural Resource Management,
- partially fund enhanced proposal 115.24NA – Environmental Stewardship Initiative, and
- forgo funding new proposal 110.11NA – Phase II NPDES Permit Requirement LID Principles Project.

**2. Proposal Prioritization Rationale**

When ranking the operating proposals submitted by the Utilities Department, the following themes guided ranking decisions:

1. The Team agreed that keeping the three systems (water, sewer, and storm) operating was the highest priority but struggled in deciding whether repair was more important than preventative maintenance. In the end, the Team decided to place repair ahead of preventative maintenance, but it could have easily gone the other direction.
2. The Team agreed that proposals that involved performing work (including capital activities) were of greater importance than proposals that were simply planning based.
3. Proposals with an educational component were ranked highly by the Team because education is a Community Value for the HSE outcome.
4. Proposals that contained legally mandated requirements (such as locate services and NPDES) were ranked in the middle, reflecting the Team's acknowledgement of these requirements.
5. The Team recognized that the computer support and mobile workforce proposals provided efficiencies which allowed more actual work to be accomplished in the field and ranked them in the mid-range.
6. The lowest ranked proposals were those that were less directly related to services being provided (fiscal management, billing, long-range planning, and equipment replacement).
7. The Team ranked asset replacement near the bottom for the first round, although the requested equipment appears to directly relate to the performance of services.

It is important to note that the three Utilities proposals with General Fund requirements for interfund agreements – 140.13NA, 140.18NA and 140.22NA – were re-ranked during the Round Two process against the non-Utilities proposals. The Team was unaware this would be necessary during Round One when these proposals were ranked only against the other Utilities proposals.

The following strategy was used when ranking the operating proposals submitted by departments other than Utilities:

1. The Natural Resource Management and Street Cleaning proposals were ranked high because their services/benefits were clearly defined and consistent with the HSE outcome.
2. The Environmental Stewardship Initiative was ranked third because the Team felt the proposal lacked continuity and structural cohesion with other city-based environmental programs.
3. The Phase II NPDES Permit requirement proposal was ranked fourth. According to the proposal, the project cannot be accomplished by the required deadline with existing staff without causing potential impacts to customer service. The Team acknowledges the importance of this proposal, but decided that delay of permit reviews does not relate to the HSE outcome and is not, therefore, a compelling justification for a higher ranking.

The HSE Team also consulted the *Council Vision, Strategic Target Areas, and Priorities* document in considering the proposal rankings and allocations.

**3. CIP Review**

The HSE Team utilized the following strategy when ranking the CIP proposals submitted by Utilities:

1. The Team decided that work on water infrastructure was of more importance than sewer infrastructure.

2. The Team ranked the environmental preservation CIP high because it was an ongoing proposal that was not tied to any particular project and directly impacted several of HSE's outcomes.
3. The Team ranked site specific projects that are currently underway or must be undertaken in the immediate future (such as to assist East Link) higher than projects that appear to be out in the future or for which the Team was not provided a time frame.

**4. Funding Criteria and Recommendations**

The HSE Team considered three overarching criteria in allocating resources to HSE proposals: (1) Round One rankings and associated rationale, (2) the adequacy of the allocations for both 2015 and 2016 to cover all base expenditures first, and (3) General Fund revenue obligations related to the three Utilities proposals previously referenced. In deciding how to address the funding shortage, the Team conferred with each of the non-Utilities proposal writers regarding scalability, revenue opportunities, and how the departments would prioritize program services if faced with funding shortfalls within their proposals. Additionally, the HSE Team used the following decision criteria when allocating operating funds:

1. The General Fund allocation was first used to fund the three Utilities proposals in full as the team could find no way to scale back the funding involved in the payment of rent by Transportation and Parks for sites owned by Utilities and the payment by Transportation of employee services provided by Utilities.
2. The one new proposal from Development Services for NPDES consultants was ranked fourth of four in the Round One prioritization exercise. While the Team feels the proposal has merit, there are no new dollars to fund the project, so it is not recommended for funding. The proposal is unique in that it is a one-time request, so there may be options outside the HSE allocation process for funding.
3. The Transportation Street Sweeping proposal seeks no enhanced funding. Scaling back the proposal would degrade the level of service provided to Bellevue residents, so the Team recommends funding the base request.
4. The HSE Team recommends funding only the base element of the Environmental Stewardship Initiative and not the requested enhancements. While the Team recognizes the importance of the base proposal, the fact that it was ranked lower than the Natural Resource Management and Street Sweeping proposals made funding the enhancement request infeasible.
5. Although the HSE Team ranked the Natural Resource Management proposal from Parks first, it was the only proposal the team found to be scalable. If given fewer resources as recommended by the HSE Team, Parks proposes purchasing the requested truck, eliminating its Well Kept Program, seeking the conversion of fewer temporary staff to (0.75) LTEs than originally requested, utilizing one time revenue from a settlement fund, and using King County Levy funds in 2016.

**5. Areas of Concern**

The HSE team wrestled with the following issues in deciding its funding allocations:

1. The Team debated whether to cut the ESI proposal entirely. Per the Round One ranking, the Team found the proposal lacking in continuity and structural cohesion with other city-based programs. However, the Team decided that cutting the proposal entirely would be counter to the tenets of the HSE outcome and the proposal is the only one in the HSE outcome with a broadly based and future-oriented environmental focus. As mentioned in the Round One ranking presentation to the Leadership Team, the HSE Team would like to see the ESI as a workgroup that coordinates and possibly consolidates the City's existing environmental programs within a single cohesive and more robust program.

2. The conversion of temporary employees to (0.75) LTEs by Parks represents an enhancement to their proposal.In decreasing the number of temps to be converted to LTEs, Parks will be forced to reduce existing service levels.
3. The Team is concerned that the Parks Department is utilizing one-time revenue (i.e. settlement money from illegal tree cutting actions and King County Levy funds) to fund on-going operations. The Parks Department has done this in the past, resulting in potentially larger deficits in subsequent years when such funds do not exist.
4. The Team was concerned that the City continues to expand its parks and trails system when it appears the funding necessary to maintain those assets at expected levels does not exist.
5. The presence of Utilities proposals with General Fund requirements for interfund agreements adds no value to the prioritization and allocation exercises because the team found no opportunity to scale these required transfers.
6. The HSE Team reviewed the rate increases proposed by Utilities and found them to be within the range of historical increases, but questioned whether these increases would be acceptable to citizens. In the 2014 Budget Survey, "utility rates too expensive" was listed by citizens as the 6th "biggest problem" facing Bellevue. While the percentage of residents citing this as a problem is small (5%), the Team – wearing our citizen hats – is concerned that the Utilities Department is continuing to raise rates, in part, to fund renewal and replacement reserves. Those reserves are substantial ($116 million at the end of 2013) and are earning little interest. At a time when inflation is out-pacing growth in the incomes of most Bellevue residents who are rate payers, the Team questions continuing to increase rates to build these reserves.

**6. Recommendations for Further Study and Potential Action**

1. The term "enhancement" should be defined so that all proposal writers use the term consistently.
2. Future proposals should include a budget summary from the previous proposal so that changes can be readily identified.
3. Proposals should clearly itemize all new expenditures and the reason for those new expenditures.
4. Utilities proposals should be reviewed separately. The philosophy of Budget One is relevant to Utilities, but the enterprise nature of the department does not fit well with the ranking and allocation framework of Budget One.
5. The Team suggests that the City Council direct further examination of Utilities rate increases and the Renewal and Replacement reserve accumulation.
6. An evaluation of expanding the City's inventory of facilities (including Parks) absent a consistent and dependable funding stream for maintenance should be undertaken.
7. An evaluation of the City's use of one-time revenue sources to fund ongoing M&O should be undertaken.

The HSE Results Team would like to thank our proposal writers and their departments for educating the Team on the work embodied in the proposals submitted to the HSE outcome and for their collaboration as the Team sought solutions to difficult funding decisions.

**Attachments**

Attachment A: Healthy and Sustainable Environment Results Team Round 2 Ranking Summary & Purchasing Plan

# Healthy & Sustainable Environment Executive Summaries

# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

100.09NA **Title:** Natural Resource Management
**Department:** Parks & Community Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $2,597,919 | $2,589,658 |
| **FTE/LTE:** | 15.00/3.00 | 15.00/3.00 |

This proposal funds the management, maintenance and environmental stewardship programs on 1,900 acres of public natural area and open space property comprised of lakes, streams, wetlands and forests. Programs preserve native tree canopy, provide fish and wildlife habitat, retain stormwater, improve air and water quality and reduce greenhouse gases. Greenways and trails provide outdoor classrooms for diverse populations to interact with nature through hands-on stewardship activities that help preserve and enhance the natural environment in the community where they live, work and play. Urban natural areas must be proactively managed with the same commitment as other vital community resources in order to ensure public health and safety, and the environmental, social and economic values and benefits for which they were set aside. A healthy natural environment preserves the quality of life that residents and businesses look for when selecting a location to reside in now and in the future.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of natural areas in healthy and sustainable condition ( class conditions 1 and 2 ) | 71% | 70% | 70% | 70% |
| Somewhat/strongly agree Bellevue offers me and my family opportunities to experience nature where we live, work, and play | 90% | N/A | N/A | N/A |
| Somewhat/strongly agree Bellevue is doing a good job of creating a healthy natural environment that supports healthy living for current and future generations (added in 2010) | 90% | N/A | N/A | N/A |
| Bellevue's public parks and park facilities appearances are good/excellent | 102% | N/A | N/A | N/A |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

110.11NA **Title:** PHASE II NPDES Permit REQUIREMENT: LID Principles Project — NOT RECOMMENDED
**Department:** Development Services

Federal and state clean water acts regulate discharges from the City's stormwater system under Ecology's Phase II Municipal Stormwater Permit. The Permit requires cities to implement a Low Impact Development (LID) Principles Project. LID principles are land use management strategies designed to minimize impervious surfaces, native vegetation loss, and stormwater runoff in all types of development situations, resulting in fewer pollutants entering streams, lakes, and wetlands. The Permit requires cities to review and revise citywide development-related policies, codes and standards to integrate LID Principles. This work must be completed by December 31, 2016. This proposal funds consultant services to support completion of the project within the limited deadline and ensure compliance with permit terms, while allowing Development Services staff to continue to provide outstanding customer service during the projected robust 2015 – 2016 development cycle. This is a one-time cost over the 2015-16 budget cycle.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| City of Bellevue compliance with state and federal mandatory NPDES Phase II Permit Conditions | 100% | 100% | 100% | 100% |
| Number of NPDES agency enforcement actions | 0 | 0 | 0 | 0 |
| Number of citizen NPDES suit actions | 0 | 0 | 0 | 0 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

115.24NA **Title:** Environmental Stewardship Initiative
**Department:** Planning & Community Develop

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $106,575 | $110,377 |
| **FTE/LTE:** | 0.90/0.00 | 0.90/0.00 |

The Environmental Stewardship Initiative (ESI) is a cross-departmental effort to improve the environmental and financial performance of the government, commercial, and residential sectors of the city. ESI facilitates programming and policy analysis that provide measurable cost savings while improving the performance of HSE's Air, Water, Natural Environment, and Built Environment Factors. ESI provides the community with strategic direction, key performance metrics, and program implementations that result in energy efficiency, cleaner transportation, tree canopy management, greener buildings and infrastructure, greenhouse gas reductions, and an engaged public. Internally, ESI is a model "One City" initiative, leveraging resources across departments and community partners to achieve multiple outcomes and public benefits at a low cost. Through ESI, Bellevue has become a nationally recognized leader in environmental sustainability. ESI responds to multiple surveys and outreach activities where Bellevue residents have spoken on behalf of increasing environmental stewardship among city priorities.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Community greenhouse gas emissions | 1,603,000 | 1,238,203 | 1,238,203 | 1,238,203 |
| Percent decrease in municipal fleet fuel (diesel & gasoline) consumption | -2.7% | -5% | -5% | -5% |
| Citywide tree canopy coverage | N/A | 36% | 37% | 38% |
| Municipal greenhouse gas emissions | 13,568 | 11,246 | 11,246 | 11,246 |
| Percent of residents who agree that Bellevue is doing a good job of creating a healthy natural environment that supports healthy living for current and future generations. | 90% | 90% | 90% | 90% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

130.26NA **Title:** Street Cleaning (Sweeping)
**Department:** Transportation

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $380,402 | $393,227 |
| **FTE/LTE:** | 3.00/0.00 | 3.00/0.00 |

Gravel, debris, silts, automotive fluids, leaves, and glass in roadway and bicycle lanes contribute to accidents, injuries, street flooding, and pollutant discharge into the drainage system that flows to Bellevue's streams and lakes. Street Cleaning (Sweeping) cleans bicycle lanes, arterial roadways, neighborhood streets, responds to pick up traffic accident debris and removes traction sand applied during snow and ice response. This work assists in the prevention of urban flooding during rain events by removing leaves from the roadway and catch basins. Street sweeping protects fish and animal habitat especially following snow and ice events; it is critical to the health and beauty of Bellevue's natural waterways such as Phantom Lake, Lewis Creek, and Coal Creek. This work is required by the National Pollutant Discharge Elimination System Municipal Stormwater Permit issued by the State Department of Ecology. Half of the program represents revenue from the Utilities Dept.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Customer satisfaction rating for clean streets | 96% | 90% | 90% | 90% |
| Number of routine sweeping requests per 1,000 Customers | 0.07 | 0.5 | 0.5 | 0.5 |
| Number of street miles swept (lane miles serviced) | 2,892 | 5,650 | 5,650 | 5,650 |

140.01NA **Title:** Capital Project Delivery
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $3,638,580 | $3,911,115 |
| **FTE/LTE:** | 25.21/1.00 | 26.21/1.00 |

Capital Project Delivery develops and implements cost-effective capital investment projects necessary to accomplish the City's $211 million 2015-2021 Utility Capital Investment Program (CIP) and is necessary to continue to provide utility services to Bellevue's citizens including providing drinking water, removing wastewater, managing surface water runoff, and eliminating impacts on the health of Bellevue's streams, lakes, wetlands, plants, and wildlife.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Percent of CIP design projects completed on schedule | 64% | 80% | 80% | 50% |
| Utilities: Percent of Public Work contracts requiring warranty repair | 0% | 5% | 5% | 5% |
| Utilities: Percent of Public Work contracts completed under the Original Bid | 100% | 90% | 90% | 90% |
| Utilities: Percent of total CIP expended vs budgeted | 66.15% | 100% | 100% | 100% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

140.11NA **Title:** Utility Asset Management Program
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $605,940 | $591,151 |
| **FTE/LTE:** | 4.00/1.00 | 4.00/0.00 |

This proposal funds the Utility Asset Management Program (AMP), to determine the resources needed to operate, maintain, repair, and eventually replace or rehabilitate utility system assets and assures they are used cost effectively. Bellevue Utilities operates more than $3.5 billion worth of utility assets such as pipelines, pump stations and reservoirs. AMP develops and employs strategies to assess asset condition so that service levels expected by customers and required by state and federal regulations are provided at the lowest cost. More than 50% of Utility assets are at least halfway through their useful life. As assets age they continue to deteriorate; maintenance, repair, rehabilitation and replacement costs increase, making it even more critical that resources are used effectively.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Condition related water main failures per 100 miles of water main | 3.07 | 5 | 5 | 5 |
| Utilities: Wastewater overflows caused by pipeline failures | 5 | 2 | 2 | 2 |
| Utilities: Flooding incidents caused by drainage system pipeline failure | 1 | 5 | 5 | 5 |

140.13NA **Title:** Water Mains and Service Lines Repair Program
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,513,609 | $1,547,796 |
| **FTE/LTE:** | 10.45/0.00 | 10.45/0.00 |

The primary objective of the water repair program is to fix system breaks, stop leaks, protect drinking water quality, restore water service to customers, and mitigate environmental damage. The City also benefits financially from efficient repairs that minimize revenue loss and claims for damages. Failure from the water system infrastructure can have catastrophic consequences, including damaged property, roadways, the natural environment and water service interruption to homes and businesses. While Utilities has sound water maintenance and capital improvement programs, main breaks can occur at any time and are increasing as the water infrastructure ages. Examples of services included in this proposal include leak detection services and repairs to broken, leaking or malfunctioning water mains, service lines, fire hydrants, and control valves.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Unplanned water service interruptions per 1,000 customer accounts (target of 12 represents 492 accounts that experienced an unplanned water service interruption) | 11.78 | 12 | 12 | 12 |
| Utilities: Water distribution system: Water loss percentage | 5.6% | 6% | 6% | 6% |
| Utilities: Number of water service repairs | 250 | 250 | 250 | 250 |
| Utilities: Number of water main repairs | 35 | 30 | 30 | 30 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

140.14NA **Title:** Water Distribution System Preventive Maintenance Program
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $837,262 | $824,918 |
| **FTE/LTE:** | 6.85/0.00 | 6.85/0.00 |

Preventive maintenance services ensure the ongoing safety and operational integrity of the drinking water distribution system. Services include annual inspection and maintenance of fire hydrants, isolation valves, and system flushing (cleaning) programs. These programs extend the useful life of the drinking water system, are critical for system function and reliability, and maintain safe, high-quality drinking water for residents and businesses. Lack of adequate water system maintenance impacts the ability to quickly repair water main breaks, increases the chance of waterborne disease and problems with water quality. It could also result in fire hydrants and valves that do not work when needed for firefighting or other emergencies.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Number of fire hydrant failures during a fire | 0 | 0 | 0 | 0 |
| Utilities: Percent of water system mains cleaned | 14.5% | 17% | 17% | 17% |
| Utilities: Percentage of fire hydrants inspected | 38.35% | 50% | 50% | 50% |
| Utilities: Percentage of water system isolation valves inspected | 31.94% | 33% | 33% | 33% |
| Utilities: Number of water claims paid due to system failure | 11 | 5 | 5 | 5 |
| Utilities: Number of water claims paid greater than $20,000 due to system failure | 3 | 0 | 0 | 0 |
| Utilities: Percent of days per year in compliance with state and federal drinking water regulations | 100% | 100% | 100% | 100% |
| Utilities: Number of drinking water quality complaints per 1,000 water service connections (target of 2 represents 82 complaints) | 2.73 | 2 | 2 | 2 |
| Utilities: Total cost of water claims paid | $237,170.00 | $200,000.00 | $200,000.00 | $200,000.00 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

140.15NA **Title:** Water Pump Station, Reservoir and PRV Maintenance Program
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,162,248 | $1,059,119 |
| **FTE/LTE:** | 4.30/0.00 | 4.30/0.00 |

This proposal provides necessary preventive maintenance and repair throughout the public drinking water system. These services extend the useful life of assets; avoid costs associated with catastrophic failures and increase system reliability while maintaining drinking water quality. Bellevue's unique topography (with elevations ranging from sea level to 1,440 feet) requires a complicated system of reservoirs, pump stations, and pressure regulating valves (PRVs) to provide safe water and adequate fire flow throughout the service area. Due to the likelihood and high consequences of failure if preventive maintenance services are not provided, this proposal supports the goals for reliability and performance of the drinking water storage and delivery system.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Number of Water System Pressure Reducing Valve failures per year | 1 | 0 | 0 | 0 |
| Utilities: Number of water pump failures per year | 1 | 0 | 0 | 0 |
| Utilities: Number of reservoirs taken out of service as a result of drinking water quality concerns | 0 | 0 | 0 | 0 |
| Utilities: Percent of Water System Pressure Reducing Valves maintained | 18.34% | 20% | 20% | 20% |
| Utilities: Percent of reservoirs cleaned | 12% | 25% | 25% | 25% |

140.16NA **Title:** Water Meter Repair and Replacement Program
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $533,193 | $535,789 |
| **FTE/LTE:** | 2.25/0.00 | 2.25/0.00 |

This proposal provides for regular testing, calibration, repair and replacement of City-owned water meters at established intervals to ensure meter accuracy for water and sewer revenue collection, equitable billing and rates, early leak detection for the customer, and to promote water conservation. Accurate water meters ensure fair and equitable billing for water and sewer services. Under-registering water meters result in lost revenues which are spread to the rest of the rate base. Resources in this proposal replace 2000 older water meters in accordance with AWWA and manufacturer recommendations on a 20 year replacement cycle. Meter box maintenance activities are included to ensure safe access for meter reading and to shut off the water service in the event of an emergency.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Percent of commercial meters that meet accuracy standards at the time of the test | 32.31% | 85% | 85% | 85% |
| Utilities: Percent of commercial meters tested annually | 23.94% | 20% | 20% | 20% |
| Utilities: Number of domestic meter change outs | 2,019 | 2,000 | 2,000 | 2,000 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

140.17NA **Title:** Water Service Installation and Upgrade Program
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $228,676 | $230,636 |
| **FTE/LTE:** | 1.00/0.00 | 1.00/0.00 |

This proposal provides resources for the installation of drinking water service for new homes and businesses to obtain occupancy permits without costly delays to the property owner or contractor. Utilities perform water main shutdowns, water main condition assessments, and pipe work to install new water services. Asphalt cuts and excavations needed for installation are completed by private contractors under the right-of-way (ROW) use permit process. This hybrid Utility/contractor approach to water service installations provides timely installation of new services for developers, condition assessment data critical for asset management, minimizes customer service impacts of water shutdowns and assures consistent quality control and sanitation while supporting economic development.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Percent of water service installations completed within four weeks of request | 100% | 100% | 100% | 100% |
| Utilities: Number of water service installations | 71 | 40 | 50 | 50 |

140.18NA **Title:** Sewer Mains, Laterals and Manhole Repair Program
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,014,798 | $1,040,653 |
| **FTE/LTE:** | 7.25/0.00 | 7.25/0.00 |

The City of Bellevue's Sewer section is responsible for operation, maintenance, and repair of 680 miles of buried or submerged pipe and 14,132 manholes and cleanouts (maintenance access structures) within its service territory. This proposal provides repair services for the sewer collection system. These repairs correct deficiencies predominately due to aging infrastructure and allow the City to get the most use out of each pipe and manhole over the life of the asset for the least long-term cost. Raw sewage contains viruses, bacteria, chemicals and other pathogens that are an extreme threat to public health and the environment when not managed and contained within the sewer collection system. Broken or defective sewer mains and connections result in blockages and overflows of sewage that can flood and contaminate customer's homes, businesses or the environment; create public health issues and result in costly liability claims to the City.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Number of identified wastewater pipe defects requiring repair within 5 years | 338 | 250 | 200 | 200 |
| Utilities: Number of wastewater in-house pipe repairs completed annually | 93 | 100 | 100 | 100 |
| Utilities: Number of new wastewater pipe defects identified for repair or replacement | 107 | 150 | 150 | 150 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

140.19NA **Title:** Sewer Condition Assessment Program
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $710,652 | $730,380 |
| **FTE/LTE:** | 5.45/0.00 | 5.45/0.00 |

The Sewer Condition Assessment Program uses Closed Circuit TV (CCTV) equipment to provide digital images of the inside of sewer pipes and stubs in the right-of-way (ROW) to identify and evaluate pipe defects that need repair and document less severe defects that need regular maintenance. Sewer pipe defects can cause catastrophic failures resulting in blockages, backups and sewer overflows which impact customers, public health, and the environment. In addition, identifying and repairing sewer defects prior to road overlay activities minimizes pavement impacts and lowers restoration costs.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Linear feet of wastewater condition assessment performed | 292,579 | 265,000 | 265,000 | 330,000 |
| Utilities: Percent of wastewater system video inspected | 8.44% | 10% | 10% | 10% |
| Utilities: Number of new wastewater pipe defects identified for repair or replacement | 107 | 150 | 150 | 150 |

140.20NA **Title:** Sewer Mainline Preventive Maintenance Program
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $997,395 | $1,045,420 |
| **FTE/LTE:** | 8.10/0.00 | 8.10/0.00 |

This proposal provides preventive maintenance cleaning services on the sewer collection system to keep the lines clear. Preventive maintenance services lower service interruptions due to blockages, the associated claims due to backups, and minimize overflows which impact the environment and public health. This preventive maintenance program allows us to maximize the life of the sewer system for the least long-term cost.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Number of wastewater overflows per 1,000 customer accounts caused by system failures (target of 0.75 represents 28 overflows annually) | 0.05 | 0.75 | 0.75 | 0.75 |
| Utilities: Percent of wastewater pipe cleaned | 20.16% | 20% | 20% | 20% |
| Utilities: Number of wastewater claims paid due to system | 8 | 10 | 10 | 10 |
| Utilities: Number of wastewater claims paid greater than $20,000 due to system failure | 2 | 1 | 1 | 1 |
| Utilities: Total cost of wastewater claims paid | $97,945.0 | $60,000.0 | $60,000.0 | $60,000.0 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

140.21NA **Title:** Sewer Pump Station Maintenance, Operations, and Repair Progr
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $892,629 | $890,430 |
| **FTE/LTE:** | 5.55/0.00 | 5.55/0.00 |

This proposal provides sewer pump station maintenance and repairs to help minimize failures that cause sewer backups and overflows to the environment that can result in beach closures and surface water quality concerns. In addition, sewer backups can require a homeowner to move out or a business to close until cleanup is completed. Bellevue's unique topography with elevations ranging from sea level to 1,440 feet requires a diverse and complicated system of pump stations to provide continual service 24 hours a day/365 days a year. This proposal provides staff, vehicles, tools, equipment, and supplies for maintenance, operations, and repair services for sewer pump stations in the sewer collection system. These services ensure the 46 sewer pump stations, located along Lake Washington and Lake Sammamish, are adequately maintained and operating properly to minimize sewer blockages and overflows which impact customers, public health, and the environment.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Non-weather related pump station overflows per 1,000 wastewater customer accounts (value of 0.027 represent 1 overflow) | 0.03 | 0 | 0 | 0 |
| Utilities: Weather related wastewater pump station overflows per 1,000 customer accounts (value of 0.027 represents 1 overflow) | 0 | 0 | 0 | 0 |
| Utilities: Percent of wastewater pump station inspections completed as planned | 100% | 100% | 100% | 100% |

140.22NA **Title:** Storm and Surface Water Repair and Installation Program
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $839,036 | $871,143 |
| **FTE/LTE:** | 4.65/0.00 | 4.65/0.00 |

The Storm and Surface Water System within the City of Bellevue is comprised of a network of public and privately owned pipes, open channels, catch basins, manholes, streams and detention facilities both above and below ground. This proposal provides repair and installation services for publicly owned drainage system components to ensure that the municipal storm drainage system functions as designed. This aids to protect life, property, and the environment during major storm and flooding events, and to reduce pollution entering streams and lakes. Much of the repair work surrounding the storm & surface water system is mandated under the National Pollution Discharge and Elimination System permit (NPDES).

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Number of Surface Water repairs | 326 | 200 | 200 | 200 |
| Utilities: Labor hours per catch basin/manhole repair | 14.95 | 10 | 10 | 10 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

140.23NA **Title:** Storm and Surface Water Infrastructure Condition Assessment
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $281,907 | $224,856 |
| **FTE/LTE:** | 1.20/2.00 | 1.20/0.00 |

The Surface Water O&M Infrastructure Condition Assessment Program uses Closed Circuit TV (CCTV) equipment to provide digital images of the inside of drainage pipes. These images are used to evaluate and identify defects that need repair. Undetected defects can lead to catastrophic failures that have the potential to result in flooding, damage to roadways and down-slope properties, and liability claims. The overall goal of this program is to locate and repair defects within pipes before failures occur and to also assess the system for long-term repair and replacement needs.

Condition assessment provides valuable asset management information for the Utilities repair and replacement program by identifying and documenting overall trends in pipe condition. This is essential information when developing long-term replacement funding strategies for aging infrastructure.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Number of surface water pipe defects identified through condition assessment activities requiring repair or replacement | 32 | 25 | 25 | 10 |
| Utilities: Percent of surface water system video inspected | 1.56% | 100% | 100% | 100% |
| Utilities: Linear feet of surface water condition assessment performed | 32,861 | 50,000 | 50,000 | 50,000 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

140.24NA **Title:** Storm & Surface Water Preventive Maintenance Program
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,741,704 | $1,780,243 |
| **FTE/LTE:** | 10.95/0.00 | 10.95/0.00 |

The resources in this proposal fund preventative maintenance activities related to the City's storm and surface water system. For the drainage system to function correctly and provide adequate flood control, it must be kept free of excessive debris and sediment. These can cause blockages of catch basins and pipes during heavy rains leading to flooding, property damage claims, and environmental degradation. Sediment is also a pollutant. The drainage system contains a variety of water quality facilities that trap oils and other pollutants from roadways and allow for their removal during maintenance. Because the final discharge for all drainage in Bellevue is the City's streams and lakes, system maintenance is essential to keep them free of the sediment and pollutants generated from roadways and other impervious surfaces. The majority of maintenance activities funded by this proposal are mandated under the Federal National Pollutant Discharge Elimination System Permit (NPDES).

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Number of surface water claims paid due to system failure | 0 | 2 | 2 | 2 |
| Utilities: Number of surface water claims paid greater than $20,000 | 0 | 0 | 0 | 0 |
| Utilities: Percent of NPDES Required Inspections Completed | 100% | 100% | 100% | 100% |
| Utilities: Percent of surface water preventive maintenance work orders completed | 100% | 100% | 100% | 100% |
| Utilities: Percent of surface water structures inspected | 37.79% | 25% | 25% | 25% |
| Utilities: Total cost of storm and surface water claims paid | $0.00 | $25,000.0 | $25,000.0 | $25,000.0 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

140.25NA **Title:** Utilities Telemetry and Security Systems
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $575,180 | $590,885 |
| **FTE/LTE:** | 3.80/0.00 | 3.80/0.00 |

This proposal provides for the maintenance, operation, and repair of utilities telemetry (remote monitoring and data transmittal) sensing and measurement of information such as reservoir levels, water pressure and flows, sewage pump station levels, and storm retention pond levels at remote pump stations/reservoirs and transmission of that information to a central location, SCADA (Supervisory Control & Data Acquisition), and security components of the water, sewer, and surface water systems. Use of telemetry and SCADA equipment enables continuous automated monitoring and control of utility systems and significantly reduces operational staff needs. In addition, security systems continuously monitor water reservoirs and pump stations for signs of intrusion and notify operators of any security breaches 24 hours a day/365 days a year. These systems work to maintain drinking water quality, supply and security, avoid sewer overflows, and effectively manage regional storm water facilities.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Number of water/sewer service interruptions caused by SCADA/Telemetry system | 0 | 0 | 0 | 0 |
| Utilities: Number of security breaches discovered but not detected at the time of the intrusion | 0 | 0 | 0 | 0 |
| Utilities: Percent of telemetry sites planned preventive maintenance activities completed | 97% | 100% | 100% | 100% |
| Utilities: Number of water or sewer station failures caused by SCADA/Telemetry failures | 0 | 0 | 0 | 0 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

140.26PA **Title:** Water Quality Regulatory Compliance and Monitoring Programs
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $500,727 | $519,740 |
| **FTE/LTE:** | 2.80/0.00 | 2.80/0.00 |

This proposal provides Water Quality Regulatory Compliance and Monitoring Programs necessary to:

- Minimize the risk of drinking water supply contamination and resultant human illnesses and/or deaths; and

- Protect surface water quality, reduce pollutant discharges, and provide emergency spill response.

These programs are the primary means of managing compliance with the Safe Drinking Water Act's water quality sampling/monitoring requirements. In addition, they address operational mandates of the Clean Water Act and the City's National Pollutant Discharge Elimination System (NPDES) Phase II Municipal Stormwater Permit. These programs also ensure compliance with an array of other requirements and contractual agreements, such as the Endangered Species Act (ESA) Regional Road Maintenance Program. This encompasses a wide range of activities from field work, water quality sampling and analysis, regulatory reporting, emergency response, and enforcement, to City Council communication/policy support.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Percent of days per year in compliance with state and federal drinking water regulations | 100% | 100% | 100% | 100% |
| Utilities: Number of drinking water quality complaints per 1,000 water service connections (target of 2 represents 82 complaints) | 2.73 | 2 | 2 | 2 |
| Utilities: Compliant with all Surface Water Regulatory Requirements | Yes | Yes | Yes | Yes |
| Utilities: Number of illicit discharges detected and corrected annually | 229 | 155 | 155 | 155 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

140.27DA **Title:** Private Utility Systems Maintenance Programs
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $574,599 | $593,876 |
| **FTE/LTE:** | 4.75/0.00 | 4.75/0.00 |

This proposal protects public health by preventing drinking water from backflow cross contamination, reduces pollutants in surface water, and funds the Fats, Oils and Grease program to reduce sewer blockages and overflows. These programs are mandated by the Federal Safe Drinking Water Act, Clean Water Act, and other regulations. Private Systems Maintenance Programs (PSMP) conduct field inspections and code enforcement at businesses and homes through education and code compliance for private water, stormwater, and wastewater systems to minimize public health risks, flooding, and pollution affecting homes, businesses, and the environment. Cross Connection Control (CCC), Private Drainage Inspection (PDI), Industrial Waste/Fats, Oils, and Grease (FOG) programs provide oversight of private infrastructure through education, inspection, and codes to ensure protection of public health and the environment and to protect the public infrastructure from premature failure or degradation.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Percent of Fat, Oil, Grease removal devices compliant with maintenance requirements | 58.12% | 100% | 100% | 100% |
| Utilities: Percent of private drainage systems compliant with maintenance requirements | 73% | 100% | 100% | 100% |
| Utilities: Number of drinking water system contamination events due to backflow | 1 | 0 | | |
| Utilities: Number of backflow assemblies tested annually | 11,040 | 11,848 | 12,196 | 12,596 |
| Utilities: Percent of planned private drainage inspections performed each year | 74.94% | 100% | 100% | 100% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

140.30NA **Title:** Solid Waste, Waste Prevention, and Recycling
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $970,047 | $989,212 |
| **FTE/LTE:** | 2.82/0.00 | 2.82/0.00 |

City customers generate approximately 121,000 tons of solid waste annually, 66,000 tons of which is garbage that must be hauled to the local landfill. Efficient and effective management of solid waste (i.e., garbage, recyclables, and organic waste) is critical to the health and appearance of the City, its continued economic viability, and the sustainability of both the local and global environment. This proposal provides for the management of the solid waste collection contract with Republic Services, the continuation of the City's successful waste prevention and recycling programs, and the exploration of what the City will do in 2028 when it leaves the King County solid waste transfer and disposal system.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Solid waste collection contract customer satisfaction | 70% | 80% | 80% | 80% |
| Utilities: Single-family Recycling Rate | 67.75% | 69% | 69% | 69% |
| Utilities: Multifamily Recycling Rate | 20.48% | 18% | 18% | 18% |
| Utilities: Meet State recycling goal of 50% of generated solid waste | 42.48% | 50% | 50% | 50% |

140.31DA **Title:** Storm and Surface Water Pollution Prevention
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $534,865 | $550,340 |
| **FTE/LTE:** | 2.63/0.00 | 2.63/0.00 |

On an average day, tens of thousands of pounds of toxic chemicals enter Puget Sound's waterways, most of which is carried by storm and surface water that runs off roads, driveways, rooftops, yards, and other developed land. Most people are not aware that water flowing into storm drains is not treated. Under this proposal, staff provides mandated public education and outreach to residents and businesses as required by the National Pollutant Discharge Elimination System (NPDES) Permit, increasing understanding of storm and surface water issues, and promoting behaviors that prevent pollution locally and regionally.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Percent compliant with car wash kit requirements | 73.33% | 100% | 100% | 100% |
| Utilities: Public storm drain markings maintained per plan for calendar year | Yes | Yes | Yes | Yes |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

140.32NA **Title:** Water Systems and Conservation
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $156,061 | $160,655 |
| **FTE/LTE:** | 0.60/0.00 | 0.60/0.00 |

Conserving and promoting the efficient use of water resources to ensure an adequate supply of clean, safe drinking water into the future is critical to human health, the City's continued economic viability, and the sustainability of both the local and global environment. The City leverages resources by looking to the Cascade Water Alliance for primary water conservation and efficiency program delivery, and supplements Cascade's programs through local programs such as the Waterwise Garden, the Natural Yard Care programs, and the Powerful Choices for the Environment program to 6th graders, all of which promote the wise use of water and elimination of waste in order meet the City's water use efficiency goals.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Percent completion of planned Powerful Choices curriculum for the calendar year | | 100% | 100% | 100% |
| Utilities: Number of attendees for Fall Natural Yard Care Classes | 262.00 | 160.00 | 160.00 | 160.00 |
| Utilities: Save 228,000 gpd of drinking water on an annual basis to meet Cascade cumulative drinking water use efficiency goal by the end of 2019 | | 228,000 | 228,000 | 228,000 |
| Utilities: Save 380,000 gpd of drinking water during peak season on an annual basis to meet Cascade cumulative drinking water use efficiency goal by the end of 2019. | | 380,000 | 380,000 | 380,000 |

140.33PA **Title:** Utilities Customer Service and Billing
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,172,175 | $1,213,261 |
| **FTE/LTE:** | 8.11/0.00 | 8.11/0.00 |

Utilities Customer Service and Billing bills and manages 38,000 service connections for 130,000 customers in Bellevue and surrounding communities. Utilities bills for water, wastewater, and storm drainage services, services which are necessary to foster a healthy and sustainable environment. Services are entirely supported by ratepayers. The billings for approximately 36,000 residential and 2,000 commercial and multi-family accounts generate rate revenue of over $119 million for Utilities and utility taxes of almost $8 million for the General Fund.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Customer Billing error percentage | 0.58% | 3% | 3% | 3% |
| Utilities: Customer satisfaction survey (weekly Customer Service & Billing) | 93% | 80% | 80% | 80% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

140.34NA **Title:** Utility Taxes and Franchise Fees
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $11,713,488 | $12,231,149 |
| **FTE/LTE:** | 0.00/0.00 | 0.00/0.00 |

Bellevue Utilities is required to pay State Utility and Business and Occupation (B&O) taxes (RCW 82.04.220 and 82.16.020), City of Bellevue Utility Taxes (BCC 4.10.025), and a franchise fee to neighboring communities that have a franchise agreement with the City to provide water and wastewater services in their jurisdiction. These payments are required by State and Local laws and binding agreements with neighboring jurisdictions. These taxes and fees are passed through directly to utility rate payers and included in their bi-monthly utility bills.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Percentage of Utility Tax & Franchise Fee payments made by applicable due date | | 100% | 100% | 100% |

140.37NA **Title:** Cascade Regional Capital Facility Charges
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $2,000,000 | $2,000,000 |
| **FTE/LTE:** | 0.00/0.00 | 0.00/0.00 |

The City's wholesale water supplier, Cascade Water Alliance (CWA), establishes rates to cover the cost of providing water to its members. Bellevue is a member of the CWA. One component of these rates is a fee assessed on each new connection for the equitable recovery of growth-related costs pertaining to Cascade's water supply system. The City has a policy of ensuring that "growth pays for growth" (City Comprehensive Financial Management Policies 10.1.III.A). Under this policy it is the responsibility of the party seeking Utility service to make and pay for any extensions and/or upgrades to the Utility systems that are needed to provide service to their property; Bellevue Utilities passes these charges directly through to customers connecting to the water system.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Percent of Monthly Regional Capital Facility Charge (RCFC) reports submitted by due date | 100% | 100% | 100% | 100% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

140.42NA **Title:** Utilities Department Management and Support
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $719,600 | $740,431 |
| **FTE/LTE:** | 4.00/0.00 | 4.00/0.00 |

Utilities is a self-supporting enterprise operating within the City of Bellevue, dedicated to actively supporting public health and safety, the environment, a sustainable economy, and neighborhood livability now and into the future. It does so by effectively and efficiently managing four distinct business lines (drinking water, wastewater, storm and surface water systems, and solid waste collection), with an annual operating budget of $130M, capital budget of $194M (2013-2019), and 168 staff. Because of the long lives of utility systems, Utilities planning horizon extends 75 years. With its diverse service portfolio, this large and complex department requires strong leadership, strategic vision, clear guidance, and thoughtful management.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Employee job engagement score (Annual City Employee Survey) | 3.55 | 3.6 | 3.6 | 3.6 |
| Utilities: Maintain a minimum Aa2 Bond Rating | Yes | Yes | Yes | Yes |
| Utilities: Utilities Services customer satisfaction survey - (Citywide citizen survey) | 91% | 85% | 85% | 85% |
| Utilities: Is the Bellevue Utilities Department an Accredited Agency? | Yes | Yes | Yes | Yes |
| Utilities: Percentage of Utilities customers rating Bellevue Utilities Department services as good value for the money. | 87% | 90% | 90% | 90% |

140.44NA **Title:** Utility Locates Program
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $304,032 | $311,831 |
| **FTE/LTE:** | 2.65/0.00 | 2.65/0.00 |

This proposal provides resources for Utilities to protect underground City owned and operated utility infrastructure. The Utility Locate program safeguards approximately 1675 miles of City owned underground utility pipelines for the delivery of drinking water and conveyance of surface runoff and sewer pipes by accurately marking utility locations prior to construction excavation in support of development, CIP and franchise utility renewal and repair.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Percent of locates performed within mandated deadlines | 100% | 100% | 100% | 100% |
| Utilities: Number of claims paid due to mis-locates | 0 | 0 | 0 | 0 |
| Utilities: Number of damaged assets due to mis-locates | 3 | 0 | 0 | 0 |
| Utilities: Number of locates received | 24,177 | 28,000 | 30,000 | 32,000 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

140.45DA **Title:** Utility Water Meter Reading
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $572,665 | $549,817 |
| **FTE/LTE:** | 5.80/0.00 | 5.80/0.00 |

This proposal provides services to read customer meters for all residential and commercial accounts in the water utility service area that includes the City of Bellevue, adjacent communities of Clyde Hill, Hunts Point, Medina, Yarrow Point, and sections of Kirkland, and Issaquah. Meter reading is essential to maintaining water and wastewater revenue flow and equity among ratepayers (winter water consumption is used as the consumption basis for wastewater billing). Other services are provided directly to property owners at their home or business in locating leaks and meter turn-offs.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Meter reading accuracy | 99.98% | 99.75% | 99.75% | 99.75% |
| Utilities: Meter reading productivity in meter reads per hour | 43.63 | 43 | 43 | 43 |
| Utilities: Total cost per meter read | $0.66 | $0.75 | $0.75 | $0.75 |

140.47DA **Title:** Asset Replacement
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $980,701 | $617,049 |
| **FTE/LTE:** | 0.00/0.00 | 0.00/0.00 |

Consistent financial management policy dictates systematic Utility funding to replace vehicles and other work equipment that have reached the end of their useful lives (Comprehensive Financial Management Policy 10.1.V.C). Asset Replacement is the Utilities' equivalent of the Electronic Replacement Fund (ERF) and Information Technology (IT) Replacement programs. The utility vehicles and other equipment scheduled to be replaced in 2015-16 are needed to transport crews, inspectors, and other staff to construction sites with the equipment and tools needed to perform their jobs. This proposal is funded from asset replacement reserves created specifically for this purpose, so there is no utility rate impact to customers.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Percentage to target: Asset Replacement account balance | | 100% | 100% | 100% |
| Utilities: Percent Variance: Actual Capital Asset expenditures versus Budgeted Capital Asset expenditures | | 100% | 100% | 100% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

140.49NA **Title:** Fiscal Management
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $841,040 | $763,691 |
| **FTE/LTE:** | 6.00/0.00 | 6.00/0.00 |

Unlike General Funds departments, Utilities are separate enterprise funds that, by law, must each be self-supporting. The objective of the Fiscal Management Team is to support the daily financial operations of the Utilities Department, monitor and report on the Utilities financial condition, conduct rate evaluations to ensure financial sustainability, protect the City's investment by maintaining adequate operating reserves, and act in the best interest of the ratepayers. Financial management of the Utilities are dictated by financial policies as memorialized in the City's Comprehensive Financial Management Policies (10.1). By adhering to these financial policies, taking a long-term approach to financial planning, and practicing vigilant financial management, Bellevue Utilities has earned a Aa1 bond rating (the highest rating possible for a utility our size) and is financially prepared to meet both operational and infrastructure replacement needs.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Operating expenditures vs. amount budgeted | 100.01% | 100% | 100% | 100% |
| Utilities: Median Utility bill comparison | 99.94% | 105% | 105% | 105% |
| Utilities: Percentage to target: Operating Reserves balance for Water Utility | | 100% | 100% | 100% |
| Utilities: Percentage to target: Operating Reserves balance for Wastewater Utility | | 100% | 100% | 100% |
| Utilities: Percentage to target: Operating Reserves balance for Storm Water Utility | | 100% | 100% | 100% |
| Utilities: Percent Variance: Actual Operating Revenue vs. Budgeted Operating Revenue | | 100% | 100% | 100% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

140.60NA **Title:** Utilities Computer and Systems Support
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,028,658 | $938,171 |
| **FTE/LTE:** | 4.20/0.00 | 4.20/0.00 |

Utilities relies on computers to provide efficient water, sewer, and storm drainage services to customers. This proposal includes all the Utilities' software, hardware, vendor maintenance, professional services, and department personnel who provide business automation user support. While we depend on services from our partners in City Information Technology (IT), this proposal meets them halfway by bringing business knowledge to automated solutions. Unlike General Fund departments, Utilities is funded by rates and must separately account for revenues and expenditures for each business line. Primary business systems include billing, work management, and sewer/storm condition assessment video systems. Many specialized systems also include the water meter reading, engineering design, and water modelling. User support personnel conduct automation planning, implementation/testing support for changes, system training, and process improvement analysis, and reporting.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Percent CIS system is available to internal and external customers | 99.9% | 99% | 99% | 99% |
| Utilities: RMCS: Business Systems Customer Satisfaction Survey - Percentage of Customers rating the Work Group Good or Excellent (4 or 5) | 79% | 85% | 85% | 85% |
| Utilities: Percent Maximo application is available to customers | 99.9% | 99% | 99% | 99% |
| Utilities: RMCS: Business Systems - Percentage of Actual Expenditure versus Expense Budgeted | 87.23% | 100% | 100% | 100% |
| Utilities: Percentage of RMCS: Business Systems user assistance requests satisfied within service level agreement thresholds | 89.68% | 80% | 80% | 80% |
| Utilities: Percentage of RMCS: Business Systems planned projects completed on time | N/A | 80% | 80% | 80% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

140.61NA **Title:** Utilities Water Supply Purchase and Sewage Disposal
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $51,580,307 | $52,174,252 |
| **FTE/LTE:** | 0.50/0.00 | 0.50/0.00 |

Water:

The purchase of wholesale water supply from the Cascade Water Alliance allows Bellevue Utilities to provide water service to over 40,000 service connections in the Bellevue Utilities service area, which includes Clyde Hill, Medina, Yarrow Point, Hunts Point, and Issaquah (South Cove area). In 2013, about 5.8 billion gallons of water were used by customers of Bellevue Utilities.

Sewer:

The City of Bellevue provides sewage collection and transmission services for customers within its service area but does not provide treatment. The purchase of wholesale sewage treatment and disposal services from King County Metro allows Bellevue Utilities to provide sewer service to over 38,000 service connections in the City of Bellevue and surrounding jurisdictions. In 2013, over 3.0 billion gallons of sewage was sent to King County for treatment and disposal by Bellevue Utilities on behalf of its customers.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Number of years for which projected water supply is sufficient to meet future water demand | 50 | 50 | 50 | 50 |
| Utilities: Number of years projected wastewater disposal needs are secured | 23 | 15 | 15 | 15 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

140.62NA **Title:** Utilities Mobile Workforce
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $561,551 | $432,077 |
| **FTE/LTE:** | 0.00/1.00 | 0.00/1.00 |

This proposal funds technology hardware and additional mobile software that front-ends our Maximo work management system to support deployment of mobile workforce solutions for field staff performing operations and maintenance activities. The goal is to improve the operational efficiency and effectiveness of staff performing work in the field. Direct program benefits from a mobile workforce platform include: real-time data access and uploads in the following areas: utility maps; remote work order dispatching and documentation; field data entry to eliminate "double entry" of work order and asset documentation first from paper then into Maximo; ability to query historical information regarding past work, customer interactions and asset information. Having real-time access to this information leads to better customer service and response and more efficient utilization of field staff.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Field staff adoption/utilization rate of Mobile Workforce technology | N/A | | 50% | 75% |
| Utilities: Field staff survey results on how well Mobile Workforce software solutions meet needs | N/A | | 85% | 85% |
| Utilities: Field staff survey results on how well Mobile Workforce hardware solutions meet needs | N/A | | 85% | 85% |
| Utilities: Labor hours redirected from duplicate data entry due to Mobile Workforce Project | N/A | | 210 | 2,100 |
| Utilities: Reduction in number of pages printed via mobile solution | N/A | | 8,000 | 50,000 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

140.63NA **Title:** Utility Planning and Systems Analysis
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,130,483 | $1,166,062 |
| **FTE/LTE:** | 6.09/0.00 | 6.09/0.00 |

This proposal supports system analysis and comprehensive planning for three utilities: drinking water, wastewater, and stormwater systems. Demand for Utilities services changes over time, so the systems require periodic assessment of their capacity and integrity for conveyance, quantity and quality of flows, impacts on the natural environment, and opportunities for rehabilitation and improvements. System analysis provides the current state of the systems for capacity, integrity, and condition. The system plans guide projects and programs to continually improve Utility functions. System analysis supports customer requests for data, such as available sewer capacity, fire flow levels, and stream flow summaries. Stream health indicators are important as stormwater conveyance depends on local streams and influences their condition. Drinking water and wastewater comprehensive system plans have state mandated update requirements. Stormwater plan update intervals are set by city policy.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Stream Quality Indicator Trend - Insect samples (Healthy Natural Environment Indicator) | 1.04 | 1 | 1 | 1 |
| Utilities: Rainfall and Flow data downloaded and available for customer access each month (Storm) | Yes | Yes | Yes | Yes |
| Utilities: Percent of requests for available sewer capacity completed within 2 weeks (Wastewater) | 100% | 100% | 100% | 100% |
| Utilities: Structural flooding occurrences < 100 year storm event (Storm Water) | 14 | | | |
| Utilities: Percent of requests for fire flow data provided within 2 weeks (Water) | 97.67% | 100% | 100% | 100% |
| Utilities: Has lack of system capacity restricted or prevented any new development or redevelopment (System Capacity Planning) | No | No | No | No |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Healthy and Sustainable Environment

140.64NA **Title:** Citywide NPDES Management
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $365,583 | $313,342 |
| **FTE/LTE:** | 1.00/0.00 | 1.00/0.00 |

This proposal funds services to implement and support citywide implementation of the National Pollutant Discharge Elimination System (NPDES) Phase II Municipal Stormwater Permit. The permit is a federal Clean Water Act requirement. It requires municipalities to implement a citywide Stormwater Management Program to protect water quality and uses of our lakes, streams and wetlands. Program conditions are phased in over a 5-year permit term, making compliance a moving target. The Permit is revised and reissued every 5 years. The permit includes over 100 conditions which impact private property owners and programs over 12 City departments. Implementing and supporting departments' implementation of permit conditions, documentation, annual compliance reporting, contract management and providing City Council communication and policy support are part of the services provided by this proposal. Failure to comply with the permit conditions can result in fines, imprisonment and third-party lawsuits.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Compliant With City-wide NPDES Permit Requirements | Yes | Yes | Yes | Yes |
| Utilities: Percentage of planned phases completed for NPDES Citywide projects in calendar year | 100% | 100% | 100% | 100% |
| Utilities: Met NPDES requirements for action as required by S4F Compliance (if triggered) | Yes | Yes | Yes | Yes |
| Utilities: Submitted Annual NPDES Compliance Report to the state Department of Ecology by the annual Deadline | Yes | Yes | Yes | Yes |

## Total:

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $94,364,287 | $95,232,752 |
| **FTE/LTE:** | 171.86/8.00 | 172.86/5.00 |

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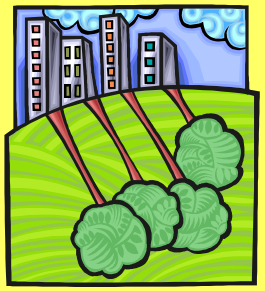
Innovative, Vibrant & Caring Community

# Innovative, Vibrant and Caring Community

## – Cause & Effect Map



As a community, Bellevue values...

- A diverse community where there are opportunities for all generations to live well, work, and play.
- A community that is visionary and fosters creativity.
- A community that encourages civic engagement and is welcoming, supportive, and demonstrates caring for people through actions.
- A "City in a Park".

Budget One
one city
one public
one purpose

2015-2016

**Factors:**

| Citizen Involvement | Opportunities for Citizen Interaction | Support Services | Built Environment |
|---|---|---|---|
| • Creating Public Interest<br>• Diversified Groups<br>• Outreach Strategies | • Events<br>• Programs<br>• Public Places<br>• Private Places | • Accessible and Affordable<br>• Programs for diverse citizenry<br>• Community Partnerships<br>• Outreach | • Safe and Well Maintained<br>• Housing and Community Facility Options<br>• Planning |

**Key Community Indicators:**

- % of residents who agree that Bellevue fosters and supports a diverse community in which all have good opportunities to live well, work, and play.
- % of residents who view Bellevue as a visionary community in which creativity is fostered.
- % of residents who agree that the City promotes a community that encourages civic engagement.
- % of residents who agree that the City is a welcoming and supportive city that demonstrates caring for people through actions.
- % of residents who agree that Bellevue can rightly be called a "City in a Park".

**Key Performance Indicators:**

- % of human services programs meeting contract performance goals.
- % of program vacancies and/or # of programs with wait list.
- # residents served by human services contracting agencies.
- # of registrants for city recreation programs.
- Average frequency of park usage by Bellevue residents.
- Volunteering in the community as measured in city and partner agencies.
- % of residents satisfied with job city is doing planning for the future.

## Outcome: Innovative, Vibrant & Caring Community

Results Teams' Recommendations - July 28, 2014

Proposals with orange shading directly address a Council priority

Original Proposal Cost + RT Exp Recommendations = RT Recommended Proposal Cost

| Rank | Proposal Title | Proposal # | Proposal Type* | 2015-2016 Department Proposed Cost | 2015-2016 Exp Changes | 2015-2016 RT Recommended Cost | 2016 FTE/LTE | Funding Sources |
|---|---|---|---|---|---|---|---|---|
| 1 | Civic Engagement[1] | 040.03NA | E | 221,978 | (221,978) | - | 0.00 | General |
| 1 | Bellevue Diversity Initiative: Cultural Competence & Equity[1] | 040.13NA | N | 509,553 | 533,117 | 1,042,670 | 3.25 | General |
| 1 | ADA and Title VI Compliance[1] | 080.05NA | E | 172,210 | (172,210) | - | 0.00 | General |
| 1 | Diversity Program[1] | 100.14NA | En | 309,595 | (309,595) | - | 0.00 | General |
| 1 | Community Recreation | 100.01NA | En | 12,435,441 | (1,135,119) | 11,300,322 | 32.68 | General |
| 2 | Community Parks Program | 100.06NA | En | 8,936,414 | (171,955) | 8,764,459 | 31.25 | General, Parks Ent |
| 3 | Parks Enterprise Programs | 100.03NA | En | 9,562,624 | - | 9,562,624 | 19.25 | Parks Ent |
| 4 | Neighborhood & Community Outreach | 115.08PA | En | 1,692,654 | (30,000) | 1,662,654 | 6.80 | General |
| 5 | Human Services Planning Funding and Regional Collaboration | 100.04NA | En | 12,989,891 | (101,150) | 12,888,741 | 5.60 | General, Grants |
| 6 | Structural Maintenance Program | 100.08NA | En | 10,407,870 | (212,008) | 10,195,862 | 17.75 | General |
| 7 | Park Planning and Property Management | 100.11NA | E | 4,005,548 | (35,409) | 3,970,139 | 9.00 | General, LPRF, Marina |
| 8 | Planning & Development Initiatives | 115.03PA | En | 1,441,297 | (30,070) | 1,411,227 | 3.50 | General |
| 9 | Parks & Community Services Management and Support | 100.12NA | En | 3,989,880 | (101,150) | 3,888,730 | 13.00 | General |
| 10 | PCD Department Management and Support | 115.12NA | E | 1,462,951 | (268,722) | 1,194,229 | 3.00 | General |
| 11 | Bellevue Neighborhood Mediation Program | 115.11NA | E | 515,942 | - | 515,942 | 1.56 | Grants |
| 12 | ARCH Administration and Trust Fund Contribution | 115.10PA | E | 1,164,658 | - | 1,164,658 | 4.75 | Housing |

## Outcome: Innovative, Vibrant & Caring Community

Results Teams' Recommendations - July 28, 2014

Proposals with orange shading directly address a Council priority

Original Proposal Cost + RT Exp Recommendations = RT Recommended Proposal Cost

| Rank | Proposal Title | Proposal # | Proposal Type* | 2015-2016 Department Proposed Cost | 2015-2016 Exp Changes | 2015-2016 RT Recommended Cost | 2016 FTE/LTE | Funding Sources |
|---|---|---|---|---|---|---|---|---|
| 13 | Utilities Rate Relief Program | 140.29NA | E | 1,418,127 | - | 1,418,127 | 0.70 | General |
| 14 | Bellevue Fire CARES Program | 070.15NA | N | 211,146 | (34,100) | 177,046 | 0.75 | General |
| 15 | Street Trees Landscaping & Vegetation Management Program | 100.10NA | En | 3,834,410 | (291,698) | 3,542,712 | 6.50 | General |
| 16 | Arts Core Program | 115.09PA | En | 752,183 | (279,192) | 472,991 | 1.50 | General |
| 17 | PACE and Regional Arts Facilities Collaboration | 115.31NA | N | 120,000 | (120,000) | - | 0.00 | General |
| | ADA Compliance Officer (Payroll Title: Program Administrator)[1] | 080.11NA | N | 218,323 | (218,323) | - | 0.00 | General |
| | **Total** | | | **76,372,695** | **(3,199,562)** | **73,173,133** | **160.84** | |

*Proposal Type:

E = Existing - same service level as previous biennium

En = Enhanced - expanded service level or budget request

N = New - entirely new proposal

Box border indicates proposal was not recommended

[1] Proposals 040.03NA, 080.05NA, 100.14NA and 080.11NA were combined into proposal 040.13NA at the request of the IVCC Results Team

# City of Bellevue
# 2015-2016 Budget Development
# Ranking Summary and Purchasing Plan

DATE: July 11 2014

TO: Leadership Team

FROM: **Innovative, Vibrant and Caring Community Results Team**
Team Lead: Jerome Roaché
Team Members: Kieron Gillmore, Dan Mathieu, Byron Stout, Julie Reznick
Budget Office Support: Krystal Hackmeister

SUBJECT: **Round Two Ranking Summary and Purchasing Plan**

## 1. Background / Overview

The Innovative, Vibrant and Caring Community (IVCC) Results Team received and ranked 18 Round Two proposals from the Parks & Community Services Department, Planning & Community Development Department, City Manager's Office, Utilities Department, and the Fire Department. The allocation to this outcome resulted in three proposals being below the funding line and in excess of $2.2M (11%) shortfall.

The vast majority of the proposals in our outcome were submitted by the Parks & Community Services Department, most of which included enhancements and restoration of prior service levels. Additionally, there were three new proposals in this outcome; Bellevue Diversity Initiative: Cultural Competence & Equity, Bellevue Fire CARES Program, and PACE and Regional Arts Facilities Collaboration.

In Round One, the Team approached the ranking by considering how well each proposal fit the factors/sub factors and addressed the purchasing strategies within the IVCC Outcome. Several considerations influenced the results team's approach to ranking the proposals. The team felt that long term investments in successful programs that built partnerships, volunteerism and community support should be preserved. Also, the magnitude of the impact the proposal had on the community, the number of people involved or families reached, and the availability of services was a consideration.

The Team requested additional information, data, and budget adjustments. While the team believes that all of the proposals submitted contribute towards the outcome, budget allocations did not allow us to completely fund all submitted proposals. Therefore, Round One rankings were utilized to identify proposals for budgetary adjustment.

We started with the premise that there were sufficient resources to cover base proposals that had previously been submitted to this outcome. The proposals submitted resulted in a total of **$6.13M** of additions and/or enhancements for the biennium. It soon became quite evident that funding was significantly inadequate. Consequently it became necessary to seek adjustments. We worked with some departments to scale their proposals, reduce or eliminate enhancements/restoration of prior reductions to ensure funding of existing programs. After the departments reduced expenditures and enhanced revenue, the gap was narrowed, but still exceeded $1M over the biennium. The recommended purchasing plan (see Attachments A and B) reflects all of the reductions.

***Departments submitted 18 proposals totaling $37.6 million. Based on the current economic situation our recommendation is to fund most proposals (see Attachment A), totaling $36 million. A more detailed list of funded and unfunded programs is contained in Attachment B.***

## 2. Proposal Prioritization Details and/or Rationale

In general, proposals fell into the following categories:

### a. Higher Priority Proposals:

Higher ranking proposals focused on the factors and sub factors within IVCC and showed a clear connection and contribution to the stated outcome. Many of the higher ranking proposals demonstrated the following factors: significant positive impacts on the community, a large numbers of volunteers, community involvement and multiple partnerships.

### b. Lower Priority Proposals:

Proposals that contribute to the outcome but are not core services were ranked lower. While the Team felt these proposals were valuable, funding these proposals should not affect funding for core services.

## 3. Funding Criteria

Our highest ranked proposal was a blended proposal. The Diversity Program, Civic Engagement and ADA proposals that were submitted to the Team were not ranked initially. The Bellevue Diversity Initiative was transferred from Responsive Government to IVCC. Each of these proposals appeared to address the same general strategy but was not unified under a single concept. Since Diversity is a Council priority, we felt strongly that a holistic approach is crucial to achieving the Council's Bellevue 2035 vision. Consequently, the Diversity Program, Diversity Initiative, Civic Engagement and ADA proposals were returned to the proposal writers to develop a unified strategy and a single proposal. The team was gratified by how well the proposal writers worked together to formulate a single proposal incorporating the needs of each program. Due to the council focus on diversity, the increasingly multicultural nature of the City of Bellevue and the unmet ADA needs, the team felt that this blended proposal deserved the highest ranking. However, what we did not anticipate was that combining the Diversity Initiative into a more robust proposal would result in insufficient funding in other areas.

Additionally while ranked lower, Bellevue Fire CARES Program has been demonstratively successful in connecting Bellevue citizens with necessary services and reducing their dependency on emergency personnel.

Both of these new proposals embody the tenets of an Innovative, Vibrant and Caring Community and draws $235K from the outcome allocation.

Also, there were a number of increased expenditures that were not discretionary, such as garbage collection and utilities. Previously, garbage collection in city facilities was performed at no cost to the departments; under the new solid waste contract departments are now responsible for this cost.

As a team, we examined all proposals for enhancements and removed all discretionary enhancements; except for changes to Park's seasonal employees resulting from the Affordable Care Act (ACA). The Team discovered that a position within the Neighborhood Parks proposal had not been moved to the Quality Neighborhoods (QN) outcome and asked that this position funding be transferred to true up the allocation. This transfer increased the deficit on this outcome.

Unfortunately despite efforts to maintain base, reductions to base service levels were required. The team evaluated M&O and professional services in order to achieve these cost reductions with the intent of preserving existing FTE's. The program impacted the most by a reduction to base was 100.10.NA - Street Trees, -Landscaping and Vegetation Management. This program was below the funding line, but had a sizeable allocation associated with it. The team determined that even with reductions, the program could still exist and accomplish several of its core functions. The impact is to M&O and not FTEs. The team believes that level of service can be adjusted to lessen the impacts of this reduction. The alternative was to cut into the base of other programs that had substantially less funding. The resulting reductions would have severely impacted such programs and may even result in decimating the program. The other programs with impacts to base are the Arts Core Program where professional services and Community Recreation where there was reduction to partnership funding. This reduction in partnership funding was proposed by Parks and was accepted by the Team with reservations.

**4. Approach for addressing issues near the funding line; or approach to particular areas of struggle:**

Parks identified the following alternatives which the team accepted, but had concerns:

- Fifty percent reduction in existing partnership funding
- One-time Levy Lift revenue in 2015 to help close the funding gap, this revenue will not be available in 2016 causing additional reductions to base service levels of Parks lowest ranked proposal for 2016.
- One-time Land Purchase Revolving Fund (LPRF) reserves of $200K per year to offset additional expenditure reductions.
- Conversion of existing seasonal positions to 0.75 FTE benefited positions.

While PACE is a valuable and highly visible council priority, the team feels that external funding should be explored to mitigate funding impacts to base service levels of other programs in the city.

The Team's Round One ranking was instrumental in determining areas for reduction.

**5. Additional recommendations for further study and potential actions:**

- We would like to see the IVCC outcome have a separate allocation that is distinct from departmental budgets. This allocation would be used to encourage innovation and interdepartmental collaboration. The IVCC RT would award funding to special programs it believes embodies the tenets of the IVCC that would not ordinarily receive funding. This is designed to .encourage employees to think outside of the box and embrace new ideas without impacting existing departmental resources.

- Revenue neutral proposals, such as Parks Enterprise, should be evaluated through a separate process.

- We believe that IVCC and Quality Neighborhoods (QN) should be combined into one outcome. There were only three proposals for QN this cycle and those proposals could have easily been assigned to IVCC. Since the two outcomes are so closely tied together, it is difficult to make a distinction between them.

# Innovative, Vibrant & Caring Community Executive Summaries

# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Innovative, Vibrant and Caring Community

040.03NA **Title:** Civic Engagement
**Department:** City Manager

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $0 | $0 |
| **FTE/LTE:** | 0.00/0.00 | 0.00/0.00 |

**COMBINED WITH PROPOSAL 040.13NA**

The City of Bellevue Civic Engagement Program performs a dual role of engaging stakeholders in City programs (as volunteers, sponsors or partners) while providing support and continuity to over 48 internal work groups offering volunteer programs (representing hundreds of volunteer opportunities) that enhance City functions at a value of nearly $3,000,000 per year. Development of partnerships and collaborations with Bellevue stakeholders across diverse populations in the city is a natural by-product of these efforts. This program is an effective and innovative mechanism for enhancing community connectivity across diverse populations, collaboration, and relationship development.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Civic engagement partners | N/A | N/A | N/A | N/A |
| City volunteer programs | N/A | N/A | N/A | N/A |
| Value of volunteers | N/A | N/A | N/A | N/A |

040.13NA **Title:** Bellevue Diversity Initiative: Cultural Competence & Equity
**Department:** City Manager

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $514,358 | $528,312 |
| **FTE/LTE:** | 3.25/0.00 | 3.25/0.00 |

The Bellevue Diversity Initiative supports and champions diversity, equity and inclusion throughout the city of Bellevue. Bellevue is one of the most diverse communities in the State with people of all cultures, languages, classes, races, ethnic backgrounds, disabilities, ages, religions, genders, sexual orientations and other diversity-related factors. This proposal will raise the cultural competence of the city by helping the organization: (1) enact and uphold equitable policies and practices; (2) hire and train culturally competent staff; and (3) provide programs that are responsive and accessible to all. The Diversity Initiative is focused on accelerating the effectiveness of our organization to ensure that all residents have equitable access to city services and exceptional customer-focused service.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percentage of residents who agree that the city is a welcoming and supportive city that demonstrates caring through actions. | 86% | 95% | 95% | 95% |
| Percent of residents who agree that Bellevue fosters and supports a diverse community in which all generations have good opportunities to live well, work and play. | 87% | 95% | 95% | 95% |
| Number of COB employees who received equity and cultural competency training | | | 240 | 240 |
| Number of COB documents translated into top three plus languages to improve access to essential City information | | | 50 | 75 |
| Number of COB departmental projects leveraged by the Diversity Innovation Fund | | | 10 | 10 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Innovative, Vibrant and Caring Community

070.15NA **Title:** Bellevue Fire CARES Program
**Department:** Fire

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $86,942 | $90,104 |
| **FTE/LTE:** | 0.75/0.00 | 0.75/0.00 |

The Bellevue Fire CARES Program addresses the needs of "frequent, low-acuity" 911 callers and other citizens in need of assistance not available from a responding EMT or paramedic in the course of an EMS response. EMS personnel recognizing a citizen in need (housing assistance, mental health or other chronic condition care, addiction treatment or other social services) create Bellevue Fire CARES referrals. Masters of Social Work (MSW) practicum student interns, properly supervised, follow up on those referrals by assessing need, referring to appropriate community services and coordinating medical and other supportive follow up care. This proposal seeks funding for a part-time Program Manager to coordinate and supervise the CARES program and the cadre of unpaid MSW student interns providing citizen assistance.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Bellevue CARES Citizen Referrals | 68 | 70 | 70 | 70 |
| Bellevue CARES Citizen Contacts | 4 | 4 | 4 | 4 |

080.05NA **Title:** ADA and Title VI Compliance
**Department:** Human Resources

**COMBINED WITH PROPOSAL 040.13NA**

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $0 | $0 |
| **FTE/LTE:** | 0.00/0.00 | 0.00/0.00 |

This proposal provides strategic and proactive ADA and Title VI (Civil Rights Act, 1964) compliance and oversight for the City as required by the Department of Justice to ensure non-discrimination in City employment and services, and barrier free accessibility to programs, facilities and public right of ways. Title VI of the Civil Rights Act of 1964, is the Federal law that protects individuals and groups from discrimination on the basis of their race, color, and national origin in programs and activities. This proposal provides the funding for compliance, assurance, and educational efforts necessary to continue to foster a non-discrimination City culture and environment where people of all abilities may participate equally in City programs, activities and services.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| ADA accessibility barrier update completed | N/A | N/A | N/A | N/A |
| ADA barrier removal plan progress documented | N/A | N/A | N/A | N/A |
| ADA Access Enhancement Plan updated | N/A | N/A | N/A | N/A |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Innovative, Vibrant and Caring Community

080.11NA **Title:** ADA Compliance Officer (Payroll Title: Program Administrator)
**Department:** City Manager

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $0 | $0 |
| **FTE/LTE:** | 0.00/0.00 | 0.00/0.00 |

**COMBINED WITH PROPOSAL 040.13NA**

This proposal provides strategic and proactive ADA and Title VI (Civil Rights Act, 1964) compliance and oversight for the City as required by the Department of Justice to ensure non-discrimination in City employment and services, and barrier free accessibility to programs, facilities and public right of ways. Title VI of the Civil Rights Act of 1964, is the Federal law that protects individuals and groups from discrimination on the basis of their race, color, and national origin in programs and activities. This proposal provides for a position that will coordinate the use of ADA funding for compliance, assurance, and educational efforts necessary to continue to foster a non-discrimination City culture and environment where people of all abilities may participate equally in City programs, activities and services.

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100.01NA **Title:** Community Recreation
**Department:** Parks & Community Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $5,563,144 | $5,737,178 |
| **FTE/LTE:** | 32.68/0.00 | 32.68/0.00 |

Community recreation programs are designed to build healthy, productive lives through recreational, educational, social, and volunteer opportunities. Strategically located/offered throughout Bellevue, these diverse, mission driven programs serve all segments of the community. These 'recreation-hubs' provide a network of services: Bellevue Youth Theatre, Crossroads Community Center (CC), Highland CC, Kelsey Creek Farm, Northwest Arts Center, North Bellevue CC, South Bellevue CC, and Youth Health & Fitness. While services vary, the integrated core-mission is consistent, as outlined in Bellevue's Recreation Program Plan: Provide accessible, quality services with an emphasis on teens, youth, older adults, persons with disabilities and those with limited incomes; leverage community resources by collaborating with other organizations to reduce duplicative services; and efficiently/effectively meet Bellevue's recreation/social/cultural needs.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of recreation program participants rating programs good or better | 91.5% | 90% | 90% | 90% |
| Number of registrants for City recreation programs | 28,962 | 27,500 | 27,500 | 27,500 |
| Range and variety of recreation activities is good/excellent | 84% | N/A | N/A | N/A |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Innovative, Vibrant and Caring Community

100.03NA **Title:** Parks Enterprise Programs
**Department:** Parks & Community Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $4,715,909 | $4,846,715 |
| **FTE/LTE:** | 17.00/2.25 | 17.00/2.25 |

The Enterprise Programs in the Parks & Community Services Department includes programs that are fully supported through user fees with no General Fund subsidy. Programs serve all residents regardless of ability to pay through the use of scholarships, sponsorships and fee waivers. The Bellevue Golf Course, Crossroads Par-3 Golf Course, Robinswood Tennis Center and Bellevue Aquatic Center remain the only public facilities of their kind in Bellevue. The Robinswood Tennis Center includes 4 indoor courts & 4 outdoor courts (2 covered seasonally).The Bellevue Aquatic Center includes a 25 yard lap pool, 13 foot dive well and a warm water therapy pool and also operates a year round boat launch, and canoe/kayak rentals and lessons. The Scheduling office reserves 5 indoor facilities; 32 picnic & park sites; 35 sports fields; 1 zip tour; manages the contract for the Robinswood House, and conducts the Adult Sports Program with leagues in basketball and volleyball.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of recreation program participants rating programs good or better | 91.5% | 90% | 90% | 90% |
| Number of golf rounds played (Bellevue and Crossroads courses) | 71,126 | 70,000 | 70,000 | 70,000 |
| Percent of cost recovery in Parks Enterprise Fund | 100% | 100% | 100% | 100% |
| Bellevue's public parks and park facilities safety is good/excellent | 97% | N/A | N/A | N/A |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Innovative, Vibrant and Caring Community

100.04NA **Title:** Human Services Planning, Funding, and Regional Collaboration
**Department:** Parks & Community Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $6,351,860 | $6,536,881 |
| **FTE/LTE:** | 5.60/0.00 | 5.60/0.00 |

This proposal is the City's response to the needs documented in the 2013-2014 Human Services Needs Update by contracting with non-profit human services organizations to provide critical support services to Bellevue residents. Funds also provide the support necessary to manage human services contracts, support the work of the Human Services Commission, and provide City representation in regional human services planning and funding collaboration efforts. Demand for human services continues to increase and stable funding has become increasingly important. Expenditures include federal Community Development Block Grant (CDBG) contracts and pooled cities contracts for which there is offsetting revenue.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Value of utility tax rebates provided | $132,898.00 | $139,606.00 | $142,817.00 | $146,101.00 |
| Number of Bellevue residents served by Human Services contract agencies | 21,900 | 22,000 | 22,000 | 22,000 |
| Percent of Human Services program meeting contract performance goals | 91% | 90% | 90% | 90% |
| Somewhat/strongly agree Bellevue is a welcoming and supportive community that demonstrates caring for people through its actions. | 86% | N/A | N/A | N/A |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Innovative, Vibrant and Caring Community

100.06NA **Title:** Community Parks Program
**Department:** Parks & Community Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $4,317,480 | $4,446,979 |
| **FTE/LTE:** | 29.00/2.25 | 29.00/2.25 |

This program provides comprehensive grounds management of the City's community parks, waterfront parks, botanical garden and sport fields. These public places provide the setting for major community events including the 4th of July Celebration, Strawberry Festival, Taste of India, Garden d'Lights and the Kelsey Creek Farm Fair. Bellevue's community park system provides access to recreation and sports, educational programs, public and private partnerships, volunteer opportunities and organized social gatherings. These spaces encourage community interaction among citizens of all ages, abilities, cultures and socio-economic backgrounds. The continued funding of this program will positively contribute to the quality of life for citizens who live, work, learn and play in Bellevue by providing the necessary resources to maintain a safe, clean, attractive and accessible community park system.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of natural areas in healthy and sustainable condition ( class conditions 1 and 2 ) | 71% | 70% | 70% | 70% |
| Bellevue's public parks and park facilities appearances are good/excellent | 102% | N/A | N/A | N/A |
| Bellevue's public parks and park facilities safety is good/excellent | 97% | N/A | N/A | N/A |
| Rating the parks and recreational facilities choices available to residents nearby – some/plenty of choices | 93% | N/A | N/A | N/A |

100.08NA **Title:** Structural Maintenance Program
**Department:** Parks & Community Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $5,059,921 | $5,135,941 |
| **FTE/LTE:** | 17.00/0.75 | 17.00/0.75 |

This program provides comprehensive management of buildings and structures located within the City's community park system. These public facilities, intended for people of all ages, abilities, cultures and socio-economic backgrounds provide support for recreational programming, public art, youth and adult educational programs, childcare services, community meetings, civic events and access to rental space. The continued funding of this program will provide all the necessary resources to ensure that facilities are clean, safe, secure and functional. This will allow Parks & Community Services to lengthen the life of City assets, increase the availability and accessibility of public space, manage risk and operate in a manner that exemplifies strong stewardship of existing public resources.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Bellevue's public parks and park facilities appearances are good/excellent | 102% | N/A | N/A | N/A |
| Bellevue's public parks and park facilities safety is good/excellent | 97% | N/A | N/A | N/A |
| Rating the parks and recreational facilities choices available to residents nearby – some/plenty of choices | 93% | N/A | N/A | N/A |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Innovative, Vibrant and Caring Community

100.10NA **Title:** Street Trees, Landscaping & Vegetation Management Program
**Department:** Parks & Community Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,783,633 | $1,759,079 |
| **FTE/LTE:** | 5.00/1.50 | 5.00/1.50 |

This proposal funds the Street Trees and Landscaping Program for the maintenance, management, and planning of Right-of-Way landscaping and street trees. This program manages 134 sites that include over 9,500 trees and 194 acres of landscaping planted and maintained by the City on public ROW improvement projects. Trees and landscapes enhance the environmental and aesthetic quality and connectivity of our neighborhoods, provide pedestrian separation from traffic, and improve Bellevue's visual character which attracts businesses, improves property values, and fosters the reputation of Bellevue as a "City in a Park". Well designed and maintained urban trees and streetscapes become valuable 'green' infrastructure, providing tangible benefits that appreciate in value over time. If adequately maintained, street trees and landscapes grow and mature and their environmental, social, and economic benefits increase in all neighborhoods.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Somewhat/strongly agree Bellevue can rightly be called a "City in a park." | 80% | N/A | N/A | N/A |
| Somewhat/strongly agree Bellevue is doing a good job of creating a healthy natural environment that supports healthy living for current and future generations (added in 2010) | 90% | N/A | N/A | N/A |
| Bellevue's public parks and park facilities appearances are good/excellent | 102% | N/A | N/A | N/A |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Innovative, Vibrant and Caring Community

100.11NA **Title:** Park Planning and Property Management
**Department:** Parks & Community Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,976,715 | $1,993,424 |
| **FTE/LTE:** | 8.00/1.00 | 8.00/1.00 |

This proposal provides staffing (8 FTEs & 1 LTE) to plan and implement over $96 million in Park CIP projects over the next seven years, and to provide property management services for park system assets at Meydenbauer Marina. Projects include voter-supported levy acquisition and development projects; non-levy CIP projects; park renovation projects; and planning & design projects. It also supports the implementation of the King County voter-approved park levy program (100.70) that provides annual funding to Bellevue for park acquisition and development. This proposal reflects the addition of one LTE (approved in 2013) to manage the Meydenbauer Bay Park development project. The plan maintains similar CIP supporting revenue to provide for planning and oversight to ensure the efficient implementation of these key community projects and programs.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of households living within one-third mile walking distance of park or trail access point | 72% | 72% | 72% | 72% |
| Acres of park and open space per 1,000 population | 20.4 | 20 | 20 | 20 |
| Feelings about the City's planning efforts are when you want to be involved with Parks and Community Services Department – somewhat /extremely open/accessible | 73% | N/A | N/A | N/A |
| Rating the parks and recreational facilities choices available to residents nearby – some/plenty of choices | 93% | N/A | N/A | N/A |

100.12NA **Title:** Parks & Community Services Management and Support
**Department:** Parks & Community Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,912,207 | $1,976,523 |
| **FTE/LTE:** | 13.00/0.00 | 13.00/0.00 |

This proposal provides strategic leadership, management, financial, and administrative support for Bellevue Parks & Community Services. These resources benefit all programs within the department, but could not logically be spread among approximately 25 operating and capital proposals. Functions include Department Leadership; Fiscal Management; Technology; Public Information; and Board/Commission support. The training budget for the entire department is also included. Operating costs for this proposal represent approximately 3% of the Parks & Community Services budget.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Residents Somewhat/strongly agree Bellevue fosters and supports a diverse community in which all generations have good opportunities to live well, work and play. | 87% | N/A | N/A | N/A |
| Somewhat/strongly agree Bellevue can rightly be called a "City in a park." | 80% | N/A | N/A | N/A |
| Overall somewhat/very satisfied with parks and recreation in Bellevue? | 93% | N/A | N/A | N/A |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Innovative, Vibrant and Caring Community

100.14NA **Title:** Diversity Program
**Department:** Parks & Community Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $0 | $0 |
| **FTE/LTE:** | 0.00/0.00 | 0.00/0.00 |

**COMBINED WITH PROPOSAL 040.13NA**

The Diversity Program provides resources that work as a catalyst to connect and engage residents and the community increasing their understanding of the value of diversity in Bellevue. The work plan is directly connected to actions identified in the Bellevue Diversity Initiative. Goals and outcomes are accomplished through forums, outreach, programs and events throughout the city. Positive intercultural interactions increase the quality of life factors for Bellevue's residents and employers and support the development of a community that is Culturally Competent. The program mission is to unite the city on a social, economic and cultural level, to decrease isolation felt by diverse communities and increase awareness, participation and engagement with the City. The program works in collaboration with multiple public, private and community organizations to serve an estimated 100,000 people every year. This proposal also requests funding for the restoration of the Diversity Coordinator position to help address the growing diverse population.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Residents Somewhat/strongly agree Bellevue fosters and supports a diverse community in which all generations have good opportunities to live well, work and play. | 87% | N/A | N/A | N/A |
| Somewhat/strongly agree Bellevue plans appropriately to respond to emergencies | 88% | N/A | N/A | N/A |
| Somewhat/strongly agree Bellevue is a welcoming and supportive community that demonstrates caring for people through its actions. | 86% | N/A | N/A | N/A |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Innovative, Vibrant and Caring Community

115.03PA **Title:** Planning & Development Initiatives
**Department:** Planning & Community Develop

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $734,387 | $676,840 |
| **FTE/LTE:** | 3.50/0.00 | 3.50/0.00 |

This proposal is to engage in strategic planning and development initiatives that create and sustain a quality natural and built environment, create economic development opportunities, and guide growth and change in a manner that preserves and enhances the character of our community. Like few communities in the country, Bellevue is poised for a strong economic recovery and a new series of growth and development that could strengthen Downtown, lead to vibrant new development in BelRed and Eastgate, and continue to make Bellevue an attractive place for families. This proposal supports maintaining the Comprehensive Plan; advancing the City's mix used development areas, including Downtown, BelRed, Eastgate/I-90 and Wilburton; and conducting a series of updates to the City's neighborhood (subarea) plans. It also includes participation in multi-departmental projects such as supporting City transportation design projects and implementation of the City's urban boulevards enhancements.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of residents who agree or strongly agree that Bellevue is doing a good job planning for growth in ways that will add value to residents' quality of life | 76% | 75% | 75% | 75% |
| Development Activity represented by valuation of building permits (in millions of dollars) | $559 M | $300 M | $750 M | $750 M |
| Percent of residents who agree that the City is doing a good job of looking ahead and seeking innovative solutions to regional and local challenges. | 78% | 75% | 75% | 75% |
| Percentage of residents who agree the City's land use planning efforts are somewhat or extremely open and accessible. | 69% | 75% | 75% | 75% |
| Capacity for new housing development as a percent of projected population growth in 20 years | | | | |
| Capacity for new commercial development as a percent of projected job growth in 20 years | | | | |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Innovative, Vibrant and Caring Community

115.08PA **Title:** Neighborhood & Community Outreach
**Department:** Planning & Community Develop

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $699,143 | $963,511 |
| **FTE/LTE:** | 4.80/0.00 | 6.80/0.00 |

Neighborhood Outreach works with neighborhood leaders and residents to increase public participation in City decision making, improve city responsiveness to neighborhood concerns, preserve neighborhood character and identity, invest in neighborhood improvements and strengthen local community connections that make Bellevue such a great place to live. Neighborhood Outreach provides direct service to neighborhoods to revitalizing neighborhood associations, support neighborhood community building activities and operates as a primary source for residents for information, assistance and problem-solving. Outreach serves the entire City, providing assistance to other departments, offering current information on neighborhood issues and concerns and developing public engagement strategies for major city initiatives. Outreach staffs two locations, including Crossroads Mini City Hall, which provides customer service in multiple languages for Bellevue's diverse neighborhoods.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Resident contacts by Outreach (Liaison) staff (excluding Mini City Hall) | 6,708 | 7,000 | 8,000 | 8,000 |
| Resident contacts at Mini City Hall | N/A | 20,000 | 20,000 | 20,000 |
| Volunteer hours contributed to Outreach program | | 2,500 | 2,500 | 2,500 |
| Percentage of residents rating their neighborhood as a good or excellent place to live | 96% | 90% | 90% | 90% |
| Percent of residents who agree that Bellevue listens to them and seeks their involvement. | 82% | 85% | 85% | 85% |
| Percent of residents who rate their neighborhood as having an average to strong sense of community. | 63% | 75% | 75% | 75% |
| Number of residents atending neighborhood association meetings | | 1,000 | 1,000 | 1,000 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Innovative, Vibrant and Caring Community

115.09PA **Title:** Arts Core Program
**Department:** Planning & Community Develop

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $233,483 | $239,508 |
| **FTE/LTE:** | 1.50/0.00 | 1.50/0.00 |

The Arts Core Program supports the development of the arts and culture in Bellevue. Through the arts, the community expresses itself, reacts to its environment and builds identity. Whether using sculpture as a neighborhood landmark or seeing one's children perform with the Bellevue Youth Symphony Orchestra, arts and cultural engagement creates essential ties that strengthen what it means to be a community. This proposal continues the core functions of Bellevue's Arts Program, including support for the Arts Commission and supports performances, exhibits and events in Bellevue. These programs enhance our quality of life and directly address the adopted Community Vision of Bellevue as the arts and cultural center of the Eastside.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Number of free and reduced tickets and scholarships in funded programs | 256,993 | 250,000 | 250,000 | 250,000 |
| Number of participants in Cultural Compass Updates and Implementation | 26 | 100 | 125 | 150 |
| Number of artists/arts organizations assisted | 74 | 54 | 56 | 58 |
| Percentage of residents who agree Bellevue is a visionary community in which creativity is fostered. | 74% | 75% | 76% | 78% |

115.10PA **Title:** ARCH Administration and Trust Fund Contribution
**Department:** Planning & Community Develop

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $572,264 | $592,394 |
| **FTE/LTE:** | 4.75/0.00 | 4.75/0.00 |

This proposal includes two components that support Bellevue's efforts to increase affordable housing:

1) Bellevue's contribution to the administration of ARCH (A Regional Coalition for Housing), a consortium of 15 cities and King County that works to increase the availability of affordable housing across the Eastside. Bellevue's efforts to increase affordable housing are primarily through ARCH. Bellevue funds the Program Manager position as the City's primary contribution to ARCH administration.

2) Bellevue's annual contributions to the Housing Trust Fund, which funds preservation and development of affordable housing. The Housing Trust Fund is administered by ARCH.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Number of new affordable housing units | 34 | 176 | 176 | 176 |
| Dollars leveraged per each Housing Trust Fund dollar expended | $85 | $5 | $5 | $5 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Innovative, Vibrant and Caring Community

115.11NA **Title:** Bellevue Neighborhood Mediation Program
**Department:** Planning & Community Develop

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $253,881 | $262,061 |
| **FTE/LTE:** | 1.56/0.00 | 1.56/0.00 |

The Bellevue Neighborhood Mediation Program provides conflict management services, including coaching, mediation, and training to Bellevue citizens. We provide tools to empower citizens to resolve their conflicts. Our mediated agreements improve outcomes and relieve the burden on other Bellevue resources, such as code compliance, police, and the courts. Our 40-50 volunteers leverage the City investment in this program and bring their skills back to their families, neighborhoods, and associations. We keep financially troubled families in their homes and out of credit trouble though our foreclosure mediation program. We build social bonds in our communities and families through our community and parent teen mediations. We help citizens resolve their issues with the City through our ombuds service. We build problem solving capacity by training City staff and community groups in conflict management. We promote "One City" collaboration by participating in several Citywide initiatives.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Number of residents directly served by our mediation services each year | 631 | 725 | 725 | 725 |
| Percent of people completing mediation/facilitation who report situation improved | 100% | 85% | 85% | 85% |
| Number of residents and city staff trained in mediation or conflict management skills. | 385 | 375 | 375 | 375 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Innovative, Vibrant and Caring Community

115.12NA **Title:** PCD Department Management and Support
**Department:** Planning & Community Develop

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $586,240 | $607,989 |
| **FTE/LTE:** | 3.00/0.00 | 3.00/0.00 |

This proposal provides strategic leadership, management and general support to the Planning and Community Development Department. These resources benefit all functions within the department, which works to create more vibrant communities, an enhanced built and natural environment, quality neighborhoods, strengthen our economic foundation and to establish Bellevue as the Eastside center for art and culture. Positions included in this proposal are: PCD Department Director, Assistant Director, and administrative assistant. In addition to department-specific functions, the Director and Assistant Director contribute to the City's leadership and lead strategic initiatives that benefit the City as a whole.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of residents who agree or strongly agree that Bellevue is doing a good job planning for growth in ways that will add value to residents' quality of life | 76% | 75% | 75% | 75% |
| Percent of residents who agree that the City is doing a good job of looking ahead and seeking innovative solutions to regional and local challenges. | 78% | 75% | 75% | 75% |
| Department employees agree that the environment where they work encourages open and honest communication. | 3.66 | 4 | 4 | 4 |
| Department employees agree that there is basic trust among employees and supervisors in my work environment | 3.78 | 4 | 4 | 4 |

115.31NA **Title:** PACE and Regional Arts Facilities Collaboration
**Department:** Planning & Community Develop

NOT RECOMMENDED

Responding to City Council direction, the City is collaborating with Performing Arts Center Eastside (PACE) to secure a large performing arts center in Bellevue, the Tateuchi Center, to benefit the Eastside. This proposal addresses two City Council priorities: Collaborate with regional partners to reach a determination regarding a performing arts center in Bellevue, and Engage City staff and elected leaders to develop a plan for regional advocacy and collaboration with Eastside cities. This proposal positions the City to build on progress made in 2014 towards securing the Tateuchi. Tasks for 2015-16 will include research on fiscal and legal options open to the City for supporting the Tateuchi Center as well as efforts to develop regional support. The Tateuchi Center will enhance the quality of life for the community, and as the only theatre of its kind on the Eastside it will directly address the adopted Community Vision of Bellevue as the arts and cultural center of the Eastside.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Number of PACE funding options researched for Council review | N/A | N/A | 3 | N/A |
| Number of citizens participating in PACE awareness/feedback events | N/A | N/A | 250 | 250 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Innovative, Vibrant and Caring Community

140.29NA **Title:** Utilities Rate Relief Program
**Department:** Utilities

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $686,162 | $731,965 |
| **FTE/LTE:** | 0.70/0.00 | 0.70/0.00 |

The Utilities Rate Relief Program is a support and safety net for Bellevue's low income senior and permanently disabled citizens. The program currently provides much-needed utilities rate relief to approximately 1,250 participants annually. These low income customers receive either a 40% or 75% discount off their Utilities costs. There are two groups of customers – those that pay utilities costs directly to the Utilities, known as "Direct Customers," who get the discount applied directly to their Utilities bill, and those who pay through rental payments to a third-party, known as "Indirect Customers," who receive a relief check representing their discount from the previous year. In 2015, this program will provide approximately $831,500 in assistance to Direct and Indirect Customers combined.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Utilities: Rate relief program coverage of eligible customers | 21.37% | 25% | 25% | 25% |

**Total:**

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $36,047,729 | $37,125,404 |
| **FTE/LTE:** | 151.09/7.75 | 153.09/7.75 |

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# Quality Neighborhoods

# Quality Neighborhoods – Cause & Effect Map

As a community, Bellevue values…

- An attractive, well-maintained and safe neighborhood.
- A neighborhood that supports all families.
- Convenient access to day-to-day activities.

Budget One
one city
one public
one purpose

2015-2016

## Factors:

### Public Health and Safety

- Neighborhood Preservation
- Public Safety Education
- Security

### Facilities and Amenities

- Partnerships
- Planning
- Safe and Clean
- Participation
- Placemaking

### Sense of Neigborhood Identity

- Character
- Diversity
- Pride
- Involvement

### Neighborhood Mobility

- Universal Access
- Planning
- Healthy Choices

### Schools

- Education
- Identity
- Recreation and Social Interaction
- Facilities

## Key Community Indicators:

- % of residents who agree that Bellevue has attractive and well maintained neighborhoods
- % of residents who agree that Bellevue neighborhoods are safe.
- % of residents who feel they live in neighborhoods that support all families.
- % of residents who say their neighborhoods provide convenient access to their day-to-day activities.

## Key Performance Indicators:

- % of residences in neighborhood in foreclosure process
- % of residents with average to strong sense of community
- % of residents who say their neighborhood is a good or excellent place to live
- # of citizens served by our Human Services each year
- % of households that have visited a neighborhood park or facility over last year
- # of citizens/residents attending neighborhood association meetings

## Outcome: Quality Neighborhoods

Results Teams' Recommendations - July 28, 2014

Proposals with orange shading directly address a Council priority

| Rank | Proposal Title | Proposal # | Proposal Type* | Original Proposal Cost: 2015-2016 Department Proposed Cost | + RT Exp Recommendations: 2015-2016 Exp Changes | = RT Recommended Proposal Cost: 2015-2016 RT Recommended Cost | 2016 FTE/LTE | Funding Sources |
|---|---|---|---|---|---|---|---|---|
| 1 | Neighborhood Parks Program | 100.07NA | E | 2,328,883 | - | 2,328,883 | 2.00 | General |
| 2 | Youth Development Services | 100.02NA | En | 1,926,034 | (316,605) | 1,609,429 | 5.00 | General |
| 3 | Code Compliance Inspection and Enforcement Services | 110.07NA | En | 2,000,049 | (244,393) | 1,755,656 | 7.00 | General, DS |
| | **Total** | | | **6,254,966** | **(560,998)** | **5,693,968** | **14.00** | |

*Proposal Type:

E = Existing - same service level as previous biennium

En = Enhanced - expanded service level or budget request

N = New - entirely new proposal

Box border indicates proposal was not recommended

# City of Bellevue
# 2015-2016 Budget Development
# Ranking Summary and Purchasing Plan

DATE: July 14, 2014

TO: Leadership Team

FROM: **Quality Neighborhoods Results Team**
Team Lead: Jerome Roaché
Team Members: Kieron Gillmore, Dan Mathieu, Byron Stout, Julie Reznick
Budget Office Support: Krystal Hackmeister

SUBJECT: **Round Two Ranking Summary and Purchasing Plan**

## 1. Background / Overview

The Quality Neighborhoods (QN) Results Team received and ranked three Round Two proposals from the Parks & Community Services Department and Development Services Department. The allocation to this outcome resulted in one proposal being below the funding line and slightly less than a $300K (13%) shortfall.

Two of the three proposals in our outcome were submitted by the Parks & Community Services Department, one of which had an enhancement. Additionally, the Development Services Department requested an enhancement to the Code Compliance proposal. The allocation received was not sufficient to cover the base service level of the proposals submitted to this outcome. The Team discovered that a position within the Neighborhood Parks proposal had not been moved to the QN outcome and asked that this position funding be transferred to true up the allocation. This transfer increased the deficit on the Innovative, Vibrant and Caring Community (IVCC) outcome.

In Round One, the Team approached the ranking by considering how well proposals fit within the factors /sub factors and addressed the purchasing strategies within the QN Outcome. Several considerations influenced the Team's approach to ranking the proposals.

Departments submitted three proposals totaling $3.1 million. Based on the current economic situation our recommendation is to fund all proposals with the exception of the below (see Attachment A for additional detail). The funded total is $2.8 million.

| | | | QN | |
|---|---|---|---|---|
| | Status | 2015 | 2016 | NEW/Enhancement/Increase above CPI |
| 100.02NA | Not Funded | 50,000 | 51,150 | M&O Increase for new FTE |
| | Not Funded | 105,315 | 109,078 | PK04 Associate Planner |
| | Not Funded | 1,062 | 266 | Computer for new FTE |
| 110.07NA | Not Funded | 30,000 | - | Vehicle for new FTE |
| | Not Funded | 105,315 | 109,078 | DS09 Code Compliance Officer |
| | | 291,692 | 269,572 | |

## 2. Proposal Prioritization Details and/or Rationale:

In general, proposals fell into the following categories:

**Higher Priority Proposals**:

Higher ranking proposals focused on the factors and sub factors within QN and showed a clear connection and contribution to the stated outcome.

**Lower Priority Proposals:**

The Team felt that all proposals had merit and contributed to the outcome, but proposals leveraging investments in infrastructure and facilities were ranked higher.

3. **Funding Criteria**

As a team we examined all proposals and removed all enhancements.

Of the proposals submitted – we determined that there was a total of $561,264 of additions and/or enhancements.

The allocation did not allow us to fund any additions/enhancements.

4. **Approach for addressing issues near the funding line; or approach to particular areas of struggle**:

Round One rankings were instrumental in determining areas for reduction.

5. **Additional recommendations for further study and potential actions**:

- We would like to see the IVCC outcome have a separate allocation that is distinct from departmental budgets. This allocation would be used to encourage innovation and interdepartmental collaboration. The IVCC RT would award funding to special programs it believes embodies the tenets of the IVCC that would not ordinarily receive funding. This is designed to .encourage employees to think outside of the box and embrace new ideas without impacting existing departmental resources.

- We believe that IVCC and Quality Neighborhoods (QN) should be combined into one outcome. There were only three proposals for QN this cycle and those proposals could have easily been assigned to IVCC. Since the two outcomes are so closely tied together, it is difficult to make a distinction between them.

# Quality Neighborhoods Executive Summaries

# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Quality Neighborhoods

100.02NA **Title:** Youth Development Services
**Department:** Parks & Community Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $792,229 | $817,200 |
| **FTE/LTE:** | 5.00/0.00 | 5.00/0.00 |

The Youth Development Services (YDS) proposal increases the effectiveness and collective impact of youth programs provided throughout the community by the City, school district, non-profit organizations, faith-based groups, private foundations, businesses and community associations. A multi-prong strategy involves youth programs provided directly by the City (Youth Link, Wrap-Around Services and GREAT), services provided by non-profits with funding from the City (Boys & Girls Club Teen Center), and a new element to work with Eastside Pathways to map the youth service system and create a Bellevue Youth Master Plan. The Plan establishes community indicators and outcome measures; strengthens service provider collaboration and increases program access. The overarching goal is to locate relevant and responsive services in schools and community sites so that children and families can easily access services directly in their neighborhood. YDS served 13,579 children, youth and adults in 2013.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Somewhat/strongly agree I live in a neighborhood that supports families, particularly those with children | 78% | N/A | N/A | N/A |
| Somewhat/strongly agree Bellevue plans appropriately to respond to emergencies | 88% | N/A | N/A | N/A |
| Somewhat/strongly agree Bellevue is a welcoming and supportive community that demonstrates caring for people through its actions. | 86% | N/A | N/A | N/A |

Note – Operating Proposal Executive summaries are listed in proposal order by Outcome. They do not include debt proposals and reserve proposals, nor do they include CIP proposals which can be found in the CIP section. They are as provided by the Department submitting the proposal, and have been adjusted for the RT changes, and tie to the column titled “RT Recommended Proposal Costs” on the allocation sheet.
Performance Measure data in this summary is draft, final data will be presented with the Preliminary Budget.

# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Quality Neighborhoods

100.07NA **Title:** Neighborhood Parks Program
**Department:** Parks & Community Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $1,149,763 | $1,179,120 |
| **FTE/LTE:** | 2.00/0.00 | 2.00/0.00 |

This program provides comprehensive grounds management of the City's neighborhood parks and civic facilities. These public places provide access to sport courts, playgrounds, picnic areas, open space, natural areas and trails, and serve citizens of all ages, abilities, cultures and socio-economic backgrounds. These spaces provide focal points for activities that promote a sense of place and encourage the gathering and interaction of citizens at the neighborhood level. The continued funding of this program will contribute to Bellevue's vision of a "City in a Park" by providing the necessary resources to maintain a safe, clean, attractive and accessible neighborhood park system.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of households living within one-third mile walking distance of park or trail access point | 72% | 72% | 72% | 72% |
| Bellevue's public parks and park facilities appearances are good/excellent | 102% | N/A | N/A | N/A |
| Bellevue's public parks and park facilities safety is good/excellent | 97% | N/A | N/A | N/A |
| Rating the parks and recreational facilities choices available to residents nearby – some/plenty of choices | 93% | N/A | N/A | N/A |

110.07NA **Title:** Code Compliance Inspection and Enforcement Services
**Department:** Development Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $862,987 | $892,669 |
| **FTE/LTE:** | 7.00/0.00 | 7.00/0.00 |

Code Compliance responds to concerns about safe buildings, environmental damage, and nuisances that undermine the health, safety and desirability of residential and commercial neighborhoods throughout the City. The increase in development activity we are now experiencing requires an increase in code enforcement support for the construction and land use codes. Code Compliance will also experience impacts from transportation and housing changes as the City grows. In order to maintain the level of customer service in the public education, mediation, investigation and enforcement functions of Code Compliance that residents and business owners in Bellevue expect, we are asking for an additional 1.0 FTE Code Compliance Officer position. This will restore staffing levels in place before 2011 budget cuts.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Code violations resolved through voluntary compliance within 180 days | N/A | 50% | 50% | 50% |
| Average number of new code violations per officer | 435 | 475 | 400 | 400 |
| Median number of business days from receipt of complaint to initial CCO contact with complaintant | N/A | 5 | 5 | 5 |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Quality Neighborhoods

**Total:**

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $2,804,979 | $2,888,989 |
| **FTE/LTE:** | 14.00/0.00 | 14.00/0.00 |

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# Economic Growth & Competitiveness

# Economic Growth & Competitiveness

## – Cause & Effect Map

Budget One
one city
one public
one purpose

2015-2016

**As a community, Bellevue values…**

- **A community that grows in ways that add value to our quality of life and enhance the opportunity for economic prosperity.**
- **A business environment that is competitive, supports entrepreneurs, creates jobs, and supports the economic environment and prosperity of the community.**

**Factors:**

### City Brand

- City Mission/Vision
- Bellevue's Reputation
- Regional Character & Location
- Existing Businesses & Industries
- Regional Leader in Commerce
- International Gateway City

### Costs and Capital

- Incentives to attract entrepreneurial businesses
- Tax Policies & Programs
- Development Processes
- Utility Costs

### Land, Infrastructure and Planning

- Infrastructure for Communications & Utilities
- Transportation Systems & Choices
- Strategic Growth Plan
- Zoning & Site Development
- Major Facilities

### Quality of Community

- Social Offerings
- Housing Choices
- Diverse Retail & Tourism
- Parks/Open Space & Well-Kept Neighborhoods
- Sense of Community

### Workforce

- Diverse Workforce
- Opportunities for Education, Innovation and Research
- Training, Internships, Apprenticeships & Volunteer Programs
- Diverse Employment Portfolio offering living-wage jobs

**Key Community Indicators:**

- % of residents who feel the City is doing a good job of planning for growth that adds value to their quality of life
- % of residents and businesses who agree that the City is doing a good job helping create a competitive business environment that supports entrepreneurs and creates jobs.

**Key Performance Indicators:**

- % of customers rating inspection or review services as very good or good
- Employment growth rate by sector
- Jobs in Bellevue as a % of total regional jobs
- % change in B & O tax revenue
- Change in Taxable Retail Sales (TRS) per capita
- Employment rate of Bellevue citizens compared with the regional rate

## Outcome: Economic Growth & Competitiveness

Results Teams' Recommendations - July 28, 2014

Proposals with orange shading directly address a Council priority

Original Proposal Cost + RT Exp Recommendations = RT Recommended Proposal Cost

| Rank | Proposal Title | Proposal # | Proposal Type* | 2015-2016 Department Proposed Cost | 2015-2016 Exp Changes | 2015-2016 RT Recommended Cost | 2016 FTE/LTE | Funding Sources |
|---|---|---|---|---|---|---|---|---|
| 1 | Development Services Review Services | 110.03NA | En | 13,885,547 | (259,279) | 13,626,268 | 51.95 | DS, General |
| 2 | Economic Development Core Program and Services | 115.15NA | E | 775,973 | (70,000) | 705,973 | 2.00 | General |
| 3 | Economic Development Strategy Implementation | 115.16NA | En | 842,859 | (200,000) | 642,859 | 1.00 | General |
| 4 | Broadband Fiber and Cable Franchise Program | 090.15NA | N | 381,769 | (8,064) | 373,705 | 1.00 | General |
| 5 | Downtown Parking Enforcement Alternative | 130.17NB | N | 1,201,019 | (370,084) | 830,935 | 0.10 | General |
| 6 | Downtown Parking Enforcement | 130.17NA | E | 233,231 | (233,231) | - | 0.00 | General |
| | **Total** | | | **17,320,398** | **(1,140,658)** | **16,179,740** | **56.05** | |

*Proposal Type:

E = Existing - same service level as previous biennium

En = Enhanced - expanded service level or budget request

N = New - entirely new proposal

Box border indicates proposal was not recommended

# City of Bellevue
# 2015-2016 Budget Development
# Proposed Purchasing Plan for Economic Growth & Competitiveness

DATE: July 14, 2014

TO: Leadership Team

FROM: **Economic Growth and Competitiveness Results Team**
Team Members: Smitha Vijayan (Lead), Mike Ingram, Stephanie Dompier, Megan Sibbert, Kevin Lorentzen

SUBJECT: **Proposed Purchasing Plan**

**Overview**

After Round 1, the Economic Growth & Competitiveness (EGC) Results Team (RT) had a total of six proposals ranked in the order below. These proposals were ranked primarily on how effectively they advance the EGC outcome for the City, address both the Citywide and EGC purchasing strategies and align with Council priorities. This ranking did not change for Round 2.

| Ranking | Proposal Number | Proposal Title | Department | Proposal Type (as indicated in proposal) |
|---|---|---|---|---|
| 1 | 110.03NA | Development Services Review Services | Development Services | Enhanced |
| 2 | 115.15 NA & 115.16NA | Economic Development Core Program and Services & Economic Development Strategy Implementation | Planning | Existing / Enhanced |
| 3 | 090.15NA | Broadband Fiber and Cable Franchise Program | Information Technology | New |
| 4 | 130.17NB | Downtown Parking Enforcement Alternative | Transportation | New |
| 5 | 130.17NA | Downtown Parking Enforcement | Transportation | Existing |

Of these, three proposals are new:
1. Broadband Fiber and Cable Franchise Program
2. Downtown Parking Enforcement Alternative
3. Economic Development Strategy Implementation. This proposal uses an existing proposal number and is categorized as "enhanced". However, the body of work proposed here is new. In 2013-14, this proposal was to develop the City's Economic Development Strategic Plan, which was completed and adopted by Council in July 2014. This proposal is to implement this plan. Since this is a new body of work, the EGC RT has considered it as a "new" ask versus "enhanced".

The remaining existing proposals grew by a total of 27% from the 2013-14 adopted levels. However, the allocated budget for 2015-16 did not grow at this rate. As a result, all proposals funded under the EGC

outcome were scaled back from requested funding levels, but still at a higher level than the adopted 2013-14 budget.

**Our Approach**

a. **Collaborated with Proposal Writers**: The RT met with proposal writers to gain a clear understanding of the proposed workplan and their corresponding funding needs for each year. Through these discussions, two of the new proposals were revised to reduce the overall cost and/or redistribute their costs so that they could be accommodated within the 2015-16 allocations.

b. **Minimized the Impact of Reductions**: Funding for two "new" proposals was reduced in 2015 to fit within the allocation for this year. One approach used was to scale back new positions to account for the time to hire a new resource at the beginning of the biennium. So, even though these proposals could not be funded at the level initially requested, the recommended purchasing plan allows these proposals to move forward in a significant way in the 2015-16 period.

*c.* **Prioritized Proposals with Effective Implementation Plans**: The EGC RT made a conscious choice to prioritize proposals that were, in the end, "right-sized" and explicitely laid out their implementation plan with effective measures to track the success of the proposed programs.

**Proposed Purchasing Plan for EGC**

The proposed purchasing plan results in a balanced budget for 2015-16 and is outlined below in the order of ranking.

1. **Development Services Review Services**: This is a key service provided by the City, which is under significant pressure with the increased development activity in Bellevue. In 2013, permit applications grew by 13% over 2012 and are projected to increase by an additional 12% in 2014. For 2015-16, this rate is expected to stay at the same level as 2014. Note that this proposal is comprised of 85% dedicated fee-based revenue and 15% general funds. The general fund portion of this proposal grew by 28% from the 2013-14 mid-bi level, which itself was significantly higher than the adopted budget for 2013-14. The requested increase for 2015-16 includes 3 new FTEs, and increases in temporary help, overtime and professional services. *The EGC RT is recommending that the general fund component of this proposal be scaled back by approximately 6.5% ($72,171) in 2015 and 5% ($56,896) in 2016*. The EGC RT made a sincere effort to allow this proposal to grow as much as possible within the constraints of the overall allocation.

2. **Economic Development (ED) Core Program and Strategy Implementation:** The two proposals for the ED Core Program and ED Strategy Implementation are interdependent and collectively advance the EGC outcome. As a result, they were ranked together at # 2 in Round 1.

   The Core Program requested a 12% increase from the mid-bi level. The EGC RT is recommending that

this proposal be scaled back by $35,000 each year, still allowing a 3% growth from mid-bi level. On discussion with the proposal writer, it was confirmed that this amount was being reserved for unanticipated expenses. Unfortunately, our constrained budget does not provide leeway for these kinds of contingency funds.

The proposal for the ED Strategy Implementation, which the RT considers "new", included funding for one FTE and $300,000 per year in professional services. The EGC RT agrees that a dedicated resource in the City is essential to drive forward the direct strategies identified in the Plan. However, we believe that it will take PCD a few months to hire this resource in 2015. As a result, the RT is recommending funding the new FTE for 6 months in 2015 and all of 2016. The team also struggled to justify $300,000 per year in professional services without a clearly prioritized implementation plan. The RT is recommending that professional services be reduced by $95,000 in 2015 and $45,000 in 2016. Even with these deductions, the RT believes the proposal is adequately funded to make significant progress in the biennium.

3. **Broadband Fiber and Cable Franchise Program**: This proposal offers a foundational strategy to provide the necessary infrastructure for quality, affordable internet connectivity in Bellevue. This is a high priority for Council and supports the direct strategies identified in the ED Strategic Plan. The EGC RT sees this proposal is an important first step towards fostering competition among service providers in Bellevue. Based on feedback from the RT, the proposal writer clarified the scope of work and proactively reduced the projected cost of this proposal for Round 2. With these reductions, the proposal requested a total of $381,769 for the biennium. While the EGC RT could not fund this proposal in 2015, the RT was able to fund $373,705 in 2016 (98% of the total requested amount for the biennium).

4. **Downtown Parking Enforcement Alternative**: The pay parking program outlined in this proposal converts what has been an ongoing expenditure for the City to a self-supporting service beginning 2018 that will also provide a consistent revenue stream in future years. To address the initial capital cost for parking paystations, the proposal writer furnished compelling financial data on a "Lease to Purchase" option that reduces the upfront implementation cost by 62% in 2016 (as compared to the cost of outright purchase). At a reasonably priced $1.50 per hour for parking in downtown Bellevue, the EGC RT is strongly recommending that this proposal be funded with the "Lease to Purchase" option. As a result, the current model followed by the City for Downtown Parking Enforcement is not recommended for funding.

**Conclusion**:

The EGC RT would like to thank the proposal writers and staff who proactively explored funding strategies to economize their proposals. Through this collaborative and iterative process, the EGC RT was able to develop an effective purchasing plan that pushes forward key initiatives to advance the EGC outcome.

# Economic Growth & Competitiveness Executive Summaries

# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Economic Growth and Competitiveness

090.15NA **Title:** Broadband Fiber and Cable Franchise Program
**Department:** Information Technology

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $0 | $373,705 |
| **FTE/LTE:** | 0.00/1.00 | 0.00/1.00 |

This proposal responds to a Council Priority to "develop the Smart City strategy to include high speed data options to support businesses and residents and determine implementation steps" and ties to EDP objectives. Proposal outcomes include a survey to I.D. needs (including connectivity), levels of satisfaction and price point sensitivity. The information will be used to develop foundational strategies to ensure that quality, affordable internet connectivity is available. The proposal also includes limited resources for short-term capacity to enhance City relationships with service providers, facilitate solutions for service needs as they arise, coordinate City infrastructure investments to address gaps and bottlenecks and assist in identification of options for next steps. This is a first step toward meeting the overall goal to attract new investment and service providers by creating an environment that facilitates competition.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Residents are satisfied with the quality of telecommunication sercices available to them | N/A | N/A | N/A | N/A |
| Residents agree Bellevue is doing a good job of helping to create a competitive business environment | 82% | N/A | N/A | N/A |

110.03NA **Title:** Development Services Review Services
**Department:** Development Services

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $6,745,607 | $6,880,661 |
| **FTE/LTE:** | 51.95/1.00 | 51.95/0.00 |

This proposal provides for Development Services (DS) review of designs and applications for private and public development projects. DS issues 12,000 to 14,000 permits and approvals per year that contribute to the economic prosperity of the City. The goals of development review are to ensure that buildings are safe, that land uses and project designs are consistent with the community vision, that the environment is protected, that traffic impacts are managed, and that developer-built utilities and other infrastructure meet the city's standards.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Customers noting review services as very good or good | N/A | 85% | 85% | 85% |
| Customers treated in helpful, courteous and knowledgable manner | N/A | 95% | 95% | 95% |
| Total applications applied for online | 44.15% | 55% | 60% | 70% |
| First review decision (FRD) timelines meeting target | 55% | 65% | 70% | 80% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Economic Growth and Competitiveness

115.15NA **Title:** Economic Development Core Program and Services
**Department:** Planning & Community Develop

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $347,168 | $358,805 |
| **FTE/LTE:** | 2.00/0.00 | 2.00/0.00 |

This proposal for the Economic Development Core Program and Services will continue to support the core functions of the Economic Development Office, at existing service levels: business retention and recruitment, business ombudsman, international business development, small business development, marketing and promoting the City as a place to do business. Through the ED Program the City works with local and regional business and governmental organizations to promote business in Bellevue and provide regional leadership on economic issues.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Number of annual business openings in Bellevue | 3,414 | 3,500 | 3,500 | 3,500 |
| Percent of region's job growth captured within Bellevue since 2000 | N/A | 7% | 7% | 7% |
| Percentage of residents who agree that the City is doing a good job helping to create a business environment that is competitive, supports entrepreneurs, creates jobs, and supports the economic environment of the community. | 82% | 80% | 80% | 80% |
| Bellevue retail sales and use tax growth rate compared to regional growth rate | -2.2% | 1% | 1% | 1% |
| Employment rate of Bellevue residents compared to regional employment rate | N/A | +1.5% | +1.5% | +1.5% |

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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Economic Growth and Competitiveness

115.16NA **Title:** Economic Development Strategy Implementation
**Department:** Planning & Community Develop

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $264,345 | $378,514 |
| **FTE/LTE:** | 1.00/0.00 | 1.00/0.00 |

This proposal is to implement the City's new Economic Development Strategic Plan, with a series of targeted actions in pursuit of a strengthened and diversified economic base. The focus is on the "direct strategies" identified in the Plan, which include actions to enhance high opportunity local employment clusters, to further position Bellevue as a Pacific Rim gateway, and to better market and promote the City's economic development prospects.

Requested resources include funding to support 1.0 FTE and $300,000/year in professional services needed to make significant progress on the strategies identified in the Plan. Included within this amount is funding for the "Visit Bellevue" tourism proposal, as this directly supports a target cluster identified in the Plan.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Percent of region's annual IT cluster job growth captured in Bellevue | | 18% | 18% | 18% |
| Firm diversification in IT cluster | | | | |
| Percent of region's annual Tourism cluster job growth captured in Bellevue | | 9% | 9% | 9% |
| Firm diversification in Tourism cluster | | | | |
| Number of buinsess openings in the IT cluster | 160 | 200 | 200 | 200 |

130.17NA **Title:** Downtown Parking Enforcement
**Department:** Transportation

NOT RECOMMENDED

This proposal will continue to provide enforcement for on-street parking in the Downtown. Short-term on-street parking in the Downtown creates turnover in parking spaces, thus increasing the overall parking availability for retail customers and general downtown visitors, a goal of the Downtown Subarea Plan. This proposal includes staff and resources needed to hire a contractor to provide enforcement services and to administer the Downtown parking enforcement program.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| Weekly enforcement hours | 60 | 60 | 60 | 60 |
| Annual DT Parking enforcement contract cost | $92,466.0 | $92,466.0 | $99,000.0 | $99,000.0 |
| # Downtown parking spaces available | N/A | 310 | 305 | 300 |
| Downtown parking complaints received/responded | 119 | 200 | 200 | 200 |

Note – Operating Proposal Executive summaries are listed in proposal order by Outcome. They do not include debt proposals and reserve proposals, nor do they include CIP proposals which can be found in the CIP section. They are as provided by the Department submitting the proposal, and have been adjusted for the RT changes, and tie to the column titled "RT Recommended Proposal Costs" on the allocation sheet.
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# City of Bellevue 2015-2016 Operating Budget
# Proposal Summaries by Outcome

## Economic Growth and Competitiveness

130.17NB **Title:** Downtown Parking Enforcement Alternative
**Department:** Transportation

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $160,225 | $670,710 |
| **FTE/LTE:** | 0.10/0.00 | 0.10/0.00 |

Short-term on-street parking in the Downtown creates turnover in parking space, thus increasing the overall parking availability for retail customers and general downtown visitors. This proposal is to convert the approximately 300 on-street parking stalls in the Downtown to pay parking. It will provide the staff and resources to develop and perform an outreach effort with Downtown merchants and business owners, install an estimated 55 electronic pay station kiosks in the Downtown, and manage the expanded Downtown Parking Program. In addition, this proposal includes funding of an enforcement contract, similar to the existing contract, which includes enforcement of time restrictions for on-street-parking and general duties such as coordination with Bellevue District Court, attending court, researching vehicle registration information, and public contact. Equipment replacement funds (EERF replacement account) for the kiosks are also included in this proposal.

| Performance Measure | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|---|---|---|---|
| # Downtown parking spaces available | N/A | 310 | 305 | 300 |
| Downtown parking complaints received/responded | 119 | 200 | 200 | 200 |
| Downtown parking space occupancy rate | N/A | 0% | 80% | 85% |
| Downtown parking payment compliance | N/A | 0% | 90% | 90% |

## Total:

| | 2015 | 2016 |
|---|---|---|
| **Budget:** | $7,517,345 | $8,662,395 |
| **FTE/LTE:** | 55.05/2.00 | 55.05/1.00 |

Note – Operating Proposal Executive summaries are listed in proposal order by Outcome. They do not include debt proposals and reserve proposals, nor do they include CIP proposals which can be found in the CIP section. They are as provided by the Department submitting the proposal, and have been adjusted for the RT changes, and tie to the column titled "RT Recommended Proposal Costs" on the allocation sheet.
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# 9. Appendix

# Comprehensive Financial Policies

## Purpose

The Comprehensive Financial Management Policies assembles all of the City's financial policies in one document. They are the tools used to ensure that the City is financially able to meet its immediate and long-term service objectives. The individual policies contained herein serve as guidelines for both the financial planning and internal financial management of the City.

The City of Bellevue is accountable to its citizens for the use of public dollars. Municipal resources must be wisely used to ensure adequate funding for the services, public facilities, and infrastructure necessary to meet the community's present and future needs. These policies safeguard the fiscal stability required to achieve the City's goals and objectives.

## Objectives

In order to achieve its purpose, the Comprehensive Financial Management Policies has the following objectives for the City's fiscal performance.

A. To guide City Council and management policy decisions that has significant fiscal impact.

B. To set forth operating principles that minimizes the cost of government and financial risk.

C. To employ balanced and fair revenue policies that provides adequate funding for desired programs.

D. To maintain appropriate financial capacity for present and future needs.

E. To promote sound financial management by providing accurate and timely information on the City's financial condition.

F. To protect the City's credit rating and provide for adequate resources to meet the provisions of the City's debt obligations on all municipal debt.

G. To ensure the legal use of financial resources through an effective system of internal controls.

H. To promote cooperation and coordination with other governments and the private sector in the financing and delivery of services.

## Significant Changes

The development of the biennial budget provides the opportunity to review the City's Comprehensive Financial Management Policies and make necessary adjustments due to new or revised City ordinances and policies, State laws, or recommendations made by national accreditation and/or approval authorities. No significant changes for this budget period.

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- Ordinance 6087, Storm and Surface Water Rates and Charges
- Ordinance 6088, 2013 Property Taxes
- Ordinance 6089, 2013-2014 Budget and 2013-2019 CIP Budget Adoption

## I. Financial Planning Policies

The City shall develop and maintain a six-year Financial Forecast that estimates resource and expenditure behavior for the two bienniums beyond the current budget period. This Forecast will provide the City's decision-makers with an indication of the long-term fiscal impact of current policies and budget decisions. This planning tool must recognize the effects of economic cycles on the demand for services and the City's resources. To this end, the Forecast should differentiate between revenue associated with one-time economic activities and revenues derived as a result of base economic growth. City financial planning should ensure the delivery of needed services (many of which become more critical during economic downturns) by assuring adequate reliance on ongoing resources in order to support continued City services during economic downturns.

The City is a major force in a complex regional economic system. The City must understand and anticipate changes in both regional and national economic trends in order to engage in strategic financial and management planning.

A. General Fund:

1. The Finance Department will prepare and maintain a Financial Forecast for General Fund operations based on current service levels and current funding sources. This forecast will include the upcoming biennium as well as the two bienniums beyond the current period (a total of six forecast years). This future-oriented look will provide insight into whether the current mix and level of resources are likely to continue to be sufficient to cover current service levels. The forecast also allows staff and City Council to test various "what-if" scenarios and examine the fiscal impact on future bienniums.
2. The City will constantly test both its planning methodology and use of planning tools in order to provide information that is timely, accurate, and widely disseminated to users throughout the City.
3. Departments will forecast and monitor their respective revenues and expenditures with assistance from the Finance Department. The Finance Department will assist departments in developing appropriate systems for such monitoring and will retain overall fiscal oversight responsibility for the General Fund.
4. The Financial Forecast is updated at least two times each year. Any unexpected changes in economic conditions or other circumstances may prompt more frequent updates. Any significant changes are reported to the Leadership Team, City Manager, and Council.

B. Utility Funds:

1. Financial forecasting will be done for the three Utility Funds in a manner similar to the General Fund. The purpose of these forecasts will be to allow the City Council and citizens to evaluate the longer-term financial needs of these programs.
2. The forecasts should rely on the same basic economic assumptions as the General Fund Forecast. These forecasts will also identify other assumptions used in their preparation and the risks associated with them.
3. The forecasts must identify how they will impact rate structures.

C. Parks Enterprise Fund:

1. Financial forecasting will be done for the Parks Enterprise Fund in a manner similar to the General Fund. The purpose of this forecast will be to allow the City Council and citizens to evaluate the longer-term financial needs of the funds' programs.

2. The forecasts should rely on the same basic economic assumptions as the General Fund Forecast. This forecast will also identify other assumptions used and the risks associated with them.

D. Development Services Fund:

1. Financial forecasting will be done for the Development Services Fund in a manner similar to the General Fund. The purpose of this forecast will be to allow the City Council and citizens to evaluate the longer-term financial needs of the funds' programs.

2. The forecasts should rely on the same basic economic assumptions as the General Fund Forecast. This forecast will also identify other assumptions used and the risks associated with them.

E. Resource/Expenditure Estimating: The financial planning and subsequent budgeting for all funds will be based on the following principles:

1. Resource and expenditure estimates should be prepared on a realistic basis with a target of ± 2 percent variance from the estimate for resources and ± 1 percent variance for expenditures.

2. Expenditure estimates should anticipate contingencies that are reasonably predictable.

## II. General Budget Policies

A. Resources Greater than Budget Estimates: Resources (fund balance) greater than budget estimates in any internal service fund shall be refunded to the contributing funds unless circumstances warrant retaining such monies for future expenditure in the current fund.

B. Budget Preparation: Department directors have primary responsibility for formulating budget proposals in line with City Council, Leadership Team, and City Manager priority direction, and for implementing them once they are approved.

The Finance Department is responsible for coordinating the overall preparation and administration of the City's biennial budget and Capital Investment Program Plan. This function is fulfilled in compliance with applicable State of Washington statutes governing local government budgeting practices.

The Finance Department assists department staff in identifying budget problems, formulating solutions and alternatives, and implementing any necessary corrective actions.

C. Public Hearings: The City Council will hold three public hearings on the budget. The first two will be held sufficiently early in the budget process to allow citizens to influence budget decisions and to allow the Council to indicate special priorities before City staff develops a preliminary budget recommendation. The third and final public hearing will be held shortly after the preliminary budget's initial presentation to

the Council and before the Council's final budget deliberations. The final public hearing will be held prior to the time the Council fixes the annual Property Tax levy. If deemed necessary, additional public hearings may be conducted.

D. Overhead and Full Cost Allocation: Department budgets should be prepared in a manner to reflect the full cost of providing services.

E. Examination of Existing Base Budget: During each biennial budget development process, the existing base budget will be thoroughly examined to assure removal or reduction of any services that could be eliminated or reduced in cost.

F. Services to Keep Pace With Needs of Community: The City will strive to ensure that City service priorities keep pace with the dynamic needs of the community by incorporating a service needs review as part of the budget process.

G. Maintenance of Quality Service Programs: Quality service programs will be offered by the City of Bellevue. If expenditure reductions are necessary, service elimination is preferable to poor or marginal quality programs.

H. Maintenance of Existing Services vs. Additional or Enhanced Service Needs: Significant annual resource allocations needed to maintain existing service quality will compete directly with investment proposals during the budget evaluation process.

I. Budget Monitoring: The Finance Department will maintain a system for monitoring the City's budget performance. This system will provide the City Council with quarterly presentations to Council regarding fund level resource collections and department level expenditures. Included will be provisions for amending the budget during the year in order to address unanticipated needs, emergencies, or compliance with State of Washington budgetary statutes. Budget amendments requiring City Council approval will occur through a process coordinated by the Finance Department. Significant financial issues that need to be addressed between regular monitoring reports will be provided to Council as warranted.

J. Performance Budgeting: Performance measures will be utilized and reported in department budgets. The City will prepare trends, comparisons to other cities, and other financial management tools to monitor and improve service delivery in City programs.

K. Interfund Charges Based on Full Cost: Interfund charges will be based on recovery of the full costs associated with providing those services. Internal Service Agreements shall be established between vendor and client departments reflecting full cost recovery unless special circumstances exist. Any disputes will be brought to the City Manager or Deputy City Manager for resolution after thorough evaluation by the Finance Department.

L. Outcome Based Budget Presentation Format: The focus of the City's biennial budget presentation is directed at displaying the City's services plan in Outcome areas to reflect the values of our community and important community-wide priorities recognized by the Council.

M. Distinguished Budget Presentation: The City will seek to obtain the Government Finance Officers Association Distinguished Budget Presentation Award for each biennial budget. The Budget will be presented in a way that clearly communicates the budget to members of the public.

## III. Utility & Other Fund Budget Policies

A. Utilities Department Financial Policies: The Utilities Department Financial Policies, including Solid Waste Reserves policies, were last updated in the 2007-2008 Budget. These policies have been included as Figure 10-1.

B. Building Permit Revenues and Expenditures: Revenues derived from building permit fees shall be designated for the exclusive support of the development activities in the Development Services Fund. This fund will provide permit processing and compliance inspection services. Building permit fees shall include an overhead rate component to recover its share of general overhead costs, as well as department overhead from those departments directly involved in permit processing activities.

C. Parks Enterprise Revenues and Expenditures: Revenues derived from golf and certain culture and recreation fees shall be designated for the exclusive support of activities in the Parks Enterprise Fund. This fund will maintain and operate the golf course, tennis center, and Robinswood House, administer adult athletic programs, pay approved maintenance services and overhead charges to the General Fund, and fund golf course improvements in the Capital Investment Program Fund. The Parks Enterprise Fund may also charge the General Fund for a portion of their programs that are offered with a "fee subsidy". This charge is designed to allow youth and special populations access to programs at less than full cost, to encourage participation.

## IV. State-Mandated Budget Requirements

Washington State law (RCW 35A.34) specifies requirements that must be followed in budgeting each of the City's funds. The following summarizes the key areas covered in Washington State law:

A. Key Requirements:

1. The timing, process, and responsibility for each step.
2. A standard account classification system prescribed by the State Auditor.
3. Preparation and filing of a preliminary budget by the chief administrative officer.
4. A "budget message" from the chief administrative officer explaining the content, financial policies, and major proposed changes.
5. A public hearing on the proposed preliminary budget conducted before adoption of a final budget, which shall be held on or before the first Monday in December.
6. Procedures for handling special situations such as mid-biennium emergencies.
7. Limitations on the expenditure of City funds and procedures for amending the budget.
8. Quarterly or more frequent reporting to the City's legislative authority on the revenue and expenditure status of each fund.
9. Budgeting of non-operating/special purpose funds on a different basis from operating budget funds.

B. Fund Types: The City budgets all funds in accordance with the Optional Municipal Code, Section 35A.34 of the Revised Code of Washington, which is attached as Figure 10-2. In accordance with State law, the City prepares its biennial budget on an estimated cash receipts and disbursements basis and by a process that conforms to the stated timing requirements. The only exceptions are the following special purpose funds: special assessment (e.g., Local Improvement District (LID) Bond Fund) and custodial agency funds (e.g., Firemen's Pension Fund), where the City acts in a custodial capacity as the bookkeeper for monies belonging to others. The City maintains three primary types of funds: operating, capital project and other special purpose funds.

1. Operating funds finance the continuous, traditional service delivery functions of a municipality in Washington State. Expenditure authority (appropriations) for each of these funds lapses at the end of each biennium, and a new budget must be adopted by the City Council.
2. Capital project funds include the General and Utility Capital Investment Program Funds which provide for the City's seven-year capital funding. Capital project fund budgets do not lapse at the end of the biennium, but are carried forward until the monies are fully expended or their objectives are accomplished or abandoned (RCW 35A.34.270).
3. Special purpose funds are distinguished from operating/budgetary funds by their limited objectives and/or finite life spans. Special purpose fund budgets do not lapse at the end of the biennium, but are carried forward until the monies are fully expended or their objectives are accomplished or abandoned (RCW 35A.34.270). Examples of special purpose funds are the Operating Grants, Donations and Special Reserves Fund, and the Housing Funds.

As required by State law, the 2013-2014 Budget reflects balanced expenditure and revenue estimates for each of the City's funds. Although revenue estimates are made only at the fund level, expenditure budgets are prepared at the department and division level for the purpose of administrative control.

## V. Budget Development Process

The Finance Department is responsible for coordinating the overall preparation of the City's budgets. To accomplish this, staff issues budget instructions, conducts budget preparation training sessions, and communicates regularly with department staff. Their guidance provides the overall "rules of the game" within which the more detailed budget instructions and coordinating efforts are developed.

The following are the major provisions for a biennial budget in accordance with Section 35A.34 of the Revised Code of Washington.

| Major Steps in Budget Preparation | State Law Time Limitations |
|---|---|
| 1. Request by clerk to all department heads and those in charge of municipal offices to prepare detailed estimates of revenues and expenditures for the next biennium. | By second Monday in September. |
| 2. Estimates are to be filed with the clerk. | By fourth Monday in September. |

| | |
|---|---|
| 3. Estimates are presented to the city manager (CM) for modifications, revisions or additions. Clerk must submit to CM proposed preliminary budget setting forth the complete financial program, showing expenditures requested by each department and sources of revenue by which each such program is proposed to be financed. | On or before the first business day in the third month prior to beginning of the fiscal year. |
| 4. CM provides the legislative body with current information on estimates of revenues from all sources as adopted in the budget for the current year. CM also provides the legislative body with the proposed preliminary budget setting forth the complete financial program, showing expenditures requested by each department and sources of revenue by which each such program is proposed to be financed. | No later than the first Monday in October. |
| 5. The legislative body must hold a public hearing on revenue sources for the coming budget, including consideration of possible increases in property tax revenues. (Chapter 251, Laws of 1995, codified as RCW 84.55.120) | Before legislative body votes on property tax levy. |
| 6. CM prepares preliminary budget and budget message and files with the legislative body and city clerk. | At least 60 days before the ensuing fiscal year. |
| 7. Clerk publishes notice that preliminary budget has been filed and publishes notice of public hearing on final budget once a week for two consecutive weeks. | No later than the first two weeks in November. |
| 8. Setting property tax levies | November 30 |
| 9. The legislative body, or a committee thereof, must schedule hearings on the budget or parts of the budget and may require the presence of department heads. | Prior to the final hearing. |
| 10. Copies of proposed (preliminary) budget made available to the public. | No later than six weeks before January 1. |
| 11. Final hearing on proposed budget. | On or before first Monday of December, and may be continued from day-to-day but no later than the 25th day prior to next fiscal biennium. |
| 12. Adoption of Budget. | Following the public hearing and prior to beginning of the ensuing fiscal biennium. |
| 13. Copies of final budget transmitted to the State Auditor's Office. | After adoption. |

The following are key procedural steps in the City's budget development process. Note that the process and dates indicated below match the 2013-2014 process, and may be changed for future processes.

1. In early February, Council held a budget retreat and was provided an overview of the 2011-2012 adopted budget by outcomes and funds, overview of the 2011-2017 CIP, financing sources and uses, and a debt overview.
2. In February, Council validated the Outcome areas for the upcoming budget.
3. In April, the official "budget call" required by State law was made to all department directors or fund managers by the Budget Office as designees of the City Manager and Finance Director. Budget development instructions and other materials were provided to the departments at that time.
4. Early in the year, an operating and CIP budget survey was conducted. The survey reached a statistically valid sample of Bellevue residents and queried residents on a variety of City services, including how important and satisfied residents were with these services.
5. In late March, the top-line data from the Budget Survey was presented to the Result Teams. In April, the Budget Survey information was presented to the City Council.
6. Revenue and expenditure estimates were developed and updated by the Finance Department throughout the budget process. “Early Outlook” Financial Forecasts were prepared and presented to the Council in April.
7. In April, the Request for Results (RFR) were sent to departments. Departments prepared proposals in response to the RFRs and submitted to Results Teams (RTs).
8. The initial public hearing was held in May and a second public hearing was held in July to provide the public with ample opportunity to comment on recommended programs and/or ideas for new programs.
9. From late May to mid-July, RTs reviewed, ranked and provided feedback to departments regarding their proposals.
10. From mid-July to August, the Leadership Team reviewed the RTs recommendations and provided feedback.
11. In late September, the City Manager made final budget decisions and directed preparation of the preliminary budget.
12. During October, preliminary budget documents were prepared, printed, and filed with the City Clerk. This proposed budget was presented to the Council in late October, and copies were made available to the public immediately after the presentation.
13. Between late October and early December, the Council met in a series of budget sessions to review and discuss the proposed budget.

14. The third and final public hearing was held in November during the time the Council discussed the preliminary budget. Citizens were able to comment on recommended programs and/or ideas for new programs at these public hearings.
15. In early December, the Council adopted the budget by ordinance and established the budget appropriation for the next biennium.
16. The final budget is published and distributed during the first half of the following year. Copies are made available to the public and are available on the City's website.
17. Quarterly monitoring reports are prepared by the Finance Department to report on actual performance compared to budget estimates and to identify any remedial actions that may be needed.
18. As required by State law, a mid-biennium update will occur during the year following adoption of the biennial budget. This update is required by state law and allows for budget modifications and technical adjustments.
19. The budget development process described above is supplemented by information generated by the City's Financial Forecast. The forecast is a financial tool that provides the City's decision-makers with an indication of the long-term fiscal impact of current policies and budget decisions.
20. The budget process is also supplemented by information on service delivery performance and benchmarking with discussions and publication of a Comparative Cities Performance Report and an Annual Performance Report.

## VI. Budget Adjustment & Amendment Processes

Under the provisions of State law and the City's operating procedures, the operating budget may be adjusted or amended in two different ways. Adjustment of the budget involves a reallocation of existing appropriations and does not change the budget "bottom line". Amendment of the budget involves an addition to or reduction of existing appropriations.

A. Adjustment: Under the first method, departmental expenditures and requirements are monitored throughout the year. Certain departments may develop the need for additional expenditure authority to cover unanticipated costs that cannot be absorbed within the budget, while other departments will not require their full budget authorizations. The Finance Department reviews and analyzes all department and/or fund budgets to determine what adjustments are necessary and whether the adjustments can be made within existing appropriation limits. These changes are then reviewed with the affected department and/or fund managers. When an adjustment is needed, Finance staff will look first to savings within the department; and then transfers between departments. No City Council action is needed as State law allows budget adjustments to be done administratively.

B. Amendment: Amending the City's budget occurs whenever the requested changes from department and/or fund managers will cause the existing appropriation level for the fund to change. This situation generally occurs when the City Council authorizes additional appropriation. This is done by an ordinance that amends the original budget and states the sources of funding for the incremental appropriations.

## VII. Agenda Memorandum Review

The Finance Department will review all agenda items submitted for City Council action. The objective of these reviews will be to ensure compliance with the budget and disclosure of all fiscal issues to the Council. This information will be presented in the fiscal impact section of each agenda memorandum.

## VIII. Revenue Policies

The City must be sensitive to the balance between the need for services and the City's ability to raise fees, charges, and taxes to support those services.

A. Mix of Revenues: The City should strive to maintain a diversified mix of revenues in order to balance the sources of revenue amongst taxpayers and to provide ongoing stability and predictability.

1. Property Taxes and other stable revenues provide a reliable base of revenues during periods of economic downturn.
2. The City's overall revenue structure should be designed to recapture for the City some of the financial benefits resulting from City economic and community development investments.
3. The City will strive to keep a total revenue mix that encourages growth, and keeps Bellevue economically competitive and a City of choice for people to live and do business.

B. Taxes Should Be Selected for Balance, Applicability, and Probable Economic Impact: The following factors will be considered when the City's taxes are increased, decreased, extended, or changed in any way.

1. Stability of the tax source over its expected life.
2. Suitability for a pledge against future debt, if that is part of the City Council's long-range intent for the revenue source.
3. Spread the tax burden throughout the City's tax base by utilizing a broad array of the tax sources available and by investigating mitigation of inequities and hardships where appropriate (e.g., Property Tax exemptions and deferrals, and utility tax rebates for low-income elderly people). State and local legislative remedies for detrimental tax impacts should be sought where appropriate.
4. Apply the tax impact information for both residential and business taxpayers against a future vision of what the tax policy decision is intended to foster.

C. Property Tax Revenues for Park Maintenance: Revenues derived from the Property Tax Lid Lift for Park Maintenance, which Bellevue voters approved in November 2008, shall be deposited in the General Fund to pay all costs necessary to fund the maintenance and operating costs of specific park facilities.

D. Charges for Services: As much as is reasonably possible, City services that provide private benefit should be supported by fees and charges in order to provide maximum flexibility in use of general City taxes to meet the cost of services of broader public benefit. Charges for services that benefit specific users should recover full costs, including all direct costs, capital costs, department overhead, and Citywide overhead. Departments that impose fees or service charges should

prepare and periodically update cost-of-service studies for such services. A subsidy of a portion of the costs for such services may be considered when consistent with legal requirements to meet other City interests and objectives, such as remaining competitive within the region.

E. Backup Convention Center Financing: In accordance with Ordinance No. 4094 (passed on 12/4/89) and Ordinance No. 4229 (passed on 3/4/91), 0.01 percent of the City's total gross receipts business and occupation taxing authority of 0.2 percent, is reserved as a backup financing mechanism for the Convention Center should additional financing beyond that contemplated in the adopted Convention Center Financing Plan become necessary. In addition, any additional increase in the City's B&O Tax (measured by gross receipts) shall first require an analysis of the status of the Convention Center Financing Plan. This information must be included in any fiscal impact notes on agenda materials presented to the City Council for the purpose of increasing the B&O Tax rate described above. Ordinance Nos. 4094 and 4229 are attached as Figures 10-3 and 10-4.

## IX. Operating Policies

The City should accommodate both one-time and ongoing expenditures within current resources, establish and adequately fund reserves, regularly monitor and report on budget performance, evaluate the fiscal impact of new proposals, operate as efficiently as possible, and constantly review City services for appropriateness and effectiveness.

A. Expenditures Should be Within Current Resource Projections: Ongoing expenditures should be equal to or less than ongoing revenues. Each City fund budget must identify ongoing resources that at least match expected ongoing annual requirements. One-time resources and non-recurring ending fund balances will be applied to reserves or to fund one-time expenditures; they will not be used to fund ongoing programs.

B. Unrestricted Resources Should Remain Unrestricted: Unless otherwise stated explicitly by the City Council, unrestricted resources will not be earmarked for specific purposes in the General Fund. This will preserve the ability of the Council to determine the best use of available resources to meet changing service requirements.

C. Continual Improvement of Service Delivery: The City will seek to optimize the efficiency and effectiveness of its services through Business Process Improvement (BPI) efforts, performance budgeting and measuring, and by assessing its services with comparable cities to reduce costs and improve service quality.

D. Cash Management: The Finance Department will develop, maintain, and constantly seek to improve cash management systems which ensure the accurate and timely accounting, investment, and security of all cash assets. All cash received by City departments will be deposited with Finance within 24 hours of receipt.

E. Cash Reserves: The City will maintain adequate cash reserves in order to reduce the potential need for borrowing or service reductions during periods of economic downturn, natural catastrophe, or for other, one-time extraordinary expenditures. Annually, the City will target 15 percent of General Fund revenues as a General Fund ending balance, commonly known as a reserve.

F. Fund Balances: Accruals and non-cash enhancements to revenues will not be made as a means to influence fund balances at year-end or during budget discussions.

G. Fixed Asset Inventories: Accurate inventories of all physical assets (including roads infrastructure), their condition, life spans, and cost will be maintained to ensure proper stewardship of public property. The Finance Director will establish policies and appropriate procedures to manage fixed assets, including establishing the threshold dollar amount for which fixed asset records are maintained and how often physical inventories will be taken.

H. Allocation of Overhead Costs: Overhead costs will be allocated to determine the full cost of providing services. Overhead costs will be allocated according to consistent methodology developed in consultation between the Finance Department and other operating departments.

I. Utility Debt Coverage Ratio Target: The City Council adopted the following debt service coverage policy for the bonds issued by the City's Waterworks Utility on March 7, 1994 by Resolution No. 5759:

"The City Council will establish utility rates/charges and appropriations in a manner intended to achieve a debt service coverage ratio (adjusted by including City taxes as an expense item) of approximately 2.00. The City Council authorizes the Waterworks Utility to utilize this policy in development of pro forma projections which will be disseminated to the bond rating agencies and to the financial community generally."

## X. Fund Description & Reserve Policies

Fund descriptions and reserve policies have been developed in a standard format for all City funds and are included in the 2013-2014 Budget Detail volume.

A. Fund Descriptions include the following:

1. Fund Type
2. Fund Description
3. Year Created
4. Major Revenue Sources
5. Major Expenditures
6. Fund Custodian
7. Reserve Policy
8. Other Notes

B. Reserve Policies include the following:

1. Budgeting for Reserves: The City will maintain and justify budgeted reserves.
2. Expenditure of Budgeted Reserves: Reserves included in the operating budget shall not be expended without the express written approval of the Finance Director.

3. Annually the City will target 15 percent of General Fund revenues as a General Fund ending balance. This balance is to protect the City's essential service programs during periods of economic downturn, which may temporarily reduce actual resources or cut the growth rate of City resources below that necessary to maintain pre-existing service levels. Additionally, the ending fund balance, commonly known as a reserve, can be used in the event of a natural catastrophe, counter cyclical basic revenue growth (Property, Sales, and B & O Taxes combined) below 5 percent for the biennium, or because of unfunded federal or state mandates.
4. The target of 15 percent of annual General Fund revenues as a General Fund reserve shall be sufficient to maintain the City's exceptional bond rating for both its unlimited and limited general obligation tax bonds.

## XI. Capital Investment Program Plan Policies

A number of important policy considerations are the basis for the Capital Investment Program (CIP) Plan. These policies provide guidelines for all financial aspects of the CIP, and ultimately affect the project selection process.

A. Relationship of Long-Range Plans to the CIP Plan: Virtually all of the projects included in the CIP are based upon formal long-range plans that have been adopted by the City Council. This ensures that the City's Capital Investment Program, which is the embodiment of the recommendations of these individual planning studies, is responsive to the officially stated direction of the City Council as contained in the Comprehensive Plan and supporting documents. Examples of these supporting documents are: Transportation Facility Plans (Central Business District (CBD), Bellevue-Redmond Overlake Transportation Study (BROTS), East Bellevue Transportation Study (EBTS), Newcastle), the Parks and Open Space Plan, the Municipal Facilities Plan, the Fire Master Plan, the CBD Implementation Plan and the Comprehensive Plans of the Water, Sewer, and Storm & Surface Water Utilities. There are exceptions, but they are relatively small when compared to the other major areas of expenditure noted above. These exceptions include activities such as the Neighborhood Enhancement Program (NEP) and the Community Development Program.

B. Establishing CIP Priorities: The City uses the following basic CIP project prioritization and selection process.

1. Each CIP program area establishes criteria to be used in the prioritization of specific projects submitted for funding. These specific criteria are developed in conjunction with City Council priorities and input from citizens and associated City boards and commissions (if applicable). The criteria established for this CIP are displayed in the 2013-2019 CIP Plan document in the tab titled "CIP Project Prioritization Criteria".
2. The Finance Department determines revenue projections available to the non-utility CIP in consultation with various revenue-generating departments and the amount of resources available for new projects for each new seven-year Plan.
3. The Budget Finance Department, CIP Review Panel and City Manager evaluate the various CIP projects and select those with the highest priority.

4. Within the available funding, the highest priority projects are then selected and funded in the CIP.
5. CIP program area managers recommend an expenditure plan to the Finance Department and City Manager, which includes all capital costs and any applicable maintenance and operations (M&O) and/or required short-term financing costs. Program area managers are responsible for the cost estimates of their proposed programs, including future M&O costs related to the implementation of completed projects.
6. A Preliminary CIP Plan is recommended to the City Council by the City Manager along with the operating budget recommendations.
7. The City Council reviews the Operating and Preliminary CIP Plan, holds a public hearing(s) to allow for citizen input, makes desired alterations, and then officially adopts the budget and establishes related appropriations as a part of the City's biennial budget process.

C. Types of Projects Included in the CIP Plan: The CIP Plan will display, to the maximum extent possible, all major capital projects in which the City is involved. While the following criteria may be used as a general guide to distinguish which projects should be included or excluded from the CIP Plan, there are always exceptions which require management's judgment.
For purposes of the CIP Plan, a CIP project is generally defined to be any project that possesses all of the following characteristics:

1. Exceeds a cost of $100,000
2. Involves:
   a. Totally new physical construction,
   b. Development of a major technology system (technology system is defined as "an integrated set of hardware, software and processes working cohesively to perform a business function")
   c. Reconstruction designed to gradually and systematically replace an existing facility or system on a piecemeal basis,
   d. Replacement of a major component of an existing facility or technology system, or
   e. Acquisition of land or structures; and
3. Involves City funding in whole or in part, or involves no City funds but is the City's responsibility for implementing, such as a 100 percent grant-funded project or 100 percent Local Improvement District funded project.

   Eligible costs include:

   a. Studies/plans that determine the feasibility and/or support the preliminary design of future CIP projects,

b. Pre-design, design, development, right-of-way, construction, inspection, and/or testing, and

c. Staff and consultants to deliver the capital project.

D. Scoping and Costing Based on Predesign Study: It has proven difficult to develop accurate project scopes, cost estimates, and schedules on which no preliminary engineering or community contact work has been done. To address this problem, some projects are initially proposed and funded only for preliminary engineering and planning work. This funding will not provide any monies to develop final plans, specifications, and estimates to purchase rights-of-way or to construct the projects. However, generally, an estimated amount, sufficient to cover these costs based on a rough preliminary estimate is earmarked within the program area.

E. Required Project Features and Financial Responsibility: If a proposed project will cause a direct impact on other publicly-owned facilities, an equitable shared and funded cost plan must be coordinated between the affected program areas.

F. Predictability of Project Timing, Cost, and Scope: The predictability of timing and costs of projects is important to specific private developments, such as the provision of street improvements or the extension of major sewer lines or water supply, without which development could not occur. These projects generally involve significant financial contributions from such private development through impact fees, developer extension agreements, LIDs, and other means. Once a project has been approved by the City Council in the CIP, project scheduling is a priority to maintain.

G. Local Improvement Districts (LID): This policy limits the use of LIDs to specific instances. Examples of when future LIDs may be formed are as follows: 1) where old agreements exist committing property owners to LID participation on future projects; 2) when current development activity or very recently past development activity has exempted these projects from the assessment of Transportation Impact Fees; 3) when a group of property owners wish to accelerate development of a certain improvement; 4) when a group of property owners desire a higher standard of improvement than the City's project contemplates; or 5) when a group of property owners request City assistance in LID formation to fund internal neighborhood transportation facilities improvements, which may or may not have City funding involved. If City funding is proposed by the project sponsors (property owners), they shall so request of the City Council (through the City Clerk) in writing before any LID promotion activity begins. The City Manager shall analyze such request within 45 days and report his conclusions and recommendation to Council for their consideration. The Council shall by motion affirm or deny the recommendation. The Council's affirmative motion to financially participate shall expire in 180 days, unless the project sponsors have submitted a sufficient LID petition by that time.

In the event the request is for street resurfacing in advance of the City's normal street resurfacing cycle, the City's contribution shall not exceed 50 percent of all project eligible costs.

On capital projects whose financing depends in part on an LID, interim financing will be issued to support the LID's portion of the project budget at the same time or in close proximity to the issuance of the construction contract. The amount of the interim financing shall be the current estimate of the final assessment roll as determined by the administering department.

In the event that the project is 100 percent LID funded, interim financing shall be issued either in phases (i.e., design phase and construction phase) or up front in the amount of the entire estimated final assessment roll, whichever means is estimated to provide the lowest overall cost to the project as determined by the Finance Department.

H. Non-Utility CIP Maintenance and Operating (M&O) Costs: Proposals for CIP project funding shall include the estimated future M&O cost, to provide full cost disclosure. Such M&O costs anticipated to be incurred in the upcoming biennium should be included in operating budget proposals for funding consideration. As of 2011, funding for existing CIP M&O is provided by a distribution of the City's Sales Tax revenue, split between 75 percent General Fund and 25 percent CIP. The dollar amount for CIP M&O is adjusted upward each year by the anticipated Consumer Price Index for all Urban Consumers (CPI-U) after first making any necessary adjustments (e.g., partial vs full-year costs) and eliminating any one-time items. The distribution amounts should be reviewed periodically by Council for reasonableness and potential adjustment.

I. Preserve Existing Capital Infrastructure Before Building New Facilities: It is the City's policy to ensure that adequate resources are allocated to preserve the City's existing infrastructure before targeting resources to build new facilities that also have operating and maintenance obligations. This policy addresses the need to protect the City's historical investment in capital facilities and to avoid embarking on a facility enhancement program, which when coupled with the existing facilities requirements, the City cannot afford to adequately maintain.

J. New Facilities Should Be of High Quality, Low Maintenance, Least Cost: This policy has guided the development and execution of the CIP Plan through an emphasis on lowest life-cycle cost. Projects should only be built if the necessary funding to operate them is provided. Also, priority is given to new facilities that have minimal ongoing maintenance costs so as to limit the impact upon both the CIP and the operating budget.

K. Public Input for Capital Projects: The City makes a serious commitment to public involvement. All of the City's long-range plans have been developed through an extensive citizen involvement program. Citizen involvement occurs at the long-range plan development stage, during CIP review and adoption, during master planning processes, during design and construction of specific projects, and through public processes associated with City boards and commissions. Public hearings are held during the CIP Plan development process to allow the public to comment on the recommended projects. The projects themselves call for an extensive public outreach effort, allowing those most closely effected to influence the design of the projects. While public input is essential to the successful implementation of the CIP Plan, staff and Council must also remain conscious of the overall effect upon costs when responding to requests of project neighbors.

L. Basis for Project Appropriations: During the City Council's biennial CIP Plan review, the City Council will appropriate the estimated project costs for the biennium for all projects in the CIP Plan. Subsequent adjustments to appropriation levels for amendments to the CIP Plan may be made by the City Council at any time.

M. Balanced CIP Plan: The CIP Plan is a balanced seven-year plan. This means that for the entire seven-year period, revenues will be equal to project expenditures in the Plan. It is anticipated that the plan will have more expenditures than revenues in single years of the Plan, but this imbalance will be corrected through the use of interim financing as needed. However, over the life of the seven-year plan, all planned interim debt will be repaid and all Plan expenditures, including interest costs on interim debt will be provided for with identified revenues. Any project funding plan, in which debt is not retired within the current seven-year Plan, must have specific City Council approval.

N. Use of Debt in the CIP: The CIP is viewed as a long-term program that will continually address capital requirements far into the future. As such, the use of long-term debt has been minimized, allowing the City to put money into actual projects that benefit Bellevue residents and businesses rather than into interest payments to financial institutions. To that end, this policy limits debt to short-term obligations, primarily for cash flow purposes. Debt incurred will be paid back before the end of the current CIP. Finance staff monitors CIP cash flow regularly and utilize fund balances to minimize the amount of borrowing required. Projected financing costs are included within a project in the General Government program area. There are exceptions to this policy for extraordinary circumstances, where Councilmanic or voted long-term debt have been issued to achieve major City goals that otherwise could not have been achieved, or would have been delayed an unacceptable amount of time.

O. Finance Director's Authority to Borrow: The Finance Director is authorized to initiate interim and long-term borrowing measures, as they become necessary, as identified in the current CIP Plan.

P. CIP Plan Update and Amendment: The CIP Plan will be updated at least biennially as a part of the City's biennial budget process. The City Council may amend the CIP Plan at any time if a decision must be made and action must be taken before the next CIP review period. The City Council has delegated authority to the City Manager to administratively approve CIP Plan adjustments, except for changes in project scope or changes that total more than 10 percent of a project's adopted CIP Plan budget (unless a 10 percent adjustment is less than $10,000), or regardless of the percentage, budget changes totaling more than $100,000. The Council has further authorized the City Manager to administratively approve the acceleration of project schedules so long as they can be accomplished without causing cash flow problems and with the understanding that any controversial issues would be brought before the City Council. All project additions or deletions must be approved by the City Council.

Q. Formalization of Monetary Agreements: All agreements between the City and outside jurisdictions shall be in writing specifying the financial terms of the agreement, the length of the agreement, and the timing of any required payments. Formalization of these agreements will protect the City's interests. Program areas shall make every effort to promptly request any reimbursements that are due the City. Where revenues from outside jurisdictions are ongoing, these requests shall be made at least quarterly, unless alternative arrangements are approved by the City Manager or City Council.

R. Projected Grant Revenues: At the Finance Director's discretion, grant-funded capital expenditures are budgeted prior to the specific grant award. City overhead or indirect costs for grant-funded programs will be included in all grant proposals, where permitted. With grant-funded capital acquisitions, the City will attempt to recover ongoing M&O costs, and replacement costs associated with the acquisition.

S. Projected Revenues from Future Land Sales: The City recognizes that City-owned land is an asset that can be sold to finance CIP projects. With this in mind, the City shall cautiously allow land sale proceeds to be used as a funding source by program areas that have oversight responsibility for the land. The land shall be valued based on an appraisal performed either by the Transportation Department or an outside appraisal company. A conservative value shall be used to provide a cushion for economic shifts. The timing of the proceeds shall be estimated based on the length of time the property is likely to be on the market. However, if the land does not sell in a timely manner or its value turns out to be overestimated, then the program area must either reallocate revenue sources from other projects within its area, find an agreeable replacement funding source, or cease work on the project, if possible.

T. Land Sale Remnants: The City is frequently left with property remnants following the completion of a project that required rights-of-way (ROW) acquisition. These remnants represent an asset to the program area that purchased them. If the project selling the land remnants is still active, the revenue from the sale shall be receipted as land sale proceeds in the project, therefore serving to partially offset the ROW acquisition costs. If the project is already completed at the time of the remnant sale, the land sale proceeds can either be used by the selling program area to help fund another of that program area's projects, or they can be deposited in the Land Purchase Revolving Fund for future use by the purchasing program area.

U. Applicable Project Charges: CIP projects should reflect all costs that can be clearly shown to be necessary and applicable. Staff charges to CIP projects will be limited to time spent actually working on those projects and shall include an overhead factor to cover the applicable portion of that person's operating cost.

## XII. Intergovernmental Revenues

Many service costs of the City are influenced by other governments, either because of service overlap or service mandates imposed by the county, state, or federal government. The City should take advantage of opportunities to enhance service delivery through intergovernmental cooperation, shared revenues, and grants while aggressively opposing mandates that distort local service priorities.

A. Grants Should Not Fund Ongoing Services: The City will refrain from using grants to meet ongoing service delivery needs. In the City's financial planning, grants will be treated in the same manner as all other temporary and uncertain resources and will not be used to fund ongoing, basic service needs. With grant-funded capital acquisitions, the City will attempt to recover ongoing maintenance and operating costs, and replacement costs associated with the acquisition.

B. Grant Agreements Reviewed for Compliance with Regulations: All grant agreements will be reviewed by the appropriate City staff, including Finance, City Attorney's Office, and sponsoring department, to ensure compliance with state, federal, and City regulations.

C. Budgeting for Grant Expenditures: At the City Manager's discretion, grant-funded capital expenditures are budgeted prior to the specific grant award. City overhead or indirect costs for grant-funded programs will be included in all grant proposals, where permitted. With grant-funded capital acquisitions, the City will attempt to recover ongoing maintenance and operating costs, and replacement costs associated with the acquisition.

D. Protecting the City's Interests: The City will aggressively oppose state or federal actions that mandate expenditures that the City Council considers unnecessary. The City will pursue intergovernmental funding to support the incremental cost of those mandates.

E. Intergovernmental Agreements: The City will work with other governments to identify the jurisdiction most capable and appropriate to provide specific public services. All intergovernmental agreements and contracts for service delivery will be brought forward to the City Council for approval.

## XIII. Accounting, Auditing & Financial Reporting Policies

The City shall maintain a system of financial monitoring, control, and reporting for all operations and funds in order to provide effective means of ensuring that overall City goals and objectives are met.

A. Accounting Records and Reporting: The City will maintain its accounting records in accordance with state and federal law and regulations. Budgetary reporting will be in accordance with the state's budget laws and regulations. The City will report its financial condition and results of operations in accordance with state regulations and generally accepted accounting principles (GAAP) applicable to governments.

B. Auditing: The State Auditor will annually perform the City's financial and compliance audit. Their opinions will be contained in the City's Comprehensive Annual Financial Report (CAFR). Results of the annual audit shall be provided to the Council in a timely manner.

C. Excellence in Financial Reporting: As an additional independent confirmation of the quality of the City's financial reporting, the City will annually seek to obtain the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting. The CAFR will be presented in a way designed to communicate with citizens about the financial affairs of the City.

D. Simplified Fund Structure: The City will minimize the number of funds. The funds will be categorized in accordance with generally accepted accounting principles (GAAP) for reporting purposes, although some funds may be functional classifications but may also be referred to by City of Bellevue fund types.

## XIV. Investment Policy

The City shall maintain a current investment policy. A copy is attached as Figure 10-5.

As an additional independent confirmation of the integrity of the City's Investment Policy, the City's policy has been certified by the Municipal Treasurers' Association of the United States and Canada.

## XV. Debt Management Policy

The City shall maintain a current debt policy. A copy is attached as Figure 10-6.

## XVI. Budget Ordinances

Budget Ordinances are attached as Figure 10-7.

- Ordinance 6083, Human Services Funding
- Ordinance 6084, Updating Development Services Fees
- Ordinance 6085, Water Rates and Charges
- Ordinance 6086, Sewer Rates and Charges
- Ordinance 6087, Storm and Surface Water Rates and Charges
- Ordinance 6088, 2013 Property Taxes
- Ordinance 6089, 2013-2014 Budget and 2013-2019 CIP Budget Adoption

# Waterworks Utility

# Financial Policies

Full adoption in December 2012, with revisions in December 2013

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## INTRODUCTION

The Waterworks Utility is the financial consolidation of the Sewer, Storm & Surface Water and Water Utilities of the City of Bellevue for debt rating and coverage purposes as established in Ordinance No.'s 2169, 2845, 3158 and 4568. It pledges the strengths and revenues of the three separate Utilities for the common financial good while keeping each Utility financially separate for budgeting, rate-setting, revenues, expenditures, debt and accounting.

These "Financial Policies" apply uniformly to the Sewer, Storm & Surface Water and Water Utilities with few, unique exceptions which are identified separately. This update reflects changes consistent with current long-range financial planning, particularly with regard to renewal and replacement funding, the use of debt and rate policies. They supersede the Financial Policies, which were adopted under Resolution No. 5967 in 1995.

These policies do not stand-alone. They must be taken in context with the other major City and Utilities documents and processes. For instance, each Utility has its own System Plan, which documents its unique objectives, planning, operations and capital needs. These System Plans have historically had a 20-year planning horizon. Future System Plans will need to evaluate long term renewal and replacement of aging facilities, much of which were constructed in the 1950's and 1960's during periods of high growth rates and are approaching the end of their useful life. Life cycle costs should be considered in planning the future capital facilities and infrastructure needs.

The City has a seven-year City-wide Capital Investment Program (CIP) Plan which is updated with each biennial budget cycle. All major City capital projects are included. Generally, they are described as over $25,000; involving new physical construction, reconstruction or replacement; and involving City funding. The CIP identifies the level and source of funding for each project. The CIP includes specific sections for each Utility which identify near-term capital projects consistent with each current Utility System Plan and several projects of general scope including renewal and rehabilitation, capital upgrades, response to growth and other system needs.

## I. GENERAL POLICIES

### A. *Fiscal Stewardship*

**The Waterworks Utility funds and resources shall be managed in a professional manner in accordance with applicable laws, standards, City financial practices and these Financial Policies.**

Discussion:

It is incumbent on Utility management to provide professional fiscal management of utility funds and resources. This requires thorough knowledge of and conformance with the City financial management processes and systems as well as applicable laws and standards. It also requires on-going monitoring of revenues and expenses in order to make decisions and report to City officials, as needed, regarding the status of Utilities financing. Independent financial review, analysis and recommendations should be undertaken as needed.

**B*. Self-sufficient Funding***

**Each Utility shall remain a self-supporting enterprise fund.**

Discussion:

The revenues to each Utility primarily come from customer charges dependent on established rates. State law requires that utility funds be used only for utility purposes. Since each Utility has somewhat differing service areas, it is essential for ratepayer equity that they be kept financially separate and accountable. The City's General Fund can legally contribute to the Utility funds but does not. The City budgeting process includes a balanced and controlled biennial Utility budget. This requires careful preparation of expense and revenue projections that will be reviewed by City management, the Environmental Services Commission, the general public and the City Council prior to approval of any change in Utility rates.

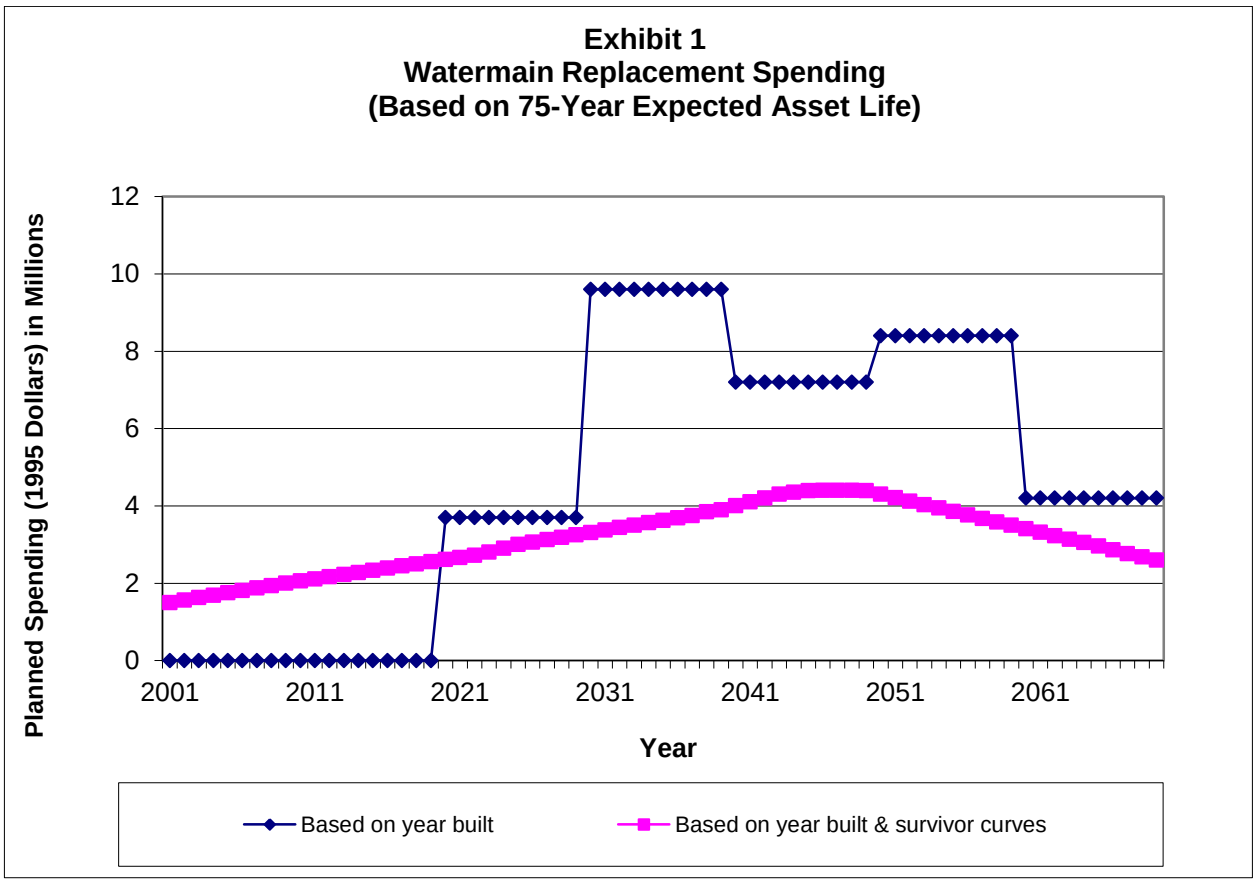
**C. *Comprehensive Planning Policies***

**The Water Utility System Plan shall be updated every six years as required by state statute; the Wastewater and Storm & Surface Water System Plans shall be updated as required by changed conditions or state statute, between every six to ten years. All Utility system plans shall use a 20-year planning horizon or greater, and shall consider life cycle costs to identify funding needs. Studies to analyze specific geographic areas or issues, such as Storm & Surface Water sub-basin plans, Wastewater capacity and flow studies, or Water pressure zone studies will be completed as required using similar criteria for planning infrastructure needs.**

Substantial portions of the City utility systems were constructed in the 1950's and 1960's. These systems are approaching the end of their useful life as illustrated on the following Exhibit 1 - Watermain Replacement Spending and Exhibit 2 - Sewermain Replacement Spending. The storm & surface water infrastructure is of similar age but has not been graphed. It most likely has a relatively shorter expected life span. The object is to determine and follow a survivor curve replacement schedule rather than the replacement schedule based on age alone. Assumptions for survivor curves and useful lives are revisited periodically. These were assessed in 2004 and updated for the most recent engineering and financial findings. Significant changes include the adjustment of replacement costs to current price levels, categorization of pipe assets based on expected useful lives, and replacement of major non-pipe Utility assets such as pump stations and reservoirs. The Exhibits illustrate an example survival replacement curve based on preliminary estimates only. As real needs are determined, they will replace the estimated curves. Renewal and/or replacement will require substantial reinvestment in the future and have major rate impacts if large portions of the systems have to be replaced in relatively short periods of time. The actual useful life of underground utilities is difficult to determine and the best available data is needed to be able to plan for the orderly and timely renewal and/or replacement. For this purpose, the comprehensive plans need to have at least 20 year planning horizons and must address the aging of the Utility systems.

Long term system planning for the Utility systems is required in order to assure that future financial needs are anticipated and equitable funding plans can be developed. In order to keep funding plans current, utility system plans need to be updated between six and ten years. State law requires six years for water system plans. Wastewater system plans are not mandated to be updated on a six year cycle, however updating them between six and ten years is the common

standard of practice. Stormwater system plans similarly have no state or federal mandate for updating, however with the implementation of the NPDES General Permit, it is reasonable to expect significant changes within two 5-year permit terms to warrant a system plan update. Depending on the significance of the changes, the Storm system plan may require updating sooner than after two 5-year permit cycles. These Financial Policies will be reviewed and updated as needed.



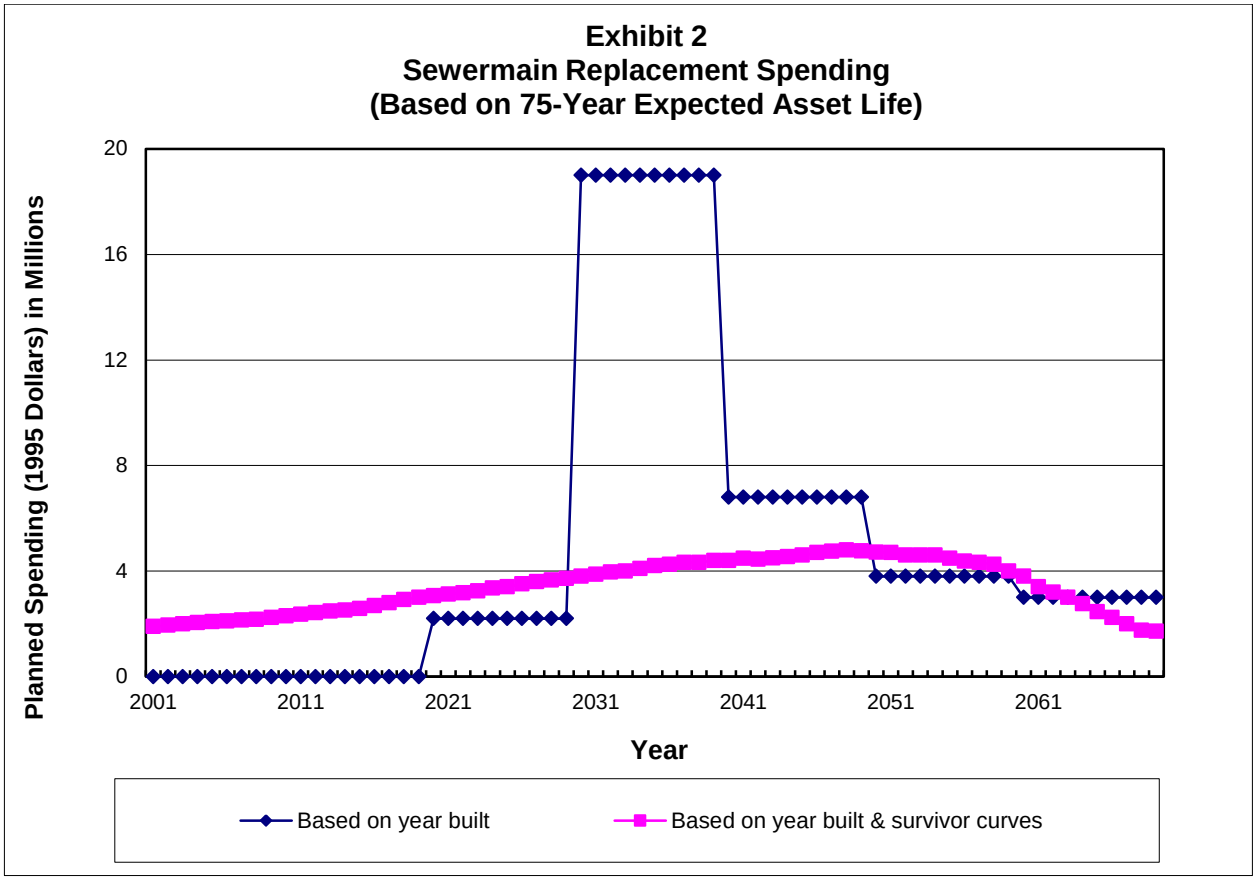


Exhibit 2
Sewermain Replacement Spending
(Based on 75-Year Expected Asset Life)
Planned Spending (1995 Dollars) in Millions
20
16
12
8
4
0
2001
2011
2021
2031
2041
2051
2061
Year
Based on year built
Based on year built & survivor curves

## II. CAPITAL INVESTMENT PROGRAM POLICIES

### A. *General Scope*

**The Utilities Capital Investment Program (CIP) will provide sufficient funds from a variety of sources for implementation of both short- and long-term capital projects identified in each Utility System Plan and the City-wide Capital Investment Program as approved by the City Council.**

**Financial planning for long-term capital investment shall be based on principles that result in smooth rate transitions, maintain high credit ratings, provide for financial flexibility and achieve inter-generational equity.**

Discussion:

These near-term capital projects are usually identified in each Utility system plan which also provides the criteria and prioritization for determining which projects will be constructed. Several projects of general scope are also included to allow for on-going projects that are less specifically identified due to their more inclusive nature.

In addition to these near-term projects, funding should be provided for long-term capital reinvestment in the system to help minimize large rate impacts as the systems near the end of their useful life and have to be renewed or replaced. Ordinance No. 4783 established a Capital Facilities Renewal & Replacement (R&R) Account for each Utility to provide a funding source for this purpose. Other policies describe how this Account is to be funded and expended.

A reinvestment policy by itself, without some form of planned and needed expenditure, could lead to excessive or unneeded expenditures, or conversely unnecessary accumulations of cash reserves. The reinvestment policy needs to tie the planned expenditures over time with a solid, long-term financial plan that is consistent with these policies.

The actual needs for the renewal/replacement expenditures should relate to the on-going need to minimize system maintenance and operating costs consistent with providing safe and reliable service, the age and condition of the system components, and any regulatory or technical obsolescence. In essence, plant should be replaced when it is needed and before it fails. As such, the goal setting measure of how much is an appropriate annual or periodic reinvestment in renewals and replacement of existing assets should be compatible with the age and condition of the infrastructure and its particular circumstances.

WP0459C-ORD
06/27/95

ORIGINAL

CITY OF BELLEVUE, WASHINGTON

ORDINANCE NO. 4783

AN ORDINANCE creating utility capital replacement accounts for the Water, Sewer and Storm and Surface Water Utilities within the Utility Capital Investment Fund for the purpose of accumulating funding for long term replacement of utility facilities.

WHEREAS, the Utilities 1995 Cost Containment Study prepared by Financial Consulting Solutions Group, Inc. (FCSG) recommends that current utility rates recover from the ratepayers amounts which at a minimum are equal to the depreciated value of the original cost of utility facilities and at a maximum are amounts equal to the replacement value of utility infrastructure; and

WHEREAS, FCSG recommends that utility funds not needed for current expenditure be placed in a replacement account to be used in the future in combination with current revenues and/or debt financing to replace capital facilities nearing the end of their useful life; and

WHEREAS, implementation of FCSG's recommendations would promote intergenerational rate equity and provide more stable rates to customers over the long term; and

WHEREAS, the Council desires to make an initial, 1995 deposit of $600,000 in savings from the Water Fund into the new capital replacement account for the Water Utility; now, therefore,

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES ORDAIN AS FOLLOWS:

Section 1. The purpose of this ordinance is to establish capital facilities replacement accounts within the Utility Capital Investment Fund in order to assure a future funding source for replacement of utility facilities nearing the end of their useful life. The City Council will determine each year, as part of the adoption of the utilities operating budgets, how much, if any, utility revenue during the upcoming year shall be designated for transfer to a replacement account. The City Council may also authorize the receipt of other funds directly into these capital facility replacement accounts. Once deposited the funds will accumulate with interest. The decision regarding when and how to utilize such accumulated funds for the replacement of utility facilities will be made as part of the Utility Comprehensive Plans and Utility Capital Investment Program approval process.

ORIGINAL

WP0459C-ORD
06/27/95

Section 2. The following new accounts are established in the Utility Capital Investment Fund:

Capital Facilities Replacement Account - Sewer
Capital Facilities Replacement Account - Water
Capital Facilities Replacement Account - Storm and Surface Water

Section 3. There is hereby authorized the 1995 transfer from the Water Utility Operating Fund to the Capital Facilities Replacement Account - Water the amount of $600,000.

Section 4. This ordinance shall take effect and be in force five days after its passage and legal publication.

PASSED by the City Council this 24th day of July, 1995, and signed in authentication of its passage this 24th day of July, 1995.

(SEAL)

Donald S. Davidson, DDS, Mayor

Approved as to form:

Richard L. Andrews, City Attorney

Richard L. Kirkby, Assistant City Attorney

Attest:

Myrna L. Basich, City Clerk

Published July 28, 1995

**B.** ***Funding Levels***

**Funding for capital investments shall be sustained at a level sufficient to meet the projected 20 year (or longer) capital program costs.**

**Funding from rate revenues shall fund current construction and engineering costs, contributions to the Capital Facilities Renewal and Replacement (R&R) Account, and debt service, if any.**

**Inter-generational equity will be assured by making contributions to and withdrawals from the R&R Account in a manner which produces smooth rate transitions over a 20 year (or longer) planning period.**

**On an annual basis, funding should not fall below the current depreciation of assets expressed in terms of historical costs less any debt principal payments.**

Discussion:

These policies are based on the experience gained by developing a long-term Capital Replacement Funding Plan. In absence of such a plan, the range of capital investment funding should fall between the following minimum and maximum levels:

The minimum annual rate funding level would be based on the current depreciation of assets expressed in terms of historical costs, less any debt principal payments.

The maximum annual rate funding level would be based on the current depreciation of assets expressed in terms of today's replacement costs, less any debt principal payments.

The minimum level based on historical cost depreciation approximates the depletion of asset value. Some of the cost may already be in the rates in the form of debt service. Depreciation less debt principal repayment provides a minimum estimate of the cost of assets used. Any funding level below this amount defers costs to future rate payers and erodes the Utility's equity position, which puts the Utility's financial strength and viability at risk.

The maximum level based on replacement cost depreciation represents full compensation to the utility, in terms of today's value, for the depletion of assets. The replacement cost depreciation, again less debt principal repayment, provides a ceiling to an equitable definition of "cost of service".

The purpose of long-term capital reinvestment planning is to establish a target funding level which is based on need and to assure that funds will be available for projected capital costs in an equitable manner. The best projection of the needed capital reinvestment is based on a "survival curve" approach, approximating the timing and cost of replacing the entire system. This defines the projected financial needs and allows determination of equitable rate levels, funding levels for current capital construction and engineering, contributions to and withdrawals from the R&R Account, and the use of debt, if any. It also provides a means to project depreciation on both historical cost and replacement cost basis which are used to calculate minimum and maximum funding levels, debt to fixed asset ratios, and debt coverage levels, if debt is used. These later measures can be used to assure that the financial plan meets conventional standards.

**C. *Use of Debt***

**The Utilities should fund capital investment from rates and other revenue sources and should not plan to use debt except to provide rate stability in the event of significantly changed circumstances, such as disasters or external mandates.**

**Resolution No. 5759 states that the City Council will establish utility rates/charges and appropriations in a manner intended to achieve a debt service coverage ratio (adjusted by including City taxes as an expense item) of approximately 2.00". Please note that the Moody's Investor Services rating should be Aa2 (not Aa as stated in Resolution No. 5759).**

Discussion:

The Utilities are in a strong financial position and have been funding the Utility Capital Investment Program from current revenues for a number of years. The current 20 year and 75 year capital funding plans conclude that the entire long-term renewal and replacement program can be funded without the use of debt if rates are planned and implemented uniformly over a sufficient period. Customers will pay less over the long-term if debt is avoided, unless it becomes truly necessary due to unforeseen circumstances such as a disaster or due to changes in external mandates. Having long-term rate stability also assures inter-generational equity without the use of debt because the rate pattern is similar to that achieved by debt service.

Use of low interest rate debt such as the Public Works Trust Fund loans, by offering repayment terms below market rates, investment earnings or even inflation, should be viewed as a form of grant funding. When available or approved, such sources should be preferred over other forms of rate or debt funding, including use of available resources. Since such reserves would generate more interest earnings than the cost of the loan, the City's customers would be assured to benefit from incurring such debt.

WP0254C-RES
03/03/94

CITY OF BELLEVUE, WASHINGTON

RESOLUTION NO. 5759

A RESOLUTION relating to financial policy for the Waterworks Utility and adopting a debt service coverage policy for the Waterworks Utility

WHEREAS, the City of Bellevue is consistently recognized for its prudent financial management; and

WHEREAS, the City of Bellevue's Water and Sewer Bonds are currently rated Aa by Moody's Investor Services and AA- by Standard & Poor's Corporation, which are considered to be excellent ratings; and

WHEREAS, these excellent ratings result in lower interest costs on the City's Water and Sewer bonds, which, in turn, may result in lower water, sewer and storm drainage costs; and

WHEREAS, it is important to the rating agencies and to the financial community that the City articulate its financial goals for its Waterworks Utility; and

WHEREAS, a desirable debt service coverage ratio, the ratio of revenues available for debt service to the annual debt service requirement, positively affects the Utility's bond ratings; and

WHEREAS, the City Council deems it in the City's best interest to establish a debt service coverage policy target for the purpose of protecting its current bond rating and to allow for the development of financial projections, NOW, THEREFORE,

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES RESOLVE AS FOLLOWS:

Section 1. The City Council hereby adopts the following debt service coverage policy for the bonds issued by the City's Waterworks Utility.

The City Council will establish utility rates/charges and appropriations in a manner intended to achieve a debt service coverage ratio (adjusted by including City taxes as an expense item) of approximately 2.00. The City Council authorizes the Waterworks Utility to utilize this policy in development of pro

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forma projections which will be disseminated to the bond rating agencies and to the financial community generally.

PASSED by the City Council this 7th day of March, 1994, and signed in authentication of its passage this 8th day of March, 1994.

(SEAL)

Donald S. Davidson, DDS, Mayor

Attest:

Myrna L. Basich, City Clerk

## D. *Capital Facilities Renewal & Replacement (R&R) Account*

### 1. Sources of Funds

**Revenues to the R&R Account may include planned and one-time transfers from the operating funds, transfers from the CIP Funds above current capital needs, unplanned revenues from other sources, Capital Recovery Charges, Direct Facility Connection Charges and interest earned on the R&R Account.**

### 2. Use of Funds

**Funds from the R&R Account shall be used for system renewal and replacement as identified in the CIP. Because these funds are invested, they may be loaned for other purposes provided repayment is made consistent with the need for these funds and at appropriate interest rates. Under favorable conditions, these funds may be loaned to call or decrease outstanding debt.**

### 3. Accumulation of Funds

**The R&R Account will accumulate high levels of funds in advance of major expenses. These funds will provide rate stability over the long-term when used for this purpose and *should not be used for rate relief.***

Discussion:

Revenues from Capital Recovery Charges, Direct Facility Connection Charges and interest earned on the R&R Account are deposited directly into the R&R Account. Other transfers are dependent on the long-term financial forecast, current revenues and expenses, and CIP cash flows. The long-term financial forecast projects a certain funding level for the transfers to the CIP and the R&R Accounts. Rates should be established consistent with this long-term financial plan and will generate the funds for such transfers. Setting rates at lower levels may result in current rate payers contributing less than their fair share for long-term equity.

R&R Account funds must only be used for the purpose intended; that is, the long-term renewal and replacement of the utility systems. They may be used for other purposes if it is treated as a loan, which is repaid with appropriate interest in time for actual R&R needs for those funds.

These accounts are each projected to accumulate tens of millions of dollars in order to meet the anticipated costs for the actual projects at the time of construction. It is the intent of these policies that these reserve funds will not be used for other purposes or to provide rate relief because that would defeat the long-term equity and could lead to the need for the use of debt to fund the actual needs when they occur.

## III. SYSTEM EXPANSION AND CONNECTION POLICIES

### A. *Responsibilities*

**Those seeking or who are required to have Utility service are responsible for extending and/or upgrading the existing Utility systems prior to connecting.**

Discussion:

It is the responsibility of the party seeking Utility service to make and pay for any extensions and/or upgrades to the Utility systems that are needed to provide service to their property. The extensions or upgrades must be constructed to City standards and requirements. This is typically accomplished through a Developer Extension Agreement with the City wherein requirements are documented, standards are established, plans are reviewed and construction is inspected and approved. Service will not be provided until these requirements are met.

The philosophical underpinning of this policy is that "growth pays for growth". Historically, developers constructed much of the City's utility infrastructure. If the infrastructure eventually would benefit more than the initial developer, the Utility signed a Latecomer Agreement to reimburse the original financier from charges to those connecting and receiving benefit at a later point in time. When the cost to extend and/or upgrade the system to accommodate development or redevelopment is beyond the means of a single developer, the Utility has employed a variety of methods to assist in the construction of the necessary infrastructure. Local Improvement Districts (LID's) historically have been used to provide financing for infrastructure for new development, with the debt paid over time by the property owners. Most of the older Utilities infrastructure was financed by this method.

The Utility has in some cases up-fronted the infrastructure construction for new development or redevelopment from rate revenues which are later reimbursed with interest, in whole or in part, by subsequent development through direct facility connection charges (see Cost Recovery Policy). Examples are the water and sewer infrastructure for Cougar Mountain housing development and Central Business District (CBD) redevelopment. Another example is the use of the Utility's debt capacity to provide for development infrastructure whereby the City sells bonds at lower interest rates than can private development, constructs the infrastructure, and collects a rate surcharge from the benefited area to pay off the bonds. Examples of this type of financing include the Lakemont development drainage infrastructure and the Meydenbauer Drainage Pipeline in the CBD.

### B. *Cost Recovery*

**The Utility shall establish fees and charges to recover Utility costs related to: (1) development services, and (2) capital facilities that provide services to the property.**

**The Utility may enter into Latecomer Agreements with developers for recovery of their costs for capital improvements, which benefit other properties in accordance with State law. The Utility will add an administrative charge for this service.**

Discussion:

In general, Utility costs related to development services are recovered through a variety of fees and charges. There are fixed rates for some routine services based on historical costs and

inflation. There are fixed plus direct cost charges and applicable overhead for developer extension projects to cover the lengthy but variable level of development review and inspection typically required to implement these projects. These rates are reviewed periodically to ensure that the cost recovery is appropriate.

When the means of providing the infrastructure to serve a new development or redevelopment are beyond the means of a single developer, the Utility may elect to assist the developer by using: LID's, Latecomer Agreements, special debt (to be paid by special rate surcharges), up-fronting the costs from Utility rate revenues (to be reimbursed by future developers with interest through direct facility connection charges), or other lawful means. It is the intent of this policy to fully recover these costs, including interest, so as to reimburse the general rate payer.

Latecomer charges allow cost recovery for developers and private parties, for facilities constructed at their own expense and transferred to the Utility for general operation. Properties subsequently connecting to those systems will pay a connection charge that will be forwarded to the original individual or developer or the current owner depending on the terms of the Latecomer Agreement. The Utility collects an overhead fee on this charge for processing the agreements and repayments.

**C.** ***Use of Revenues***

**All capital-related revenues such as Capital Recovery Charges and Direct Facility Connection Charges should be deposited in the Capital Facilities Renewal & Replacement Accounts.**

Discussion:

Capital Recovery Charges are collected from all newly developed properties in the form of monthly rate surcharges over a ten year period to reimburse the Utility for historical costs that have been incurred by the general rate base to provide the necessary facilities throughout the service area. These Capital Recovery Charges should be deposited in the Capital Facilities Renewal & Replacement Accounts.

Direct Facility Connection Charges are collected for capital improvements funded by the City as described above in Section 2 under Cost Recovery. The total cost of the improvement is allocated to the area of benefit and distributed on an equitable basis such as per residential equivalent unit. Interest is collected in accordance with State law.

**D.** ***Affordable Housing Consideration***

**The Utility shall base connection charges on the number of units allowed under the basic zoning. Only incremental cost increases will be charged to affordable housing units.**

Discussion:

The City has adopted bonus density incentives for developers to build units specifically for affordable housing. Under historical practices these additional units would have been charged the same connection fee as all other units, resulting in a lower cost per unit for all units. While this is fair, it does not create any incentive to develop affordable housing. By charging only the incremental increased facility cost to the affordable housing units, all developers who include an affordable housing component will experience no increase in cost because of the affordable bonus density units. The cost per unit for affordable units is thereby reduced. The cost per unit

for all other units, based on underlying land use zoning, remains unchanged.

## IV. RATE POLICIES

### A. *Rate Levels*

**Rates shall be set at a level sufficient to cover current and future expenses and maintain reserves consistent with these policies and long-term financial forecasts.**

**Changes in rate levels should be gradual and uniform to the extent that costs (including CIP and R&R transfers) can be forecast.**

**Cost increases or decreases for wholesale services shall be passed directly through to Bellevue customers.**

**Local and/or national inflation indices such as the Consumer Price Index (CPI) shall be used as a basis for evaluating rate increases.**

**At the end of the budget cycle, fund balances that are greater than anticipated and other one-time revenues should be transferred to the R&R account until it is shown that projected R&R account funds will be adequate to meet long-term needs, and only then used for rate relief.**

Discussion:

A variety of factors including rate stability, revenue stability, the encouragement of practices consistent with Utility objectives and these Waterworks Utility Financial Policies are considered in developing Utility rates. The general goal is to set rates as low as possible to accomplish the on-going operations, maintenance, repair, long-term renewal and replacement, capital improvements, debt obligations, reserves and the general business of the Utility.

Long-range financial forecast models have been developed for each of the Utilities, which include estimated operating, capital and renewal/replacement costs for a 75 year period in order to plan for funding long-term costs. Operating costs are assumed to remain at the same level of service and don't include impacts of potential changes due to internal, regional or federal requirements. Capital costs, including renewal/replacement, are projected based on existing CIP costs and approximated survival curves for the infrastructure. The models are used to project rate levels that will support the long-term costs and to spread rate increases uniformly over the period. This is consistent with the above policy that changes in rate levels should be gradual and uniform. Uniform rate increases help ensure that each generation of customers bears their fair share of costs for the long-term use and renewal/replacement of the systems.

The biennial budget process provides an opportunity to add to or cut current service levels and programs. The final budget, with the total authorized expenses including transfers to the CIP Fund and the R&R Account, establishes the amount of revenue required to balance the expenses. A balanced budget is required. The budgeted customer service revenue determines the level of new rates. For example, if the current rates do not provide sufficient revenues to meet the projected expenses, the costs have to be reduced or the rates are increased to make up the shortfall.

For purposes of these policies, wholesale costs are defined as costs to the Utilities from other regional agencies such as the Seattle Public Utilities and/or the Cascade Water Alliance (CWA),

and King County Department of Natural Resources for sewer treatment and any agreed upon Storm & Surface Water programs. Costs which are directly based on the Utilities' revenues or budgets such as taxes, franchise fees and reserve levels that increase proportionally to the wholesale increases are included within the definition of wholesale costs.

**B. *Debt Coverage Requirements***

**Utility rates shall be maintained at a level necessary to meet minimum debt coverage levels established in the bond covenants and to comply with Resolution No. 5759 which establishes a target coverage ratio of 2.00.**

Discussion:

Existing revenue bond covenants legally require the City's combined Waterworks Utility, which includes the Water, Sewer and Storm & Surface Water Utilities, to maintain a minimum debt coverage ratio of 1.25 on a combined basis. In 1994, Council also adopted Resolution No. 5759 that established a policy, which mandates the Utilities to maintain a target combined debt coverage ratio of approximately 2.00, to further protect the City's historically favorable Utility revenue bond ratings. Water and Sewer Utility resources are counted in the official coverage calculation though Storm & Surface Water is responsible for the major portion of current outstanding Utility debt. Requiring Storm & Surface Water to separately maintain the minimum 1.25 legal debt coverage level and to move toward the 2.00 level will help ensure that necessary coverage requirements are met, and that customers of the other Utilities will not be unfairly burdened with the cost of meeting this obligation. It also ensures that sufficient coverage is available to the Water and Sewer Utilities if they need to incur debt.

**C. *Frequency of Rate Increases***

**Utility rates shall be evaluated annually and adjusted as necessary to meet budgeted expenses including wholesale cost increases and to achieve financial policy objectives.**

Discussion:

In 1996, the City changed to a biennial budget process and adopted a two-year Utilities budget including separate rates for 1997 and 1998. This practice will continue on a biennial basis. However, Utility rates will be evaluated on an annual basis and adjusted as necessary to ensure that they are effectively managed to achieve current and future financial policy objectives. Annual rate reviews will include preparation of forecasts covering a twenty-year period for Utility revenues, expenditures, reserve balances and analysis of the impact of various budgetary elements (i.e. CIP transfers, R&R Account transfers, debt service costs, debt coverage levels, operating expenses, and reserves) on both current and future rate requirements.

**D. *Rate Structure - Sewer***

**The Sewer Utility rate structure will be based on a financial analysis considering cost-of-service and other policy objectives, and will provide for equity between customers based on use of the system and services provided.**

Discussion:

In 1993, a Sewer Rate Study was performed that resulted in Council approval of a two-step,

volume-based rate structure for single-family customers based on winter average metered water volumes instead of the traditional flat rate structure. Flat rate structures were seen as inequitable to low-volume customers who paid the same amount as high volume customers. Rates are based on the level of service used, rather than the availability of service.
The revenue requirements are based on the "average" single-family winter average volume calculated annually from the billing database. The charge for an individual customer is based on their winter average and then charged at that level each bill for the entire year to avoid charging for irrigation use. The customer's winter average is based upon the prior year's three winter bills because the current year's bills include winter months, which would result in the average constantly changing. Customers without prior winter averages to use for a basis are charged at the "average" volume until they establish a “winter-average” or sufficient evidence that their use is significantly different than the "average".

**E.** ***Rate Structure - Storm & Surface Water***

**The Storm & Surface Water Utility rate structure will be based on a financial analysis considering cost-of-service and other policy objectives, and will provide adjustments for actions taken under approved City standards to reduce related service impacts.**

Discussion:

In the existing Storm & Surface Water rate structure, customer classes are defined by categories of development intensity, i.e., *undeveloped, lightly developed, moderately developed, heavily developed* and *very heavily developed*. Based on theoretical run-off coefficients for each of these categories, higher rates are charged for increasing degrees of development to reflect higher run-off resulting from that development. Under this structure, billings for both residential and non-residential customers are determined by total property area and rates assigned to applicable categories of development intensity. Customers providing on-site detention to mitigate the quantity of run-off from their property receive a credit equal to a reduction of one rate level from their actual development intensity. Property classified as "wetlands" is exempt from Storm & Surface Water service charges.

Large properties, over 35,000 square feet, with significantly different levels of intensity of development may be subdivided for rate purposes in accordance with Ordinance No. 4947. In addition, properties with no more than 35,000 square feet of developed area in the light and moderate intensity categories may, at the option of the owner, defer charges for that portion of the property in excess of 66,000 square feet. The property owner may apply for a credit against the Storm & Surface Water charge when they can demonstrate that the hydrologic response of the property is further mitigated through natural conditions, on-site facilities, or actions of the property owner that reduce the City’s costs in providing Storm & Surface Water quantity or quality services.

Future design of a water quality rate component will also use cost-of-service principles to assign defined water quality costs to customer classes, according to their proportionate contribution to Utility service demand. It is anticipated that these rate structure revisions will also provide financial incentives to customers taking approved actions to mitigate related water quality impacts.

**F.** ***Rate Structures - Water***

**The water rate structure will be based on a financial analysis considering cost-of service and other policy objectives, and shall support water conservation and wise use of water**

**resources.**

Discussion:

The water rate structure consists of fixed monthly charges based on the size of the customer's water meter and volume charges, which vary according to customer class and the actual amount of water that the customer uses. There are three different meter rate classifications: domestic, irrigation and fire standby. The different charges are based on a cost-of-service study.

State law and the wholesale water supply contract require the Utility to encourage water conservation and wise use of water resources. Seattle first established a seasonal water volume rate structure for this purpose in 1989 with higher rates in the summer than in the winter. In 1990, based on a water rate study and the desire to provide a conservation-pricing signal to our customers, the City adopted an increasing block rate structure for local volume rates. The rate structure was revised in 1991 to pass through an increase in wholesale water costs, which also included a higher seasonal water rate for summer periods. The block water rate structure was revised again in 1997, to incorporate new cost-of-service results from a 1996 water rate study.

An increasing block rate structure, charges higher unit rates for successively higher water volumes used by the customer. The current rate structure has four rate steps for single-family and three rate steps for multi-family customers, based on metered water volumes. All irrigation-metered water is charged at a separate, higher rate. Because non-residential classes do not fit well in an increasing block rate approach due to wide variations in their size and typical water use requirements, seasonal rates, with and without irrigation, were established for these customers. This rate structure will be thoroughly reviewed, as more historical information is available on the effect of the increasing block and seasonal rate structure.

In 1997, an additional category of fire protection charges was added for structures and facilities that benefit from the City water system but are not otherwise being charged for water service. For example, a number of homes are on private wells but are near a City-provided fire hydrant and enjoy the additional benefit of fire protection yet didn't pay for the benefit on a water bill. The charge is based on an equivalent meter size that would normally serve the facility. It also applies to facilities that have terminated water service but still stand and require fire protection, such as homes or buildings that are not occupied.

**G. *Rate Equity***

**The rate structure shall fairly allocate costs between the different customer classes. Funding of the long-term Capital Investment Program also provides for rates that fairly spread costs over current and future customers.**

Discussion:

As required under State law, Utility rates will provide equity in the rates charged to different customer classes. In general, rates by customer class are designed to reflect the contribution by a customer group to system-wide service demand, as determined by cost-of-service analysis. The RCW also authorizes utility rates to be designed to accomplish "any other matters, which present a reasonable difference as a ground for distinction". For example, increasing water rates for irrigation and higher levels of use is allowed to encourage the wise use and conservation of a valuable resource. Formal rate studies are periodically conducted to assure ongoing rate equity between customer classes and guide any future rate modifications necessary to support changing Utility program or policy objectives.

Contributions from current rates to the R&R Account also provide equity between generations of rate payers by assuring that each user pays their fair share of capital improvements, including renewal and replacement, over the long-term. (See sections B and D under the Capital Investment Program Policies).

**H. *Rate Uniformity***

**Rates shall be uniform for all utility customers of the same class and level of service throughout the service area. However, special rates or surcharges may be established for specific areas, which require extraordinary capital investments and/or maintenance costs. Revenues from such special rates or surcharges and expenses from capital investments and/or extraordinary maintenance shall be accounted for in a manner to assure that they are used for the intended purposes.**

Discussion:

The City Water and Sewer Utilities originally formed by assuming ownership of three separate operating water districts and two sewer districts. In the assumption agreements, each included a provision that requires the Utility to uniformly charge all customers of the same class throughout the entire service area. The basic rates are set for all customers, inside and outside of the City, except for local utility taxes in Bellevue, and franchise fees in Clyde Hill, Hunts Point, Medina, and Yarrow Point. Unlike the Water and Sewer Utilities, the Storm & Surface Water Utility only serves areas within the City limits.

Under state law, Utilities are required to charge uniform rates to all customers in a given customer class, regardless of property location within the service area. The only exception permitted is for certain low-income customers (see below).

However, when conditions in particular service areas require extraordinary capital improvement or maintenance costs to be incurred, special rates or surcharges may be adopted to recover those costs directly from properties contributing to the specific service demand, instead of assigning that cost burden to the general Utility rate base. This will only apply for costs above and beyond normal operations, maintenance and capital improvements. For example, rate surcharges are being used to recover debt service costs for capital facilities in Lakemont and the CBD. An additional rate surcharge for Lakemont properties is being collected for extraordinary maintenance costs of the storm water treatment facility.

**I. *Rate Assistance***

**Rate assistance programs shall be provided for specific low-income customers as permitted by State law.**

Discussion:

Continual increases in all utility rates have had a significant impact on low-income customers. The City has adopted a rate discount or rebate program for disabled customers and senior citizens over 62 years old and with income below certain levels as permitted under State law and defined in Ordinance No. 4458. It has two levels, one discounting Utility rates by 40 percent and the other level by 75 percent, based on the customer's income level. Customers that indirectly pay for Utility charges through their rent can obtain a rebate for the prior year's Utility charges on the same criteria. The City also rebates 100 percent of the Utility Tax for these customers. The

cost of this program is absorbed in the overall Utility expenses and is recovered through the rate base. The General Fund provides for the Utility tax relief.

There are other low-income customers who are less than 62 years old and currently receive no Utility rate relief. However, the City has instituted a separate rebate of Utility taxes for qualified low-income citizens.

## V. OPERATING RESERVE POLICIES

### A. *Operating Reserve Levels*

**The Utilities' biennial budget and rate recommendations shall provide funding for working capital, operating contingency, and plant emergency reserve components on a consolidated basis in accordance with the attached Summary of Recommended Consolidated Reserve Levels table and as subsequently updated.**

Discussion:

Utility resources not spent for operations remain in the fund and are referred to as reserves. At the end of each year, these funds are carried forward to the next year's budget and become a revenue source for funding future programs and operations. Under the terms of this policy, the Utility budget is targeted to include a balance of funds for the specific purposes stated above. While included in the total operating budget, these reserves will only be available for use pursuant to these reserve policies. Setting aside these budget resources in the reserve balance will help to ensure continued financial rate stability in future Utility operations and protect Utility customers from service disruptions that might otherwise result from unforeseen economic or emergency events.

The working capital reserve is maintained to accommodate normal cyclical fluctuations within the two month billing cycle and during the budget year. These are higher for Water than for Sewer and Storm & Surface Water due to more variable revenues and expenditures. They are described in terms of a number of days of working capital as a percentage of a full-year’s budget.

The operating contingency reserve protects against adverse financial performance or budget performance due to variations in revenues or expenses. Again, the Water Utility is most susceptible to year-to-year variations in water demand. They are described in terms of percentages of budgeted wholesale costs and operations and maintenance (O&M) costs.

The plant emergency contingency reserve provides protection against a system failure at some reasonable level. The Storm & Surface Water Utility requires the largest reserve due to the risk of major flood damage to Utility facilities. Water and Sewer Utilities protect against the cost of a major main break or failure. These do not protect against the loss of facilities that are covered by the City's Self-Insurance to which the Utilities pay annual premiums nor are they sufficient to respond to a major disaster, such as a major earthquake.

The reserves of the three utilities have historically been treated separately. This protects against cross-subsidy, thereby retaining rate equity for each utility, each of which has different customers. However, it results in higher reserve targets, with more funds retained than otherwise may be needed. Sharing risks among utilities can reduce reserves. This does not require that reserves actually be consolidated into a single fund, but simply that individual reserve targets reflect the strength provided by the availability of cross-utility support. Under the "consolidated" scenario,

cash shortfalls in one reserve could be funded through inter-utility loans, to be repaid from future rates. The likelihood that a serious shortfall would occur in more than one fund at the same time is slight and the benefits of lower overall reserve levels will benefit rate payers. Also, the rate policies and the debt coverage policy will ensure that there will be a strong financial response to any significant shortfall. The risk is considered a prudent financial policy.

City of Bellevue

## Summary of Recommended Consolidated Reserve Levels

| | Water | | Wastewater | | Storm Drainage | |
|---|---|---|---|---|---|---|
| Type of Reserve | Basis | Level | Basis | Level | Basis | Level |
| Working Capital – Reserves against revenue and expense fluctuations within the 2 month billing cycle and during the budget year. | 48 days of budgeted O&M costs (excludes debt service, capital funding). | $4,609,100 | 30 days of Metro costs and 20 days of City O&M costs (excludes debt service, capital funding). | $2,877,800 | 29 days of budgeted O&M costs (excludes debt service, capital funding). | $841,800 |
| Operating Contingency – Reserves against annual budget shortfalls due to poor financial performance. | 7.5% of water purchase costs and 11% of other water O&M costs. | $3,252,200 | 2% of Metro costs and 5% of other wastewater O&M costs. | $1,113,200 | 2.5% of O&M costs. | $264,900 |
| Plant Emergency Contingency – Reserves against failure of a major facility or piece of equipment. | Cost for repair of water main break. | $100,000 | Cost of repair for wastewater main break. | $100,000 | $500,000 based on potential net cost of flood damage. | $500,000 |
| Less: Allowance for duplicating or offsetting reserves | None. | $0 | Working Capital and Operating Contingency include offsetting reserves equal to 2% of all O&M. | $(775,300) | None. | $0 |
| Less: Allowance for consolidating reserves | 2.5% of City O&M for interfund charges between utilities. | $(445,400) | 1% City O&M for interfund charges between utilities. | $(112,600) | 1% of City O&M for interfund charges between utilities. | $(105,900) |
| | Share of reduced plant emergency reserve. | $(15,000) | Share of reduced plant emergency reserve. | $(15,000) | Share of reduced plant emergency reserve. | $(70,000) |
| | Lesser of min. working capital or plant emergency reserves. | $(85,000) | Lesser of min. working capital or plant emergency reserves. | $(85,000) | Lesser of min. working capital or plant emergency reserves. | $(220,000) |
| Total | | $7,415,900 | | $3,103,100 | | $1,210,800 |

Note: Reserve levels based on amended 2012 utility budgets.

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For this purpose, O&M costs are the entire annual operating budget of the Utility less the annual debt service, Capital Investment Program transfers and R&R Account transfers. Independent reserve levels are the levels that would be required by an individual Utility Fund (Water, Sewer and Storm & Surface Water) at any point in time to cover financial obligations if any one of the three reserve components where called for; i.e., working capital, operating contingency or plant emergency. At any single time, the full independent reserve levels should be available for the individual stated purpose, again because it is unlikely that all three components would be called for at once. For example, the Water Utility needs $100,000 available for an emergency repair but it is not likely that the Sewer Utility will need $100,000 and the Storm & Surface Water Utility will need $500,000 all at the same point in time.

The consolidated basis is for budget and rate setting purposes only, to reduce the total revenue requirement by considering the reserve risk shared between the three utilities. The dual reserve levels should be considered as circumstances evolve.

In 2004, the Financial Consulting Solution Group (FCSG) performed an analysis of recommended changes to the Water Utility's working capital and operating contingency reserves to reflect the new wholesale water contract with CWA and to update reserve levels for current conditions. Under the new contract, billing practices for wholesale costs have changed as follows:

1. CWA payment occurs before the associated revenues are collected, resulting in a greater lag between wholesale expense and when revenues are collected.

2. CWA payments are distributed over the whole year based on predetermined percentages and not based on actual consumption during the year. Due to seasonal revenue variation, there is an accumulative deficit in revenues prior to the peak revenue period.

In addition, the total costs to Bellevue are now largely fixed for the year due to the "take or pay" nature of the contract between CWA and Seattle Public Utilities. This shifts the risk during a poor water sales year to the City since there will not be a corresponding reduction in water purchase costs when water sales are down.

Changes in both billing practices as well as the fixed nature of the wholesale costs will result in an increase in required reserves for working capital and operating contingency for the Water Fund.

As part of their 2004 analysis, FCSG recommended increasing working capital operating reserve requirements for the Water fund from 48 days of budgeted O&M costs (excluding debt service and capital funding) to 70 days. The change was primarily related to an expected increase in seasonal revenue variation resulting from Cascade's fixed monthly billing percentages. However, our experience has been that since implementing the change in 2005 there has been essentially no increase in seasonal revenue variation. As a result, beginning in 2011, working capital operating reserve requirements for the Water fund will be reduced from 70 days of budgeted O&M costs (excluding debt service and capital funding) to the original level of 48 days.

**B.** ***Management of Operating Reserves***

**Related to the recommended target reserve levels, a working range of reserves is established with minimum and target levels. Management of reserves will be based on the level of reserves with respect to these thresholds, as follows:**

**Above target - Reserve levels will be reduced back to the target level by transferring excess funds to the R&R Accounts in a manner consistent with the long-range financial**

**plan.**
**Between Minimum and Target - Rate increases would be imposed sufficient to ensure that: 1) reserves would not fall below the minimum in an adverse year; and 2) reserves would recover 50% of the shortfall from target levels in a normal year. Depending on the specific circumstances, either of these may be the constraint, which defines the rate increase needed.**

**Below Minimum - Rate increases would be imposed sufficient to ensure that even with adverse financial performance, reserves would return at least to the minimum at the end of the following year. To meet this "worst case" standard, a year of normal performance would be likely to recover reserve levels rapidly toward target levels.**

**Negative Balance - Reserves would be borrowed from another utility to meet working capital needs. Similar to the "below minimum" scenario, rate increases would be imposed sufficient to ensure that even with adverse financial performance, reserves would return from the negative balance to at least the minimum target at the end of the following year, which would allow for loan repayment within that time frame.**

Discussion:

"Adverse financial performance" or "worst case" are defined by the 95% confidence interval based on historical patterns. The worst case year is currently defined as a year with sales volumes 15% below the sales volume for a normal year. This was determined by using statistical measurements of sales volumes for 18 years with a 95% confidence interval. That is, in any given year there is only a 5% chance that the worst case year would be more than 15% below the normal year. Another way to say the same thing is that in 19 out of 20 years the worst case year would not be more than 15% below the normal year.

Maintaining the 95% confidence interval, as more and more data becomes available, a worst case year could change upward or downward from the 15% variation from a normal year.

The recommended reserve policies are premised on the vital expectation that reserves are to be used and reserve-levels will fluctuate. Although budget and rate planning are expected to use the target reserve number, reserve levels planned to remain static are by definition unnecessary. It is therefore important to plan for managing the reserves within a working range between the minimum and target levels as stated in the above policies. There may be situations in short-range financial planning where reserves are maintained above target levels to overcome peaks in actual expenses.

In the event of an inter-utility loan, the balance for the borrowing utility would essentially be any cash balance less the amount owed. The lending utility would count the note as a part of its reserves, so that it does not unnecessarily increase rates to replenish reserves that are loaned.

In this management approach, there is still a risk that a major plant emergency could exceed the amount reserved. Such a major shortfall would require rate action to assure a certain level of replenishment in one year. To avoid rate spikes due to this type of action, they should be considered on a case-by-case basis. This will provide the flexibility to use debt or capital reserves in lieu of operating reserves to cover the cost and allow a moderated approach to replenishing reserves out of rates.

## C. *Asset Replacement Reserves*

**Utility funds will maintain separate Asset Replacement Accounts to provide a source of funding for future replacement of operating equipment and systems.**

**Anticipated replacement costs by year for the upcoming 20-year period, for all Utility asset and equipment items, will be developed as a part of each biennial budget preparation process. Budgeted contribution to the Asset Replacement Account will be based on the annual amount needed to maintain a positive cash flow balance in the Asset Replacement Account over the 20-year forecast period. At a minimum, the ending Asset Replacement Account balance in each Utility will equal, on average, the next year's projected replacement costs for that fund.**

**The Utilities Department will observe adopted Equipment Rental Fund (ERF) and Information Services budget policies and procedures in formulating recommendations regarding specific equipment items to be replaced.**

Discussion:

Providing reserves for equipment and information technology systems replacement allows monies to be set aside over the service life of these items to pay for their eventual replacement and alleviate one-time rate impacts that these purchases might otherwise require. Annual revenues set aside for this purpose will be based on aggregate Utility asset replacement cash flow needs over the long-term forecast period, instead of individual asset replacement amounts. This strategy will allow Utilities to minimize the progressive build-up of excess Asset Replacement Account balances that would result from creating and funding separate reserve accounts for individual Utility asset and equipment items.

# SOLID WASTE RESERVES POLICY

## RESERVE LEVELS

Consistent with other Utility funds, this policy recommends that some resources be budgeted as reserves to provide funding for working capital and emergencies. Setting aside reserves will help to ensure continued financial rate stability in future Solid Waste operations, and protect customers from service disruptions that might otherwise result from unforeseen economic or emergency events. While included in the total operating budget, these reserves will only be available for use pursuant to these reserve policies.

The Solid Waste Fund provides funding for two main functions:

1. Administration of the Solid Waste Collection Contract (Contract) and related outreach, education and technical assistance activities; and,

2. Administration of waste prevention and recycling grant-funded projects.

The fund's two sources of income are fees and grant monies, as described below:

1. Administrative Fees: These are paid into the Solid Waste Fund by the solid waste collection contractor per the terms of the Contract. These funds provide the base funding for personnel, supplies, programs and activities.

2. Grants: The Solid Waste Fund receives grant dollars from several agencies for waste prevention and recycling projects. Grant agencies reimburse the Solid Waste Fund for project expenses quarterly or annually, depending on the terms of the grant agreement.

Reserve components are as follows:

1. **Working Capital.** Working capital reserves are necessary to accommodate normal cyclical fluctuations within the Solid Waste fund. There are two elements for this reserve component; one element supports Solid Waste Management and the other supports the grant-funded programs.

   The solid waste collection/disposal and recycling programs have predictable revenues and expenditures. However, the Solid Waste Fund has a single revenue source, its solid waste collection contractor. Two consecutive withheld payments would deplete and exceed a typical 45-day reserve. Therefore the reserve is set at 75 days.

   The grant-funded programs are pre-funded by the Solid Waste fund and reimbursement requests are made quarterly or annually, depending on the grant agency agreement. While most grant agencies pay reimbursement requests within 45 days of receipt, the existing reimbursement billing schedule can result in carrying project expenses for up to a year before funds are received. For this reason, reserves equal to 100% of anticipated grant funding are included to support cash-flow.

2. **Emergencies.** A reserve component has historically been used by the Solid Waste Fund to pay for recovery from emergencies such as windstorms, and therefore has been viewed as a necessary element of the Solid Waste Fund Reserve Policy. While the Emergency Reserve portion of the Solid Waste Fund is too small to fully support debris management in a major disaster, it is reasonable to expect to use it for smaller recovery efforts. The Solid Waste Fund has been used three times for windstorm recovery in the past two decades. The cost of these activities has ranged from $30,000 to $75,000 on a per event basis. It seems prudent to prepare for a "reasonable worst case" scenario rather than a least cost scenario. Therefore, a $75,000 plus inflation target has been selected. The basis for this component is the cost of a supplemental

windstorm debris pick-up by a contractor. This reserve level amount is adjusted by the annual CPI. However, the amount is effectively $0 due to reserve consolidation.

**Consolidated Reserve**

A consolidated reserve that compensates for duplicate reserves could be used to reduce the target reserve level. The emergencies reserve and the operating expenses reserve are consolidated at the emergencies reserve level, which is the higher of the two. Further consolidation is not recommended as the grant cash flow reserve is in use constantly throughout the year.

**Other Reserve Components**

No reserve components are necessary for capital expenditures, operating contingency, debt service, liability or asset replacement since the majority of the operations are contracted and are not the City's responsibility. Reserves will be updated at each biennial budget development period.

**Target Solid Waste Reserves**

| Type of Reserve | Basis | 2013 Level | 2014 Level |
|---|---|---|---|
| **WORKING CAPITAL** – Reserves against revenue and expense fluctuations | | | |
| - Solid Waste collection/disposal and recycling programs | 75 days of budgeted O&M | $139,007 | $143,674 |
| - Grant funded programs | 100% of anticipated grant budget | $327,669 | $323,400 |
| **EMERGENCIES** | $75,000 (2012 dollars) adjusted for annual CPI | $76,575 | $78,413 |
| **CONSOLIDATED RESERVE ADJ** | | ($76,575) | ($78,413) |
| **Target Reserve** | | $466,676 | $467,074 |

**MANAGEMENT OF THE RESERVE:**

The current Solid Waste Fund Reserve Policy is premised on the expectation that the reserves are to be used and reserve levels will fluctuate. It is therefore important to plan for managing the reserves within a working range. There may be situations in short-range financial planning where reserves are maintained above or below target levels.

The target reserve level will be established during the budget development process. Related to the recommended target reserve levels, a working range of reserves is established with minimum and target

levels. Management of the reserves will be based on the level of reserves with respect to these thresholds, as follows:

Above Target – Since the Solid Waste Fund does not have R & R accounts to transfer excess funds to, reserve levels will be held in the Solid Waste Fund until sufficient amount has accumulated to be budgeted and used for one of the following:

- Return funds to customers through decreased rates
- Provide additional services to customers
- Fund a high priority project

Between Minimum and Target – Rate increases would be implemented sufficient to ensure that:

1. Reserves would not fall below the minimum in an adverse year; and
2. Reserves would recover 50% of the shortfall from target levels in a normal year.

Depending on the specific circumstances, either of these may be the constraint that describes the rate increase needed.

Below Minimum – Rate increases would be implemented sufficient to ensure that even with adverse financial performance, reserves would return at least to the minimum at the end of the following year. To meet this “worst case” standard, a year of normal performance would be likely to recover reserve levels toward target levels.

Negative Balance – Reserves would be borrowed from another fund within the City to meet working capital needs. As with the “below minimum” scenario, rate increases would be implemented sufficient to ensure that even with adverse financial performance, reserves would return from the negative balance to at least the minimum target at the end of the following year, which would allow for loan repayment within that time frame.

Surplus funds are those funds over and above the target reserve level. As part of the biennial budget review, Council would direct the use of excess reserves.

The reserve minimum is the amount needed to maintain cash flow needs over the course of the year. This would be the amount of the grant cash flow reserve, plus the working capital reserve.

# Figure 10-2. Chapter 35A.34 RCW; Biennial Budgets

**Chapter 35A.34 RCW; Biennial Budgets**

**Sections:**

35A.34.010 Legislative intent
35A.34.020 Application of chapter
35A.34.030 Definitions
35A.34.040 Biennial budget authorized -- Limitations
35A.34.050 Budget estimates -- Submittal
35A.34.060 Budget estimates -- Classification and segregation
35A.34.070 Proposed preliminary budget
35A.34.080 Preliminary budget
35A.34.090 Budget message -- Hearings
35A.34.100 Budget -- Notice of hearing
35A.34.110 Budget -- Hearing
35A.34.120 Budget -- Adoption
35A.34.130 Budget -- Mid-biennial review and modification
35A.34.140 Emergency expenditures -- Nondebatable emergencies
35A.34.150 Emergency expenditures -- Other emergencies -- Hearing
35A.34.160 Emergency expenditures --Warrants -- Payment
35A.34.170 Registered warrants -- Payment
35A.34.180 Adjustment of wages, hours and conditions of employment
35A.34.190 Forms -- Accounting -- Supervision by state
35A.34.200 Funds -- Limitations on expenditures -- Transfers and adjustments
35A.34.205 Administration, oversight, or supervision of utility -- Reimbursement from utility budget authorized
35A.34.210 Liabilities incurred in excess of budget
35A.34.220 Funds received from sales of bonds and warrants -- Expenditures
35A.34.230 Revenue estimates -- Amount to be raised by ad valorem taxes
35A.34.240 Funds -- Quarterly report of status
35A.34.250 Contingency fund -- Creation
35A.34.260 Contingency fund -- Withdrawals
35A.34.270 Unexpended appropriations
35A.34.280 Violations and penalties

### 35A.34.010 Legislative intent

See RCW 35.34.010.

### 35A.34.020 Application of chapter

This chapter applies to all code cities which have by ordinance adopted this chapter authorizing the adoption of a fiscal biennium budget. [1985 c 175 § 34.]

### 35A.34.030 Definitions

Unless the context clearly indicates otherwise, the definitions in this section apply throughout this chapter.

1. "Clerk" includes the officer performing the functions of a finance or budget director, comptroller, auditor, or by whatever title the officer may be known in any code city.
2. "Department" includes each office, division, service, system, or institution of the city for which no other statutory or charter provision is made for budgeting and accounting procedures or controls.
3. "Legislative body" includes the council, commission, or any other group of officials serving as the legislative body of a code city.
4. "Chief administrative officer" includes the mayor of cities having a mayor-council plan of government, the commissioners in cities having a commission plan of government, the manager, or any other city official designated by the charter or ordinances of such city under the plan of government governing the same, or the budget or finance officer designated by the mayor, manager, or commissioners, to perform the functions, or portions thereof, contemplated by this chapter.
5. "Fiscal biennium" means the period from January 1 of each odd-numbered year through December 31 of the next succeeding even-numbered year.
6. "Fund" and "funds" where clearly used to indicate the plural of "fund" means the budgeting or accounting entity authorized to provide a sum of money for specified activities or purposes.
7. "Funds" where not used to indicate the plural of "fund" means money in hand or available for expenditure or payment of a debt or obligation.
8. Except as otherwise defined in this chapter, municipal accounting terms used in this chapter have the meaning prescribed by the state auditor pursuant to RCW 43.09.200. [1985 c 175 § 35.]

**35A.34.040 Biennial budget authorized – Limitations**

All code cities are authorized to establish by ordinance a two-year fiscal biennium budget. The ordinance shall be enacted at least six months prior to commencement of the fiscal biennium and this chapter applies to all code cities which utilize a fiscal biennium budget. Code cities which establish a fiscal biennium budget are authorized to repeal such ordinance and provide for reversion to a fiscal year budget. The ordinance may only be repealed effective as of the conclusion of a fiscal biennium. However, the city shall comply with chapter 35A.33 RCW in developing and adopting the budget for the first fiscal year following repeal of the ordinance. [1985 c 175 § 36.]

**35A.34.050 Budget estimates – Submittal**

On or before the second Monday of the fourth month prior to the beginning of the city's next fiscal biennium, or at such other time as the city may provide by ordinance or charter, the clerk shall notify in writing the head of each department of a city to file with the clerk within fourteen days of the receipt of such notification, detailed estimates of the probable revenue from sources other than ad valorem taxation and of all expenditures required by the department for the ensuing fiscal biennium. The notice shall be accompanied by the proper forms provided by the clerk, prepared in accordance with the requirements and classification established by the state auditor. The clerk shall prepare the estimates for interest and debt redemption requirements and

all other estimates, the preparation of which falls properly within the duties of the clerk's office. The chief administrative officers of the city shall submit to the clerk detailed estimates of all expenditures proposed to be financed from the proceeds of bonds or warrants not yet authorized, together with a statement of the proposed method of financing them. In the absence or disability of the official or person regularly in charge of a department, the duties required by this section shall devolve upon the person next in charge of such department. [1995 c 301 § 55; 1985 c 175 § 37.]

**35A.34.050 Budget estimates – Classification and segregation**

On or before the second Monday of the fourth month prior to the beginning of the city's next fiscal biennium, or at such other time as the city may provide by ordinance or charter, the clerk shall notify in writing the head of each department of a city to file with the clerk within fourteen days of the receipt of such notification, detailed estimates of the probable revenue from sources other than ad valorem taxation and of all expenditures required by the department for the ensuing fiscal biennium. The notice shall be accompanied by the proper forms provided by the clerk, prepared in accordance with the requirements and classification established by the state auditor. The clerk shall prepare the estimates for interest and debt redemption requirements and all other estimates, the preparation of which falls properly within the duties of the clerk's office. The chief administrative officers of the city shall submit to the clerk detailed estimates of all expenditures proposed to be financed from the proceeds of bonds or warrants not yet authorized, together with a statement of the proposed method of financing them. In the absence or disability of the official or person regularly in charge of a department, the duties required by this section shall devolve upon the person next in charge of such department. [1995 c 301 § 55; 1985 c 175 § 37.]

**35A.34.060 Budget estimates — Classification and segregation**

All estimates of receipts and expenditures for the ensuing fiscal biennium shall be fully detailed in the biennial budget and shall be classified and segregated according to a standard classification of accounts to be adopted and prescribed by the state auditor after consultation with the Washington finance officers association, the association of Washington cities, and the association of Washington city managers. [1995 c 301 § 56; 1985 c 175 § 38.]

**35A.34.070 Proposed preliminary budget**

On or before the first business day in the third month prior to the beginning of the biennium of a city or at such other time as the city may provide by ordinance or charter, the clerk or other person designated by the charter, by ordinances, or by the chief administrative officer of the city shall submit to the chief administrative officer a proposed preliminary budget which shall set forth the complete financial program of the city for the ensuing fiscal biennium, showing the expenditure program requested by each department and the sources of revenue by which each such program is proposed to be financed.

The revenue section shall set forth in comparative and tabular form for each fund the actual receipts for the last completed fiscal biennium, the estimated receipts for the current fiscal biennium, and the estimated receipts for the ensuing fiscal biennium, which shall include the amount to be raised from ad valorem taxes and unencumbered fund balances estimated to be available at the close of the current fiscal biennium. However, if the city was not utilizing a fiscal

biennium budget for the previous three years, it shall set forth its fiscal years' revenues to reflect actual and estimated receipts as if it had previously utilized a biennial budgetary process.

The expenditure section shall set forth in comparative and tabular form for each fund and every department operating within each fund the actual expenditures for the last completed fiscal biennium, the appropriations for the current fiscal biennium, and the estimated expenditures for the ensuing fiscal biennium. However, if the city was not utilizing a fiscal biennium budget for the previous three years, it shall set forth its fiscal years' expenditures to reflect actual and estimated levels as if it had previously utilized a biennial budgetary process. The expenditure section shall further set forth separately the salary or salary range for each office, position, or job classification together with the title or position designation thereof. However, salaries may be set out in total amounts under each department if a detailed schedule of such salaries and positions be attached and made a part of the budget document. [1985 c 175 § 39.]

**35A.34.080 Preliminary budget**

The chief administrative officer shall prepare the preliminary budget in detail, making any revisions or additions to the reports of the department heads deemed advisable by such chief administrative officer. At least sixty days before the beginning of the city's next fiscal biennium the chief administrative officer shall file it with the clerk as the recommendation of the chief administrative officer for the final budget. The clerk shall provide a sufficient number of copies of such preliminary budget and budget message to meet the reasonable demands of taxpayers therefore and have them available for distribution not later than six weeks before the beginning of the city's next fiscal biennium. [1985 c 175 § 40.]

**35A.34.090 Budget message — Hearings**

1. In every city, a budget message prepared by or under the direction of the city's chief administrative officer shall be submitted as a part of the preliminary budget to the city's legislative body at least sixty days before the beginning of the city's next fiscal biennium and shall contain the following:
   a. An explanation of the budget document;
   b. An outline of the recommended financial policies and programs of the city for the ensuing fiscal biennium;
   c. A statement of the relation of the recommended appropriation to such policies and programs;
   d. A statement of the reason for salient changes from the previous biennium in appropriation and revenue items; and
   e. An explanation for any recommended major changes in financial policy.
2. Prior to the final hearing on the budget, the legislative body or a committee thereof shall schedule hearings on the budget or parts thereof, and may require the presence of department heads to give information regarding estimates and programs. [1985 c 175 § 41.]

**35A.34.100 Budget — Notice of hearing**

Immediately following the filing of the preliminary budget with the clerk, the clerk shall publish a notice once a week for two consecutive weeks stating that the preliminary budget for the

ensuing fiscal biennium has been filed with the clerk, that a copy thereof will be made available to any taxpayer who will call at the clerk's office therefor, that the legislative body of the city will meet on or before the first Monday of the month next preceding the beginning of the ensuing fiscal biennium for the purpose of fixing the final budget, designating the date, time, and place of the legislative budget meeting, and that any taxpayer may appear thereat and be heard for or against any part of the budget. The publication of the notice shall be made in the official newspaper of the city if there is one, otherwise in a newspaper of general circulation in the city. If there is no newspaper of general circulation in the city, then notice may be made by posting in three public places fixed by ordinance as the official places for posting the city's official notices. [1985 c 175 § 42.]

**35A.34.110 Budget — Hearing**

The legislative body shall meet on the day fixed by RCW 35A.34.100 for the purpose of fixing the final budget of the city at the time and place designated in the notice thereof. Any taxpayer may appear and be heard for or against any part of the budget. The hearing may be continued from day to day but not later than the twenty-fifth day prior to commencement of the city's fiscal biennium. [1985 c 175 § 43.]

**35A.34.120 Budget — Adoption**

Following conclusion of the hearing, and prior to the beginning of the fiscal biennium, the legislative body shall make such adjustments and changes as it deems necessary or proper and, after determining the allowance in each item, department, classification, and fund, shall by ordinance adopt the budget in its final form and content. Appropriations shall be limited to the total estimated revenues contained therein including the amount to be raised by ad valorem taxes and the unencumbered fund balances estimated to be available at the close of the current fiscal biennium. Such ordinances may adopt the final budget by reference. However, the ordinance adopting the budget shall set forth in summary form the totals of estimated revenues and appropriations for each separate fund and the aggregate totals for all such funds combined.

A complete copy of the final budget as adopted shall be transmitted to the state auditor and to the association of Washington cities. [1995 c 301 § 57; 1985 c 175 § 44.]

**35A.34.130 Budget — Mid-biennial review and modification**

The legislative authority of a city having adopted the provisions of this chapter shall provide by ordinance for a mid-biennial review and modification of the biennial budget. The ordinance shall provide that such review and modification shall occur no sooner than eight months after the start nor later than conclusion of the first year of the fiscal biennium. The chief administrative officer shall prepare the proposed budget modification and shall provide for publication of notice of hearings consistent with publication of notices for adoption of other city ordinances. City ordinances providing for a mid-biennium review and modification shall establish procedures for distribution of the proposed modification to members of the city legislative authority, procedures for making copies available to the public, and shall provide for public hearings on the proposed budget modification. The budget modification shall be by ordinance approved in the same manner as are other ordinances of the city.

A complete copy of the budget modification as adopted shall be transmitted to the state auditor and to the association of Washington cities. [1995 c 301 § 58; 1985 c 175 § 45.]

### 35A.34.140 Emergency expenditures — Nondebatable emergencies

Upon the happening of any emergency caused by violence of nature, casualty, riot, insurrection, war, or other unanticipated occurrence requiring the immediate preservation of order or public health, or for the property which has been damaged or destroyed by accident, or for public relief from calamity, or in settlement of approved claims for personal injuries or property damages, or to meet mandatory expenditures required by law enacted since the last budget was adopted, or to cover expenses incident to preparing for or establishing a new form of government authorized or assumed after adoption of the current budget, including any expenses incident to selection of additional or new officials required thereby, or incident to employee recruitment at any time, the city legislative body, upon the adoption of an ordinance, by the vote of one more than the majority of all members of the legislative body, stating the facts constituting the emergency and the estimated amount required to meet it, may make the expenditures therefor without notice or hearing. [1985 c 175 § 46.]

### 35A.34.150 Emergency expenditures — Other emergencies — Hearing

If a public emergency which could not reasonably have been foreseen at the time of filing the preliminary budget requires the expenditure of money not provided for in the budget, and if it is not one of the emergencies specifically enumerated in RCW 35A.34.140, the city legislative body before allowing any expenditure therefore shall adopt an ordinance stating the facts constituting the emergency and the estimated amount required to meet it and declaring that an emergency exists.

The ordinance shall not be voted on until five days have elapsed after its introduction, and for passage shall require the vote of one more than the majority of all members of the legislative body of the city.

Any taxpayer may appear at the meeting at which the emergency ordinance is to be voted on and be heard for or against the adoption thereof. [1985 c 175 § 47.]

### 35A.34.160 Emergency expenditures — Warrants — Payment

All expenditures for emergency purposes as provided in this chapter shall be paid by warrants from any available money in the fund properly chargeable with such expenditures. If, at any time, there is insufficient money on hand in a fund with which to pay such warrants as presented, the warrants shall be registered, bear interest, and be called in the same manner as other registered warrants as prescribed in RCW 35A.21.110. [1985 c 175 § 48.]

### 35A.34.170 Registered warrants — Payment

In adopting the final budget for any fiscal biennium, the legislative body shall appropriate from estimated revenue sources available, a sufficient amount to pay the principal and interest on all outstanding registered warrants issued since the adoption of the last preceding budget except those issued and identified as revenue warrants and except those for which an appropriation previously has been made. However, no portion of the revenues which are restricted in use by law may be appropriated for the redemption of warrants issued against a utility or other special purpose fund of a self-supporting nature. In addition, all or any portion of the city's outstanding registered warrants may be funded into bonds in any manner authorized by law. [1985 c 175 § 49.]

**35A.34.180 Adjustment of wages, hours and conditions of employment**

Notwithstanding the appropriations for any salary or salary range of any employee or employees adopted in a final budget, the legislative body of any city may, by ordinance, change the wages, hours, and conditions of employment of any or all of its appointive employees if sufficient funds are available for appropriation to such purposes. [1985 c 175 § 50.]

**35A.34.190 Forms — Accounting — Supervision by state**

The state auditor is empowered to make and install the forms and classifications required by this chapter to define what expenditures are chargeable to each budget class and to establish the accounting and cost systems necessary to secure accurate budget information. [1995 c 301 § 59; 1985 c 175 § 51.]

**35A.34.200 Funds — Limitations on expenditures — Transfers and adjustments**

1. The expenditures as classified and itemized in the final budget shall constitute the city's appropriations for the ensuing fiscal biennium. Unless otherwise ordered by a court of competent jurisdiction, and subject to further limitations imposed by ordinance of the city, the expenditure of city funds or the incurring of current liabilities on behalf of the city shall be limited to the following:
    a. The total amount appropriated for each fund in the budget for the current fiscal biennium, without regard to the individual items contained therein, except that this limitation does not apply to wage adjustments authorized by RCW 35A.34.180;
    b. The unexpended appropriation balances of a preceding budget which may be carried forward from prior fiscal periods pursuant to RCW 35A.34.270;
    c. Funds received from the sale of bonds or warrants which have been duly authorized according to law;
    d. Funds received in excess of estimated revenues during the current fiscal biennium, when authorized by an ordinance amending the original budget; and
    e. Expenditures authorized by budget modification as provided by RCW 35A.34.130 and those required for emergencies, as authorized by RCW 35A.34.140 and 35A.34.150.
2. Transfers between individual appropriations within any one fund may be made during the current fiscal biennium by order of the city's chief administrative officer subject to such regulations, if any, as may be imposed by the city legislative body. Notwithstanding the provisions of RCW 43.09.210 or of any statute to the contrary, transfers, as authorized in this section, may be made within the same fund regardless of the various offices, departments, or divisions of the city which may be affected.
3. The city legislative body, upon a finding that it is to the best interests of the city to decrease, revoke, or recall all or any portion of the total appropriations provided for any one fund, may, by ordinance, approved by the vote of one more than the majority of all members thereof, stating the facts and findings for doing so, decrease, revoke, or recall all or any portion of an unexpended fund balance, and by said ordinance, or a subsequent ordinance adopted by a

like majority, the moneys thus released may be reappropriated for another purpose or purposes, without limitation to department, division, or fund, unless the use of such moneys is otherwise restricted by law, charter, or ordinance. [1985 c 175 § 52.]

**35A.34.205 Administration, oversight, or supervision of utility — Reimbursement from utility budget authorized**

Whenever any code city apportions a percentage of the city manager's, administrator's, or supervisor's time, or the time of other management or general government staff, for administration, oversight, or supervision of a utility operated by the city, or to provide services to the utility, the utility budget may identify such services and budget for reimbursement of the city's current expense fund for the value of such services. [1991 c 152 § 4.]

**35A.34.210 Liabilities incurred in excess of budget**

Liabilities incurred by any officer or employee of the city in excess of any budget appropriations shall not be a liability of the city. The clerk shall issue no warrant and the city legislative body or other authorized person shall approve no claim for an expenditure in excess of the total amount appropriated for any individual fund, except upon an order of a court of competent jurisdiction or for emergencies as provided in this chapter. [1985 c 175 § 53.]

**35A.34.220 Funds received from sales of bonds and warrants — Expenditures**

Moneys received from the sale of bonds or warrants shall be used for no other purpose than that for which they were issued and no expenditure shall be made for that purpose until the bonds have been duly authorized. If any unexpended fund balance remains from the proceeds realized from the bonds or warrants after the accomplishment of the purpose for which they were issued, it shall be used for the redemption of such bond or warrant indebtedness. Where a budget contains an expenditure program to be financed from a bond issue to be authorized thereafter, no such expenditure shall be made or incurred until after the bonds have been duly authorized. [1985 c 175 § 54.]

**35A.34.230 Revenue estimates — Amount to be raised by ad valorem taxes**

At a time fixed by the city's ordinance or city charter, not later than the first Monday in October of the second year of each fiscal biennium, the chief administrative officer shall provide the city's legislative body with current information on estimates of revenues from all sources as adopted in the budget for the current biennium, together with estimates submitted by the clerk under RCW 35A.34.070. The city's legislative body and the city's administrative officer or the officer's designated representative shall consider the city's total anticipated financial requirements for the ensuing fiscal biennium, and the legislative body shall determine and fix by ordinance the amount to be raised the first year of the biennium by ad valorem taxes. The legislative body shall review such information as is provided by the chief administrative officer and shall adopt an ordinance establishing the amount to be raised by ad valorem taxes during the second year of the biennium. Upon adoption of the ordinance fixing the amount of ad valorem taxes to be levied, the clerk shall certify the same to the county legislative authority as required by RCW 84.52.020. [1985 c 175 § 55.]

### 35A.34.240 Funds — Quarterly report of status

At such intervals as may be required by city charter or city ordinance, however, being not less than quarterly, the clerk shall submit to the city's legislative body and chief administrative officer a report showing the expenditures and liabilities against each separate budget appropriation incurred during the preceding reporting period and like information for the whole of the current fiscal biennium to the first day of the current reporting period together with the unexpended balance of each appropriation. The report shall also show the receipts from all sources. [1985 c 175 § 56.]

### 35A.34.250 Contingency fund — Creation

Every city may create and maintain a contingency fund to provide moneys with which to meet any municipal expense, the necessity or extent of which could not have been foreseen or reasonably evaluated at the time of adopting the annual budget, or from which to provide moneys for those emergencies described in RCW 35A.34.140 and 35A.34.150. Such fund may be supported by a budget appropriation from any tax or other revenue source not restricted in use by law, or also may be supported by a transfer from other unexpended or decreased funds made available by ordinance as set forth in RCW 35A.34.200. However, the total amount accumulated in such fund at any time shall not exceed the equivalent of thirty-seven and one-half cents per thousand dollars of assessed valuation of property within the city at such time. Any moneys in the emergency fund at the end of the fiscal biennium shall not lapse except upon reappropriation by the council to another fund in the adoption of a subsequent budget. [1985 c 175 § 57.]

### 35A.34.260 Contingency fund — Withdrawals

No money shall be withdrawn from the contingency fund except by transfer to the appropriate operating fund authorized by a resolution or ordinance of the legislative body of the city, adopted by a majority vote of the entire legislative body, clearly stating the facts constituting the reason for the withdrawal or the emergency as the case may be, specifying the fund to which the withdrawn money shall be transferred. [1985 c 175 § 58.]

### 35A.34.270 Unexpended appropriations

All appropriations in any current operating fund shall lapse at the end of each fiscal biennium. However, this shall not prevent payments in the following biennium upon uncompleted programs or improvements in progress or on orders subsequently filled or claims subsequently billed for the purchase of material, equipment, and supplies or for personal or contractual services not completed or furnished by the end of the fiscal biennium, all of which have been properly budgeted and contracted for prior to the close of such fiscal biennium, but furnished or completed in due course thereafter.

All appropriations in a special fund authorized by ordinance or by state law to be used only for the purpose or purposes therein specified, including any cumulative reserve funds lawfully established in specific or general terms for any municipal purpose or purposes, or a contingency fund as authorized by RCW 35A.34.250, shall not lapse, but shall be carried forward from biennium to biennium until fully expended or the purpose has been accomplished or abandoned, without necessity of reappropriation.

The accounts for budgetary control for each fiscal biennium shall be kept open for twenty days after the close of such fiscal biennium for the purpose of paying and recording claims for indebtedness incurred during such fiscal biennium; any claim presented after the twentieth day following the close of the fiscal biennium shall be paid from appropriations lawfully provided for the ensuing period, including those made available by provisions of this section, and shall be recorded in the accounts for the ensuing fiscal biennium. [1985 c 175 § 59.]

**35A.34.280 Violations and penalties**

Upon the conviction of any city official, department head, or other city employee of knowingly failing, or refusing, without just cause, to perform any duty imposed upon such officer or employee by this chapter, or city charter or city ordinance, in connection with the giving of notice, the preparing and filing of estimates of revenues or expenditures or other information required for preparing a budget report in the time and manner required, or of knowingly making expenditures in excess of budget appropriations, the official or employee shall be guilty of a misdemeanor and shall be fined not more than five hundred dollars for each separate violation. [1985 c 175 § 60.]

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CITY OF BELLEVUE, WASHINGTON

ORDINANCE NO. 4229

AN ORDINANCE regarding the Convention Center Back Up Financing Plan; adding a business and occupation tax to the recommended financing mechanisms under the Plan; stating the intention of the City Council to provide the Convention Center first priority call on certain unused city business and occupation tax capacity; and directing the City Manager to issue an administrative order regarding staff reporting requirements on all agenda materials relating to matters involving use of city business and occupation tax authority.

WHEREAS, on December 4, 1989, the City Council adopted Ordinance No. 4094 approving a Convention Center Back Up Financing Plan, and stating the intent of the City Council to reserve a portion of the City's business and occupation tax capacity for convention center purposes; and

WHEREAS, the City Council Civic Center Committee has recommended to the full City Council that Ordinance No. 4094 be amended to provide:

A) That additional protection be provided to the City's General Fund by providing that the Convention Center has first priority on the City's unused business and occupation tax capacity under RCW 35.21.710 over and above that reservation of capacity provided for under Ordinance No. 4094; and

B) That the Back Up Financing Plan be supplemented with a provision designating as a recommended financing mechanism a business tax on businesses within a geographic area benefiting from the Convention Center Project; and

WHEREAS, the Council also desires that in connection with any future proposals that involve the use of City business and occupation tax authority measured by gross receipts, the staff will so report to the Council on such proposed use in the appropriate agenda materials; now, therefore,

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES ORDAIN AS FOLLOWS:

Section 1. The Convention Center Back Up Financing Plan, as adopted by Ordinance No. 4094 and given Clerk's receiving No. 14955, is hereby supplemented with the following financing mechanism:

Levy a business and occupation tax (other than a tax upon business activities consisting of the making of retail sales of tangible personal property measured by gross receipts or gross income from such

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sales) on business located within a geographical area which benefits from the Convention Center.

Section 2. Section 2 of Ordinance No. 4094 is hereby amended to read as follows:

> The City Council hereby states its intent to reserve a rate of .0001 from the City's unlevied capacity under RCW 35.21.710 for business and occupation taxes upon business activities measured by gross receipts or gross income from sales of tangible personal property; <u>and further states its intent that the Convention Center has first priority call on any additional, unlevied business and occupation tax capacity under RCW 35.21.710</u>.

Section 3. The City Manager is hereby directed to issue an administrative order regarding any proprosed use of the City's business and occupation tax capacity, and providing that whenever an item is included on the Council agenda which would include the use of any City business and occupation tax capacity, the agenda materials prepared by staff shall include a section indicating that such use is proposed and describing the nature and extent of such use. Further, the agenda materials shall address the financial status of the Meydenbauer Center.

PASSED by the City Council this 4th day of March, 1991, and signed in authentication of its passage this 4th day of March, 1991.

(SEAL)

Terry Lukens, Mayor

Approved as to form:

Richard L. Andrews, City Attorney

Richard Gidley, Deputy City Attorney

Attest:

Marie K. O'Connell, City Clerk

Published March 8, 1991

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CITY OF BELLEVUE, WASHINGTON

ORDINANCE NO. 4094

AN ORDINANCE approving a Convention Center Backup Financing Plan and stating the intent of the City Council to reserve a portion of the City's Business & Occupation Tax capacity for Convention Center purposes.

WHEREAS, on March 20, 1989, the City Council adopted Resolution No. 5114 regarding the Bellevue Convention Center Project; and

WHEREAS, consistent with that resolution, staff has prepared additional information on the financing of the Project; and

WHEREAS, a Backup Financing Task Force was formed by the City Manager to prepare recommendations on establishing backup financing mechanism(s) to stand between the Convention Center debt and expense requirements and the City's General Fund; and

WHEREAS, the final recommendations of the Backup Financing Task Force, dated September 8, 1989, were reviewed and approved by the Convention Center Citizens Committee; and

WHEREAS, the Council Civic Center Committee approved forwarding those recommendations to the full City Council for incorporation into the Convention Center finance plan as an unprioritized array of sixteen fallback options to stand between the Convention Center project expenses and the City's General Fund; and

WHEREAS, the final Task Force report recommended that the City reserve .0001 of the City's Business and Occupation Tax capacity as a backup finance tool for the Bellevue Convention Center Project; and

WHEREAS, under RCW 35.21.710, the taxing authority granted the City for taxes upon business activities measured by gross receipts or gross income from sales cannot exceed a rate of .002, except upon an approval by majority vote of the qualified voters of the City; and

WHEREAS, the current Business and Occupation Tax in the City on activities measured by gross receipts or gross income from sales is .001496, leaving an unlevied capacity of .000504; and

WHEREAS, the City Council desires to reserve from its unlevied capacity a rate of .0001 for Convention Center purposes; now, therefore,

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES ORDAIN AS FOLLOWS:

Section 1. The Convention Center Backup Financial Plan, a copy of which has been given Clerk's Receiving No. 14956 is hereby adopted.

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Section 2. The City Council hereby states its intent to reserve a rate of .0001 from the City's unlevied capacity under RCW 35.21.710 for business and occupation taxes upon business activities measured by gross receipts or gross income from sales of tangible personal property.

Section 3. This ordinance shall take effect and be in force five days after its passage and legal publication.

PASSED by the City Council this 4th day of December, 1989, and signed in authentication of its passage this 4th day of December, 1989.

(SEAL)

Nan Campbell, Mayor

Approved as to form:

Richard L. Andrews, City Attorney

Richard Gidley, Deputy City Attorney

Attest:

Marie K. O'Connell, City Clerk

Published December 9, 1989

# Figure 10-5. Investment Policy

Revised: December, 2010

## Objectives

This policy sets forth criteria for the operation of the investment portfolio. It will be recognized that the primary objective of the Investment Policy is to establish a conservative set of investment criteria that will prudently protect Bellevue's (hereafter referred to as the City) principal sums and enable the City to generate a market rate of return from its investment activities while assuring adequate liquidity to meet its cash flow needs. All investment activity will be in compliance with RCW 35A.40.050 "Fiscal - Investment of Funds" and any other statutes or regulatory requirements, such as Internal Revenue Codes, which may apply.

## Scope

This policy guides the investment of all available City funds except it does not include assets held in escrow in order to defease refunded debt, nor does it include retirement funds managed by others such as the state, the Municipal Employees Benefit Trust, and deferred compensation plan providers.

## Responsibility

Authority to manage the investment program is derived from Bellevue City Code Section 3.37.060. This section gives the Finance Director authority to determine the amount of money available in each fund administered by the City for investment purposes, and the authority to invest such moneys in all forms of investments that are authorized by law. This section also authorizes the Director to designate a subordinate employee(s) to assist in the performance of these duties.

The Finance Director will provide a letter(s) of authorization to individuals or firms on the approved broker/dealer list specifically designating City staff who have the authority to commit the City to investment transactions.

The Finance Director or his/her designee will establish written investment procedures including a glossary of investment terms for the operation of the investment program, consistent with this investment policy.

## Types of Investment and Diversification

The City may invest in any of the securities identified as eligible investments as defined by RCW 35A.40.050 "Fiscal - Investment of Funds". For purposes of this policy, the major eligible investment categories have been further restricted as follows:

1. United States Treasury Debt Obligations
   - Maximum % of Portfolio 100%
   - Maximum Remaining Maturity 5 years
   - Securities will be held by the City's third party custodian in the City's name.

2. United States Agency Securities backed by the full faith and credit of the United States Government for the payment of principal and interest
   - Maximum % of Portfolio 100%
   - Maximum Remaining Maturity 5 years
   - Maximum % of Portfolio Per Issuer 25%
   - Defined by RCW 43.84.080 to include certificates, notes, or bonds of the United States, or other obligations of the United States or its agencies, or of any corporation wholly owned by the government of the United States.
   - Does not allow investments in derivatives or securities that derive value and/or yield from an underlying asset unless they fall into one of the following categories: 1) agency obligations that float with interest rates or external indexes such as CMT index, treasury bills, LIBOR, Prime rate and Fed Funds rate; 2) agency security obligations that have call features; and 3) agency security obligations that have step-up features at pre-determined intervals.
   - Interest only and principal only mortgage backed securities, inverse floaters and collateralized mortgage obligations are excluded.
   - Securities will be held by the City's third party custodian in the City's name.

3. United States Agency Coupon Securities (Mortgage-backed Securities Included)
   - Maximum % of Portfolio 100%
   - Maximum Remaining Maturity 5 years
   - Maximum % of Portfolio Per Issuer 25%
   - Defined by RCW 43.84.080 to include obligations of any United States government-sponsored corporation whose obligations are eligible as collateral for advances to member banks as determined by the Board of Governors of the Federal Reserve System.
   - Does not allow investments in derivatives or securities that derive value and/or yield from an underlying asset unless they fall into one of the following categories: 1) agency obligations that float with interest rates or external indexes such as CMT index, treasury bills, LIBOR and Fed Funds rate; 2) agency security obligations that have call features; and 3) agency security obligations that have step-up features at pre-determined intervals.
   - Interest only and principal only mortgage backed securities, inverse floaters and collateralized mortgage obligations are excluded.
   - Securities will be held by the City's third party custodian in the City's name.

4. United States Agency Discount Notes
   - Maximum % of Portfolio 100%
   - Maximum Remaining Maturity 1 year
   - Maximum % of Portfolio Per Issuer 25%

- Defined by RCW 43.84.080 to include obligations of any United States government-sponsored corporations whose obligations are eligible as collateral for advances to member banks as determined by the Board of Governors of the Federal Reserve System.
- Securities will be held by the City's third party custodian in the City's name.

5. FDIC Guaranteed Senior Unsecured Debt Obligations – TLGP (Treasury Liquidity Guaranty Program) and other federal government guaranteed programs

| | |
|---|---|
| • Required Investment Rating | AAA/Aaa long-term and A-1/ P-1 short-term |
| • Maximum % of Portfolio | 100% |
| • Maximum Remaining Maturity expiration | Not to exceed the lesser of the date of FDIC's guarantee or 5 years |
| • Maximum % of Portfolio Per Issuer | 5% |

- To be eligible for purchase, the obligations must: 1) be guaranteed by the FDIC, and 2) carry the full faith credit of the United States Government.
- The note obligations must be issued by corporations organized and operating in the United States.
- Securities will be held by the City's third party custodian in the City's name.

6. Repurchase Agreements secured by United States Government and United States Agency Debt Obligations

| | |
|---|---|
| • Maximum % of Portfolio | 50% |
| • Maximum % of Portfolio With any Primary Dealers or Financial Institutions | 10% |
| • Maximum Remaining Maturity | 60 days |
| • Maximum Remaining Maturity of Underlying Collateral | 5 years |
| • Collateral Pricing | Daily |

- All US Government Agency collaterals should stay within the 25% per issuer limit.
- Collateral equal to 102% of the repurchase agreement must be delivered to the City's third party custodian if less than 30 days. If the repurchase agreement is between 30-60 days, collateral equal to 105% of the repurchase agreement must be delivered to the custodian.
- Securities will be purchased from primary dealers or financial institutions that are members of the Washington Public Depository under a written Master Repurchase Agreement.
- Only US Treasury, US Government Agency, and US Government Sponsored Corporation securities may be accepted as collateral.

- Collateral securities will be held by the City's third party custodian, or through a tri-party arrangement in the City's name.

7. Certificates of Deposit, and other Interest Bearing Bank Deposits with financial institutions recognized by the State of Washington Public Deposit Protection Commission (PDPC) as qualified to hold public deposits.
   - Maximum % of Portfolio 50%
   - Maximum Remaining Maturity 1 year
   - Maximum % of Portfolio Per Issuer 10%

8. Bankers Acceptances purchased on the secondary market
   - Required Investment Rating Rated in the highest tier (e.g., A-1, P-1, F-1 or better) of the accepting bank's short-term obligations by any two nationally recognized statistical rating organizations
   - Maximum % of the Portfolio 15%
   - Maximum Remaining Maturity 6 months
   - Maximum % of Portfolio Per Issuer 5%
   - Securities will be held by the City's third party custodian in the City's name.

9. Commercial Paper Issued by United States Corporations in compliance with the provisions adopted by the State Investment Board RCW 43.84.080 (7).
   - Required Investment Rating Rated in the highest tier (e.g., A-1, P-1, F-1 or better) by any two nationally recognized statistical rating organizations
   - Maximum % of Portfolio 15%
   - Maximum Remaining Maturity 90 days
   - Maximum Percent of Portfolio Per Issuer 5%
   - Securities will be held by the City's third party custodian in the City's name.

10. State of Washington Local Governmental Investment Pool
    - Maximum % of Portfolio 100%
    - A copy of the pool's investment policy must be obtained and reviewed.

The portfolio and issuer limits listed above shall be complied with at the time of a security purchase. However, no sale of securities shall be required to meet revised limits due to a decrease in the total size of the portfolio.

### Weighted Average Duration and Liquidity

The total portfolio (including short-term money market and cash accounts) will be managed such that the weighted average modified duration does not exceed 2.5 years.

The portfolio should be laddered with staggered maturities to assure that: 1) adequate resources are available to meet cash flow requirements without forced liquidation of investments, and 2) price volatility and reinvestment risks are minimized.

### Prudence

"Investments shall be made with the same judgement and care which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering probable safety of their principal as well as probable income to be derived."

The standard of prudence to be used by employees authorized to commit the City to investment transactions shall be the "prudent person" standard. Employees meeting the prudent person standard shall be relieved of personal responsibility for an individual security's subsequent performance, provided appropriate action is taken to control adverse developments.

### Performance

The portfolio shall be managed to obtain a market rate of return through budgetary and economic cycles, keeping in mind the primary objectives of protecting the City's capital and assuring adequate liquidity to meet cash flow needs.

For purposes of this policy, the market rate of return objective will be the 12-month moving average yield of the U.S. Treasury 2-year Constant Maturity Index for the period of time being evaluated. The goal is for the portfolio to generally perform above the Index.

### Ethics and Conflicts of Interest

Employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. These employees shall disclose to the City Manager and Finance Director any material financial interests in financial institutions that conduct business within this jurisdiction, and they shall further disclose any large personal financial/investment positions that could be related to performance of the City's portfolio, particularly with regard to the time of purchases and sales. Employees shall subordinate their personal investment transactions to those of the City.

### Authorized Financial Dealers/Institutions and Financial Review

The Finance Director will approve financial institutions to be eligible to conduct investment business with the City. A current list of approved brokerage firms will be maintained by the Finance Director or his/her designee. This list may include primary dealers (government securities reporting to the Market Reports Division of the Federal Reserve Bank of New York), regional dealers that qualify under Securities and Exchange Commission (SEC) Rule 15C3-1 (uniform net capitalization), and national banks.

To become authorized to provide investment services to the City, each institution must provide an annual letter to the City from the individual providing the service certifying that he or she has read the City's investment policy and assures that all transactions with the City will fall within the policy boundaries. This letter shall also certify that the firm and broker assigned to this account have the required credentials and licenses with the NASD, SEC or appropriate agencies and that they must immediately notify the City if at any time the firm or broker is not in compliance with SEC rule 15C3-1, the firm's capital position falls short of the Capital Adequacy or uniform Net Cap Rule standard, or a material control weakness is identified by the firm's independent auditor. In addition, each institution must also provide the City with a copy of their annual audited financial report or Consolidated Report of Condition (call report).

In the case of certificates of deposit, those financial institutions recognized by the PDPC (Public Deposit Protection Commission) are qualified to hold public deposits.

An annual review of the audited financial report or call report of the selected qualified financial institutions will be conducted by Finance staff.

**Broker Allocation**

Investment transactions will be based upon the financial institution or brokerage firm that offers the best price to the City on each particular transaction. The City will make its best effort to obtain three bids for purchase or sale of government agency securities other than new issues. If circumstances dictate fewer than three bids due to the volatility of the market place, lack of bids, etc., the Finance Director, Assistant

Finance Director or the Treasury Manager has the authority to waive this rule. Generally not all brokers will have the same inventory of agency securities available to sell, but should be able to offer comparable alternatives. Treasury security transactions will be accomplished at or within the bid or asked price spread indicated on the live Bloomberg screens or similar reliable real time investment information service. Issues not actively traded on such services will be subject to the three bid requirement. Bankers Acceptances and Certificates of Deposit (other than a compensating balance CD) also require the acquisition of at least three bids, and acceptance of the most attractive rate from among comparable alternatives. Where two or more institutions or brokers have offered the same low bid, allocation will go to the lowest bidder that has provided the best service to the City.

**Custody**

All security transactions, including collateral for repurchase agreements, entered into by the City shall be conducted on a delivery versus payment (DVP) basis. Securities will be held by a third party custodian designated by the Finance Director or his designee as evidenced by confirmations in the City's name.

**Investment Committee**

An Investment Committee will be established by the City Manager, and will include at least three members from the business community knowledgeable in the area of institutional investment management. This Committee will periodically meet to review the investment

program and make recommendations to the Finance Director with regard to proposed changes to the investment policy.

**Internal Control**

Investment procedures will be defined, documented, and implemented by the Finance Director or his/her designee to assure adequate internal control of the investment process.

The Finance Director or his/her designee will establish a process of periodic independent review by an external auditor or competent staff not assigned to the investment function.

The Washington State Auditor's Office will customarily conduct independent annual reviews of the investment function.

**Reporting**

Investment reports will be prepared and provided at least quarterly to meet the needs of the users including sufficient detail to provide an accurate and meaningful representation of the portfolio, showing its performance in relation to established benchmarks and its compliance with the investment policy.

**Policy Adoption**

The Investment Policy is adopted by the City Council as part of the biennial budget. The Finance Director has authority to approve changes to this Investment Policy.

**Summary of Changes to the City's Investment Policy**

1. Actual reference and link to the RCW and the City Code added.

2. Added United States Agency Securities backed by the full faith and credit of the US Government (e.g., Government National Mortgage Association "Ginnie Mae" Small Business Association "SBA") as a separate eligible investment category. These securities were not specifically identified as eligible investments in the prior version of the Policy.

3. Introduced investments in agency obligations that float with interest rates or external indexes such as CMT index, treasury bills, LIBOR, Prime rate and Fed Funds rate to the Policy. Provided additional diversification and enhance total return.

6. FDIC Guaranteed Senior Unsecured Debt Obligations – TLGP (Treasury Liquidity Guaranty Program) and other federal government guaranteed programs added to the Policy. These high quality investment instruments provide higher return while holding credit ratings comparable with Treasuries.

7. The Maximum percentage of Bankers Acceptances (BAs) purchased on the secondary market was reduced from 50% to 15% percent; and maximum percent per issuer was reduced from 10% to 5%. These changes were made mainly to minimize the risk exposure to BAs as a result of recent financial institute failures.

8. The maximum period/remaining maturity allowed investing in US Treasury debt obligations were reduced from 5.5 years to 5 years. This change was made primarily to make investments in Treasuries consistent with Agency securities.

9. The portfolio's performance measure was changed from "a band between the average yield of the ninety-day Treasury bill and the 2-year Treasury note" to "12-month moving average yield of the U.S. Treasury 2-year Constant Maturity Index"

   Reasons for this change include:
   - Due to the change in the final maturity of agencies from 2-5 years in the last 3 years.
   - To raise the bar by increasing the standard from the band (90 – 2 years) to the upper range of 2-year Treasury.
   - Moving average is a better measure than a snapshot at end of a period reducing volatility and closely mirrors actual portfolio activities In line with GFOA's best practice and other governments in Washington – consistent with duration.

# Figure 10-6. Debt Policy

Revised: October 2012

## Background

The City of Bellevue (City) maintains conservative financial policies to assure strong financial health both in the short- and long-term. The City is an infrequent issuer of debt with debt primarily used as a tool to finance large capital investments such as property acquisitions.

Maintaining the City's bond rating is an important objective of the City's financial policies. To this end, the City is constantly working to improve its financial policies, budgets, forecasts, and financial health.

## Purpose

This policy sets forth the criteria for issuance and repayment of debt. The primary objective of the Debt Policy is to establish criteria that will protect the City's financial integrity while providing a funding mechanism to meet the City's capital needs. The underlying approach of the City is to borrow only for: 1) capital improvements that cannot be funded on a pay-as-you-go basis, and 2) extraordinary circumstances where Councilmanic or voted long-term debt has been issued to achieve major City goals that otherwise could not have been achieved, or would have to be delayed for an unacceptable amount of time. The City will not issue long-term debt to finance current operations.

All debt issued will be in compliance with this policy, Bellevue City Code (BCC) Chapter 2.30 - Registration Procedure for Bonds and Obligations, Chapter 35A.40 Revised Code of Washington (RCW) - Fiscal Provisions Applicable to Code Cities and Chapter 43.80 RCW - Fiscal Agencies along with all other City, State, and Federal laws, rules, and regulations.

## Scope

This Policy provides general guidance for the issuance and management of all City debt. In addition, it includes the management of all debt absorbed by the City through utility assumptions or the like. It does not include the debt issued by the Bellevue Convention Center Authority.

## Responsibility

Authority to issue and manage debt is derived from BCC 2.37.030. This section gives the Finance Director authority to act in the capacity of City Treasurer, which includes the duties of debt management.

This section also authorizes the Finance Director to appoint a subordinate employee from the Department to assist in the performance of the duties of City Treasurer. The Finance Director has appointed the Investment and Debt Manager to act as the Debt Manager to assist in the duties of debt issuance, interest payments, principal repayments and other debt-related activities.

The Finance Director is responsible for assuring that the activities related to the issuance and payment of bonds or other obligations not jeopardize the bond rating.

**Budgeting and Capital Planning**

The City shall develop and maintain a capital planning process such as the biennial Capital Investment Program Plan for consideration and adoption by the City Council as part of the City's budget process. The Finance Department is responsible for coordinating and analyzing the debt requirements. This will include timing of debt, calculation of outstanding debt, debt limitation calculations and compliance, impact on future debt burdens, and current revenue requirements.

Prior to issuance of debt, the City will prepare revenue projections, such as the biennial budget or the Financial Forecast, to ensure that there is adequate revenue to make principal and interest payments.

**Types of Long-Term Debt**

The following is a description of the types of long-term debt the City may issue:

1. General Obligation

   This debt is backed by the full faith and credit of the City. The State RCW limits this debt to 2.5% of the assessed valuation of the City for each of three purposes:

   a. General Purposes

      Debt issued in this category can be used for any purpose allowed by law.

      <u>Non-Voted</u>

      The City Council may authorize the issuance of general obligation debt up to 1.5% of the City's assessed value without a vote of the public as long as there is an available source of funding to pay the debt service. This funding source can be the diversion of an existing revenue source or a new revenue coming from the enactment of a new tax or other revenue source. The debt can take the form of bonds, bond anticipation notes, lease-purchase agreements, conditional sales contracts, certificates of participation, or other forms of installment debt.

      <u>Voted</u>

      The City Council may place any general obligation debt issue before the electorate. According to State law, if a debt issue is placed before the City's electorate, it must receive a 60% or greater yes vote and have a turnout of at least 40% of those voting at the previous general election. Voted issues are limited to capital purposes only.

   b. Open Space and Parks

      Debt issued in this category must be used for park and open space and/or recreation facilities. All debt in this category must be approved by the voters.

   c. Utilities

      Debt issued in this category must be used for utility infrastructure. All debt in this category must be approved by the voters.

2. Revenue Debt

   Revenue bonds are generally payable from a designated source of revenue generated by the project which was financed. No taxing power or general fund pledge is provided as security. Unlike general obligation bonds, revenue bonds are not subject to the City's statutory debt limitation nor is voter approval required.

3. Local Improvement District (LID) Debt

   LID bonds are payable solely from assessments of property owners within the local improvement district. Similar to revenue debt, no taxing power or general fund pledge is provided as security, and LID bonds are not subject to statutory debt limitations.

   The debt is backed by the value of the property within the district and a LID Guaranty Fund. The LID Guaranty Fund is required by State law.

4. Other Financing Contracts and Loan Programs

   a. Lease purchase or financing contracts are payment obligations that represent principal and interest components for which the City receives the property after all payments are made.

   b. Local Option Capital Asset Lending (LOCAL) Program is available for use by the City through the Office of the State Treasurer under RCW 39.94. It is a financing program that allows pooling by the State equipment financing and certain real estate project needs into larger offerings of securities, and allows local government agencies the ability to finance equipment or real estate needs through the State Treasurer's Office subject to existing debt limitations and financial considerations.

   c. Public Works Trust Fund Loans are loans from the Public Works Board, authorized by state statute, RCW 43.155 to provide low interest loans, on a competitive basis, to help local governments address critical infrastructure needs for water, stormwater, roads, bridges, and solid waste/recycling systems.

**Short-Term Debt and Interim Financing**

The City may utilize short-term borrowing in anticipation of long-term bond issuance or to fund cash flow needs in anticipation of tax or other revenue sources.

In accordance with BCC 3.37.070, the Finance Director is authorized to make loans from one City fund to another City fund for periods not exceeding six months. The Finance Director or designee is required to assure that the loaning fund will have adequate cash balances to continue to meet current expenses after the loan is made and until repayment from the receiving fund.

**Limitation of Indebtedness**

In addition to the limitations required by the RCW, the City's indebtedness is further limited by this policy to assure strong financial health. The limitations are applied to the assessed value of the City to arrive at a dollar value of indebtedness. For example, the 2011 assessed valuation used to determine the 2012 property tax levy was $30.98 billion, and the statutory limitation for general obligation debt is 2.5%. Therefore, the City's

statutory debt limitation is $774.4 million. The following matrix shows the general limitation by type of debt. These limitations may be modified by the City Council up to the statutory limitation at the Council's discretion.

| Type of Debt | Statutory Limitations | Policy Limitations | 2012 Bellevue Actual |
|---|---|---|---|
| General Obligation: | 2.5% | 1.75% | 0.61% |
| Non-Voted | 1.5% | 1.0% | 0.61% |
| Voted | 1.0% | 0.75% | 0.00% |
| Open Space and Parks | 2.5% | 1.75% | 0.00% |
| Utilities | 2.5% | 1.75% | 0.00% |
| Revenue | no limit | no limit * | NA |
| Local Improvement District | no limit | no-limit * | NA |

* Revenue and LID debt is not limited because no taxing power or general fund pledge is provided as security.

**Structure and Term of Debt**

1. Debt Repayment

   The City shall pay all interest and repay all debt in accordance with the terms of the bond ordinance. The maturity of bonds issued should be the same or less than the expected life of the project for which the bonds were issued. To the extent possible, the City will seek level or declining debt repayment schedules.

2. Variable-Rate Securities

   When appropriate, the City may choose to issue securities that pay a rate of interest that varies according to a pre-determined formula or results from a periodic remarketing of the securities. However, the City will avoid over use of variable-rate debt due to the potential volatility of such instruments.

**Professional Services**

The City's Finance Department shall be responsible for the solicitation and selection of professional services that are required to administer the City's debt program.

1. Bond Counsel

   All debt issued by the City will include a written opinion by bond counsel affirming that the City is authorized to issue the proposed debt. The opinion shall include confirmation that the City has met all city and state constitutional and statutory requirements necessary for issuance, a determination of the proposed debt's federal income tax status and any other components necessary for the proposed debt.

2. Financial Advisor

   A Financial Advisor(s) will be used to assist in the issuance of the City's debt. The Financial Advisor will provide the City with objective advice and analysis on debt issuance. This includes, but is not limited to, monitoring market opportunities, structuring and pricing debt, and preparing official statements of disclosure.

3. Underwriters

   An Underwriter(s) will be used for all debt issued in a negotiated or private placement sale method. The Underwriter is responsible for purchasing negotiated or private placement debt and reselling the debt to investors. Underwriter(s) will also be used for a competitive sale method. Under a competitive sale, underwriters will submit proposals for the purchase of the new issue of municipal securities electronically and the securities are awarded to the underwriter presenting the lowest true interest cost (TIC) according to stipulated criteria set forth in the notice of sale.

4. Fiscal Agent

   A Fiscal Agent will be used to provide accurate and timely securities processing and timely payment to bondholders. In accordance with Chapter 43.80 RCW, the City will use the Fiscal Agent that is appointed by the State.

5. Other Service Providers

   The Finance Director will have the authority to periodically select other service providers (e.g., escrow agents, verification agents, trustees, arbitrage consultants, etc.) as necessary to meet legal requirements.

**Method of Sale**

The City will generally issue its debt through a competitive process but may use a negotiated process under the following conditions.

- The bond issue is, or contains, a refinancing that is dependent on market/interest rate timing.
- At the time of issuance, the interest rate environment or economic factors that affect the bond issue are volatile.
- The nature of the debt is unique and requires particular skills from the underwriter(s) involved.
- The debt issued is bound by a compressed time line due to extenuating circumstances such that time is of the essence and a competitive process cannot be accomplished.

**Credit Ratings**

The City will maintain good communication with bond rating agencies about its financial condition. This effort will include providing periodic updates on the City's general financial condition, coordinating meetings, and presentations in conjunction with a new issuance. The City will continually strive to maintain the highest possible bond ratings by improving financial policies, budgets, forecasts and the financial health of the City.

Credit enhancements may be used to improve or establish a credit rating on a City debt obligation. Credit enhancements should only be used if cost effective.

**Refunding Debt**

A debt refunding is a refinance of debt typically done to take advantage of lower interest rates. Unless otherwise justified, such as a desire to remove or change a bond covenant, a debt refunding will require a present value savings of three percent of the principal amount of the refunding debt being issued.

**Investment of Bond Proceeds**

The City will comply with all applicable Federal, State and Contractual restrictions regarding the investment of bond proceeds including the City of Bellevue Investment Policy.

**Arbitrage Rebate Monitoring and Reporting**

The City will, unless otherwise justified, use bond proceeds within the established time frame pursuant to the bond ordinance, contract or other documents to avoid arbitrage. Arbitrage is the interest earned on the investment of the bond proceeds above the interest paid on the debt. If arbitrage occurs, the City will pay the amount of the arbitrage to the Federal Government as required by Internal Revenue Service Regulation 1.148-11. The City will maintain a system of recordkeeping and reporting to meet the arbitrage rebate compliance requirement of the IRS regulation. For each bond issue not used within the established time frame, the recordkeeping shall include tracking investment earnings on bond proceeds, calculating rebate payments, and remitting any rebatable earnings to the federal government in a timely manner in order to preserve the tax-exempt status of the outstanding debt.

**Covenant Compliance**

The City will comply with all covenants stated in the bond ordinance, contract, etc.

**Ongoing Disclosure**

The Debt Manager shall be responsible for providing annual disclosure information to the Municipal Standards Rulemaking Board (MSRB) as required by state and national regulatory bodies. To comply with the Securities & Exchange Commission Rule 15c2-12 regulations, ongoing disclosure shall occur by the date designated in the bond ordinance, which is currently September 30 of each year. Disclosure shall take the form of the Comprehensive Annual Financial Report (CAFR) unless information is required by a particular bond issue that is not reasonably contained within the CAFR.

ORIGINAL

1304-ORD
11/28/12

CITY OF BELLEVUE, WASHINGTON

ORDINANCE NO. 6083

AN ORDINANCE adopting the Human Services Commission's 2013-2014 Human Services funding recommendations and authorizing the City Manager to enter into contracts with local human services agencies in accordance with the recommendations.

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES ORDAIN AS FOLLOWS:

Section 1. The City Council adopts the 2013-2014 Human Services funding recommendations as developed by the City of Bellevue Human Services Commission, to act as guidelines for the allocation of 2013 and 2014 General Fund money, as such funding becomes available.

Section 2. The City Manager or his designee is hereby authorized to enter into contracts with local human services agencies to carry out the services described in the recommendation in the amount of funding specified for each agency.

Section 3. This ordinance shall take effect and be in force five (5) days after passage and legal publication.

Passed by the City Council this 3rd day of December, 2012 and signed in authentication of its passage this 3rd day of December, 2012.

(SEAL)

Conrad Lee, Mayor

Approved as to form:

Lori M. Riordan, City Attorney

Monica Buck, Assistant City Attorney

Attest:

Myrna L. Basich, City Clerk

Published December 6, 2012

1305-ORD
11/28/2012

ORIGINAL

CITY OF BELLEVUE, WASHINGTON

ORDINANCE NO. 6084

AN ORDINANCE regarding development services under the Bellevue City Code; fees for applications requiring construction, land use, fire, survey, sign, transportation, utility, and clearing & grading review and inspection services; repealing Ordinance No. 6028.

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES ORDAIN AS FOLLOWS:

Section 1. Scope of Ordinance

This ordinance establishes fees collected by the Development Services Department for development services. Additional fees collected by the Development Services Department for other review authorities are established under separate ordinances or administrative rules as noted in this ordinance. For the purpose of this ordinance, the term "the Director" means the Director of the Development Services Department or the Director's authorized representative. The term "appropriate Director" means the Director of the appropriate reviewing authority or the appropriate Director's authorized representative. The term "each Director" means the Director of the Development Services Department, the Fire Chief, the Director of the Transportation Department, and/or the Director of the Utilities Department or authorized representatives. The term "Building Official" means the Building Official or the Building Official's authorized representative.

Section 2. Administration

Each Director is authorized to interpret the provisions of the appropriate section of this ordinance and may issue rules for its administration. This includes, but is not limited to, correcting errors and omissions and adjusting fees to match the scope of the project. The fees established here will be reviewed annually, and, effective January 1 of each year, may be administratively increased or decreased by an adjustment to reflect the current published annual change in the Seattle Consumer Price Index for Wage Earners and Clerical Workers as needed in order to maintain the cost recovery objectives established by the City Council.

Section 3. Responsibility for Payment of Fees

For the purposes of this ordinance, the term "applicant" means the person or organization who paid the fee and/or is responsible for the ongoing payment of the fees. Both the applicant and the owner of the property, for which the permit or approval is required, are individually responsible for the payment of the fees administered under this ordinance.

1. Fee Requirements: The following applies to the payment of fees and charges:

a. No application for a permit, approval, or service under the Bellevue City Code will be accepted by the City unless all fees required at submittal by any City Code or regulation have been paid.

b. No plans or specifications relating to any application filed with the City under the Bellevue City Code will be reviewed by the City until all fees required for review by any City code or regulation have been paid.

c. No final decision on an application for a permit or approval will be made until all fees required by any City code or regulation have been paid, *except as authorized by the appropriate Director.*

d. No final inspection will be done nor temporary, or final certificate of occupancy issued, nor Utilities project acceptance granted until all fees required by any City code or regulation to be paid prior to such final inspection, issuance of certificate of occupancy, or acceptance have been paid.

e. All fees due on any application or permit that has expired by code are due 30 days from the date of expiration.

2. Billings: Periodic billings for development services for the previous calendar month will be sent on or about the 10th of the current month and are due and payable by the 1st of the following month. The final payment is due at the time of issuance, as established in the conditions for the approval, prior to the issuance of the temporary or final certificate of occupancy, or as authorized by the appropriate Director.

3. Outstanding Fees and Charges: Any account receivable greater than 30 days past the due date is considered delinquent. The following provisions apply to delinquent payments:

a. Review of the application may be stopped. Review on any active application dependent on the suspended application may be stopped. Review will resume when all delinquent fees are paid in full.

b. If any required fee is not paid within ninety (90) of the date due, the appropriate Director may cancel the application. Any active application dependent on the canceled application may also be canceled.

c. An issued permit or approval may be revoked. Review on any active application dependent on the revoked permit or approval may be stopped by the appropriate Director until all delinquent fees are paid in full.

d. If the work is underway, the appropriate Director may issue a stop work order.

e. Any account receivable balance sixty (60) days past the invoice date will be levied a late fee of $25.00, or 1.0% of the outstanding balance, whichever is greater.

f. The City has no responsibility for any damages resulting to an applicant from a stop-work order or cessation of review.

g. The appropriate Director may take other appropriate actions to collect amounts due, including but not limited to, assignment of delinquent fees to a collection agency.

4. Collection Agency: If the City assigns a delinquent amount to a collection agency, the appropriate Director can add a reasonable fee in accordance with RCW 19.16.500.

5. Insufficient Funds: Any applicant whose payment of fees is returned to the City for Non-Sufficient Funds, or whose credit card payment is denied, will be charged the City standard insufficient funds fee. The original fees and the returned check fee are due and payable within five (5) working days of notification. Review of the project will be stopped or a stop-work order posted on the site. The appropriate Director may take other appropriate actions to collect amounts due.

6. Disputes: If a dispute arises as to the validity, or correct amount, of a fee, the fee determined by the City must be paid before the City will conduct any further review, inspection, or service. The fee may be paid under protest, in which case the applicant must specify, in writing within thirty (30) days of the date paid, the reason why such fee is not due or is due in a different amount than requested by the City. The written request must be submitted to the appropriate Director. Within thirty (30) days of the written request the appropriate Director will make a final determination of whether the fee is due, or if the dispute is as to the amount of the fee, a final determination as to the amount due. There is no administrative appeal of that decision.

7. Fee Responsibility Changes: If the original applicant or owner sells or otherwise transfers their interest in a project, they are required to notify the City. They remain liable for fees and charges associated with development services which were incurred prior to the date the City is notified in writing that the fee responsibility has changed. The new applicant or owner is also responsible for such fees and if the same are not paid the appropriate Director may stop review of the project or revoke any permit or approval.

8. Cancellation/Withdrawal/Denial/Expiration: When no permit or approval is issued, or when an applicant withdraws an application prior to

approval, or when an application or permit expires by code, the applicant and owner remain individually responsible for payment of all appropriate fees.

9. Low-income Tenant Relocation Assistance: If a fee is owed pursuant to the City's low-income tenant relocation assistance ordinance, Bellevue City Code Chapter 9.21, and permits are submitted to demolish, rehabilitate, or change the use of structures at the site, the Director may withhold review or issuance of the permits until the required relocation assistance fee is paid.

Section 4. General Provisions for all Permits, Approvals and Development Services Fees

1. Fee Calculation: The fees for applications for development services established or referenced in this ordinance will be calculated using the fee schedule in effect at the time the review, inspection, or service is performed and/or due. Each application stands alone and is considered individually for the purpose of calculating fees.

2. City Projects: The Departments of Development Services, Fire, Transportation, and Utilities will collect all appropriate fees for utility-funded, Capital Investment Program, and Special Purpose Fund projects except as authorized by the appropriate Director.

3. Refunds: Any fee established in this ordinance which was erroneously paid or collected will be refunded. Table 1 is used to calculate refunds for applications or issued permits or approvals which are withdrawn, canceled, denied or expired.

| Table 1 – Calculating Refunds | | | | |
|---|---|---|---|---|
| Stage in Review Process | | | | |
| Type of Fee | No time in Review | Review Started | Review Completed | Expired by Code |
| Operations fee | No refund | No refund | No refund | No refund |
| Flat review fee or review fee based on valuation, fixtures, devices, size, lots | 20% non refundable, 80% refundable | 20% non refundable, % of review not completed refundable | No refund | No refund |
| Review fee based on hourly billing | Balance of deposit | Balance of deposit | Balance of deposit | No refund |
| Stage in Construction Process | | | | |
| Type of Fee | No Work Started | Work Started | Construction Completed | Expired By Code |
| State Building Code | No refund | No refund | No refund | No refund |

| | | | | |
|---|---|---|---|---|
| Flat inspection fee or inspection fee based on valuation, fixtures, devices, size | 20% non refundable, 80% refundable | 20% non refundable, % of inspections not completed refundable | No refund | No refund |
| Inspection fee based on hourly billing | Balance of deposit | Balance of deposit | Balance of deposit | No refund |

a. Refunds for fees collected by the Development Services Department and not specifically mentioned herein will be refunded at the direction of the appropriate Director or specific ordinance.

b. No refund less than $10.00 (combined from all departments) will be processed, except as authorized by the appropriate Director. No balance due on a canceled application or permit less than $10.00 (combined from all departments) will be collected.

c. Before any refund is released to the applicant the following will be deducted from the refund amount: all fees or charges owed on the subject application or permit; all fees or charges owed on any associated application or permit; all monthly billed fees owed more than 60 days; any fees or charges that have been assigned to a collection agency.

4. Exempt Activities: No fee established by this Ordinance will apply to a private project which is a part of a stream enhancement program approved by the Director or as authorized by the City Manager.

5. Over-the-Counter Issuance: If a permit that usually requires plan review is issued over-the-counter, the review fee is not charged.

6. Reinspection Fee: In instances where reinspection fees have been assessed, no additional inspection of the work is performed until the required fees are paid.

7. Expedited Review: The fee to expedite the review of an application, as approved by the appropriate Director, is determined by each Director in order to recover City costs.

8. Add-on Fees: Fees due after issuance as a result of a field inspection that identified a scope of work different from the work permitted are due and payable within five (5) working days of notification.

9. Multi-building Projects: Separate building, mechanical, electrical, plumbing, fire protection, and side sewer permits are required for each building in a multi-building complex.

10. Work Without a Permit or Approval: It is unlawful to proceed with any work or any portion of any construction, installation, alteration, repair, or use when the required fee has not been paid and the permit or approval issued. When work for which a permit or approval is required by the Bellevue City Code, regulation, or standard is started or proceeded with prior to obtaining that permit or approval, a penalty may be levied in an amount up to double the fee required for the work unlawfully conducted, as determined by the appropriate Director. This provision does not apply to emergency work when it is proved to the satisfaction of the appropriate Director that such work was urgently necessary and that it was not practical to obtain a permit before the commencement of the work. In all such cases, a permit must be obtained as soon as it is practical to do so; and if there is an unreasonable delay in obtaining the permit, a double fee (as provided in this ordinance) will be charged. The payment of this double fee does not relieve any person from fully complying with the requirements of the Bellevue City Code in the execution of the work or from any other penalties prescribed by law. Such person may also be required to reimburse the City for all expenses related to any enforcement proceedings as determined by the appropriate Director.

11. Consultants: The applicant bears the cost of retaining consultants when the City determines it is necessary to obtain required technical expertise.

12. Recording Fees: The applicant bears the cost of fees associated with the recording of documents with King County.

13. Environmental Impact Statements: The applicant bears the cost of all City expenses related to the Environmental Impact Statement and the cost of retaining consultants.

14. Plat Engineering: The applicant bears the cost of all City expenses related to the engineering of the plat, including but not limited to, the cost of retaining consultants or special inspectors.

15. Definition of Development Service Fee-Based Activity: The fees established herein apply to any activity performed by development services staff required to reach a final decision on an application and to reach the final approval of the work authorized by an issued permit, commonly called "review" and "inspection". This includes, but is not limited to, review of plans and specifications, site visits, public involvement and public hearings, preconstruction meetings, inspections, reinspections, and occupancy requirements. Fees for staff activity related to appeals of decisions will be allocated in accordance with Subsection 16 below.

16. Fees for Activities Related to Appeals: Fees for staff time related to appeal hearings and resolution of appeals will be charged to the applicant. Provided, that if an applicant appeals the City decision or recommendation and is the substantially prevailing party on appeal, fees related to the appeal hearings

and resolution of appeals will be charged to the City's General Fund. Whether an applicant is the substantially prevailing party will be determined by the Hearing Examiner.

Section 5. General Provisions for Construction Permit Fees

1. Scope: These general provisions apply to all permits issued by the Building Section of the Development Services Department.

2. Operations Fee: Table 2 is used to calculate the operations fee on permits issued by the Building Section of the Development Services Department. The fee is due at submittal.

| Table 2 - Operations Fee | |
|---|---|
| Type | Fee |
| Accessory Dwelling Unit Registration | $33 |
| Commercial Construction Permits – major | $469 |
| Commercial Construction Permits – medium and minor | $33 |
| Demolition and Foundation Permits | $33 |
| Demolition – over the counter | $6 |
| Mechanical, Electrical, Plumbing Permits — plan review | $33 |
| Mechanical, Electrical, Plumbing Permits — over-the-counter | $6 |
| Pools and Spa Permits[A] | $33 |
| Wireless Communication Facility | $33 |
| Sign Permits | $33 |
| Single Family Construction Permits[A] | $33 |

[A]The operations fee for an application that usually requires plan review will be $6.00 when the permit is issued over-the-counter.

3. Miscellaneous Inspections and Other Fees: Table 3 is used to calculate fees for miscellaneous inspections and additional plan review.

| Table 3 - Miscellaneous Inspections and Other Fees | | | |
|---|---|---|---|
| Type | Per Hour | Minimum Fee | Due |
| Plan review resulting from changes to approved plans (in addition to the normal fees associated with a change in scope of work) | $99 | .5 hour | At revision issuance |
| Plan review for predevelopment services or when an applicant requests consulting services during a land use application. | $99 | N/A | 2 hour deposit at application and in monthly billing |
| Inspection outside normal hours (in addition to the normal inspection fee) | $99 | 2 hours | Within 5 days of notification |
| Reinspection fee (in addition to the normal inspection fee) | $99 | 1 hour | Within 5 days of notification |

Section 6. Building Permits

1. Scope: The fees and provisions established here apply to the installation, relocation, addition, demolition, or repair of construction work that requires a permit.

2. Determination of Value or Valuation: The determination of the value or valuation under any of the provisions of this ordinance, unless otherwise noted, will be made on the basis of building valuation data published by a nationally recognized code organization, or other valuation criteria approved by the appropriate Director, including a regional modifier from a nationally recognized organization. The valuation to be used in computing the plan review and permit fees will be the total value of all construction work, including labor and materials, for which the permit is issued, as well as all finish work, painting, roofing, electrical, plumbing, heating, air conditioning, elevators, fire-extinguishing systems, or any other permanent work or permanent equipment. The "gross area" used in conjunction with the building valuations, means the total areas of all floors — measured from the exterior face, outside dimensions, or exterior column line of a building — including basements, cellars, and balconies but not including unexcavated areas. Where walls and columns are omitted in the construction of a building, such as an open shed or marquee, the exterior wall of the open side or sides will be considered the edge of the roof. When the value is unknown it will be determined by the appropriate Director.

3. Inspection Fee Schedule: Table 4 is used to calculate the building inspection fee once the determination of value has been made. The inspection fee is due at issuance.

| Table 4 – Building Inspection Fees Based on Valuation | |
|---|---|
| Total Valuation | Fee |
| $1 to $500 | $32.00 |
| $501 to $2,000 | $32.00 for the first $500 plus $4.63 prorated for each additional $100 to and including $2,000 |
| $2,001 to $25,000 | $101.45 for the first $2,000 plus $18.55 prorated for each additional $1,000 to and including $25,000 |
| $25,001 to $50,000 | $528.10 for the first 25,000 plus $13.80 prorated for each additional $1,000 to and including $50,000 |
| $50,001 to $100,000 | $873.10 for the first $50,000 plus $8.93 prorated for each additional $1,000 to and including $100,000 |
| $100,001 to $1,000,000 | $1,319.60 for the first $100,000 plus $7.81 prorated for each additional $1,000 to and including $1,000,000 |
| $1,000,001 to $5,000,000 | $8,348.60 for the first $1,000,000 plus $4.63 prorated for each additional $1,000 to and including $5,000,000 |
| $5,000,001 to $50,000,000 | $26,868.60 for the first $5,000,000 plus $4.07 prorated for each additional $1,000 to and including $50,000,000 |
| $50,000,001 and above | $210,018.60 for the first $50,000,000 plus $3.50 prorated for each additional $1,000 thereafter |

4. Plan Review Fees: When the plans and/or specifications describing the proposed construction are reviewed by the Building Official, the fee will be 65 percent of the building inspection fee as shown on Table 4 and is due at issuance. A plan review estimate is due at submittal, and any excess of the estimate over the plan review fee owed will be credited to the issuance fees. If the estimate is insufficient to cover the plan review fee, the applicant will pay the amount of the insufficiency at the time of issuance.

5. New Single Family Dwelling: The plan review and inspection fees for a new single family dwelling are 85 percent of the total fees calculated per subsection 3 and 4 above.

6. State Building Code Fee: The state building code fee is collected at issuance for the state on all building, spa, satellite dish, antenna, and demolition permits at the rate of $4.50 each. The fee for multi-family building permits is $4.50 for the first unit and $2.00 for each additional unit. The fee is due at issuance.

7. Rounding: The total of the inspection fee or plan review fee will be rounded to the nearest whole dollar.

8. Single Family Combination New Construction Permits: The fee for the mechanical and plumbing inspections of a single family combination new construction permit are each 11% of the building permit fee. The fee for the electrical inspections is 9% of the permit fee. These fees are due at issuance and are in addition to the building permit fee.

9. Fees for Miscellaneous Permits: Table 5 is used to calculate fees for miscellaneous construction permits.

Table 5 - Miscellaneous Permits

| Type | Fee | Due at |
|---|---|---|
| | Plan Review Fees | |
| Demolition Permit | $69 | Submittal |
| Mechanical, Electrical, Plumbing[A] | $99 | Submittal |
| Wireless Communication Facility | $327 | Submittal |
| | Inspection Fees | |
| Demolition Permit | $40 | Issuance |
| Re-roof Permit | $198 | Issuance |
| Wireless Communication Facility | $79 | Issuance |

[A]This fee is charged when the scope of the work requires building review.

Section 7. Electrical Permits

1. Scope: The fees established here apply to the installation, relocation, addition, or repair of electrical work that requires a permit.

2. Inspection Fee Schedule: Table 6 is used to calculate inspection fees for the installation, replacement, relocation, or repair of each electrical service, system, circuit, appliance and other electrical work once the determination of value has been made. Valuation is determined based on the prevailing fair market value of the materials, labor, and equipment needed to complete the work.

| Table 6 – Electrical Inspection Fees Based on Valuation | |
|---|---|
| Total Valuation | Fee |
| up to $500 | $51.00 |
| $501 to $2,000 | $51.00 for the first $500 plus $7.82 prorated for each additional $100 up to and including $2,000 |
| $2001 to $25,000 | $173.85 for the first $2,000 plus $23.06 prorated for each additional $1,000 up to and including $25,000 |
| $25,001 to $50,000 | $721.65 for the first $25,000 plus $20.68 prorated for each additional $1,000 up to and including $50,000 |
| $50,001 to $100,000 | $1,255.75 for the first $50,000 plus $14.16 prorated for each additional $1,000 up to and including $100,000 |
| $100,001 and above | $1,987.29 for the first $100,000 plus $12.24 prorated for each additional $1,000 thereafter |

3. Plan Review Fee: When plans and/or specifications describing the electrical installation are reviewed by the Building Official, the fee will be 10 percent, with a minimum of $29.00, of the fee calculated for the electrical inspection based on such plans and/or specifications. The plan review fee is due at issuance and is in addition to the inspection fee. A plan review estimate is due at submittal, and any excess of the estimate over the plan review fee owed will be credited to the issuance fees. If the estimate is insufficient to cover the plan review fee, the applicant will pay the amount of the insufficiency at the time of issuance.

4. Miscellaneous Electrical Inspection Fees: Table 7 is used to calculate inspection fees for miscellaneous electrical permits. The fees are due at issuance.

| Table 7 – Miscellaneous Electrical Inspection Fees | |
|---|---|
| Type | Fee |
| Carnivals - including art and street fairs, haunted houses, amusement rides, and other temporary events | $134 |
| Limited Voltage | 25% of Table 6, with a $36 minimum |
| Signs - new circuit installation | $51 |
| Hot Tubs and Spas issued without plan review | $63 |
| Fire Alarm Pre Wire | $99 |

| Table 7 – Miscellaneous Electrical Inspection Fees | | |
|---|---|---|
| Type | Fee | |
| Temporary Power | $51<br>$80<br>$115<br>Table 6 | 125 amperes & below<br>126-200 amperes<br>201-400 amperes<br>over 400 amperes |
| Vehicle Charging Station | $99 | |

Section 8. Mechanical Permits

1. Scope: The fees established here apply to the installation, relocation, addition, or repair of mechanical work that requires a permit.

2. Wiring: The fees established in this subsection do not include the electrical wiring, which requires a separate permit.

3. Single-Family Inspection Fee Schedule: Table 8 is used to calculate the fees for miscellaneous single-family mechanical permits. The fees are due at issuance.

| Table 8 – Mechanical Inspection Fees – Single Family | |
|---|---|
| Type | Fee |
| Air Conditioners with or without duct work | $39 each |
| Appliance Vents | $23 per vent |
| Bath, Laundry, Kitchen, or Whole House Fans | $23 each |
| Duct Work Only | $39 per permit |
| Furnace - up to and including 100,000 B.T.U.s - including duct work and piping | $39 |
| Furnace - over 100,000 B.T.U.s - including duct work and piping | $51 |
| Gas Piping Only - no fixture installation | $39 per permit |
| Gas Appliances with gas piping | $39 each appliance |
| Heat pumps with or without duct work | $39 each |
| Wood Stoves or Heaters including gas piping | $30 |

4. Fire Protection Sprinkler Systems: Table 9 is used to calculate mechanical inspection fees for water and chemical nozzle systems in a single-family residence. The inspection fee is due at issuance.

| Table 9 – Fire Protection Sprinkler Systems – Single Family | |
|---|---|
| Size | Fee |
| 16 to 50 heads | $63 |
| 51 to 100 heads | $63 plus $1.15 per head |
| 101 or more heads | $122 plus $.84 per head |

5. Fixed Fire Suppression Systems: The mechanical review fee for a fixed fire suppression system is $32.00 and is due at submittal. The mechanical inspection fee is $61.00 and is due at issuance.

6. Commercial Inspection Fee Schedule: Table 10 is used to calculate inspection fees for the installation, replacement, relocation, or repair of each commercial heating, ventilation, air-conditioning, or freezing unit or system, and other mechanical equipment once the determination of value has been made. Valuation is determined based on the prevailing fair market value of the materials, labor, and equipment needed to complete the work. The inspection fee is due at issuance.

| Table 10- Mechanical Inspection Fees Based on Valuation | |
|---|---|
| Total Valuation | Fee |
| up to $1,000 | $39.00 |
| $1,001 to $100,000 | $39.00 for the first $1,000 plus $22.17 prorated for each additional $1,000 up to and including $100,000 |
| $100,001 and above | $2,234.54 for the first $100,000 plus $16.40 prorated for each additional $1,000 thereafter |

7. Commercial Plan Review Fee: When plans and/or specifications describing the mechanical installation are reviewed by the Building Official, the fee is 50 percent of the fee calculated for the mechanical inspection based on such plans and/or specifications. The plan review fee is due at issuance and is in addition to the inspection fee. A plan review estimate is due at submittal, and any excess of the estimate over the plan review fee owed will be credited to the issuance fees. If the estimate is insufficient to cover the plan review fee, the applicant will pay the amount of the insufficiency at the time of issuance.

8. Exemptions: A permit is not required for the replacement of range tops, gas dryers, or gas logs which have no additional gas piping.

Section 9. Plumbing Permits

1. Scope: The fees established here apply to the installation, relocation, addition, or repair of plumbing work that requires a permit.

2. Fixtures: For the purposes of this ordinance, "fixture" means and includes any appliance which connects to water, drain, or vent.

3. Fee Schedule: Table 11 is used to calculate plumbing fees. The plan review fee is due at issuance and is in addition to the inspection fee. A plan review estimate is due at submittal, and any excess of the estimate over the plan review fee owed will be credited to the issuance fees. If the estimate is insufficient to cover the plan review fee, the applicant will pay the amount of the insufficiency at the time of issuance.

| Table 11 — Plumbing Inspection Fees | | |
|---|---|---|
| Total Valuation | Fee | Due At |
| First Fixture | $34.00 | Issuance |
| Each Additional Fixture | $12.00 | Issuance |
| Piping Fees | | |
| Pipe Size | Fee | Due At |
| 3/4" - 1" | $30.00 | Issuance |
| 1 ¼ " - 1 ½ " | $40.00 | Issuance |
| 2" | $52.00 | Issuance |
| 3" | $65.00 | Issuance |
| 4" | $83.00 | Issuance |
| each additional inch over 4" | $15.00 | Issuance |
| Medical Gas Piping per system | $15.00 | Issuance |
| per outlet | $1.02 | Issuance |
| Plumbing Plan Review Fees | | |
| Commercial - first 20 fixtures | $34.00 | Issuance |
| Each additional 10 fixtures or fraction thereof | $16.29 | Issuance |
| Each additional floor above the first floor | $16.29 | Issuance |

4. Exemptions: The replacement of a residential toilet, wash basin, drinking fountain, urinal, bidet, dishwasher, bar sink, laundry tub, or kitchen sink with a like fixture in the same location does not require a permit. The replacement of a commercial toilet, wash basin, drinking fountain, urinal, residential-type dishwasher, bar sink, or a residential-type kitchen sink (36" x 24" x 8" or smaller) with a like fixture in the same location does not require a permit.

Section 10. Clearing & Grading Fees

1. Scope: The fees established here apply to development services by the Clearing & Grading section of the Development Services Department.

2. Operations Fee: Table 12 is used to calculate the operations fee on clearing and grading permits. The operations fee is due at submittal.

| Table 12 – Clearing and Grading Permits Operations Fee | |
|---|---|
| Type | Fee |
| Clearing & Grading and Vegetation Permits | $33 |
| Plat Infrastructure Permit | $469 |

3. Review Fee Schedule: Table 13 is used to calculate fees for clearing and grading review of applications.

| Table 13 – Clearing & Grading Review Fees | | | | |
|---|---|---|---|---|
| Type | Flat | Hourly Rate | Deposit | Due At |
| Boundary Line Adjustment | $46 | | | Submittal |
| Clearing & grading | | $92 | $644 | Submittal and in monthly billings |
| Clearing & grading — commercial | | $92 | $276 | Submittal and in monthly billings |
| Clearing & grading – minor without building permit | $129 | | | Submittal |
| Clearing & grading single family – in critical areas | $129 | | | Submittal |
| Commercial construction – major | $129 | | | Submittal |
| Commercial construction – medium | $432 | | | Submittal |
| Commercial construction - minor | $46 | | | Submittal |
| Conditional Use | | $92 | $184 | Submittal and in monthly billings |
| Critical Areas | | $92 | $184 | Submittal and in monthly billings |
| Demolition Permit[B] | $92 | | | Submittal |
| Design Review | | $92 | $276 | Submittal and in monthly billings |
| Detention Vault | $83 | | | Submittal |

| Table 13 – Clearing & Grading Review Fees | | | | |
|---|---|---|---|---|
| Type | Flat | Hourly Rate | Deposit | Due At |
| Environmental Impact Statement | $92 | | | Submittal |
| Land Use Approval Amendment | | $92 | $184 | Submittal and in monthly billings |
| Master Plan Development | | $92 | $276 | Submittal and in monthly billings |
| Planned Unit Development | | $92 | $644 | Submittal and in monthly billings |
| Plat – final | $46 | | | Submittal |
| Plat – preliminary | | $92 | $460 | Submittal and in monthly billings |
| Plat Infrastructure | | $92 | $1,380 | Submittal and in monthly billings |
| Predevelopment Services | | $92 | $92 | Submittal and in monthly billings |
| Preliminary SEPA Determination | $46 | | | Submittal |
| Right-of-Way Use[A] | $92 | | | Issuance |
| Shoreline Exemption | $46 | | | Submittal |
| Shoreline Substantial Development | $46 | | | Submittal |
| Shoreline Variances | $46 | | | Submittal |
| Shoring | $129 | | | Submittal |
| Short plat – final | $46 | | | Submittal |
| Short Plat – preliminary | | $92 | $276 | Submittal and in monthly billings |
| Single Family – addition [A] | $92 | | | Submittal |
| Single Family – new residence | $138 | | | Submittal |

[A]This fee is charged when the scope of the work requires clearing & grading review.
[B]This fee is charged when the scope of the work includes SEPA.

4. Inspection Fee Schedule: Table 14 is used to calculate the fees for clearing & grading and vegetation inspections.

| Table 14 — Clearing & Grading Inspections | | |
|---|---|---|
| Type | Fee | Due At |
| Clearing & Grading – commercial | $422 | Issuance |
| Clearing & Grading — in critical area | $96 | Issuance |
| Commercial Construction – medium or minor[A] | $96 | Issuance |
| Demolition Permit[A] | $48 | Issuance |
| Detention Vault | $96 | Issuance |
| Plat Infrastructure – short plat | $470 | Issuance |
| Plat Infrastructure – subdivision | $941 | Issuance |
| Single Family – Pools and spas | $96 | Issuance |
| Single Family – Additions[A] | $96 | Issuance |
| Minor clearing and grading without building permit | $211 | Issuance |
| Single Family – New Residence | $432 | Issuance |
| Single Family – Shoreline | $96 | Issuance |
| Vegetation – Single Family | $96 | Issuance |
| Vegetation – Protected Area or Commercial | $96 | Issuance |
| Wireless Communication Facility[A] | $96 | Issuance |

| Miscellaneous Inspections | | | |
|---|---|---|---|
| Type | Per Hour | Minimum Fee | Due |
| Inspection outside normal hours (in addition to the normal inspection fee) | $96 | 2 hours | Within 5 days of notification |
| Reinspection fee (in addition to the normal inspection fee) | $96 | 1 hour | Within 5 days of notification |

[A]This fee is charged when the scope of the work requires clearing & grading inspections.

Section 11. Fire Prevention Fees

1. Scope: The fees established here apply to development services by the Fire Prevention Office of the Fire Department.

2. Review Fee Schedule: Table 15 is used to calculate the fees for Fire Department review of applications.

| Table 15 – Fire Review Fees | | | | |
|---|---|---|---|---|
| Type | Flat | Hourly Rate | Deposit | Due At |
| Building Radio Coverage | $361 | | | Submittal |
| Commercial Construction – major | | $139 | $695 | Submittal and in monthly billings |
| Commercial Construction – medium | $334 | | | Submittal |
| Commercial Construction – minor[A] | $111 | | | Submittal |
| Conditional Use | | $139 | $139 | Submittal and in monthly billing |
| Demolition Permit | $70 | | | Submittal |
| Design Reviews | | $139 | $417 | Submittal and in monthly billings |
| Detention Vaults | $111 | | | Submittal |
| Electrical Fire Alarms - Quick Review | ½ normal fee | | | Submittal |
| Electrical Fire Alarms - valuation <=$25,000 plus .68 per device | $149 | | | Submittal |
| Electrical Fire Alarms - valuation > $25,000 plus .79 per device | $306 | | | Submittal |
| Fixed Fire Suppression System | $211 | | | Submittal |
| Land Use Approval Amendment | $139 | | | Submittal |
| Master Plan Development | | $139 | $417 | Submittal and in monthly billings |
| Mechanical[A] | $375 | | | Submittal |
| Planned Unit Development | | $139 | $278 | Submittal and in monthly billings |
| Plat - final | $209 | | | Submittal |

| Table 15 – Fire Review Fees | | | | |
|---|---|---|---|---|
| Type | Flat | Hourly Rate | Deposit | Due At |
| Plat – preliminary | | $139 | $278 | Submittal and in monthly billings |
| Plat Infrastructure | | $139 | $139 | Submittal and in monthly billings |
| Predevelopment Services | | $139 | $278 | Submittal and in monthly billing |
| Preliminary SEPA Determination | $139 | | | Submittal |
| Short Plat – final | $111 | | | Submittal |
| Short Plat – preliminary | $278 | | | Submittal |
| Single Family – addition [A] | $167 | | | Submittal |
| Single Family – new residence | $139 | | | Submittal |
| Smoke Control System | | $139 | $3,475 | Submittal and in monthly billings |
| Temporary Use, Home Occupations | $70 | | | Submittal |
| Tenant Improvement[A] | $167 | | | Submittal |
| Tenant Improvement – Initial Build Out or Change of Use | $209 | | | Submittal |
| Underground Sprinkler Mains | $514 | | | Submittal |
| Utility Extension Agreements – Water | | $139 | $139 | Submittal and in monthly billings |
| Wireless Communication Facility | $83 | | | Submittal |

| Fire Protection Sprinkler Systems | | | |
|---|---|---|---|
| | Single Family | Commercial | Due At |
| 16 - 50 heads | $139 | $139 | Submittal |
| 51 -100 heads | $222 | $222 | Submittal |
| 101 - 1,000 heads | $417 | $639 | Submittal |
| over 1,000 heads | -- | $2,919 | Submittal |

[A] This fee is charged when the scope of work requires Fire review.

3. Inspection Fee Schedule: Table 16 is used to calculate the fees for Fire Department inspections.

| Table 16 – Fire Inspections | | | | |
|---|---|---|---|---|
| Type | Flat | Hourly Rate | Deposit | Due At |
| Building Radio Coverage | $556 | | | Issuance |
| Commercial Construction – major | | $139 | $278 | Issuance and in monthly billings |
| Commercial Construction – medium | $278 | | | Issuance |
| Commercial Construction – minor | $278 | | | Issuance |
| Demolition Permit [A] | $70 | | | Issuance |
| Fixed Fire Suppression System | $278 | | | Issuance |
| Mechanical[A] | $222 | | | Issuance |
| Smoke Control System | | $139 | $695 | Issuance and in monthly billings |
| Temporary Use [A] | $70 | | | Submittal |
| Tenant Improvement[A] | $306 | | | Issuance |
| Tenant Improvement – Initial Build Out or Change of Use | $403 | | | Issuance |
| Underground Sprinkler Mains | | $139 | $278 | Issuance and in monthly billings |

[A]This fee is charged when the scope of work requires Fire inspections.

4. Fire Alarm Device Inspection Fees: Table 17 is used to calculate the inspection fee for fire alarm devices based on valuation. A device is any system component intended or designed to initiate a signal, whether it be automatic or manual, as part of a fire alarm system. The inspection fee is due at issuance.

| Table 17 – Fire Alarm Inspection Fees | |
|---|---|
| Total Valuation | Fee |
| Pre-wire | $139.00 |
| up to $500 | $159.00 |
| $501 to $2,000 | $159.00 for the first $500 plus $4.40 prorated for each additional $100 up to and including $2,000 plus .68 per device |
| $2,001 to $25,000 | $224.76 for the first $2,000 plus $15.19 prorated for each additional $1,000 up to and including $25,000 plus .80 per device |
| $25,001 to $50,000 | $574.55 for the first $25,000 plus $13.73 prorated for each additional $1,000 up to and including $50,000 plus .80 per device |
| $50,001 to $100,000 | $949.95 for the first $50,000 plus $9.32 prorated for each additional $1,000 up to and including $100,000 plus .80 per device |
| $100,001 and above | $1,384.45 for the first $100,000 plus $7.00 prorated for each additional $1,000 plus .80 per device |

5. Fire Protection Sprinkler Systems: Table 18 is used to calculate the inspection fee for water or chemical nozzle fire protection sprinkler systems. The inspection fee is due at issuance.

| Table 18 – Fire Protection Sprinkler Systems | |
|---|---|
| Number of Heads | Fee |
| 1-15 | $214 |
| 16-50 | $267 |
| 51-100 | $360 plus 1.09 each head over 50 |
| 101-1,000 | $534 plus .93 for each head over 100 |
| 1,001 and above | $2,270 plus .87 for each head over 1,000 |

6. Miscellaneous Inspections: Table 19 is used to calculate the fees for miscellaneous inspections.

| Table 19 — Miscellaneous Inspections | | | |
|---|---|---|---|
| Type | Per Hour | Minimum Fee | Due |
| Plan review resulting from changes to approved plans on application types with other than hourly billing (in addition to the normal fees associated with a change in scope of work) | $139 | .5 hour | At revision issuance |
| Inspection outside normal hours (in addition to the normal inspection fee) | $163 | 2 hours | Within 5 days of notification |
| Reinspection fee (in addition to the normal inspection fee) | $139 | 1 hour | Within 5 days of notification |

Section 12. Land Use Fees

1. Scope: The fees established here apply to development services by the Land Use section in the Development Services Department.

2. Certificate of Occupancy Inspections: The landscape inspection for the temporary or final certificate of occupancy is charged at the appropriate hourly rate.

3. Review Fee Schedule: Table 20 is used to calculate the fees for Land Use review of an application.

| Table 20 — Land Use Review Fees | | | | |
|---|---|---|---|---|
| Type | Flat | Hourly Rate | Deposit | Due At |
| Boundary Line Adjustment [C D] | | $153 | $459 | Submittal and in monthly billings |
| Bridle Trails Tree Removal - Major | $230 | | | Submittal |
| Bridle Trails Tree Removal - Minor | $77 | | | Submittal |
| Child care registration | $230 | | | Submittal |
| Clearing & grading – minor without building permit | $115 | | | Submittal |
| Clearing & grading — commercial | | $153 | $306 | Submittal and in monthly billings |

| Table 20 — Land Use Review Fees | | | | |
|---|---|---|---|---|
| Type | Flat | Hourly Rate | Deposit | Due At |
| Commercial construction – medium | | $153 | $306 | Submittal and in monthly billings |
| Commercial construction – major | | $153 | $1,224 | Submittal and in monthly billings |
| Commercial construction – minor | $306 | | | Submittal |
| Comprehensive Plan Amendment | | $153 | $612 | Submittal and in monthly billings |
| Conditional Use | | $153 | $2,295 | Submittal and in monthly billings |
| Critical Areas | | $153 | $1,224 | Submittal and in monthly billings |
| Demolition Permit | $275 | | | Submittal |
| Design Review | | $153 | $5,508 | Submittal and in monthly billings |
| Detention Vault | $107 | | | Submittal |
| Environmental Impact Statement | | $153 | $5,508 | Submittal and in monthly billings |
| Home Occupation | $796 | | | Submittal |
| Land Use Approval Amendment | | $153 | $2,295 | Submittal and in monthly billings |
| Land Use Code Exemption | | $153 | $459 | Submittal and in monthly billings |
| Land Use Code Interpretation | | $153 | $306 | Submittal and in monthly billings |
| Lot Combination | | $153 | $306 | Submittal and in monthly billings |
| Master Plan Development | | $153 | $5,508 | Submittal and in monthly billings |
| Mechanical[A] | $306 | | | Submittal |
| Noise – Amplified Sound | $122 | | | Submittal |
| Planned Unit Development | | $153 | $5,508 | Submittal and in monthly billings |
| Plat – final [C E] | | $153 | $2,295 | Submittal and in monthly billings |
| Plat – preliminary [C] | | $153 | $5,508 | Submittal and in monthly billings |

| Table 20 — Land Use Review Fees | | | | |
|---|---|---|---|---|
| Type | Flat | Hourly Rate | Deposit | Due At |
| Plat Infrastructure | | $153 | $612 | Submittal and in monthly billings |
| Portable Building Foundation | $122 | | | Submittal |
| Predevelopment Services | | $153 | $306 | Submittal and in monthly billings |
| Preliminary SEPA Determination | | $153 | $1,224 | Submittal and in monthly billings |
| Rezone | | $153 | $1,224 | Submittal and in monthly billings |
| Shoreline Exemption | $275 | | | Submittal |
| Shoreline Exemption – SEPA | | $153 | $306 | Submittal and in monthly billings |
| Shoreline Substantial Development | | $153 | $765 | Submittal and in monthly billings |
| Shoring | $122 | | | Submittal |
| Short Plat – final [C E] | | $153 | $765 | Submittal and in monthly billings |
| Short Plat – preliminary [C] | | $153 | $1,224 | Submittal and in monthly billings |
| Sign – temporary | $275 | | | Submittal |
| Sign – with Building Permit | $536 | | | Submittal |
| Sign Approval | $383 | | | Submittal |
| Single family – addition | $321 | | | Submittal |
| Single family – addition (quick review) | $107 | | | Submittal |
| Single family – new residence | $918 | | | Submittal |
| Single family – pool or spa | $321 | | | Submittal |
| Status Letter | $306 | | | Submittal |
| Temporary Use | $122 | | | Submittal |
| Tenant Improvement[A] | $199 | | | Submittal |
| Tenant Improvement – Initial Build out or Change in Use | $581 | | | Submittal |

| Table 20 — Land Use Review Fees | | | | |
|---|---|---|---|---|
| Type | Flat | Hourly Rate | Deposit | Due At |
| Variances | | $153 | $1,224 | Submittal and in monthly billings |
| Vegetation – Commercial with or without Protected Area | | $153 | $306 | Submittal and in monthly billings |
| Vegetation – single family in protected area [B] | $459 | | | Submittal |
| Vegetation – single family | $115 | | | Submittal |
| Vegetation – single family Quick Review | $77 | | | Submittal |
| Vendor Cart | $612 | | | Submittal |
| Wireless Communication Facility | | $153 | $765 | Submittal and in monthly billings |

[A] This fee is charged when the scope of work requires Land Use review.

[B] The fee for an application associated with an enforcement action is hourly at $153 per hour with a $306 deposit. The fee is due at submittal and in monthly billings.

[C] The fee for Survey Review is hourly at $125 per hour with a $1,000 deposit. The fee is due at submittal and in monthly billings.

[D] The fee deposit for Survey Review is charged only when the type of work is non-single family.

[E] This fee is charged when the scope of work requires Survey review.

4. Public Notice Signs: The cost of the legally required public notice signs will be borne by the applicant.

Section 13. Transportation Department Fees

1. Scope: The fees established here apply to development services by the development review, survey, and right-of-way use sections of the Transportation Department.

2. Additional Fees and Charges: In addition to the fees established herein, applicants will pay location-specific traffic impact fees as established by separate ordinance.

3. Development Review Fee Schedule: Table 21 is used to calculate fees for the review of applications by the development review section of the Transportation Department.

Table 21 — Transportation Development Review Fees

| Type | Flat | Hourly Rate | Deposit | Due At |
|---|---|---|---|---|
| Clearing & Grading – commercial | | $159 | $159 | Submittal and in monthly billings |
| Commercial Construction – major | | $159 | $795 | Submittal and in monthly billings |
| Commercial Construction – medium | | $159 | $80 | Submittal and in monthly billings |
| Commercial Construction – minor[A] | $159 | | | Submittal |
| Comprehensive Plan Amendments | | $159 | $80 | Submittal and in monthly billings |
| Conditional Use – all subtypes except "Communications" | | $159 | $1,590 | Submittal and in monthly billings |
| Conditional Use - shoreline | | $159 | $159 | Submittal and in monthly billings |
| Design Review | | $159 | $3,975 | Submittal and in monthly billings |
| Detention Vaults | $127 | | | Submittal |
| Environmental Impact Statement | | $159 | $5,724 | Submittal and in monthly billings |
| Land Use Approval Amendment | | $159 | $318 | Submittal and in monthly billings |
| Master Plan Development | | $159 | $3,975 | Submittal and in monthly billings |

| Table 21 — Transportation Development Review Fees | | | | |
|---|---|---|---|---|
| Type | Flat | Hourly Rate | Deposit | Due At |
| Planned Unit Developments – with and without platting[A] | | $159 | $3,180 | Submittal and in monthly billings |
| Plat Infrastructure | | $159 | $795 | Submittal and in monthly billings |
| Predevelopment Services | | $159 | $318 | Submittal and in monthly billings |
| Preliminary SEPA Determination | | $159 | $318 | Submittal and in monthly billings |
| Rezone | | $159 | $80 | Submittal and in monthly billings |
| Shoring | | $159 | $80 | Submittal and in monthly billings |
| Short Plat – final | | $159 | $159 | Submittal and in monthly billings |
| Short Plat – preliminary[A] | | $159 | $795 | Submittal and in monthly billings |
| Subdivision – final | | $159 | $318 | Submittal and in monthly billings |
| Subdivision – preliminary[A] | | $159 | 1,590 | Submittal and in monthly billings |
| Variance | $64 | | | Submittal |

[A]This fee is charged when the scope of work requires Transportation review.

4. Traffic Model Run Fee: The fee for each traffic model run, which provides information used to analyze the traffic impacts of a proposed development, is $1,960. The model run will not be processed until the fee is paid.

5. Right-of-Way Use Review Fee Schedule: Table 22 is used to calculate the fee for the review of applications by the right-of-way use section of the Transportation Department.

| Table 22 – Right-of-Way Use Review | | | | |
|---|---|---|---|---|
| Type | Flat | Hourly Rate | Deposit | Due at |
| Wireless Communication Facility in ROW | $95 | | | Submittal |
| City Capital Project | | $159 | $0 | Monthly billings |
| Commercial Project | | $159 | $318 | Submittal and in monthly billings |
| Conditional Use [B] | | $159 | $159 | Submittal and in monthly billings |
| Demolition Permit | $64 | | | Submittal |
| Franchise Utilities | | $159 | $0 | Monthly billings |
| Predevelopment Services | | $159 | $80 | Submittal and in monthly billings |
| Single Family | $254 | | | Submittal |
| Single Family - Existing Quick Review | $80 | | | Submittal |
| Street Use Permit[A] | $191 | | | Submittal |
| Temporary Use | $48 | | | Submittal |

[A]Fees waived for Block Parties
[B]This fee is charged when the scope of work requires Right-of-Way Use review.

6. Inspection Fee Schedule: Table 23 is used to calculate fees for Transportation Department inspections. The fees are due at issuance and in monthly billings.

| Table 23 — Transportation Inspections and other Fees | | | | |
|---|---|---|---|---|
| Type | Flat | Hourly Rate | Deposit | Due At |
| City Capital Project | | $159 | $0 | Monthly billings |
| Commercial Development | | $159 | $636 | Issuance and in monthly billings |
| Franchise Work – Utilities | | $159 | $0 | Monthly billings |
| Street Use | | $159 | $0 | Issuance and in monthly billings |
| Single Family | | $159 | $80 | Issuance and in monthly billings |

| Table 23 — Transportation Inspections and other Fees | | | | |
|---|---|---|---|---|
| Type | Flat | Hourly Rate | Deposit | Due At |
| Single Family –Existing Quick Review | $239 | | | Issuance |
| Signal Crews | | $159 | $0 | Issuance and in monthly billings |
| Inspections that require overtime by Transportation inspectors such as after normal hours, weekends, and holidays. | | $182 | $0 | Monthly billings |

7. Additional Fees and Charges for Right-of-Way Use: In addition to the review and inspection fees established herein, Table 24 is used to calculate additional fees and charges.

| Table 24 – Additional Fees and Charges for Right-of-Way Use | | |
|---|---|---|
| Type | Fee | Due At |
| Street Cut Fee[A] | | |
| Less than 100 sq. feet or less than 100 linear feet | $63 | Issuance |
| More than 100 sq. feet or more than 100 linear fee for each 100 feet | $128 | Issuance |
| Lease Fees | 1% of the market value of the encumbered square feet | per Month |
| Police Escort (minimum 4 hours per officer, actual time charged in excess of 4 hours) | Current rate established by union contract | Issuance and in monthly billings |
| Planned Signal Outage | $500 per 24 Hour occurrence/ intersection | Issuance |

[A]Fees doubled for streets less than 24 months old.

8. Reimbursement: In addition to the fees established herein, the applicant will reimburse the City for the actual costs of work performed by the City, or contractors employed by the City, to repair or replace damages.

Section 14. Utility Department Fees

1. Scope: The fees established here apply to development services by the Utility Department and to the installation of water services.

2. Review Fee Schedule: Table 25 is used to calculate fees for the review of applications by the Utilities Department.

Table 25– Utility Review Fees

| Type | Flat | Hourly Rate | Deposit | Due At |
|---|---|---|---|---|
| Boundary Line Adjustment | $172 | | | Submittal |
| Clearing & Grading | | $132 | $66 | Submittal and in monthly billing |
| Clearing & Grading - commercial | | $132 | $132 | Submittal and in monthly billings |
| Commercial Construction –medium | $132 | | | Submittal |
| Commercial Construction – minor | $92 | | | Submittal |
| Commercial Construction –major | $238 | | | Submittal |
| Comprehensive Plan Amendments | | $132 | $66 | Submittal and in monthly billings |
| Conditional Use | | $132 | $66 | Submittal and in monthly billings |
| Demolition Permit | $66 | | | |
| Design Review | | $132 | $660 | Submittal and in monthly billings |
| Detention Vault | $185 | | | Submittal |

| Table 25– Utility Review Fees | | | | |
|---|---|---|---|---|
| Type | Flat | Hourly Rate | Deposit | Due At |
| Environmental Impact Statement | | $132 | $66 | Submittal and in monthly billings |
| Fire Protection Sprinkler System over 15 heads | $79 | | | Submittal |
| Land Use Approval Amendment | | $132 | $132 | Submittal and in monthly billings |
| Master Plan Development | | $132 | $660 | Submittal and in monthly billings |
| Planned Unit Development | | $132 | $1,320 | Submittal and in monthly billings |
| Plat – final | | $132 | $396 | Submittal and in monthly billings |
| Plat – preliminary | | $132 | $1,320 | Submittal and in monthly billings |
| Plat Infrastructure | | $132 | $66 | Submittal and in monthly billings |
| Portable Building Foundation | $66 | | | Submittal |
| Predevelopment Services | | $132 | $198 | Submittal and in monthly billings |
| Preliminary SEPA Determination | $66 | | | Submittal |

| Table 25– Utility Review Fees | | | | |
|---|---|---|---|---|
| Type | Flat | Hourly Rate | Deposit | Due At |
| Rezone | | $132 | $66 | Submittal and in monthly billings |
| Shoreline - Substantial Development | $132 | | | Submittal |
| Shoreline Exemption | $66 | | | Submittal |
| Shoring | | $132 | $66 | Submittal and in monthly billings |
| Short plat – final | | $132 | $132 | Submittal and in monthly billings |
| Short Plat – preliminary | | $132 | $396 | Submittal and in monthly billings |
| Single Family — addition | $53 | | | Submittal |
| Single family - new residence | $132 | | | Submittal |
| Single Family – pool or spa | $66 | | | Submittal |
| Single Family – shoreline | $66 | | | Submittal |
| Tenant Improvement [A] | $66 | | | Submittal |
| Tenant Improvement – Initial Build Out or Change of Use | $92 | | | Submittal |
| Underground Sprinkler Mains | $66 | | | Submittal |
| Utility Extension — Sewer | | $132 | $1,320 | Submittal and in monthly billings |

| Table 25– Utility Review Fees | | | | |
|---|---|---|---|---|
| Type | Flat | Hourly Rate | Deposit | Due At |
| Utility Extension — Storm | | $132 | $2,112 | Submittal and in monthly billings |
| Utility Extension — Water | | $132 | $1,320 | Submittal and in monthly billings |
| Wireless Communication Facility | $79 | | | Submittal |

[A]This fee is charged when the scope of work requires Utility review.

3. Side Sewer and Storm Connection Permits: Table 26 is used to calculate fees for the review and inspection of connection permits by the Utility Department.

| Table 26 — Side Sewer and Storm Connection Permits | | | |
|---|---|---|---|
| Review Fees | | | |
| | Side Sewer | Storm Connection | |
| Type | Flat Fee | Flat Fee | Due at |
| Addition or revision to existing | $264 | N/A | Submittal |
| Commercial or Multifamily with or without work in the right-of-way | $264 | $568 | Submittal |
| Grease Interceptor or Oil Separator | $264 | N/A | Submittal |
| On-site Multi-use with or without work in the right-of-way | $264 | $568 | Submittal |
| Single Family with or without work in the right-of-way | $264 | $198 | Submittal |
| Inspection Fees | | | |
| Type | | Fee | Due at |
| Addition or revision to existing | | $198 | Submittal |
| Commercial or Multifamily with work in the right-of-way | | $528 | Submittal |
| Commercial or Multifamily without work in the right-of-way | | $330 | Submittal |

| Table 26 — Side Sewer and Storm Connection Permits | | |
|---|---|---|
| Grease Interceptor or Oil Separator | $198 | Submittal |
| On-site multi-use with work in the right-of-way | $528 | Submittal |
| On-site multi-use without work in the right-of-way | $330 | Submittal |
| Single Family with work in the right-of-way | $396 | Submittal |
| Single Family without work in the right-of-way | $198 | Submittal |

4. Utility Extension Inspections and Other Fees: Table 27 is used to calculate fees for Utility extension inspections and other fees for Utility Department Services.

| Table 27 – Utility Extension Inspections and Other Fees | | | |
|---|---|---|---|
| Type | Hourly Rate | Deposit | Due At |
| Utility Extension – Water | $132 | $0 | Monthly billings |
| Utility Extension – Sewer | $132 | $0 | Monthly billings |
| Utility Extension – Storm | $132 | $0 | Monthly billings |
| Water main shutdown — when required in conjunction with a utility extension | $132 | $0 | Monthly billings |
| Any inspection on a Utilities permit that requires overtime by Utilities Inspectors such as after normal hours, weekends and holidays [A] | $156 | N/A | Monthly billings |

[A] A two (2) hour minimum for night, weekend and holiday inspection is required.

5. Water Service and Meter Installation: Table 28 is used to calculate the fees for the installation, upgrade, or abandonment of water services and/or meters.

| Table 28 Water Service and Meter Installation Fees | | | |
|---|---|---|---|
| Type | Review | Installation Minimum Fee[A] | Due At |
| ¾" Drop-In Meter | $264 | $221 | Submittal |
| 1" Drop-In Meter | $264 | $233 | Submittal |
| 1 ½" Drop-In Meter | $264 | $474 | Submittal |

| Table 28 Water Service and Meter Installation Fees | | | |
|---|---|---|---|
| Type | Review | Installation Minimum Fee[A] | Due At |
| 2" Drop-In Meter — domestic or Combo Fire/Domestic | $264 | $579 | Submittal |
| 2" Drop-In Turbo Meter — Irrigation or Fire Only | $264 | $746 | Submittal |
| ¾" Full Service with Meter | $264 | $1,459 | Submittal |
| 1" Full Service with meter | $264 | $1,698 | Submittal |
| 1 ½" Full Service with meter | $264 | $2,961 | Submittal |
| 2" Full Service with meter — Domestic or Combo Fire/Domestic | $264 | $3,075 | Submittal |
| 2" Full Service with Turbo Meter – Irrigation or Fire Only | $264 | $3,075 | Submittal |
| Upgrade of ¾" X 1" service to 1" X 1" including meter | $264 | $428 | Submittal |
| Service Abandonment | $158 | $428 | Submittal |
| Right-of-Way permit from King County | | Current rate established by King County | Submittal |

[A]Costs in excess of these charges may be billed to the applicant. The minimum fee is 100% refundable if the installation request is canceled.

6. Additional Charges: In addition to the fees established herein, applicants will pay all appropriate direct or regional facility charges, as established by ordinance or administrative rule.

7. Latecomer Administrative Fee: The fee for the administration of the latecomer agreements is $350 per payment, or 15% of the payment, whichever is smaller. This fee is collected from the applicant at the time of the latecomer payment.

Section 15. In the event of any conflict between this ordinance and Ordinance No. 5009 the fees and provisions in this ordinance shall prevail.

Section 16. Ordinance No. 6028 is repealed effective January 1, 2013.

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Section 17. The fees and procedures adopted by this ordinance shall take effect January 1, 2013.

Section 18. This ordinance shall take effect and be in force five (5) days after passage and legal publication.

PASSED by the City Council this 3rd day of December, 2013, and signed in authentication of its passage this 3rd day of December, 2013.

(SEAL)

Conrad Lee, Mayor

Approved as to form:

Lori M. Riordan, City Attorney

Mary Kate Berens, Deputy City Attorney

Attest:

Myrna L. Basich, City Clerk

Published December 6, 2012

ORIGINAL

1309-ORD
11/29/12

CITY OF BELLEVUE, WASHINGTON

ORDINANCE NO. 6085

AN ORDINANCE establishing revised charges for water service, water consumption, and water standby capacity; repealing Ordinances Nos. 5973 and 6041; providing for severability; and establishing an effective date.

WHEREAS, the Environmental Services Commission has reviewed the Water Utility budget and rate proposal, held a public hearing thereon and recommended approval of the proposal; and

WHEREAS, it is in the public interest to provide for the following schedule of revised charges for water service, water consumption and water standby capacity for the Water Utility of the City of Bellevue; now, therefore,

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES ORDAIN AS FOLLOWS:

Section 1. Charges Established. The charges set forth herein for water service, water consumption, and water standby capacity are hereby established and shall be collected from each user of water services provided by the Water Utility of the City of Bellevue.

Section 2. Meter Service Charges.

A. Meter Service Charges – General. The meter service charges per bimonthly billing period for each user of water service shall be as follows:

| Domestic Meter Size | Bimonthly Service Charge Per Meter in Operation | |
|---|---|---|
| | 2013 | 2014 |
| 5/8" or ¾" | $33.23 | $35.74 |
| 1" | $58.81 | $63.26 |
| 1½" | $99.49 | $107.02 |
| 2" | $152.91 | $164.48 |
| 3" | $334.07 | $359.34 |
| 4" | $492.18 | $529.41 |
| 6" | $921.26 | $990.95 |
| 8" | $1,433.19 | $1,541.61 |
| 10" | $2,012.94 | $2,165.21 |

B. Residential Combo Meters - Oversized domestic meters required in designated residential structures to provide fire sprinkler capability.

| Combo Meter Size | Bimonthly Service Charge Per Meter in Operation | |
|---|---|---|
| | 2013 | 2014 |
| 1" | $35.65 | $38.35 |
| 1½" | $39.22 | $42.19 |
| 2" | $54.93 | $59.09 |

C. Irrigation meters - City-owned meters that are used for measuring water used strictly for outside irrigation.

| Irrigation Meter Size | Bimonthly Service Charge Per Meter in Operation | |
|---|---|---|
| | 2013 | 2014 |
| 5/8" or ¾" | $33.23 | $35.74 |
| 1" | $58.81 | $63.26 |
| 1½" | $99.49 | $107.02 |
| 2" | $152.91 | $164.48 |
| 3" | $334.07 | $359.34 |
| 4" | $492.18 | $529.41 |
| 6" | $921.26 | $990.95 |
| 8" | $1,433.19 | $1,541.61 |
| 10" | $2,012.94 | $2,165.21 |

Section 3. Water Consumption Charges. The water consumption charges per bimonthly billing period for each user of water service shall be as follows:

A. Single Family Residential

| Cubic Feet Consumed | Charge Per Hundred Cubic Feet of Water | |
|---|---|---|
| | 2013 | 2014 |
| 0 to 2,000 | $3.32 | $3.57 |
| 2,001 to 3,000 | $4.58 | $4.93 |
| 3,001 to 10,000 | $5.87 | $6.31 |
| Over 10,000 | $8.74 | $9.40 |

B. Multifamily Residential Structure or Facility

| Cubic Feet Consumed | Charge Per Hundred Cubic Feet of Water | |
|---|---|---|
| | 2013 | 2014 |
| 0 to 1,100 | $3.98 | $4.28 |
| 1,101 to 1,500 | $4.46 | $4.80 |
| Over 1,500 | $5.25 | $5.65 |

For purposes of these charges, a "multifamily residential structure or facility" shall mean any residential structure or facility containing two or more dwelling units, including, but not limited to, duplexes, triplexes, apartment buildings, condominiums, and parcels containing two or more separate dwelling units served through a single meter, but shall not include hotels, motels or trailer parks. Mixed use structures that include both multi-family dwelling units and commercial non-residential units and that are served by one water meter shall be billed as multi-family.

C. Non-Residential

Where both irrigation and non-irrigation consumption is measured through the same meter, the water consumption charges shall be as follows:

| Consumption | Charge Per Hundred Cubic Feet of Water | |
|---|---|---|
| | 2013 | 2014 |
| All non-summer consumption | $3.38 | $3.64 |
| All summer consumption Where summer consumption is defined in Subsection 3 below. | $4.74 | $5.10 |

1. Where all irrigation consumption is measured through an irrigation meter, the water consumption charges for domestic water shall be as follows:

| Consumption | Charge Per Hundred Cubic Feet of Water | |
|---|---|---|
| | 2013 | 2014 |
| All non-summer consumption | $3.38 | $3.64 |
| All summer consumption (Summer consumption is defined in Subsection 3 below.) | $4.26 | $4.58 |

2. For purposes of these charges, summer consumption shall mean that volume recorded on two normal bimonthly meter readings during the months of

July through October or readings during this period for other billing purposes, such as, but not limited to, customer changes.

D. Irrigation Water Consumption

For volumes measured by irrigation meters or other meter arrangements that can be used for measuring water used strictly for outside irrigation.

| Cubic Feet Consumed | Charge Per Hundred Cubic Feet of Water | |
|---|---|---|
| | 2013 | 2014 |
| All irrigation consumption | $6.60 | $7.10 |

Section 4. Service Charges for Water Standby Capacity for Private Fire Protection. The service charges for water standby capacity for private fire protection per bimonthly billing period shall be as follows:

| Line Size | Bimonthly Service Charge | |
|---|---|---|
| | 2013 | 2014 |
| 5/8" or ¾" | $18.19 | $19.57 |
| 1" | $21.13 | $22.73 |
| 1½" | $24.15 | $25.98 |
| 2" | $32.40 | $34.85 |
| 3" | $93.06 | $100.10 |
| 4" | $115.52 | $124.26 |
| 6" | $167.98 | $180.69 |
| 8" | $227.87 | $245.11 |
| 10" | $280.32 | $301.53 |

Section 5. User Charges. The charges for each water service user shall be the sum of the meter service charge in Section 2 plus the appropriate water service charge or charges in Section 3 plus the water standby capacity charges in Section 4, all multiplied by the percentage indicated below for that city, town, or unincorporated area:

| City or Town | Percentage |
|---|---|
| Bellevue | 112.2708% |
| Clyde Hill | 125.6380% |
| Hunts Point | 121.6158% |
| Medina | 117.8432% |
| Yarrow Point | 119.3238% |
| Kirkland | 112.2708% |
| Issaquah | 112.2708% |
| Unincorporated King County | 112.2708% |

provided that the percentages set forth above may be administratively adjusted by the Utility Department Director to reflect any increase or decrease in any franchise fee required to be paid to such city, town or county by the Utility.

Section 6. Severability. If any section of this ordinance or any portion of any section of this ordinance, or its application to any person or circumstances is held invalid, the remainder of the ordinance or the application of the provision to other persons and circumstances shall not be affected.

Section 7. Repeal. Ordinances Nos. 5973 and 6041 are repealed effective January 1, 2013 provided, however, that any charges made for water service under Ordinances Nos. 5973 and 6041 are not invalidated by the repeal of that ordinance.

Section 8. Effective Date. Sections 1-7 of this ordinance shall take effect on January 1, 2013, shall apply to service provided on and after that date and shall supersede all existing schedules of charges as of that date. The specific water service charges for 2013 shall take effect on January 1, 2013 and shall remain in effect through and including December 31, 2013. The specific water charges for 2014, as hereinbefore indicated, shall take effect on January 1, 2014 and shall remain in effect until amended by the City Council.

Section 9. This ordinance shall take effect and be in force five (5) days after passage and legal publication.

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11/29/12

Passed by the City Council this 3rd day of December, 2012 and signed in authentication of its passage this 3rd day of December, 2012.

(SEAL)

Conrad Lee, Mayor

Approved as to form:

Lori M. Riordan, City Attorney

Mary Kate Berens, Deputy City Attorney

Attest:

Myrna L. Basich, City Clerk

Published December 6, 2012

 ORIGINAL

1310-ORD
11/29/12

CITY OF BELLEVUE, WASHINGTON

ORDINANCE NO. 6086

AN ORDINANCE establishing revised sewerage service charges; repealing Ordinance No. 5974; providing for severability; and establishing an effective date.

WHEREAS, the Environmental Services Commission has reviewed the Sewer Utility budget and rate proposal, held a public hearing thereon and recommended approval of the proposal; and

WHEREAS, it is in the public interest to establish the following amended schedule of rates and charges for the sewerage service area for the Sewer Utility of the City of Bellevue; now, therefore,

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES ORDAIN AS FOLLOWS:

Section 1. Charges Established. There are hereby established and shall be collected from each user in the sewerage service area for the Sewer Utility of the City of Bellevue sewerage service charges as hereinafter provided.

Section 2. Single Family Residential Structures.

A. The service charge for single-family residential units shall be $79.58 per bimonthly billing period in 2013 and $79.58 per bimonthly billing period in 2014, plus a volume charge based on the bimonthly winter-average water consumption for the structure, as follows:

| Winter-Average Cubic Feet Consumed | Charge Per Hundred Cubic Feet of Water | |
|---|---|---|
| | 2013 | 2014 |
| 0 to 5,000 | $3.03 | $3.37 |
| Over 5,000 | $3.92 | $4.36 |

B. For purposes of these charges, winter-average consumption is the average bimonthly water volume recorded on three normal meter readings during the period of December 15 through June 15 of the preceding year. Winter-average consumption for each residence will be recomputed before the start of each year and that volume will be used to compute the bimonthly sewer volume charge for the residence for the entire calendar year.

C. For those residences that are not Bellevue water customers, actual meter reading data necessary to compute the residence's winter-average water consumption will be obtained from the customer's water district, whenever possible.

Where that data is unavailable and for new structures where water consumption data necessary to compute actual winter-average consumption has not been recorded, bimonthly sewer volume charges for the residence will be based on Bellevue's system-wide winter-average residential consumption of 1,500 cubic feet for a two-month period.

Section 3. Multifamily Residential Structures or Facilities.

The service charge for each multifamily residential structure or facility shall be $81.34 for 2013, and $84.62 for 2014 per bimonthly billing period for each dwelling unit, plus $6.71 for 2013 and $6.98 for 2014 per 100 cubic feet of water consumed by such structure or facility in excess of 1,100 cubic feet per dwelling unit during each bimonthly billing period.

For the purposes of this Section 3, "multifamily residential structure or facility" shall mean any residential structure or facility containing two or more dwelling units, including but not limited to duplexes, triplexes, apartment buildings, condominiums, and parcels containing two or more separate dwelling units, but shall not include hotels, motels or trailer parks. Mixed-use structures that include both multi-family dwelling units and commercial non-residential units and that are served by one water meter shall be billed as multi-family.

Section 4. Non-residential Structures or Facilities.

The service charge for non-residential structures or facilities shall be based on water consumption by each structure or facility and shall be computed as follows:

$8.04 for 2013, and $8.36 for 2014 per 100 cubic feet of water consumption per bimonthly billing period

provided, there shall be a minimum charge of $125.04 for 2013 and $130.08 for 2014 per bimonthly billing period.

For purposes of this Section 4, "non-residential structure or facilities" shall mean any structure or facility not governed by Section 2 or Section 3 of this ordinance and shall include, but not be limited to, any commercial, industrial, business, trade, school or municipal structure or facility.

Section 5. King County/METRO Charges. In addition to these rates and charges for sewerage service established in this ordinance, or otherwise established by the City, the following King County/METRO charges are imposed to ensure compliance with Section 204 of Public Law 92-500 (22 U.S.C. 1251) CFR Part 35, Subpart E:

A. A "surcharge" in an amount to be determined as provided in King County/METRO Resolution Nos. 2315 and 2557 (now incorporated into Title 28 of the King County Code, Chapter 28.84.060), as now constituted or hereafter amended, said charge to be added to the customer's regular bill.

B. An "Industrial Cost Recovery (ICR)" charge in an amount to be determined as provided in King County/METRO Resolution Nos. 2556 and 3374 (now incorporated into Title 28 of the King County Code, Chapter 28.84.060), as now constituted or hereafter amended, said charge to be billed separately to qualifying industrial customers on an annual basis.

C. An administrative charge of $17.11 shall be added to each customer bill that contains a King County/METRO "surcharge" or "ICR charge."

D. The City of Bellevue, in cooperation with King County/METRO, shall maintain such records as are necessary to document that its sewerage charges comply with the above-cited federal laws and regulations and King County/METRO regulations.

Section 6. User Charges. The charges for each user shall be the sum of any applicable charges under Sections 2, 3, 4 and 5 multiplied by the percentage indicated below for that city or town:

| | |
|---|---|
| Bellevue | 105.4856% |
| Clyde Hill | 110.3273% |
| Hunts Point | 107.2506% |
| Medina | 104.3408% |
| Yarrow Point | 105.4856% |
| All Other | 100.0000% |

provided that the percentages set forth above may be administratively adjusted by the Utility Department Director to reflect any increase or decrease in any franchise fee required to be paid to such city or town by the Utility.

Section 7. The Utilities Department Director shall have authority under this ordinance to adopt procedures necessary for the efficient and equitable administration of the sewer rate structure.

Section 8. Severability. If any section of this ordinance, or any portion of any section of this ordinance, or its application to any person or circumstance, is held invalid, the remainder of the ordinance or the application of the provision to other persons or circumstances shall not be affected.

Section 9. Repeal. Ordinance No. 5974 is repealed as of January 1, 2013; provided, however, that any charges made for sewerage service under Ordinance No. 5974 are not invalidated by the repeal of that ordinance.

Section 10. Effective Date. Sections 1-9 of this ordinance shall take effect on January 1, 2013, shall apply to service provided on and after that date and shall supersede all existing schedules of charges as of that date. The specific sewerage service charges for 2013, as hereinbefore indicated, shall take effect on January 1, 2013 and shall remain in effect through and including December 31, 2013. The specific sewage service charges for 2014, as hereinbefore indicated, shall take

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effect on January 1, 2014, and shall remain in effect until amended by the City Council.

Section 11. This ordinance shall take effect and be in force five (5) days after passage and legal publication.

Passed by the City Council this 3rd day of December, 2012 and signed in authentication of its passage this 3rd day of December, 2012.

(SEAL)

Conrad Lee, Mayor

Approved as to form:

Lori M. Riordan, City Attorney

Mary Kate Berens, Deputy City Attorney

Attest:

Myrna L. Basich, City Clerk

Published December 6, 2012

1311-ORD
11/29/12

ORIGINAL

CITY OF BELLEVUE, WASHINGTON

ORDINANCE NO. 6087

AN ORDINANCE establishing revised storm and surface water drainage rates and charges for the Storm and Surface Water Utility of the City of Bellevue; repealing Ordinance No. 5975; providing for severability; and establishing an effective date.

WHEREAS, the Environmental Services Commission has reviewed the Storm and Surface Utility budget and rate proposal, held a public hearing thereon and recommended approval of the proposal, and

WHEREAS, it is in the public interest to establish the following amended schedule of rates and charges for the Storm and Surface Water Utility of the City of Bellevue; now, therefore,

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES ORDAIN AS FOLLOWS:

Section 1. Definitions. The following words when used herein shall have the meanings indicated, unless the context clearly indicates otherwise:

a. Hydrologic Response – The manner and means by which storm water collects upon real property and is conveyed from real property, and which is a function dependent upon a number of interacting factors, including, but not limited to, topography, vegetation, surficial geologic conditions, antecedent soil moisture conditions and ground water conditions. The principle measures of the hydrological system may be stated in terms of total runoff volume, as a percentage of total precipitation which runs off, or in terms of the peak rate of flow generated in the event of a storm of given duration and intensity, or statistical interval of return (frequency).

b. Total Flow – The accumulative volume of water discharged from a property, basin, or water shed. The total flow is quantified in measures such as cubic feet or gallons of water.

c. Peak Flow – The highest momentary rate of water flow, measured or estimated in cubic feet of water per second or gallons of water per minute. It is differentiated from total flow volume by the introduction of a unit of time measure during which the maximum rate of flow is measured, calculated, or estimated.

d. Contributors of Drainage Waters – Shall include all real properties within the City from which flows storm or surface waters, or waters supplied by

Municipal or private sources which exit the property as surface flows and/or enter the storm and surface water utility system of the City of Bellevue.

e. Beneficiaries of Drainage Service – Shall include all real properties within the City of Bellevue which benefit by the provision, maintenance, operation and improvement of the storm and surface water control system by the City of Bellevue, regardless of how that system may be constituted. Such benefits may include, but are not limited to, the provision of adequate systems of collection, conveyance, detention, treatment and release of storm water, the reduction of hazard to property and life resulting from storm water runoff, improvement in the general health and welfare through the reduction of undesirable storm water conditions, improvements in the water quality in the storm and surface water system and its receiving waters, and the limitation of potentially harmful land uses and land alteration activities which might otherwise negatively impact the storm and surface water system.

f. Impervious Surfaces – Those hard surfaced areas which either prevent or retard the entry of water into the soil mantle, as it entered under natural conditions pre-existent to development, and/or cause water to run off the surface in greater quantities or at an increased rate of flow from that present under natural conditions pre-existent to development. Common impervious surfaces include, but are not limited to, rooftops, concrete or asphalt sidewalks and paving, walkways, patio areas, driveways, parking lots or storage areas and gravel, oiled, macadam or other surfaces which similarly impact the natural infiltration or runoff patterns which existed prior to development.

Section 2. Classification of Property. All real property in the City of Bellevue shall be classified by the Storm and Surface Water Utility according to the square footage of area of the property and the intensity of the development set forth below:

a. Wetlands – Real property or a portion of real property that has been designated as "wetlands" pursuant to City of Bellevue Land Use Code (LUC) Ch. 20.25H. Such property shall continue to be charged under its existing classification until it has been specifically designated as "wetlands" pursuant to LUC Ch. 20.25H, now or as hereafter amended.

b. Undeveloped – Real property which is undeveloped and unaltered by buildings, roads, or impervious surfaces which significantly change the hydrology of the property from its natural state.

c. Light Development – Developed real property which has impervious surfaces of less than 20% of the total square footage area of the property.

d. Moderate Development – Developed real property which has impervious surfaces of less than 40% of the total square footage area of the property.

e. Heavy Development – Developed real property which has impervious surfaces between 40% and 70% of the total square footage area of the property.

f. Very Heavy Development – Developed real property which has impervious surfaces of more than 70% of the total square footage area of the property.

Section 3. Reclassification and Combined Classification. The Storm and Surface Water Utility may reclassify an individual parcel of property to the next lower classification of intensity than would be indicated by its percentage of impervious surfaces based on hydrological data to be submitted by the property owner or his agent to the Utility, which demonstrates a hydrological response substantially similar to that of a parcel of property of such lower classification of intensity.

The City Council finds that, in the case of some parcels of property of more than 35,000 square feet in size, in addition to the conditions set forth in paragraph 1 of this section, there may be intensities of development on portions of such parcels of property which differ significantly from other portions of such property in terms of hydrologic response. To provide for consideration of the variation in intensity of development which may be present on such parcels of property, the Storm and Surface Water Utility may classify portions of such parcels of property in any of the classifications defined in Section 2 on the basis of hydrological response. Provided, however, that at least 35,000 square feet shall be classified in the most intense classification appropriate to a portion of the parcel of property.

The City Council further finds that the total area subject to the "combined" calculation for large lots may, at the option of the property owner, be capped at 66,000 square feet (excluding wetlands) for properties with no more than 35,000 square feet of developed area in the "light" or "moderate" intensity categories. The charges for the remaining undeveloped land may be deferred, at the option of the property owner, to the date of development of the property or to the date of closing on the sale of the property, whichever is earlier, and collected by the Utility, with interest accruing from the initial date of deferral at the prevailing interest rate for City bonded indebtedness. The Utilities Department Director is authorized to develop and adopt procedures for the implementation of the capping option and deferred charges, including recording of a notice of such deferred charges on the title of such property.

The City Council further finds that those properties that qualify under this section may have a lesser impact on storm water quantity. Where the owner demonstrates that the hydrological response of the property is further mitigated through natural conditions, on-site facilities or actions of the property owner that

reduce the City's costs in providing surface water quantity or quality services, the property owner may apply for a credit against the surface water charge otherwise applying to the property. The Utilities Department Director is authorized to develop and adopt procedures for the implementation of the provision of such credits.

Section 4. Charges Established. There is hereby levied upon all real property within the City of Bellevue which contributes drainage water to or which benefits from the function of the Storm and Surface Water Utility of the City of Bellevue, and there shall be collected from the owners thereof, bimonthly service charges based on the square footage of the properties and on the appropriate intensity of development classification(s) of such properties, such that for each 2,000 square feet of area or increments thereof, the property shall be charged a bimonthly amount for 2013 and 2014 as follows:

| Year | Wetland | Undeveloped | Light Development | Moderate Development | Heavy Development | Very Heavy Development |
|---|---|---|---|---|---|---|
| 2013 | $0.00 | $0.73 | $5.26 | $6.57 | $9.84 | $13.11 |
| 2014 | $0.00 | $0.79 | $5.69 | $7.10 | $10.64 | $14.17 |

and each account shall be charged an additional bimonthly customer charge in the amount of $4.37 per billing in 2013 and $4.72 per billing in 2014.

Section 5. User Charges. The charges for each user inside the city limits of Bellevue shall be the sum of the charges in Section 1, all multiplied by 105.3648%.

Section 6. Severability. If any section of this ordinance, or any portion of any section of this ordinance, or its application to any person or circumstance, is held invalid, the remainder of the ordinance or the application of the provision to other persons or circumstances, shall not be affected.

Section 7. Repeal. Ordinance No. 5975 is repealed as of January 1, 2013; provided, however, that any charges made under Ordinance No. 5975 are not invalidated by the repeal of those ordinances.

Section 8. Effective Date. The revised bimonthly service charges and bimonthly customer charges established in Section 4 of this ordinance and the user charges established in Section 5 of this ordinance shall take effect on January 1, 2013, shall apply to service provided on and after that date, and shall supersede all existing schedules of charges as of that date. The specific charges for 2013, as hereinbefore indicated, shall take effect on January 1, 2013 and shall remain in effect through and including December 31, 2013. The specific charges for 2014, as hereinbefore indicated, shall take effect on January 1, 2014 and remain in effect until amended by the City Council.

Section 9. This ordinance shall take effect and be in force five (5) days after its passage and legal publication.

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11/29/12

Passed by the City Council this 3rd day of December, 2012 and signed in authentication of its passage this 3rd day of December, 2012.

(SEAL)

Conrad Lee, Mayor

Approved as to form:

Lori M. Riordan, City Attorney

Mary Kate Berens, Deputy City Attorney

Attest:

Myrna L. Basich, City Clerk

Published December 6, 2012

 ORIGINAL

1313-ORD
11/29/12

CITY OF BELLEVUE, WASHINGTON

ORDINANCE NO. 6088

AN ORDINANCE establishing the amount of property taxes to be levied for the year 2013, the first year of the City of Bellevue's 2013-2014 fiscal biennium.

WHEREAS, RCW 35A.34.230 requires the City Council to consider the City's total anticipated financial requirements for the ensuing fiscal year and to determine and establish by ordinance the amount to be raised by ad valorem property taxes for 2013, and to certify the same to the Clerk of the King County Council; and

WHEREAS, the City Council held a final public hearing on November 19, 2012 to consider the 2013-2014 biennial budget, including revenue sources; and

WHEREAS, the estimated assessed valuation of all taxable property within the City as determined by the King County Assessor is $32,672,841,907,

WHEREAS, the Bellevue voters approved a $4,049,000 parks and natural areas property tax levy lid lift in the November 4, 2008 general election; now, therefore,

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES ORDAIN AS FOLLOWS:

Section 1. There is hereby levied, and established to be raised by regular ad valorem property taxes for 2013 the amount of $34,359,131. This property tax levy represents no increase (0%) other than that from new construction, annexations and refund amounts.

| | |
|---|---|
| 2013 Regular Levy | $34,359,131 |
| Less 2012 Regular Property Tax Levy | ($32,951,564) |
| Less New Construction Levy | (99,799) |
| Less Annexation Levy | (1,180,612) |
| Less Refund Levy | (127,156) |
| Property Tax Increase | (0) |
| % Increase | 0.0% |

The total change in 2013 for property taxes levied hereunder, including the increase resulting from the addition of new construction and improvements to property, any increase in the value of state-assessed property, allowed adjustments for annexations and refunds, is $1,407,567, or a 4.3% increase over the 2012 property tax levy, as shown on the following page.

| | |
|---|---|
| 2012 Regular Property Tax Levy | $32,951,564 |
| Plus New Construction Levy | 99,799 |
| Plus Annexation Levy | 1,180,612 |
| Plus Refund Levy | 127,156 |
| Plus Property Tax Increase | - |
| **2013 Regular Levy** | **$34,359,131** |
| | |
| Change from 2012 | $1,407,567 |
| % Change | 4.3% |

The 2013 regular property tax levy reflects the final state-assessed value certified by the King County Assessor's Office.

Section 2. There is hereby levied a voted property tax of $4,049,000 as passed by the voters in the November 4, 2008 general election for the Parks and Natural Areas measure. This measure includes a capital component of $3,389,000 annually for 20 years and a maintenance and operating component of $660,000 annually with no time limitation.

Section 3. The City Clerk is directed to transmit a certified copy of this ordinance to the Office of the Auditor of the State of Washington, Division of Municipal Corporations. The Clerk is further directed to transmit a certified copy of this ordinance to the Council Administrator – Clerk of the King County Council and to the King County Assessor on or before December 4, 2012.

Section 4. This ordinance shall take effect and be in force five (5) days after its passage and legal publication.

ORIGINAL

1313-ORD
11/29/12

Passed by the City Council this 3rd day of December, 2012, and signed in authentication of its passage this 3rd day of December, 2012.

(SEAL)

Conrad Lee, Mayor

Approved as to form:

Lori M. Riordan, City Attorney

Mary Kate Berens, Deputy City Attorney

Attest:

Myrna L. Basich, City Clerk

Published 12/6/12

ORIGINAL

1307-ORD
11/29/12

CITY OF BELLEVUE, WASHINGTON

ORDINANCE NO. 6089

AN ORDINANCE adopting the City of Bellevue's 2013-2014 Budget and 2013-2019 Capital Investment Program Plan; setting forth the estimated revenues and appropriations; establishing job classifications and pay ranges; and establishing an effective date.

WHEREAS, a preliminary biennium budget for 2013-2014 was prepared and filed with the City Clerk as required by law; and

WHEREAS, public hearings were held by the City Council on the preliminary biennium budget and the preliminary 2013-2019 Capital Investment Program Plan, at which time comments for or against any part of the preliminary biennium budget and the preliminary 2013-2019 Capital Investment Program Plan were heard; and

WHEREAS, on May 14, July 23, and November 19, 2012, the City Council held a public hearing upon notice as prescribed by law, and met for the purpose of fixing the final budget of the city for the 2013-2014 fiscal biennium and the 2013-2019 Capital Investment Program Plan; and

WHEREAS, the City Council has made adjustments and changes as it deemed necessary or proper and desires to adopt the 2013-2014 Budget and the 2013-2019 Capital Investment Program Plan; and to appropriate monies to each of the City's funds in order to fund expenditures authorized in the 2013-2014 Budget and the 2013-2019 Capital Investment Program Plan; now, therefore,

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES ORDAIN AS FOLLOWS:

1307-ORD
11/29/12

Section 1. Estimated Revenues and Appropriation.

(a) The 2013-2014 Estimated Revenues and Appropriation for each Operating Fund is as follows:

| Operating Funds | 2013-2014 Budget |
|---|---|
| General Fund | $351,034,035 |
| Development Services Fund | 37,219,293 |
| Equipment Rental Fund | 30,684,112 |
| Facilities Services Fund | 14,447,160 |
| Franchise Fund | 3,798,033 |
| General Self-Insurance Fund | 9,607,770 |
| Health Benefits Fund | 50,352,262 |
| Hotel/Motel Tax Fund | 21,031,413 |
| Human Services Fund | 8,458,259 |
| Information Technology Fund | 31,587,202 |
| Land Purchase Revolving Fund | 3,472,570 |
| LEOFF I Medical Reserve Fund | 12,957,709 |
| Marina Fund | 1,596,589 |
| Park M&O Reserve Fund | 6,813,137 |
| Parks Enterprise Fund | 13,236,717 |
| Sewer Utility Fund | 114,937,640 |
| Solid Waste Fund | 2,598,600 |
| Storm & Surface Water Utility Fund | 47,352,964 |
| Unemployment Compensation Fund | 871,000 |
| Water Utility Fund | 103,901,308 |
| Worker's Compensation Fund | 5,036,000 |
| Total Operating Budget | $870,993,773 |

(b) The 2013-2014 Estimated Revenues and Appropriation for each Special Purpose Fund is as follows:

| Special Purpose Funds | 2013-2014 Budget |
|---|---|
| Firemen's Pension | $7,406,234 |
| Housing Fund | 5,330,563 |
| Interest & Debt Redemption - Regular Fund | 38,011,005 |
| LID Control Fund | 1,296,721 |
| LID Guaranty Fund | 240,232 |
| Operating Grants, Donations, and Special Reserves Fund | 7,742,184 |
| Total Special Purpose Budget | $60,026,939 |

(c) The 2013-2014 Estimated Revenues and Appropriation for each Capital Projects Fund is as follows:

| Capital Projects Funds | 2013-2014 Budget |
|---|---|
| General Capital Investment Program Fund | $201,712,600 |
| Utility Capital Investment Program Fund | 161,016,451 |
| Total Capital Projects Budget | $362,729,051 |

The appropriations authorized in subsection (c) above shall be for the purpose of funding those projects set forth in the 2013-2019 Capital Investment Program Plan of the City of Bellevue, Washington, a copy of which has been given Clerk's Receiving No. _____.

Section 2. The job classifications and pay ranges for employees of the City, as set forth in the 2013 City of Bellevue Pay Plans, hereby adopted as part of the biennium budget.

Section 3. All employees who are members of a bargaining unit shall receive such pay and benefits as are provided for in the appropriate collective bargaining agreement.

Section 4. The provisions of Sections 1-3 of this ordinance shall take effect on January 1, 2013.

Section 5. The City Clerk is directed to transmit a certified copy of this ordinance to the Office of the Auditor of the State of Washington, Division of Municipal Corporations and to the Association of Washington Cities.

Section 6. This ordinance shall take effect and be in force five (5) days after its passage and legal publication.

ORIGINAL

1307-ORD
11/29/12

Passed by the City Council this 3rd day of December, 2012 and signed in authentication of its passage this 3rd day of December, 2012.

(SEAL)

Conrad Lee, Mayor

Approved as to form:

Lori M. Riordan, City Attorney

Mary Kate Berens, Deputy City Attorney

Attest:

Myrna L. Basich, City Clerk

Published 12/6/12