



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Enterprise Content Management (ECM) System Implementation		<b>Proposal Number:</b> 020.08DN
<b>Outcome:</b> Responsive Government		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Megan Sibbert, <a href="mailto:msibbert@bellevuewa.gov">msibbert@bellevuewa.gov</a> , 425-452-6464		<b>One-Time/On-Going:</b> One-Time
<b>Fund:</b> CIP	<b>Attachments:</b> Yes	<b>Enter CIP Plan #:</b> G-57
<b>List Parent/Dependent Proposal(s):</b> Parent: 020.08PA Enterprise Content Management Program Operations		

## Section 2: Executive Summary

This capital investment in the Enterprise Content Management System will complete implementation of the remaining modules of the ECM technologies purchased in 2007 as well as planned integrations with the City's GIS and SharePoint systems. ECM is a bundle of integrated records and content management applications that will provide structure and consistency to management of the City's electronic information and records. ECM applications also deliver new business process improvement tools such as automated workflow and collaboration to improve efficiencies in managing records-centric processes to help drive and measure more cost efficient government operations. Completing the ECM implementation completes the development of the City's platform for complying with State records laws for electronic records management.

## Section 3: Required Resource

CIP Expenditure	Projected Spending Thru 2010	2011	2012	2013	2014	2015	2016	2017
Costs	\$2,406,000	\$125,000	\$50,000	\$75,000	\$200,000	\$0	\$0	\$0
2011-2017 Total		\$450,000						
CIP M&O		\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Supporting Revenue</b>		\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>LTE/FTE</b>								
FTE		0.0	0.0	0.0	0.0	0.0	0.0	0.0
LTE		0.0	0.0	0.0	0.0	0.0	0.0	0.0
		0.0	0.0	0.0	0.0	0.0	0.0	0.0

## Section 4: Cost Savings/Innovation/Partnerships/Collaboration

**Cost Savings:** By implementing the Web Content Management module of the ECM suite the City will be able to save approximately \$20,000 per year in licensing fees for our current web content management software, RedDot.

**Efficiencies:** The ECM serves as the core, central repository for electronic documents at the City—basically functioning as a vast electronic library of public information. By integrating the repository with systems such as SharePoint and GIS, information will be stored in one location but accessible from others without the need for duplicate entry. This reduction in duplication, along with the systematic destruction of electronic records that have met retention requirements through the Universal Records Management implementation, will slow the



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growth of storage needed to maintain records that meet the City’s legal and business needs. Full build-out of the ECM system will also make management of records and ability to find them much easier and faster for staff.

**Innovation:** The integration with GIS will allow City staff and the public new ways to access information related to property in Bellevue. This will allow Bellevue to offer a service that is already offered by other jurisdictions in the region, including King County and Seattle.

\*Note: For examples of cost saving/innovation/partnership/collaboration completed through 2010 please refer to the parent proposal, *020.08PA Enterprise Content Management Program Operations*.

## Section 5: Budget Proposal Description

Through year-end 2010, staff will have implemented the base system, digital asset management, the first of several planned automated business process improvement projects (i.e., Council agenda packet development, approval routing, assembly, and publication), built integrations from the Finance/HR system to supporting documents in the ECM; and put a web portal into operation that makes an even wider variety of frequently-requested information available to the public through the City’s web site.

This funding will be used to implement the final two modules of the system that have been purchased but not yet deployed (retention and web content management modules) and complete planned integrations with SharePoint and GIS. ECM is a key element of the City's enterprise technology infrastructure and its full buildout is essential to meeting business goals of the organization. For example, the Paperless Permitting Initiative (including planned Amanda integration) is reliant on the fully-built-out enterprise foundation provided by ECM technologies, and requires that the retention module be in place in 2011/2012. Completing the ECM platform also allows the City to meet City and State requirements for managing and disclosing electronic records, failure of which regularly results in litigation and heavy financial penalties.

## Section 6: Mandates and Contractual Agreements

- Preservation and Destruction of Public Records**, Revised Code of Washington (RCW) 40.14,
- Preservation of Electronic Public Records**, Washington Administrative Code (WAC) 434-662
- Imaging System Standards for Accuracy and Durability**, WAC 434-663
- Public Records Act**, RCW 42.56
- Processing of Public Records Request- Electronic Records**, WAC 44-14-050

## Section 7: Proposal Justification/Evidence (may insert charts, graphs, tables, etc.)

### A. Factors/Purchasing strategies addressed by this proposal:

#### Responsive Government

Project	Purchasing Strategy/Justification
Universal Records Management	<b>Engaged Workforce, Exceptional Service, Stewards of the Public Trust :</b> <ul style="list-style-type: none"> <li>• Applies records retention policies to electronic records as required by the State (<b>manage risk, minimize liability</b>)</li> <li>• Reduces storage growth (<b>sound management of resources, maintain assets</b>)</li> <li>• Limits the amount of information employees need to search through to find what they need (<b>effective communication, enhance responsiveness</b>)</li> </ul>
SharePoint Integration	<b>Engaged Workforce, Exceptional Service, Stewards of the Public Trust:</b> <ul style="list-style-type: none"> <li>• Ability for SharePoint to integrate with the rest of the City’s enterprise</li> </ul>



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	<p>content so that information only lives in one place but can be accessed from many (<b>effective communication, enhance responsiveness</b>)</p> <ul style="list-style-type: none"> <li>• Ability to apply retention to records created in SharePoint (<b>manage risk, minimize liability</b>)</li> </ul>
Geographic Information System (GIS) integration	<p><b>Community Connections, Engaged Workforce, Exceptional Service, Stewards of the Public Trust:</b></p> <ul style="list-style-type: none"> <li>• Access to documents related to geographic location from a map view (<b>access to City information, effective communication, enhance responsiveness, )</b></li> </ul>
Web Content Management (WCM)	<p><b>Community Connections, Exceptional Service, Stewards of the Public Trust:</b></p> <ul style="list-style-type: none"> <li>• Will eliminate duplication of web content software that City currently owns and pays to maintain. The City will be able to retire RedDot once the WCM module of the Oracle ECM suite is implemented (<b>manage public assets responsibly</b> )</li> <li>• Will eliminate the need for duplication of information or documents for web publication (<b>access to more City information, reduce redundancy</b>)</li> <li>• Ability for the City to have a single intranet/internet platform (<b>manage public assets responsibly</b> )</li> <li>• Automatic conversion of information into web viewable formats (<b>reduce redundancy</b>)</li> <li>• Ability to apply retention periods to web content (<b>manage risk, minimize liability</b>)</li> </ul>

**B. Factors/Purchasing strategies addressed by this proposal:**

**Citywide Purchasing Strategies:**

To be successful, the ECM program and our partners in ITD work with all departments to identify needs related to content management and collaborate with them to implement solutions. For example, in 2010 the program is working with Finance, Development Services, Parks, Utilities, and the City Clerk’s Office on a variety of projects that will address process improvements through workflow automation, document and digital asset management, and plan for the electronic submittal of documents such as building permit applications and tax forms by the public.

Records management best practices are outlined in an international standard, ISO 15489, “Information and Documentation- Records Management”. ECM is a key component in enabling the City to align with these industry standards.

The ECM technologies promote environmental stewardship in several ways. For example, by allowing the public to interact with the City electronically, from wherever they are located, the number of trips on local streets and the regional transportation system will be reduced. The ECM also increases the ability for employees to telecommute, also lessening the impact of car travel on our environment. Automating processes reduces the amount of paper needed to review and approve documents and transactions therefore reducing the environmental impact of the process while also reducing cycle time.

**C. Short- and long-term benefits of this proposal:**

Once fully implemented ECM technologies will ensure the City’s compliance with State recordkeeping laws and regulations. The program will provide employees and citizens alike easy access to the information they need from wherever they are and whenever they need it.

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## D. Performance metrics/benchmarks and targets for this proposal:

These projects' success will be measured based on schedule variance and budget variance.

## E. Describe why the level of service being proposed is the appropriate level:

ECM is a key element of the City's enterprise technology infrastructure and its full buildout is essential to meeting business goals of the organization. The requested funding will be used to implement the final two modules of the system that have been purchased but not yet deployed (retention and web content management modules) and complete planned integrations with SharePoint and GIS. Completing the Universal Records Management implementation will provide a critical piece of technology infrastructure required for Paperless Permitting as well as enabling retention management for all content within the system. Paperless Permitting Initiative (including planned Amanda integration or alternative permitting system) is reliant on the fully-built-out enterprise foundation provided by the ECM program and technologies, and requires that the retention module be in place in 2011/2012. Completing the ECM platform also allows the City to meet City and State requirements for managing and disclosing electronic records, failure of which regularly results in litigation and heavy financial penalties.

## Section 8: Provide Description of Supporting Revenue

## Section 9: Consequences of Not Funding the Proposal

### A. Consequence of not funding the proposal at all:

1. **Legal:** The City will be unable to meet City and State requirements for managing and disclosing electronic records, which regularly results in litigation and heavy financial penalties. For example, the Cities of Monroe and Shoreline were each penalized \$150,000+ for not disclosing electronic records in native format with metadata preserved.
2. **Customer Impact:** The public expects to be able to easily access information from public agencies. Without completing the implementation of the ECM technologies and integration with GIS, the amount of information available and the way information is available will be limited.
3. **Investment/Costs already incurred:** By the end of 2010, the City will have invested approximately \$2.2 million since 2004 for the initial pilot project, subsequent purchase of ECM hardware and the complete software suite, implementation costs, and ongoing maintenance
4. **Other:** Initiatives such as Paperless Permitting and other One City business process improvement initiatives rely on the completed ECM implementation.

### B. Consequence of funding at a lower level:

Having already purchased the full software suite, remaining components will not be implemented. This will impact the City's ability to comply with State records management and public disclosure requirements. The ECM technologies help the City do more with less and this proposal, fully funded, is a key to making that happen.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Relocation of Courts from Surrey Downs to Alternate Site		<b>Proposal Number:</b> 040.10PA
<b>Outcome:</b> Responsive Government		<b>Proposal Type:</b> New Service
<b>Staff Contact:</b> Diane Carlson, x4225; Susan Harper, x6458		<b>One-Time/On-Going:</b> One-Time
<b>Fund:</b> CIP	<b>Attachments:</b> Choose an item.	<b>Enter CIP Plan #:</b> G-84
<b>List Parent/Dependent Proposal(s):</b> Alternate: Surrey Downs Maintenance and Repair #040.10NB; Dependent Facilities staff #030.10D1;		

## Section 2: Executive Summary

This proposal provides the funding to design and renovate an existing facility for the Courts and Bellevue Probation and minor renovations to other facilities necessary for implementation. This project will offer a permanent solution for a long-standing problem for the Bellevue District Court as required in the Court interlocal agreement between Bellevue and King County.

## Section 3: Required Resources

Probable project cost is estimated at \$4,455,000. Design will be completed in 2011 and construction in 2012 with final move in early January 2013. (There is no escalation applied to these numbers). Staffing for this proposal is in the Civic Services Department dependent proposal #040.10D1.

CIP Expenditure	Projected Spending Thru 2010	2011	2012	2013	2014	2015	2016	2017
Costs	\$0	\$1,310,000	\$3,070,000	\$75,000	\$0	\$0	\$0	\$0
2011-2017 Total		\$4,455,000						
CIP M&O				\$220,000	\$220,000	\$220,000	\$220,000	\$220,000
<b>Supporting Revenue</b>		\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>LTE/FTE</b>								
FTE		0.0	0.0	0.0	0.0	0.0	0.0	0.0
LTE		0.0	0.0	0.0	0.0	0.0	0.0	0.0
		0.0	0.0	0.0	0.0	0.0	0.0	0.0

## Section 4: Cost Savings/Innovation/Partnerships/Collaboration

Relocating Courts from Surrey Downs will result in a cost avoidance of an estimated \$2.1 million needed to maintain and repair the Surrey Downs building and will allow the Surrey Downs Park Redevelopment plan to proceed consistent with policy interests. Additionally, this proposal, as opposed to a potential relocation to a building not owned by the City, offers greater flexibility to the City in controlling its court facility costs for the long-term. Although the savings in construction costs cannot be specifically quantified, based on the 2008-2010 bid climate it is estimated that this project could cost 20-50% more in future years as the economy and the construction industry in particular recover. The primary partnership is with King County; however the contemplated location offers opportunity for potential partnering with other Eastside cities in the long term.



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## **Section 5: Budget Proposal Description**

The City contracts with King County District Court for municipal court services. Both the Court and Bellevue probation are located at the former Surrey Downs Elementary School. Surrey Downs will be converted to a park by the City requiring the relocation of these functions. Surrey Downs was built in the 1960's and now requires approximately \$2.1 million to address code and life-safety issues so these functions can continue to operate safely for 2-5 years thus avoiding significant risk and liability to employees and citizens. With the funding proposed, design could be completed in 2011, construction in 2012 and move-in early January 2013.

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

## **Section 6: Mandates and Contractual Agreements**

The City has a contract with King County for court services that remains in effect until 12/31/2011 and a lease arrangement with the District Court to use the Surrey Downs building. The City can terminate the court services agreement with King County at the end of the period if notice is given by June 30, 2010; however the City is mandated to provide court services by RCW 39.34.180 and would need to start our own municipal court as a replacement, which is more costly than the King County contract for services. The City is obligated in the court agreement to work cooperatively with King County to evaluate an alternate location for the Bellevue District Court. This work has been on-going since 2007 to find a least cost alternative to relocate the Court.

## **Section 7: Proposal Justification/Evidence (may insert charts, graphs, tables,**

### **Community Connections:**

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

### **Strategic Leadership:**

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

### **Exceptional Service:**

Appropriately equipped government: A component of assuring quality services is supplying staff and the public with a building that allows them to operate safely, predictably and comfortably. Both employee surveys and internal customer surveys are used to monitor progress towards exceptional service. Survey results that monitor

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customer impressions of all City facilities having a safe and clean environment have continued to be high and have increased from 83% in 2006 to 88% in 2009. By comparison, survey results specifically for the current Court and probation location in the Surrey Downs building indicated only a 50% satisfaction rating. By relocating the Court to a newly renovated building, staff and public would have an up-to-date and improved facility in which to operate and visit. Funding this proposal should also contribute to increasing the survey satisfaction rating.

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

### **Stewards of Public Trust:**

Financial Sustainability and well-designed and maintained publicly owned systems and assets: Citizens trust the City to manage their assets thoughtfully and in a fiscally prudent manner, and this proposal addresses responsible management of resources in several ways. This proposal offers a facility option that avoids an expenditure of up to \$2.1 million to ensure the safe operation of an obsolete building. Instead, by avoiding this sunk cost, the City will leverage an opportunity to make an investment in a City-owned facility thus achieving a cost-efficient long-term solution for delivery of court services. Additionally, this proposal takes advantage of a favorable construction climate resulting in estimated savings of 20-50% off construction costs experienced in a healthy economic environment.

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

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

This proposal supports the Safe Community outcome by providing a safe, accessible and well-maintained facility for the Bellevue District Court operation.

### **C. Short- and long-term benefits of this proposal:**

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

### **D. Performance metrics/benchmarks and targets for this proposal:**

Diligent work on court facility options for many years suggests that both development costs and long-term cost control can be more easily achieved if a City-owned facility is utilized for the Court rather than leasing a building or using a King County owned building. There are no King County owned buildings in Bellevue to relocate the Bellevue District Court to. Based on comparative development costs for leased, renovation of city-owned

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property, new construction, or conversion of an operating City facility, a target construction development costs of ≤\$175/SF for the Court facility is identified. This proposal meets that target.

### **E. Describe why the level of service being proposed is the appropriate level:**

This proposal meets the criteria for a court facility at the most cost-effective development cost/SF. It recognizes the cost savings to be gained in moving forward at a time when construction costs are at the lowest experienced in decades.

### **Section 8: Provide a Description of Supporting Revenue**

Bellevue cases comprise approximately 81% of the workload at the Bellevue District Court. The remaining workload is associated with King County or State caseload. Given that King County would benefit from a new court facility, a partnership with the county to participate in the costs of relocating the Court is likely. The amount of their contributing funding would be subject to negotiation.

### **Section 9: Consequences of Not Funding the Proposal**

#### **A. Consequence of not funding the proposal at all:**

1. **Legal:** NA
2. **Customer Impact:** Court services would continue to be delivered at Surrey Downs – a facility that, without significant expenditure, poses a health and safety risk to employees and citizens alike. To comply with the agreement with the county, the search for alternative Court facilities would continue leading to potential additional costs to evaluate alternatives.
3. **Investment/Costs already incurred:** The City has invested staff and financial resources in evaluating Court facility alternatives since the early 2000's in order to search out potential lease options (which proved unfruitful), develop the service and space program needs for the Court and Probation, analyze the costs of building a new Court facility in various generic locations, and analyze costs to renovate an existing building.
4. **Other:**

#### **B. Consequence of funding at a lower level:**

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



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## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Facility Emergency Generator Power Switch Gear Replacement		<b>Proposal Number:</b> 045.12NN
<b>Outcome:</b> Responsive Government		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Frank Pinney, x6049		<b>One-Time/On-Going:</b> One-Time
<b>Fund:</b> CIP	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b> G-85
<b>List Parent/Dependent Proposal(s):</b> N/A		

## Section 2: Executive Summary

This proposal provides for the replacement of an aging and critical portion of the emergency power backup at City Hall. This system provides power to the NORCOM regional 911 center and supports the citizens of Bellevue in an emergency. Failure of this system would require the 911 center to re-locate to their backup location which does not provide emergency dispatch at the same level. Failure of this system would impact the City's ability to support vital emergency operations.

## Section 3: Required Resources

CIP	Projected Spending Thru	2010	2011	2012	2013	2014	2015	2016	2017
Expenditure									
Costs	\$0	\$375,000	\$375,000	\$0	\$0	\$0	\$0	\$0	\$0
2011-2017 Total		\$750,000							
CIP M&O	None								
<b>Supporting Revenue</b>									
		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>LTE/FTE</b>									
FTE		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
LTE		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

## Section 4: Cost Savings/Innovation/Partnerships/Collaboration

Replacement of this equipment was considered during the renovation of City Hall. At the time of the project, the construction industry was experiencing unprecedented growth in both material and labor costs. This portion of the renovation was removed as a cost cutting measure as it was thought that the gear had an extended lifespan. Fire, Police, ITD, CMO, and Facilities met on several occasions to determine the best options for replacing this equipment. It was determined that replacement should occur after the City Hall renovation project when more time could be devoted to planning and coordination of the replacement.

## Section 5: Budget Proposal Description

The emergency power switch gear also known as Close Transition Switch Gear (Russell Gear) provides a smooth and seamless transition from primary, or utility power, to generator power should the utility power fail. This gear is also used to test the backup power system in the building while not affecting the operation of the 911 center. This gear was very robust and state of the art at the time of installation, but is now over 30 yrs old. This project would replace the existing gear with new state of the art electronic systems,



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reducing the chance of failure should the switch gear be needed to transition from utility power to backup power.

The emergency power backup system is also an essential element of the City's data centers, which house the entire City's information technology infrastructure. The City also provides data center co-location services to City of Kirkland and Overlake Hospital, who rely on our continuous availability for their critical IT functions. Failure of this system would be highly visible and impact the City's ability to support its vital operations, customers' access to online resources, and our regional partners' operations.

## **Section 6: Mandates and Contractual Agreements**

There are State and Federal requirements for emergency power backup systems for 911 centers and for Emergency Operation Centers. Current accreditation of the Police and Fire departments are dependent on a tested and operational backup power system. Future accreditation of the NORCOM Communications Center is also dependant on this emergency power system. Our system meets these requirements and failure of the system could jeopardize these accreditations. There are also contractual agreements for data center co-location with the City of Kirkland and Overlake Hospital that require redundant power backup.

## **Section 7: Proposal Justification/Evidence (may insert charts, graphs, tables, etc.)**

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

During renovation of the new City Hall, the replacement of the gear was considered. The replacement was expensive and the existing gear supplied a higher level of service and stability than the systems at old City Hall or the previous 911 center. Although replacement at the time would have provided for a higher level of service than the existing baseline, the gear was renovated and left in place with the assumption that the gear had a life expectancy of 10 to 15 years.

Once in the building, the entire power and backup power systems were reevaluated to determine a reasonable life expectancy of all of the electrical equipment within the building. Studies showed that one of the weak links of the backup power system was this Russell gear, not because it was old or not well maintained, but because it is complicated and some components are difficult to find should parts in this equipment fail. Spare parts are on hand should something fail, but it would be impossible to have all of the needed parts to ensure the system could be brought back online should some isolated piece of the switch gear fail.

### **Community Connections:**

This is an isolated piece of equipment that most people are not even aware of, especially people out in the community. However, the community does expect the City to respond to emergencies and to support their recovery should there be an event. In the recent City survey 88% of residents believe that Bellevue is well prepared to respond to local emergencies. By providing reliable and predictable backup power, the City will promote trust, accountability, and credibility with the community. Without reliable backup power, the City cannot respond to the community's needs.

### **Strategic Leadership**

A considerable amount of planning and coordination is conducted by the Fire, Parks, and Facilities along with regional partners including State of Washington and King County to ensure that the City is in a good position to respond to an emergency. Key facilities are structurally upgraded and supplied with backup emergency power. This planning and alignment of all departments needed in a response is critical for the success of the City in responding to emergencies. The City worked with Puget Sound Energy while designing



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City Hall and continues this relationship to provide reliable power to the community and to develop region-wide plans for emergency response.

**Engaged Workforce:** Facility Services has spent a considerable amount of time and money training for emergency response. Facilities staff is well trained and we have done considerable training of City staff within our buildings so they all know what to do should the City or one of our facilities be affected in an emergency. In addition, we have trained staff and contractors to respond should something happen to our emergency backup power system. Staff knows this gear, services the gear, and is trained in monitoring and repairing the gear. They worked with consultants to develop a response plan should the equipment not function as it should.

**Exceptional Service:** In most instances, except for a blink of the lights, most staff is unaware there has been a power failure at City Hall. We have systems in place to ensure that critical computer, safety and communications equipment is not effected by power outages and testing. Other key facilities have backup power equipment that allows our staff to respond to emergencies even when there is no power in the region. This ability to have power and respond to the community's needs is critical and expected by the citizens of Bellevue.

**Stewards of the Public Trust:** Key to efficient and reliable government is keeping the public's trust. Without reliable back up power, the City cannot respond to emergencies. The Facility staff has worked very hard to keep this critical equipment in good shape and in proper working order. Mission critical systems are reliant on the network, data center, connectivity to the internet, and for communication with external agencies. These are in turn supported by the emergency power system. We conduct periodic testing and maintenance on this equipment. Even with constant maintenance, equipment gets old, parts become hard to find, and systems reach the end of their useful life.

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

This switch gear and associated emergency power equipment is vital in supporting the Safe Community outcome. This gear ensures that Police, Fire, and NORCOM can continue to perform their key public safety functions should there be a power outage. In addition, the ability to keep City Hall operating during a power outage is very important to disaster recovery and allows the City to carry out permitting and recovery response to any damage that might occur in a windstorm or an earthquake.

**C. Short- and long-term benefits of this proposal:**

Replacement of this equipment allows for continued reliable operation of the emergency power systems in City Hall. The planned replacement allows Facilities to minimize the impact by scheduling the work when outages are less likely, allows planning for temporary backup of key functions, and minimizes impacts. Waiting until the equipment fails can result in significant disruption and potential long-term outages that could severely impact City Hall operations.

**D. Performance metrics/benchmarks and targets for this proposal:**

FEMA requires emergency power systems for Emergency Operations Centers. They are required to be tested and repaired so they remain reliable. FEMA set guidelines for amount and duration of emergency power backup. Both Police and NORCOM have emergency power requirements that are dictated by the Commission on Accreditation for Law Enforcement Agencies (CALEA). The Uptime Institute, a consortium of data center professionals, representing operators, equipment manufacturers and service providers, has developed the industry standard for data center classification. According to the classification system, the

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City requires Tier III data centers because of the 24/7 operations serving both internal and external customers. Tier III sites must demonstrate 99.98% availability or no more than 1.7 hours of unplanned failure in one year.

**E. Describe why the level of service being proposed is the appropriate level:**

FEMA and department accreditations require backup power systems for Police, Communication Centers, Emergency Operations Centers, and other critical City functions. These systems must be able to operate for 72 hours without interruption. With Police and Fire emergency response occasional problems with backup power are not acceptable. Contingency plans are in place in the event the generators don't provide backup power, but an extended outage could be very disruptive.

**Section 8: Provide a Description of Supporting Revenue**

Funding is from CIP.

**Section 9: Consequences of Not Funding the Proposal**

**A. Consequence of not funding the proposal at all:**

1. **Legal:** n/a
2. **Customer Impact:** Should this equipment fail and the utility power not be restored, City Hall, NORCOM, and critical functions of the building would not be available except at backup locations until the utility power was restored or the equipment was repaired. Two partial failures have occurred in 4+ years we have occupied the building. The gear is nearing the end of its useful life and at some point will need to be replaced. Early replacement allows for scheduled shut down and lower costs than a catastrophic failure requiring emergency replacement or repair.
3. **Investment/Costs already incurred:** The 3 generators and associated equipment for the emergency power system are very expensive and proper maintenance/repair is critical to its operation.
4. **Other:** Waiting to replace this equipment when funding would be available within the Facility Services Fund increases the risk of a significant failure of this Russell switch gear. In the past year, this equipment has partially failed on two occasions. This left City Hall without lighting for several hours. Replacement equipment was located and renovated and the system is now fully operational. The City was fortunate that the failed breaker was not one that supported the life safety or the 911 center portions of the building. Should the City experience similar problems in these two critical areas, then portions of, or all of City Hall would have to be evacuated until a resolution could be found.

**B. Consequence of funding at a lower level:**

Funding at a lower level will result in a delay in replacing this equipment while sufficient reserves are collected to fund the replacement. If the gear fails before this funding is in place, then emergency funding will have to be found and extended outages may occur. In an extended utility outage, full or partial outages could be as short as one to two hours or as long as several days while a work around of the system can be developed. Backup systems are in place, for most operations, but they could be severely limited.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> JDE System Upgrade		<b>Proposal Number:</b> 060.04NN
<b>Outcome:</b> Responsive Government		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Bonnie Grant, x4065 <a href="mailto:bmgrant@bellevuwa.gov">bmgrant@bellevuwa.gov</a>		<b>One-Time/On-Going:</b> One-Time
<b>Fund:</b> CIP	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b> G-59
<b>List Parent/Dependent Proposal(s):</b>		

## Section 2: Executive Summary

This proposal provides funding to upgrade the City's Finance and Human Resources System, JD Edwards (JDE), in 2014. Funds will be spent on temporary staffing and specialty expertise required to complete the upgrade. The JDE system, like most software applications, requires a significant upgrade every 3-4 years.

## Section 3: Required Resources

CIP Expenditure	Projected Spending Thru							
	2010	2011	2012	2013	2014	2015	2016	2017
Costs	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0
2011-2017 Total		\$100,000						
CIP M&O		\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Supporting Revenue</b>		\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>LTE/FTE</b>								
FTE		0.0	0.0	0.0	0.0	0.0	0.0	0.0
LTE		0.0	0.0	0.0	0.0	0.0	0.0	0.0
		0.0	0.0	0.0	0.0	0.0	0.0	0.0

## Section 4: Cost Savings/Innovation/Partnerships/Collaboration

### Cost Savings:

Information Technology and Finance Departments have reduced staff supporting our Finance and Human Resources systems (including JDE) by 3 FTEs. This is a significant reduction, but feasible to staff regular support and maintenance of JDE. However, additional resources are required to complete a software upgrade every 3-4 years. An upgrade requires specialized expertise that is expensive to maintain on an ongoing basis. Adding consulting resources to complete an upgrade is best practice with many JDE clients, including Sound Transit and the King County Library System.

### Partnerships/Collaboration:

The City collaborates with other clients of JDE to share knowledge and expertise, especially during an upgrade. Also, the City also has a long-standing relationship with a consulting firm specializing in JDE, AMX International. The benefit of a consistent relationship with AMX is that they understand how the City utilizes JDE. This saves



# 2011-2012 Budget Proposal

the City the time and cost it would take an unfamiliar vendor to become knowledgeable with our JDE environment.

## **Section 5: Budget Proposal Description**

This proposal provides funding to support an upgrade to our Finance and Human Resources System (JDE) in 2014. Funds will be spent on temporary staffing and specialty expertise required to complete the upgrade. The JDE system, like most software applications, requires a significant upgrade every 3-4 years to maintain vendor support. Vendor support is required to maintain compliance with federal, state and local requirements.

The requested funding of \$100,000 is based on expenditures for consulting support during the JDE upgrade in 2010.

## **Section 6: Mandates and Contractual Agreements**

It is critical that the City's Finance and Human Resources System is compliant with federal, state and local requirements (e.g., Internal Revenue Service, local tax rates). Software does 'break' and vendor support is required to fix problems in the software.

Additionally, RCW 43.09 provides the State Auditor's Office with the authority to prescribe Generally Accepted Accounting Principles (GAAP) and perform an annual audit of the City's financial records to ensure compliance with GAAP and applicable RCWs. The annual audits include federal single audit requirements under OMB circular A-133 for federal grant awards. The City benefits from \$2 million - \$6 million annually in federal grant awards.

A stable and accurate financial system (i.e., JDE) is required to effectively maintain our ability to fulfill these requirements.

## **Section 7: Proposal Justification/Evidence (may insert charts, graphs, tables, etc.)**

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

#### ***Stewards of the Public Trust***

*Manage public funds and assets in a responsible and fiscally sustainable manner.*

*Manage risk, minimize liability, and provide for accountability.*

A stable and accurate Finance and Human Resources System enables the City to manage public funds and assets in a responsible manner. For example, the System enables us to produce over 30,000 pay checks and over 50,000 vendor payments annually. Without a system to manage these and thousands of other financial transactions, we would be severely challenged to manage risk and liability, and provide accountability for financial operations.

Without such a system, the City runs the risk of compromising our financial integrity. This will impact our ability to benefit from grant revenue (\$2M-\$6M annually) and may also result in lowering the City's Aaa bond rating. A lower bond rating impacts both our ability to borrow short-term and long-term debt and the cost of borrowing.

#### ***Exceptional Service***

*Ensure services are provided when needed and/or expected: and processes are timely and predictable.*

*Equip the organization with the information, tools and technology to effectively respond*

A stable and accurate Finance and Human Resources System ensures that key processes (such as paying employees and vendors and reconciling our bank accounts) are provided when needed and are timely and



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predictable. It is not possible to accomplish this without a foundational system.

The system equips the organization with the technology to perform financial management and conduct financial operations in a timely, consistent, and predictable manner.

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

The City’s fiscal health impacts the ability to deliver all outcomes. A stable and accurate Finance and Human Resources System manages financial operations and provides information required for financial planning.

Citywide Purchasing Strategies addressed include:

*Ensure sound management of resources and business practices*

The City’s revenues, expenditures and its staff are centrally managed by the Finance and Human Resources System.

*Eliminate low valued-added activities*

The system integrates with departmental systems such as Telestaff for Police and Fire timekeeping and Maximo for Utilities and Parks timekeeping to eliminate low value-added activities such as re-keying information from one system to another. It leverages our health and retirement providers and their computer systems to exchange information in the same automated way.

**C. Short- and long-term benefits of this proposal:**

The short-term benefit of this proposal is maintaining vendor support which includes modifications to support legislative changes.

The long-term benefit of this proposal is preserving the significant investment in the City’s largest software application.

**D. Performance metrics/benchmarks and targets for this proposal:**

The performance metric for this proposal is an updated JDE system at the end of 2014 that will be supported by the vendor and meet all legislated and mandated business requirements.

**E. Describe why the level of service being proposed is the appropriate level:**

The requested funding of \$100,000 is based on expenditures for consulting support during the JDE upgrade in 2010.

**Section 8: Provide Description of Supporting Revenue**

None.

**Section 9: Consequences of Not Funding the Proposal**

**A. Consequence of not funding the proposal at all:**

1. Legal: None.
2. Customer Impact: The Finance and Human Resources System is customer-facing as it pays both vendors and suppliers as well as employees. It also tracks the revenues received from various City services and programs delivered to citizens, taxpayers and customers of the City. Hence the need for a stable and accurate financial system cannot be overemphasized.
3. Investment/Costs already incurred: None.
4. Other: Not funding this proposal would significantly compromise the City’s ability to maintain a stable and accurate Finance and Human Resources System.



# 2011-2012 Budget Proposal

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**B. Consequence of funding at a lower level:**

Funding at a lower level will provide for a lower level of support to internal staff for the 2014 upgrade. This would impact their ability to successfully complete the required upgrade of our Finance and Human Resources System in 2014.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Business Tax and License System Replacement Project		<b>Proposal Number:</b> 060.15DN
<b>Outcome:</b> Responsive Government		<b>Proposal Type:</b> Enhancing an Existing Service
<b>Staff Contact:</b> Lucy Liu, x4445		<b>One-Time/On-Going:</b> One-Time
<b>Fund:</b> CIP	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b> G-59
<b>List Parent/Dependent Proposal(s):</b> (060.15PA) Business Tax and License Administration and (090.03NB) IT Software Development		

## Section 2: Executive Summary

This project completes the development of an information system to track and account for the City's business license fees and taxes, including the general business license, regulatory licenses, business and occupation (B&O) taxes, utility taxes, admission tax and gambling taxes. These taxes and fees account for approximately \$108 million in revenue for the 2011/2012 biennium. In addition, the new system provides a more convenient online option for taxpayers to file and pay taxes and update account information. The new system replaces the City's only remaining system operating on the City's outdated Alpha hardware, which has a high risk of system failure. This proposal will enable the City to provide for accountability and earn the public's trust.

## Section 3: Required Resources

CIP Expenditure	Projected Spending Thru 2010	2011	2012	2013	2014	2015	2016	2017
Costs	\$0	\$106,000	\$57,000	\$0	\$0	\$0	\$0	\$0
2011-2017 Total		\$163,000						
CIP M&O		\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Supporting Revenue</b>		\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>LTE/FTE</b>								
FTE		0.00	0.00	0.00	0.00	0.00	0.00	0.00
LTE		0.00	0.00	0.00	0.00	0.00	0.00	0.00
		0.00	0.00	0.00	0.00	0.00	0.00	0.00

## Section 4: Cost Savings/Innovation/Partnerships/Collaboration

The new system will enable the City to eliminate the multiple databases and systems we currently use to house tax and license information and provide a more innovative online tax filing option to meet taxpayer needs. In addition, it will better enable the City to gain efficiencies in the following areas:

### Cost Avoidance

1. Providing flexibility for the City to meet changes in tax calculations required by state and local law without extensive reprogramming. This results in cost avoidance due to risk of lawsuits when calculation changes occur and the city is unable to easily update the system to incorporate changes as is the case in the current system; and



# 2011-2012 Budget Proposal

2. Consolidating the reporting of City imposed business taxes into a single form to reduce printing, mailing and processing costs.

## Innovation/Collaboration

1. Providing online tax filing to meet taxpayer needs while improving accuracy and reducing printing, mailing, and processing costs;
2. Providing a more efficient integrated mobile tool to enable the City to continue compliance enforcement activities and eliminate redundant data entry;
3. Providing better reporting capabilities and increasing data collection, to enable the City to better analyze our taxpayer base and the amount of revenue generated by industry and geographical area, to enhance collaboration with economic development and revenue forecasting projects; and
4. Enhancing the zoning review process by presenting the reviewer with improved data.

## Partnership

Automating functionality within the business license approval process, in partnership with the Washington State Department of Licensing, resulting in a more efficient and accurate process to improve the overall approval time.

## Section 5: Budget Proposal Description

This proposal is an existing project in the midst of development by the City's Information Technology Department and completes the development of the City's new tax and license system. The City's current system, initially developed in the 1980's and operating on the Alpha System, has outlived its useful life and has significant hardware and software uncertainty. The system is used to administer and collect city-imposed business licenses and taxes, which account for approximately \$108 million in revenue in the 2011/2012 biennium. The new system provides improved technology tools to enable tax staff to continue current compliance enforcement activities, including audit, detection and delinquent collection programs, in a more efficient manner. The replacement is part of the Financial and Human Resources System Replacement project.

The project involves four modules: License, Tax, Audit, and Online Filing. The foundational elements of the system are complete and programming of core functionality will be substantially complete by the end of 2010. Testing and implementation of the License, Tax and Audit Modules are targeted for completion by the end of 2011 and development and implementation of Online Filing is targeted for completion in 2012.

The Online Filing Module provides the ability for taxpayers to file tax returns, update account information and remit payments online. Online filing is the most frequently requested service from taxpayer surveys. In addition, this feature will increase filing accuracy due to built in calculations.

This proposal seeks the necessary CIP resources to complete the programming of this system. Additional staffing for this project and ongoing maintenance for the new system are reflected in the IT Software Development Proposal.

## Section 6: Mandates and Contractual Agreements

The City is required to calculate B&O taxes, penalties and interest in accordance with RCW 35.102.040 (Municipal B&O Tax Model Ordinance – Mandatory Provisions). The City has adopted the provisions of this RCW in BCC Chapters 4.03 and 4.09.



# 2011-2012 Budget Proposal

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**Section 7: Proposal Justification/Evidence (may insert charts, graphs, tables, etc.)****A. Factors/Purchasing strategies addressed by this proposal - for the PRIMARY outcome:*****Stewards of the Public Trust***

- Manage risk, minimize liability, and provide for accountability.
- Acquire, develop, and maintain publicly owned assets that support high performing government.

The new system will enable the City to:

1. Properly track and account for tax and license revenues collected to provide accountability;
2. Minimize the risk of a system failure in the long term and ensure we have a viable, efficient, and sustainable system for continued use in the future; and
3. Be a high performing organization by providing taxpayers with the proper information on a timely basis.

***Exceptional Service***

- Ensure services are provided when needed and/or expected; and processes are timely and predictable.
- Enhance professionalism and responsiveness to calls for service.

The more efficient, dependable new system enables staff to meet taxpayer expectations by:

1. Using information from the system to answer taxpayer questions in a timely and accurate manner;
2. Providing taxpayers with the necessary tax forms and a consistent and predictable process; and
3. Providing tax auditors with the necessary tools to calculate and issue audit assessments that are more professional and timely.

***Engage Workforce***

- Encourage innovation in the workplace.

The new system provides staff with more innovative technology tools, (See Section 4 – Innovation/Collaboration), to better meet taxpayer expectations and perform their day to day tasks more efficiently.

***Community Connections***

- Promote trust, accountability, and credibility with the community through fair and equitable process.

The new system will allow the City to earn the public’s trust and credibility by continuing to administer our business licenses and taxes in an effective and efficient manner. It also responds to a frequent community request and expectation for online access to account information and tax filing.

**B. Factors/Purchasing strategies addressed by this proposal - for the OTHER outcome(s):****CITYWIDE STRATEGY - Ensure sound management of resources and business practices.**

This proposal provides staff with a reliable system that meets the necessary functional and legal requirements to continue to collect and administer business taxes and licenses efficiently and meets the taxpayers’ expectations.

**Economic Growth and Competitiveness – Community Policy, Planning and Development**

- Enhance the City’s ability to track and forecast economic changes.
- Provide market-based tools, incentives, or other creative alternatives to regulation and enforcement.
  1. The new system will enhance the City’s ability to track and forecast tax collections by geographic area and business industry type.
  2. The online filing feature will provide taxpayers with a more creative and convenient option to comply with business tax filing requirements.

**C. Short- and long-term benefits of this proposal:**



# 2011-2012 Budget Proposal

This project will provide the City with a reliable and enhanced system to collect and administer the City's business taxes and licenses. It will allow the City to retire the now outdated tax system currently operating on the Alpha platform along with a number of side systems, and provide taxpayers with better options to file and remit their taxes and/or update account information.

## D. Performance metrics/benchmarks and targets for this proposal:

The performance metrics include:

1. System meets functional requirements, and is completed on time and within budget.
2. Potential future performance metrics for 2013/2014: % of tax returns filed and paid online.

## E. Describe why the level of service being proposed is the appropriate level:

This project provides a replacement for the current systems used to perform business license and tax collection and administration, with essentially the same basic functionalities. Some new minor features are added for greater efficiency. Tax and ITD staff has worked diligently to ensure only the basic and necessary features are included in the scope. The key new significant feature is online tax filing. Online filing has been a long requested feature and expectation by the City's taxpayers. In addition, this feature will improve filing accuracy.

## Section 8: Provide Description of Supporting Revenue

While this system does not directly generate any revenue, it supports a revenue collection function. The system tracks approximately \$108 million in revenue for the next biennium. In addition, it provides more innovative tools for the City to continue to conduct tax and license compliance enforcement activities in a more efficient manner. These enforcement activities will generate approximately \$5 million of the \$108 million in revenue this system tracks for the next biennium.

Additionally, all future staff capacity gained as a result of efficiencies will be directed to compliance enforcement activities such as audit, detection, and delinquent collections. Staff capacity is not anticipated to be experienced until system stabilization is complete in 2013. Anticipated capacity is expected to be .25 FTE which when directed to revenue generating activities can be expected to generate \$30,000 to \$40,000 in revenue per year.

## Section 9: Consequences of Not Funding the Proposal

### A. Consequence of not funding the proposal at all:

1. **Legal:** The City is required to calculate B&O taxes, penalties and interest in accordance with RCW 35.102.040. Recent changes in the RCW relating to interest and penalty calculations have not been programmed into the current system. In order to automate the calculations, the City would be required to undertake a major re-write of the current outdated system at a cost similar to this proposal.
2. **Customer Impact:** Slower service delivery to customers and not meeting taxpayer expectations for online tax filing.
3. **Investment/Costs already incurred:** Projected expenditures by the end of 2010 is \$296,800.
4. **Other:** The risk of current system failure is high.

### B. Consequence of funding at a lower level:

The basic system, encompassing the License, Tax and Audit Modules, is one integrated system that serves the basic technology needs of the City's business tax and license collection and administration function. Only the basic and necessary features are included in the scope. If there is to be a lower level of funding, the Online Filing Module is the only new key feature. The cost noted above for 2012 is the cost of this feature. Not funding this feature will result in lower filing accuracy and the inability to meet taxpayer expectations for this service.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Budget System Upgrade		<b>Proposal Number:</b> 060.19DN
<b>Outcome:</b> Responsive Government		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Bonnie Grant, x4065		<b>One-Time/On-Going:</b> Both
<b>Fund:</b> CIP	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b> G-59
<b>List Parent/Dependent Proposal(s):</b> 060.19PN Financial Planning		

## Section 2: Executive Summary

This proposal provides for a budgeting system to develop, manage, and report the City's budget. The City must produce a budget to manage its finances and report budget outcomes to citizens and the organization. A budget system is necessary to accomplish this.

## Section 3: Required Resources

CIP Expenditure	Projected Spending Thru 2010	2011	2012	2013	2014	2015	2016	2017
Costs	\$0	\$120,000	\$0	\$0	\$0	\$0	\$0	\$0
2011-2017 Total		\$120,000						
CIP M&O		\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Supporting Revenue</b>		\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>LTE/FTE</b>								
FTE		0.0	0.0	0.0	0.0	0.0	0.0	0.0
LTE		0.0	0.0	0.0	0.0	0.0	0.0	0.0

## Section 4: Cost Savings/Innovation/Partnerships/Collaboration

### Cost Savings:

Currently, the City uses the GovMax budgeting system. However, the City's version of GovMax will no longer be available at the end of 2012. This proposal will evaluate alternatives to determine the system that best meets the City's requirements at the lowest cost. The best alternative will be implemented.

Previously, this system upgrade would be funded through the Finance and Human Resources System Replacement project, CIP G-59. However, this CIP project will not exist beyond 2010.

### Partnerships/Collaboration:

The City of Bellevue will partner with Sarasota County or the City of Fort Collins to leverage investments these jurisdictions have already made in their financial budgeting systems.



# 2011-2012 Budget Proposal

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## **Section 5: Budget Proposal Description**

This proposal will evaluate two budgeting systems: a new version of the City’s current system, GovMax, and the City of Fort Collins’ system. Both will be evaluated for their ability to meet the City’s budget development, management, and reporting needs. The system that is the best fit for the City of Bellevue’s needs at the lowest cost will be selected and implemented. The outcome of this proposal will be a budget system that will be used to develop the 2013-2014 budget and years beyond.

## **Section 6: Mandates and Contractual Agreements**

The City’s budget is a key component of the City’s financial management. It defines how financial resources will be distributed and managed.

The Budget Office fulfills the requirements of Washington State Law and the State Auditor’s Office: RCW 35.33.020, 35.33.051, 35.33.075 and 35A.34 address requirements of the preliminary and adopted budgets, procedures for budget amendment, quarterly monitoring reports to Council, budgeting for non-operating/ special funds. The system supports the Budget Office’s ability to fulfill these requirements.

## **Section 7: Proposal Justification/Evidence (may insert charts, graphs, tables, etc.)**

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

***Stewards of the Public Trust*** – *Manage public funds and assets in a responsible and fiscally sustainable manner. Manage risk, minimize liability and provide for accountability. Acquire, develop and maintain publicly owned assets that support high performing government.*

The City must have a budget system to manage public funds and assets in a responsible manner. The budgeting system allows the Budget Office and departments to effectively manage the risk of over spending revenues and provide for accountability in expenditures. The budget system is an asset that supports high-performing government.

***Strategic Leadership*** – *Identify and foster cross jurisdictional partnerships that reduce costs.*

The alternatives for a budgeting system both leverage partnerships with other municipal jurisdictions – Sarasota County, Florida and the City of Fort Collins, Colorado. These jurisdictions have made significant investments in the development of their systems, and Bellevue will benefit from these investments by acquiring one of these systems at a much reduced cost (approximately 20% of the original investment).

***Exceptional Service*** – *Equip the organization with the ability to use the tools and technology to effectively respond to community requests and perform their tasks.*

A budget system is required to accurately and efficiently prepare, manage, and report on the City’s budget. The City has had a budget system for more than 10 years.



# 2011-2012 Budget Proposal

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

This Proposal fulfills the following Citywide Purchasing Strategies:

*Eliminate low value-added activities*

*Ensure sound management of resources and business practices*

Without a budgeting system, the Budget Office and fiscal staff in all departments will be required to manually prepare, manage, and report the City's budget. This will result in increased staff costs and increased risk of error.

### *All Outcomes*

The budget function and the supporting computer system manage revenues and expenditures critical to all City outcomes.

## **C. Short- and long-term benefits of this proposal:**

A replacement of the City's budgeting system will benefit the City in the preparation of the 2013-2014 and subsequent budgets at least through 2017-2018.

## **D. Performance metrics/benchmarks and targets for this proposal:**

A working budget system available for preparation of the 2013-2014 budget. The budget system must be fully functioning by Q2-2012.

## **E. Describe why the level of service being proposed is the appropriate level:**

The cost of this proposal is based upon a quotation from Sarasota County, suppliers of our current GovMax budgeting system. The quotation provides for the replacement of the current GovMax system (expires Q4-2012), with an updated version of GovMax. The updated system will be available well beyond Q4-2012.

## **Section 8: Provide Description of Supporting Revenue**

None.

## **Section 9: Consequences of Not Funding the Proposal**

### **A. Consequence of not funding the proposal at all:**

1. Legal: None.
2. Customer Impact: If this proposal is not funded, the City will not have a budget system to prepare, manage, and report on the City's budget. Without a budgeting system, the Budget Office and fiscal staff in all departments will be required to manually prepare, manage, and report the City's budget. This will result in increased staff costs and increased risk of error. The additional effort required by Budget Office staff and fiscal staff in departments will reduce their ability to effectively manage the budget and respond to City Council requests for information.
3. Investment/Costs already incurred: None
4. Other: None

### **B. Consequence of funding at a lower level:**

Funding of \$120,000 for the budget system is the base level required to replace the current GovMax system with an updated version of the same system that will be available well beyond Q4-2012.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Performance Management System		<b>Proposal Number:</b> 060.21D1
<b>Outcome:</b> Responsive Government		<b>Proposal Type:</b> Enhancing an Existing Service
<b>Staff Contact:</b> Rich Siegel, <a href="mailto:rcsiegel@bellevuewa.gov">rcsiegel@bellevuewa.gov</a> , x7114		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> CIP	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b> New
<b>List Parent/Dependent Proposal(s):</b> Parent: 060.21PN (Performance Management Function), Dependent: 060.21D2 (Ongoing Maintenance & Operations)		

## Section 2: Executive Summary

This proposal requests funding for a system to be used for the centralized collection, storage, and reporting of data on performance results for identified budget outcomes. It is a dependent proposal relating to the proposal "Performance Management Function". That proposal requests funding for the development of a revised organization-wide performance management process to establish guidelines for collection of data, provide alignment between departments and support the review and utilization of performance results for management of City programs.

## Section 3: Required Resources

<b>CIP Expenditure</b>	<b>Projected Spending Thru 2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Costs	\$0	\$75,000	\$32,500	\$0	\$0	\$0	\$0	\$0
2011-2017 Total		\$107,500						
CIP M&O		\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Supporting Revenue</b>		\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>LTE/FTE</b>								
FTE		0.0	0.0	0.0	0.0	0.0	0.0	0.0
LTE		0.0	0.0	0.0	0.0	0.0	0.0	0.0
		0.0	0.0	0.0	0.0	0.0	0.0	0.0

## Section 4: Cost Savings/Innovation/Partnerships/Collaboration

Because this proposal requests the development of an organization-wide performance data process and system, it will be crucial to collaborate with all departments in the discussion, development, and adoption of the proposed process and system. An initial component of this proposal will be to identify the current processes and efforts that departments utilize to store data and report on their performance. This proposal will require a partnership with ITD and/or the Finance Systems support group to administer the installation of the storage solution and management application for performance results.

# 2011-2012 Budget Proposal

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## **Section 5: Budget Proposal Description**

Each year, the City compiles performance data in a number of areas (fire and police response times, water quality, neighborhood street and road conditions, etc.) to determine overall performance and identify those areas where improvement should be focused. This proposal requests resources to support the following functions:

- Review of existing processes and potential new processes, planning, activities and systems now being utilized in the City and determine how to integrate the various components into a cohesive, consistent performance management program.
- Capture data from existing systems through extracts to avoid double data entry. Installation of an automated system that would be multi-dimensional and support strategic planning, performance analyses and reporting, citizen engagement, data warehousing and “dashboard” technology.
- Gather unfiltered performance measure results data in a systematic and consistent manner, and record for analyzing and reporting results on all key indicators in a central repository.
- Ensure that people can access the information they want when it’s most convenient for them.
- Foster organizational learning by communicating effectively, reflecting on results, adapting and responding to optimize performance, and increasing service delivery while soliciting and analyzing performance feedback from the community.
- Equip the organization with information, technology, and personnel to effectively respond to events while managing risk, minimizing liability, and providing accountability to citizens and employees by reporting the City’s progress on performance measures identified in the budget process.

This system includes methods to be utilized to train staff and present results data at all levels (staff, Council and community). “Dashboard” technology envisions the ability to present key data in a high-level graphical view and the capability to drill down to more detailed information.

In summary, this proposal is for a new technology (and process) to aid in identifying, intervening, adjusting and reporting progress in achieving Council approved budget outcomes.

## **Section 6: Mandates and Contractual Agreements**

None; although the City’s policy requires the City to report on performance measures and “prepare trends, comparisons to other cities, and other financial management tools to monitor and improve service delivery in City programs” (Financial Management Policies, Section II, J.).

## **Section 7: Proposal Justification/Evidence (may insert charts, graphs, tables, etc.)**

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

This proposal addresses all five of the purchasing factors identified for the Responsive Government Outcome, and particularly the factors relating to *Stewards of the Public Trust and Efficient & Effective Delivery*. This proposal directly relates to Results, Measurement, and Accountability by creating and maintaining an efficient process to assess organizational performance and progress relative to the Council Outcomes, Community Vision, strategic plans, and organizational objectives.

Development of a standardized business process that will identify existing processes and potential new processes, planning, activities and systems now being utilized in the City and propose an integration of the various components into a cohesive, consistent performance management program also addresses:

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**Strategic Leadership:** This proposal addresses the sub-factors Strategic Planning and Alignment and Deployment by:

- Utilizing business performance reporting as the basis for strategic planning and making informed decisions for both the short- and long-term regarding program direction and budget allocation, measuring progress, and helping to realize the Community Vision.
- Fostering the organizational vision of collaboration by developing a standard process and program to systematically gather and report results on key performance indicators organization-wide.
- Creating an automated system that would be multi-dimensional including strategic planning, performance analyses and reporting, citizen engagement, data warehousing, and “dashboard” technology to present results on key performance indicators to citizens, staff and the Council.

**Engaged Workforce:** This proposal demonstrates collaboration between departments and reduces redundancies in delivery by having all departments within the organization report their results in a systematic and organized fashion thus leveraging partnerships between departments and consistent reporting. This proposal will enable the City to take advantage of *the latest technology* and tools to analyze and present performance data conveniently to interested audiences in an easy-to-use format.

**Community Connections:** This proposal addresses the sub-factors “All-Way Communication”, “Accessibility”, and “Transparency” by:

- Ensuring people can access the information they want and need when it’s most convenient for them;
- Presenting performance results in a easy-to-use format that delivers desired information to internal and external customers in a timely and predictable manner that supports decision-making;
- Optimizing transparency and openness of results achieved from government actions to both internal and external customers by reporting performance results in a dynamic format that allows citizens to monitor those results.

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

This proposal requests the development of an organization-wide measurement process and automated system that would allow for the reporting and analysis of performance results of all key indicators and factors for all Outcomes, not just Responsive Government. Because each Outcome must gather data and report on their progress, this proposal supports all of the Outcomes of the budget process.

**C. Short- and long-term benefits of this proposal:**

- Short-term benefits of this proposal include organization-wide performance results reporting to support Budget One requirements; efficiencies gained in reporting results by the organization by having a standardized process for gathering performance results, and a central location for the storage and presentation of the results data. These efficiencies would allow staff to focus more attention on using data findings to improve operations, and spend less time on data entry and compilation. The system can be operational in six months or less.
- Long-term benefits from a central repository include the capability to access a broad range of standardized performance data organization-wide, ability to complete in-depth trend analysis, disaggregate data, and track changes in performance results over time by having access to large amounts of data. The City can use its information base to improve operations and strategic direction. Bellevue is already considered as a national leader and has been recognized for efforts in compiling and reporting performance data. Enabling the City to utilize a system-wide reporting process will strengthen the City’s reputation in this field.

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**D. Performance metrics/benchmarks and targets for this proposal:**

- % of the key performance metrics and targets that are reported by the system (target: 100%).
- Increase in % of employees who strongly agree to agree that their workgroup uses performance data.

**E. Describe why the level of service being proposed is the appropriate level:**

Currently there is no systematic and consistent method of applying performance data to the overall management of City programs. Baldrige, NPMAC, ICMA, and other national organizations suggest that the application of performance data to management decision-making is essential for organizational development and continuous improvement. This proposal requests the development of a systematic process that would be applied organization-wide to ensure that an extensive body of performance data is available and used at all levels and across all departments to assist with the administration of City programs and decision-making by policy bodies.

**Section 8: Provide a Description of Supporting Revenue**

None.

**Section 9: Consequences of Not Funding the Proposal**

**A. Consequence of not funding the proposal at all:**

1. **Legal:** None.
2. **Customer Impact:** Individual departments and programs that currently compile and report performance data would continue to perform this exercise. However, the Budget One process has identified additional Outcomes that will require data collection and reporting in order to gauge progress and identify the need for potential needed changes. Not funding this proposal would inhibit the ability to gather the performance results data centrally utilizing a standard process, and prevent reporting and analysis on all Outcomes reliably and consistently for all City programs. It would prevent the organization from using its data base to make “breakthrough” improvements as identified by the Baldrige Quality Program, and answering the questions “Are we making progress” and “How do we know” would not be adequately answered in the budget execution phase.
3. **Investment/Costs already incurred:** None.
4. **Other:** N/A

**B. Consequence of funding at a lower level:**

The consequence of funding at a lower level would entail a smaller scope in the project and development process which could impact the ability to report and analyze results Citywide on all identified budget outcomes. With limited funding:

- A selection of outcomes could be used for reporting, not all seven that have been identified; or
- only the central repository storing the data could be funded, with the results reporting mechanism added in a later phase.
- Departments will incur additional overhead to gather and report results; efficiencies in organization reporting will not be realized because of a manual reporting process that will involve the manual entry of data into multiple systems.
- The development approach will be phased – develop process for reporting only; utilize an off-the-shelf, “best fit” reporting product that would not allow for customization; create a limited complete solution in-house that could be customized to fit the organization’s performance reporting requirements.



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## Section 1: Proposal Descriptors

<b>Proposal Title:</b> M-15 Wetland Monitoring		<b>Proposal Number:</b> 130.88NN
<b>Outcome:</b> Responsive Government		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Mike Mattar, x4318		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> CIP	<b>Attachments:</b> Yes	<b>Enter CIP Plan #:</b> PW-M-15
<b>List Parent/Dependent Proposal(s):</b>		

## Section 2: Executive Summary

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

## Section 3: Required Resources

CIP Expenditure	Projected Spending Thru 2010	2011	2012	2013	2014	2015	2016	2017
Costs	\$109,096	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$0	\$0
2011-2017 Total		\$90,000						
CIP M&O		N/A						
<b>Supporting Revenue</b>		\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>LTE/FTE</b>								
FTE		0.0	0.0	0.0	0.0	0.0	0.0	0.0
LTE		0.0	0.0	0.0	0.0	0.0	0.0	0.0
5/27/2010 - TFS		0.0	0.0	0.0	0.0	0.0	0.0	0.0

## Section 4: Cost Savings/Innovation/Partnerships/Collaboration

**Savings:** This program saves cost by having the ability to close the files of CIP transportation projects when construction is completed, instead of having the completed projects remain open and incur additional costs.

**Collaboration:** This program is collaboration between Transportation, Parks and Utilities departments. Although this program is funded by Transportation, Parks manages the mitigation sites during the monitoring period, and then Utilities takes over maintenance and ownership of the sites after the completion of the monitoring period.

## Section 5: Budget Proposal Description

Some Transportation projects have improvements that impact existing wetlands. When this occurs, mitigation measures such as enhancing existing wetlands and/or creating new wetland sites will be required. These mitigation measures are typically mandated by Federal, State or local regulatory agencies. The City created the PW-M-15 Wetland Maintenance Program to fund the monitoring and maintenance of the wetland mitigation

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sites. This program has funded several wetland mitigation sites created by completed Transportation projects such as Richards Road, Lakemont Blvd, 156<sup>th</sup> Ave SE, and NE 29<sup>th</sup> Pl. Connection. The only site that is still in the mandated monitoring period is the NE 29<sup>th</sup> Pl. Connection. The project was completed in 2005, however, the mandated monitoring period, for that project's wetland mitigation site, is for ten years after the completion of the project, which ends in 2015 (See attachment 1). The monitoring cost consists of paying for a consultant to visit the wetland site to assess the ecological and planting conditions on the site, and to produce a yearly or bi-yearly report required by the Army Corps of Engineers. This cost may also include hiring a contractor to replant dead plants as needed.

## **Section 6: Mandates and Contractual Agreements**

The Army Corps of Engineers, which has jurisdiction over all functioning wetlands and navigable waterways of the United States, mandates that impacts to existing wetlands have to be mitigated by constructing new wetlands and/or enhancing existing ones, and all newly established or enhanced wetlands have to be monitored for a period of five to ten years after completion of construction, depending on the class and quality of the impacted wetland.

## **Section 7: Proposal Justification/Evidence (may insert charts, graphs, tables, etc.)**

Citywide purchasing strategies and factors this proposal addresses:

- Environmental Stewardship: By building new wetlands and enhancing existing ones, the proposal is making a major contribution towards implementing the City's Environmental Stewardship Initiative by creating more protected green spaces within the city.
- Gaining efficiency and cost savings: The Wetland Monitoring Program is a cost saving measure that allows transportation projects to be closed when completed, and not incur additional costs.
- Leveraging collaboration with other departments: As mentioned above this program is a joint program that involves Transportation, Parks, and Utilities departments
- Being innovative and considers best practices: Creating this program is an innovative solution and is considered a best practice that fulfills the City's obligation to the regulatory agencies, the City's environmental stewardship, while reducing costs and increasing efficiency.
- Enhancing Bellevue's image: Building new wetlands and enhancing existing ones increases the green planted areas, which contributes to Bellevue's "Beautiful View" image.

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

- Responsive Government/Community Connection: Mitigating Transportation projects environmental impacts promotes trust, accountability, and credibility with the community. It demonstrates the city commitment to do the "right thing".
- Responsive Government/Strategic Leadership: Three City departments working jointly on the Wetland Monitoring Program is a good example of identifying and implementing successful collaboration opportunities.
- Responsive Government/Engaged Workforce: Creating the Wetland Monitoring Program is an example of encouraging innovation in the workplace to "think out of the box" to improve efficiency and reduce cost, as opposed to "the way it has always done been done".
- Responsive Government/Exceptional Service: Reducing the cost of CIP projects that include wetland mitigation is an example of increased effectiveness and efficiency.
- Responsive Government/Stewards of the Public Trust: Mitigating Transportation projects' environmental impacts and building more green spaces is a good example of establishing public trust stewardship.

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

- Improved Mobility/Existing and Future Infrastructure/Maintenance: Maintaining wetlands associated with CIP projects is part of the overall infrastructure maintenance.

**C. Short- and long-term benefits of this proposal:**

Short Term: Performing the wetland monitoring and maintenance ensures that the City is in compliance with the permit conditions issued by the regulatory agencies.

Long Term: Infrastructure management, including wetlands, is important to the health of the City in the long-term; establishes credibility with the permitting agencies; supports the overall City's Environmental Initiative and contributes to Bellevue's "Beautiful View".

**D. Performance metrics/benchmarks and targets for this proposal:**

City's compliance with permit conditions issued by environmental and other regulatory agencies

**E. Describe why the level of service being proposed is the appropriate level:**

This level of service is the appropriate level since it reflects the work mandated by the Army Corps of Engineers.

## **Section 8: Provide a Description of Supporting Revenue**

## **Section 9: Consequences of Not Funding the Proposal**

**A. Consequence of not funding the proposal at all:**

1. **Legal**: Not funding this program would result in a direct exposure to litigation and other adverse actions by regulatory agencies.
2. **Customer Impact**: Not funding this program would result in the City losing credibility and risking the loss of constructive relationships with the regulatory agencies, thus jeopardizing future permits and potential future grant funding.
3. **Investment/Costs already incurred**: As mentioned above, the Wetland Monitoring Program has funded several wetland mitigation sites created by completed Transportation projects. As mandated by the Army Corps of Engineers permit, this proposal will continue funding the monitoring and maintenance of the wetland created by the NE 29<sup>th</sup> Pl. Connection until 2015.
4. **Other**: None

**B. Consequence of funding at a lower level:**

Since this is a mandated work, no lower funding options exist for this proposal.