



one city
one public
one purpose

Requests for Results

April 6, 2010



DATE: April 6, 2010
TO: All City Staff
FROM: Budget One Steering Team
SUBJECT: 2011- 2012 Budget Kick-off

These are both defining and transformational times for the City of Bellevue. The budget before us will be foundational and will set the future direction of our city. For all of us, this budget process will be one of the most challenging in our city's history.

The recession in the United States and locally has been severe and longer lasting than most. For Bellevue, the economic downturn from our most recent forecast projected a multi-million dollar operating budget deficit for the 2011-2012 Budget. Our Capital Improvement Program Plan is severely impacted also. Our long term capital program cannot be sustained as planned with the decline in future revenues anticipated by our forecast.

We do not expect to return to pre-recession tax revenue levels for many years.

We face a second challenge – the need to refine our business practices to ensure they meet community needs. Our traditional way of developing a budget -- department by department -- must make way for a process that targets spending with specific community needs.

“Budget One” is our new budget development process. It embodies the philosophy of our One City effort that stresses teamwork, transparency, collaboration, shared leadership, and broad employee participation in the decision-making processes. It embraces the leadership philosophy that our collective success is larger than any one of us individually.

In keeping with our leadership philosophy, Budget One offers us both challenge and opportunity. For this new budget process to work, we must seek innovative ways to cut costs.

We will focus on seven community priority outcomes this year:

- Safe Community
- Improved Mobility
- Innovative, Vibrant & Caring Community
- Quality Neighborhoods
- Healthy & Sustainable Environment
- Economic Growth & Competitiveness
- Responsive Government

The Budget One process is broader than any previous budget development effort and reaches into all departments to assemble staff teams for each community outcome. These Results Teams will wear citizen hats and try to focus their thinking and efforts on what residents want from their government.

To date, Results Team assigned to each priority outcome have briefed the Leadership Team and will begin accepting service proposals for programs and activities in each outcome area. Ultimately, the Results Team will make their funding recommendations to the City Manager and he will submit a budget proposal to the City Council. Along the way, we will share our milestones and thinking with the Council and staff so that everyone has an opportunity to participate in this process.

As we move into the proposal development phase of this project, we encourage you to look for opportunities to find cost savings in our current operations. Think creatively and collaborate with others, inside and outside of City Hall, to identify ways that we can achieve the same or better results at lower costs. Your hard work now will help the Results Teams “buy” the services necessary to achieve the community priority outcomes despite the current economic downturn and longer term revenue decline we forecast.

Many of you will be deeply involved in the proposal writing part of the process, and we want to thank you in advance for your participation. We are confident Budget One provides us with the tool we need to build a budget that reflects our city’s values and needs, and helps us build towards an even brighter future. In the words of the Athenian Oath, which is etched on glass in the “living room” on the first floor concourse of City Hall, “We must strive increasingly to quicken the public’s sense of civic duty” and thus “transmit this City, not only not less, but greater and more beautiful than it was transmitted to us”. This budget process will help us do this by focusing on outcomes that matter to our residents and others who have a stake in this community.

It is our goal to minimize layoffs wherever possible. As part of that effort, we are proactively keeping positions vacant to preserve our ability to address these changes through attrition. We are exploring options in addition to layoffs, and will evaluate potential reassignments and retraining. Human Resources is working with the Budget Office to develop a plan to manage this process based on principles that address the very significant financial situation in which we find ourselves. Details of this plan will be shared with you in the near future.

As with any complex process, good communication will be essential as we move forward. We have created multiple ways to get your questions answered. We have a Budget One intranet site with FAQ and also a specific question and answer site about the Requests for Results.

We encourage you to proactively seek the answers to your questions. As always, your budget analyst or supervisor is available if you are unable to find the answer. Also feel free to contact Jan Hawn, Finance Director, at 6846 or Nav Ota, Budget One Project Manager at 2041.

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Introduction

The Budget One Process focuses on the outcomes that matter most to the community and maximizes the achievement of these outcomes within available resources. The City Council endorsed the following seven outcome areas which form the basis for developing the upcoming budget:

Endorsed Outcomes:

- *Economic Growth & Competitiveness*
- *Healthy & Sustainable Environment*
- *Improved Mobility*
- *Innovative, Vibrant & Caring Community*
- *Quality Neighborhoods*
- *Responsive Government*
- *Safe Community*

A Results Team (RT), composed of five to six staff members, was assigned to each outcome to identify the factors and purchasing strategies that have the most impact in achieving the outcome. Results Teams were asked to wear a “citizen hat” to evaluate the outcome as a citizen might and not as representatives of their respective departments. This is to ensure that budget priorities are oriented toward what will best provide value to citizens.

The Budget One RTs include staff from across the organization, from a variety of positions and levels of experience. This is consistent with the organization's Leadership Philosophy which encourages shared leadership and provides the opportunity to engage more people in decision making and shaping the direction of the organization.

The RT's have been working on developing Requests for Results (RFRs) which are an important part of the Budget One process. They have been developed to guide departments in the preparation of their proposals. RTs used many internal and external sources to create the RFRs including the City's Mission and Vision, Comprehensive Plan, Community Vision, internal and industry experts to identify the types of activities that will best achieve the desired outcome. You will find that there is considerable overlap in the factors and purchasing strategies included in the RFR's. It is important to read all of the RFRs carefully to fully understand the many ways in which services may impact one or more outcomes.

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A proposal, submitted in response to a RFR, describes what a service, program, or activity will do to help achieve the outcome. The RFRs outline what kinds of proposals the RT believes will produce the desired outcome.

Each RFR includes the following sections:

- **Introduction** – Includes the RFR definition and a list of RT members.
- **Community Value Statements** – Illustrates the desired result of the outcome.
- **Community Indicators** – Provides high-level measurements that give information about past and current trends and insight that community leaders and others can use in making decisions that affect future outcomes.
- **Factors** – Describes the Factors that most greatly influence achieving the outcome.
- **Background/Choices** – Provides additional information to help the reader respond to the RFR.
- **Purchasing Strategies** – Lays out the set of actions to achieve the outcome based on the cause-effect connection between specific actions and specific outcomes. In addition to outcome-specific purchasing strategies, a set of Citywide purchasing strategies was developed to provide additional direction.
- **Cause & Effect Map** – Presents a visual representation of the Community Value Statements, Factors, and Community Indicators that lead to the outcome. Using words and/or images, it helps viewers understand the cause-effect connection between activities, strategies, factors, and the outcome.

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The following flow diagram illustrates the relationship of each component to the outcome using Safe Community as an example:





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Proposal Overview

Background

A budget proposal is submitted in response to a Request for Results (RFR) to propose a particular service, program, or activity that achieves an outcome. It can be submitted by one department or multiple departments working in partnership/collaboration with each other or other entities. The Department submitting a proposal is considered the “proposal owner” and will be responsible for delivery of the services/programs and results as described in the proposal.

A proposal describes a service or program that is intended to address one or more purchasing strategies to produce the Outcome, how much it will cost, and what metrics will be used to measure its success. A proposal can be for an existing service, a new service, or a enhancement/reduction to an existing service. It can also be a proposal to stop doing parts of a service or a consolidation of services.

Keep in mind, unlike previous years, there is no base budget, so anything that needs to be funded or approved in the Operating Budget or Capital Investment Program Budget should be submitted as a proposal. There are no guarantees of historical funding levels. Additionally, given that forecasted revenues are projected to be significantly less than prior budgets, there is an expectation that the total costs associated with submitted proposals will be less than the current budget. Departments are expected to utilize innovation, collaboration, and creativity to meet this expectation.

To help track departmental cost saving measures, each department will complete an executive summary of their proposals that will identify all proposals, added and/or eliminated services, and total cost savings. The template for this report is provided in the Budget Process Manual.

All proposals must be entered into GovMax, the City’s budget system. A proposal template is provided in this package that departments may use as an offline tool for preparing proposals. It is not mandated that departments use this template. Instructions pertaining to each section are also included. These instructions provide the information that is required to describe and justify the proposal. The information in the template can then be cut/pasted into GovMax.

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General Guidelines

- Proposals should be succinct and limited to 2 - 4 pages.
- Operating and Capital proposals will be submitted and ranked separately.
- Proposals are encouraged to be at least \$50,000 and less than \$1,000,000 annually.
- Operating proposals of more than \$1 million annually should submit an alternate level of service at least 10% below the proposed service level.
- Capital proposals for ongoing programs are required to submit an alternate level of service.
- Proposals should explain cost saving efforts considered and/or provided for in the proposal.
- Proposals should be supported by data and evidence.
- A proposal can only be submitted to one outcome.

Citywide Purchasing Strategies

Proposals are expected to address a balance of the following City Manager identified purchasing strategies in addition to one or more of the outcome-specific purchasing strategies, included in each Outcome's RFR. While proposals should be submitted to the Outcome with the greatest impact, proposals should clearly identify all of the Outcomes and purchasing strategies that are being addressed by the proposal.

We are seeking proposals that:

- Provide the best value in meeting community needs.
- Provide for gains in efficiency and/or cost savings and ensure that services are "right sized".
- Leverage collaboration or partnerships with other departments and/or external organizations.
- Are a catalyst for increasing citizen participation and support.
- Are innovative and creative.
- Consider best practices.
- Eliminate low value-added activities.
- Promote environmental stewardship.
- Consider short- and long-term financial impacts.
- Ensure sound management of resources and business practices.
- Enhance Bellevue's image – "Beautiful View".

Where does your proposal go?

Many proposals will overlap with multiple outcomes, factors, and purchasing strategies. The RTs have worked hard to identify and clarify potential overlaps within their respective RFRs and specific purchasing strategies, and direct their proposals accordingly.

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Proposals can be submitted to only one outcome. Departments should identify the primary purchasing strategy which the proposal is addressing, and submit the proposal to the outcome that includes that purchasing strategy. Additionally, the proposal should identify purchasing strategies in other outcomes so these can be taken into consideration during the ranking process.

You should carefully read all the RFRs for guidance on where to submit your proposal. While your proposal may likely achieve a number of purposes, choose the outcome that benefits most from the goals of the proposal.

If, after careful consideration, you still have questions you, may submit a question to RFR Question Site ([BudgetOne | Questions and Answers](#)) or attend the Pre-Submittal Conference on 4/13 in the Council Chambers. Results teams will diligently monitor questions and provide timely responses. Once proposals have been reviewed, if the results team believes that a proposal would be better placed in another outcome, they will work together to transfer the proposal to the appropriate outcome. So rest assured, no proposal will be left behind!

Ranking of Proposals by Results Teams

1. Proposals will be reviewed and ranked independently by each RT member for that outcome. Proposals will be “graded on a curve” and placed in three tiers in relationship to how well they do or do not address a balance of the following:
 - Each of the Citywide purchasing strategies
 - Purchasing strategy(ies) for the specific outcome, particularly any priorities identified in the RFR
 - Evidence and logic that support the argument for how the proposal addresses the outcome
 - Other outcomes and purchasing strategies – proposals that address multiple purchasing strategies or outcomes are encouraged; however, the proposal must document how all of them are addressed
 - Ability to demonstrate the effectiveness of the proposal and how it can be measured
 - Ability to carry out the proposal (e.g. past experience, reliability, or certainty of external funding or partners)
 - Efficiency and value (e.g. coordination, avoiding duplication, getting the most “bang for the buck”)

Proposals should clearly demonstrate how they address each of the above bullets. RT members have been instructed not to assume evidence that is not present or to make “leaps of logic” that are not supported by the proposal.

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2. RTs will meet to compile their individual rankings and arrive at a composite score. This will provide the initial ranking of proposals. After the RT completes the ranking, the ordered list will be compared with the funding allocation to determine which proposals fall above and below the funding level for the outcome at that point.
3. Each RT will identify questions or gaps in specific proposals and request additional information from the proposal owner. Based on the experience of other jurisdictions that have used a similar process, most of the questions will be on the proposals that are clustered just above and just below the funding line. This does not preclude the RT from requesting additional information from other proposals, including potential implications of scaling back funding on higher ranked proposals or suggesting additional collaboration. Proposals that may fit better in another outcome will also be identified at this time and there will be discussion between the affected RT leads about where the proposal should be assigned for initial ranking.
4. Based on the additional information, the RT will do a second round of ranking for all of the proposals, using the same point system, and considering the new information, legal mandates, etc. Each RT will discuss their rankings and rationale and prepare a final recommendation to the City Manager.

Due Date for Proposals to be Entered into GovMax

Budget Proposals for the 2011-2012 Operating Budget and 2011-2017 Capital Investment Program (CIP) Plan need to be entered into GovMax by **12:00 noon on May 28**, (earlier if possible) for consideration in this budget process. GovMax will be closed to users at this time/date. Please e-mail your Budget Analyst once your proposals have been entered and are complete.

Departments will submit a draft Executive Summary by May 15, 2010 (see the *Executive Summary* section of the budget manual for additional information). The final version will be due with proposals at 12:00 noon on May 28, 2010.



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Proposal Milestones

The following are key dates associated with the development and ranking of proposals:

- Budget Kick-Off; RFR's Published April 6, 2010 (10:00 AM Council Chambers)
- Presubmittal Conference April 13, 2010 (9:00 AM Council Chambers)
- Draft Executive Summary due May 15, 2010
- Proposals Final in GovMax May 28, 2010 12:00 noon
- Final Executive Summary due May 28, 2010
- Round 1 Ranking; Proposers respond to questions from RT's June 1 - June 23, 2010
- Update proposals based on RT Feedback June 24 - July 16, 2010
- Round 2 Ranking; Proposers respond to questions from RT's July 19 - July 30, 2010

Please refer to the Proposal Overview and the Budget Process Manual for more detailed instructions on the Budget One process, the project calendar, and specific budget deadlines. Please also refer to the "Tips for Writing Proposals".



Checklist for a Complete Proposals

Please use the checklist below as additional guidance in making sure that you have reviewed, completed, and submitted a complete proposal by the due date of **12:00 PM, May 28, 2010**.

GENERAL CHECKLIST:

- Have you checked and crosschecked the accuracy of your budget proposals. **Run GovMax summary reports!**
- Have you included all the expenditures that are specific to this proposal?
 - FTEs
 - M&O (including Travel Training, supplies, professional services contracts, etc)
- Have you reviewed your FTEs? Do they reconcile with what you intended to submit? Were the positions included on the Budget Proposal Position List that your Fiscal Manager/Contact has to submit to the Budget Office by May 18?
- Have you included any revenues that are specific to this proposal?
- Have you included performance measures for this proposal?
- Have you read through all the RFRs and clearly identified all the purchasing strategies and outcomes that your proposal addresses?
- Have you had someone who is not the proposal author read each proposal to assure the package makes sense?
 - a. Do they feel it is a competitive proposal?
 - b. Is the package compelling?
 - c. Does the proposal clearly identify the Outcomes, purchasing strategies and/or factors it is responding to?
 - d. Have you identified the ways that the proposal addresses the general purchasing strategies (i.e. collaboration, innovation, cost savings)?
 - e. Does the proposal include data and evidence to support the service?
- Have you presented every capital project that should be in the Capital Investment Program (CIP)?
- Have you included a separate operating proposal for new CIP m&o costs related to CIP projects completed in 2009-2010 and/or projects anticipated to be completed in 2011-2012? (*See Treatment of Costs section in the Budget Manual for further details*)



Checklist for a Complete Proposals

- Have you submitted proposals for all current services/programs even those that you are proposing be discontinued?
- Did you review the Proposal Overview Page?
- Is your proposal limited to 2-4 pages?
- Do you have a question, or do you think something is wrong? Please call your Fiscal Manager or Budget Analyst.

FISCAL MANAGERS' CHECKLIST:

- Have you made sure that all current and proposed position FTEs are included in proposals? (Including any positions that are being eliminated)
- Have you submitted proposals for any grant-funded positions/services?
- Have you sent the Budget Proposal Position List file to the Budget Office (due May 18) to indicate any position changes and appropriate proposal for each position split?
- Have you aligned all of your proposals to Outcomes?
- Have you identified the cost savings in the proposal and reported these on your Department's Executive Summary?
- Does your proposal follow the instructions provided in the "Entering Proposals in GovMax" section of the Budget Manual?



Request for Results

Safe Community

Introduction

This Request for Results (RFR) outlines the results and factors that will be used to evaluate and rank operating and capital offers for the Budget One process. Citizen-focused outcomes were approved by City Council and form the basis for developing the City Manager's Preliminary Budget. This document provides guidance to staff in developing offers for the 2011-2012 Operating Budget and 2011-2017 Capital Investment Program Plan.

The 2011-2012 Safe Community Results Team (SCRT) consists of the following members:

Team Leader: Kyle Stannert

Team Members: Rick Berman, Tony Mastrandrea, Robert Heavey, Cathy VonWald, Todd Simonton

Team Facilitator: Nitin Chadha

Community Value Statements

We (the results team) understand that Safe Community means we will meet the numerous and divergent needs of those who live, work, and play in Bellevue now and in the future.

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.

Community Indicators

Community Indicators are high level measurements that provide information about past and current trends. They provide insight that community leaders and others can use in making decisions that affect future outcomes.

In the case of Budget One, they are high level indicators of resident opinion that illuminate Council Outcomes and parallel the Community Value Statements. They are gathered annually and provide insight into the overall direction of an intended outcome – whether things are improving, declining, or pretty much staying the same.

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The Community Indicators for Safe Community are:

- % 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 for and is well prepared to respond to emergencies.

Factors

The Safe Community Team identified four primary factors we believe are critical along with strategies which support them. The Cause & Effect Map illustrates the outcome, value statements, and primary and secondary factors. The four factors are obviously interrelated, provide mutual benefits and may be affected by the same strategies. The following is a brief description of the factors as well as the choices and assumptions used by the group in developing our map. These factors are directly reflected in our purchasing strategies. Your programs may address all or some of the factors.

Factor 1: Prevention – Priority #1

The team found that a key area in allowing citizens to “feel safe” involves prevention of harmful or dangerous incidents. Secondary factors (**Laws & Ordinances, Inspection & Maintenance**) address the need for well lighted streets, clean public spaces, safe design – to include neighborhoods, parking lots and infrastructure both public and private. These factors include enforcement by internal and external compliance agencies.

Additional secondary factors (**Education / Information**) address early intervention targeting children to influence them away from involvement in illegal activity. Business and neighborhood programs where individuals or groups can initiate or partner with Bellevue to reduce or prevent harmful or dangerous incidents in the community are encouraged.

Factor 2: Response – Priority #2

The need for response to emergency and non-emergency situations in a timely and appropriate manner is an important factor in achieving a safe community. Secondary factors (**Enforcement, Responders and Resources**) address, but are not limited to, the efficient delivery of law enforcement services, fire suppression, emergency medical services, and public works safety mitigation. These secondary factors also take into account the specific needs of local emergency response capabilities - response personnel, allocated resources, communications, planning, training activities, and coordination. Complaint- based enforcement of laws and ordinances is a form of response.

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Factor 3: Planning & Preparation – Priority #3

Bellevue can gain the confidence of its citizens by providing rapid and effective response to a man-made or a natural disaster. In order to achieve this, the City should demonstrate that a plan is in place to respond to an emergency, and that the plan will work. Secondary factors (**Codes & Ordinances, Infrastructure, Coordination, Emergency Response & Recovery**) address training for responders, and communication to the public. Review of codes and ordinances, as well as infrastructure inspection and testing ensure that the emergency response plan is appropriate.

Factor 4: Community Engagement – Priority #4

A fundamental assumption of the team was that perceptions of safety are rooted in the presence or absence of an engaged community. The extent to which citizens are willing to take the time to identify issues, understand those issues, involve themselves in finding solutions, support positive efforts to address concerns, and otherwise participate and invest themselves is the base upon which a sense of “safety” as well as “community” can be built. Secondary factors (**Partnerships, Volunteerism and Neighborhood & Business Involvement**) are by-products of engagement. Public amenities, community appearance, neighbor-to-neighbor connections, community groups and economic and environmental health are important for a thriving community.

Background/Choices

Additional background related to the selection of our factors and supporting strategies:

In our initial discussions about “**feeling safe and being safe where I live, work and play**”, the team viewed this result as being much broader than visible first responders. Likewise, we felt that “**A community that is prepared for and responds to emergencies**” encompasses much more than emergency preparedness planning and structure. We considered what factors and strategies should guide the City’s efforts in accomplishing these results. It became apparent that proposals would need to address the primary factors of **prevention, response, planning and preparation, and community engagement**.

Below are specific assumptions and choices we made related to the factors and strategies which appear in our strategy map and purchasing plan: (in no particular order)

- **“Safety” is broader than crime.** This result should include both crime and non-crime factors (accidents, environment, etc.) that affect both an individual’s perceived and actual safety. There may be a significant **difference between perceived safety and actual safety** in a community. Our factors and Community Indicators are designed to address both, but focus primarily on efforts which impact actual safety.

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- Factors influencing safety cover a **range of responsibility** – which function to both deter (before the fact) and address (after-the-fact) safety issues. We looked at it from three levels, all of which are inter-related: 1) **individual** (all citizens); 2) **community** (appearance, neighborliness, businesses and community groups, etc.), and 3) **institutional** (enforcement, responsiveness, related services, partnering community organizations).
- Institutional factors, “responsive services” include a **continuum of services and sanctions** which need to be provided in order for the whole package to be effective.
- Results need to be evaluated for both **short- and long- term benefits**. We anticipate that proposals may require multi-year investments with final result expectations years into the future. For long-term proposals, short-term milestones would need to be included.
- **Efficiencies and collaboration** will be important for streamlining services, cost savings and leveraging City efforts and resources. For instance, some results will only be achievable through interdepartmental, inter-jurisdictional, public/private and/or interagency partnerships.
- Prevention efforts need to recognize/address the important impact of factors like **drug and alcohol abuse** levels in the community.
- **Mandates** and corresponding mandated levels of service will be considered in evaluating proposals.
- Programs should address **different types of prevention activities** and participants. The nature of prevention and types of performance measures will differ for each. Also, we recognize that prevention activities may be most successful by early targeting of individuals – the younger the better.
- **Education** was not included as a specific contributing factor, as it does not represent an end unto itself. Rather, education is a successful method by which many of the factors will be achieved – from community involvement, reducing high risk behavior, intervention, access to services, rehabilitation, etc.

The **resources or “evidence”** that the team considered came from a variety of sources including private sector, public sector and personal professional experiences.

See Attachment A for a list of primary resources used in the development of this RFR.

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Purchasing Strategies

Citywide purchasing strategies:

We are seeking proposals that:

- Provide the best value in meeting community needs.
- Provide for gains in efficiency and/or cost savings and ensure that services are “right sized”.
- Leverage collaboration or partnerships with other departments and/or external organizations.
- Are a catalyst for increasing citizen participation and support.
- Are innovative and creative.
- Consider best practices.
- Eliminate low value-added activities.
- Promote environmental stewardship.
- Consider short- and long-term financial impacts.
- Ensure sound management of resources and business practices.
- Enhance Bellevue’s image – “Beautiful View”.

Proposals are expected to address a balance of these citywide approaches in addition to directly responding to the outcome specific purchasing strategies described below.

Outcome specific purchasing strategies:

We recognize that proposals focused on the following purchasing strategies might have a primary purpose that is broader than Safe Community. Proposals that do not have a primary purpose of addressing this Outcome should be directed to the most appropriate Outcome / Results Team, with a note of safety being a secondary benefit.

Prevention

- We are seeking proposals that encourage and support prevention and are proactive, not just responsive to safety concerns, and offer long-term sustainable results. Specifically proposals for/that:
 - Provide a safe environment – well lit; safe design; inspections; visible presence of safety personnel; public works maintenance; fire prevention
 - Promote/influence responsible behavior and safety
 - Prevent “high risk” behavior and non-compliance
 - Encourage youth involvement
 - Create community awareness

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Response

- We are seeking proposals that encourage and support innovative approaches to response to accidents, crimes, fires, Emergency Medical Services (EMS) and public works emergencies, with a customer support focus. Specifically proposals that:
 - Support well equipped, trained, caring responders
 - Respond to emergencies
 - Respond to non-emergency situations including operational and chronic
 - Promote coordination and response by appropriate agencies
 - Address prompt recovery/restoration of services

Planning & Preparation

- We are seeking proposals that encourage and support planning and preparation, enabling us to be forward thinking and innovative in our planning and preparation. Specifically proposals that:
 - Stage (ready to be deployed) plans, personnel and equipment to deal with natural/man-made events; pandemic response; utility outages; significant community events
 - Leverage State, Federal and outside funding sources
 - Provide strategic planning and problem solving for the future

Community Engagement

- We are seeking proposals that put an emphasis on innovation and customer support that encourage community engagement and partnerships that make our community safer and stronger. Specifically proposals that:
 - Make use of partnerships (public and private) that increase the capacity and effectiveness of services to residents
 - Encourage neighborhood and business involvement that promotes safety
 - Utilize local and regional agency resources
 - Encourage volunteerism in the community



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Attachment A List of Primary Evidence

Research

Source	Evidence Supports
Asking your Police and Fire Chief the Right Questions- to get the Right Answers! Hosted by Leonard Matarese ICMA Webinar 2009	Planning and Preparation, Response, Enforcement
Community Safety Indicator Project Research Report, October, 2009, University of Melbourne	Community Engagement, Prevention; Partnerships
Crime Prevention Through Environmental Design: CPTED 40 years Later http://policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=1987&issue_id=12010	Prevention, Community Engagement
Effective Regional Coordination Can Enhance Emergency Preparedness, GAO, September 2004 http://www.temple.edu/cprep/PDFs/GAO%20full%20Report-coordination-9-04%5B1%5D.pdf	Planning and Preparation: Coordination ; Infrastructure
EMAC Website: http://www.emacweb.org/	Planning and Preparation: Infrastructure
FEMA http://www.fema.gov/plan/mitplanning/guidance.shtm	Planning and Preparation/Infrastructure
Guidelines for applicants to the International Network of Safe Communities, Final Version, 13 November 2008	Community Engagement, Prevention, Partnerships
NATIONAL COMMUNITY SAFETY PLAN 2008–11, United Kingdom	Enforcement, Prevention, Community Engagement/Partnerships, Prevention
National Response Plan, Department of Homeland Security, December 2004 http://www.temple.edu/cprep/PDFs/NationalResponsePlan_FullText.pdf	Planning and Preparation: Infrastructure, Coordination, and Emergency Response and Recovery
Predictive Policing http://policechiefmagazine.org/magazine/index.cfm?fuseaction=display&article_id=1942&issue_id=112009	Planning and Preparation, Response, Enforcement
Safer Streets, Cutting Repeat Crimes by Juvenile Offenders Fight Crime, Invest in Kids www.fightcrime.org	Prevention, Community Engagement



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<p><i>Strategic and Tactical Approaches to Traffic Safety</i> http://policechiefmagazine.org/magazine/index.cfm?fuseaction=display&article_id=1226&issue_id=72007</p>	<p><i>Prevention, Response</i></p>
<p><i>THE ROLE OF LOCAL GOVERNMENT IN COMMUNITY SAFETY, U.S. Department of Justice, April 2001</i></p>	<p><i>Prevention, Community Engagement/Partnerships, Prevention, Preparation</i></p>
<p><i>Volunteering England</i> www.volunteering.org.uk/.../policingbuildingsafercommunitiestogether</p>	<p><i>Planning and Preparation/Infrastructure</i></p>
<p><i>Yale New Haven Center for Emergency Preparedness and Disaster Response:</i> http://yalenewhavenhealth.org/emergency/</p>	<p><i>Planning and Preparation: Infrastructure</i></p>
<p>Dept. of Justice, Community Oriented Policing Services http://www.cops.usdoj.gov/Default.asp?Item=36</p>	<p><i>Community Engagement/Partnerships</i></p>
<p>Milwaukee Safe Streets Initiative, Community Engagement http://www.safestreetsmilwaukee.org/community-engagement/</p>	<p><i>Community Engagement/Partnerships</i></p>
<p>University of Texas, Austin- Safe Kids Austin http://blogs.utexas.edu/elementaryeducation/2009/11/30/community-organization-safe-kids-austin/</p>	<p><i>Community Engagement/Partnerships, Prevention</i></p>
<p>Municipal Research and Services Center of Washington http://www.mrsc.org/Subjects/PubSafe/pubsafe.aspx</p>	<p><i>Response, Community Engagement/Partnerships, Prevention, Preparedness</i></p>
<p>Gosport Community Safety Council http://www.gosport.gov.uk/sections/your-council/council-services/community-safety/</p>	<p><i>Community Engagement/Partnerships</i></p>



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Internal Interviews

Department	Business Line and/or Division
City Attorney	<ul style="list-style-type: none"> • Prosecution
Development Services	<ul style="list-style-type: none"> • Director's Office (representing all business lines) • Building Division • Code Compliance Division
Fire	<ul style="list-style-type: none"> • Operations (representing all Operations components) • Emergency Medical Services • Emergency Preparedness Division • Fire Marshall's Office
Parks	<ul style="list-style-type: none"> • Probation • Community Centers • Maintenance • Teens & Youth • Engineering and Capital Projects • Human Services • Probation
Planning & Community Development	<ul style="list-style-type: none"> • Neighborhood Outreach
Police	<ul style="list-style-type: none"> • Chief's Office (representing all business lines) • Patrol • Administrative Services • Investigations
Transportation	<ul style="list-style-type: none"> • Traffic Safety
Utilities	<ul style="list-style-type: none"> • Director's Office (representing all business lines) • Operations & Maintenance Division • Engineering Division (and Capital Projects)

External Interviews

Organization	Name / Title
Bellevue Community Block Watch Participants Document title, <i>"Safe Community Neighborhood Watch"</i>	Detective Richard Chinn solicited information on my behalf. "What does Safe Community mean to you?" I received over 40 individual replies, compiled into a single document located on the Safe Community site in the



Request for Results

Safe Community

Group Response”.	Evidence folder.
Lake Bellevue Community Association	Howard Katz, Resident. Response located on Safe Community SharePoint site in evidence folder.
Crossroads area resident	Hannah Kimball. Response located on Safe Community SharePoint site in evidence folder.



Safe Community – Cause & Effect Map

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.



Factors:

Prevention

- Law & Ordinances
- Education / Information
- Inspection & Maintenance

Response

- Enforcement
- Responders
- Resources

Planning & Preparation

- Codes & Ordinances
- Infrastructure
- Coordination
- Emergency Response & Recovery

Community Engagement

- Volunteerism
- Neighborhood & Business Involvement
- Partnerships

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 for and is well prepared to respond to emergencies.



Request for Results

Improved Mobility

Introduction

This Request for Results (RFR) outlines the outcomes and factors that will be used to evaluate and rank operating and capital proposals for the Budget One process. Citizen-focused outcomes were approved by the City Council and form the basis for developing the City Manager's Preliminary Budget. This document provides guidance to staff in developing proposals related to mobility for the 2011-2012 Operating Budget and 2011-2017 Capital Investment Program Plan.

What is Improved Mobility?

"Getting people where they want to go, when they want to go and how they want to get there."

While surveys of Bellevue citizens conducted annually show that the vast majority of residents believe that Bellevue is a "good" or "excellent" place to live, concerns about traffic and roads rank high on the list of issues that affect perceptions about quality of life in the city. Citizens also historically rank transportation as a top budget priority. In response to the high level of citizen concern about and expectations for mobility through the community, Bellevue has many existing programs and efforts related to planning for and constructing quality transportation infrastructure. In addition, the City has historically worked with other state and local agencies, notably the state Department of Transportation, Sound Transit, and King County Metro, to ensure that regional facilities meet the needs of Bellevue citizens.

This citizen focus on the need for convenient transportation systems is not unique to Bellevue. One measure of the value that Americans place on mobility is that we spend a relatively large share of our income on transportation. Only expenditures on housing exceed those for transportation in the typical household budget.¹ As a result, we expect the transportation system to be safe and reliable, and to provide a variety of affordable methods of travelling between desired destinations.

Selection of Improved Mobility as an outcome in the Budget One process reflects the importance placed on "getting around" Bellevue and the region by our residents, business owners, workforce and people who take advantage of the City's growing retail core and entertainment options. Therefore, for purposes of this RFR, we mean "citizen" to be residents, business owners, workforce, visitors, etc. A transportation system is fundamentally a way to get between destinations; therefore, it is a means to an end, not an end in itself. A well-planned and designed transportation system is a building block for achieving the city's vision in all other outcome areas.

¹ U.S. Department of Labor, U.S. Bureau of Labor Statistics, *Consumer Expenditures*, April 2009



Request for Results

Improved Mobility

The 2011-2012 Improved Mobility consists of the following members:

Team Leader: Mary Kate Berens

Team Members: Laurie Leland, Lucy Liu, Ken Carlson, Kevin O’Neill, Ranodda DeChambeau

Team Facilitator: Andrea McMaster

Community Value Statements

We (the Improved Mobility results team) understand that improving mobility means we will meet the numerous and divergent needs of those who live, work, and play in Bellevue now and in the future. Recognizing the trade-offs inherent in designing a comprehensive mobility network, we emphasize the importance of balance between reliability, safety, transportation options, regional connectivity, and reduction of congestion. We also believe that transportation system planning, design, construction and operation should enhance, not detract from, our neighborhoods, environment, and quality of life. Protecting and maximizing our current infrastructure investments are critical elements of improving mobility.

The Improved Mobility results team recognized early in our discussions that improving mobility is broader than simply improving transportation. We understand that providing safe, convenient, and efficient transportation is one way to improve mobility but that consideration must also be given to the overall built environment and how it influences our movements and choices. We also understand that improved mobility in many cases requires considerations of trade-offs (such as, for example, increasing traffic capacity and improving traffic flow vs. protecting neighborhoods).

As a community, Bellevue values:

- A safe transportation system for all users;
- A convenient 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.

Community Indicators

Community Indicators are high level measurements that provide information about past and current trends. They provide insight that community leaders and others can use in making decisions that affect future outcomes.

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Improved Mobility

In the case of Budget One, they are high level indicators of resident opinion that illuminate Council Outcomes and parallel the Community Value Statements. They are gathered annually and provide insight into the overall direction of an intended outcome – whether things are improving, declining, or pretty much staying the same.

- % of residents who agree that the city is providing a safe transportation system for all users.
- % of residents who say they can travel within the city of Bellevue in a reasonable and predictable amount of time.
- % 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).

Factors

Factors are those influences that are directly related to actual or perceived improvements in mobility. Subfactors in turn are indirect influences on improved mobility, or are direct influences on an identified factor. The Cause and Effect Map included with this RFR depicts the four major factors and related subfactors (noted in “**bold**” in discussion below) identified by the team as most related to improved mobility. The team has listed the four key factors in order of relative importance as follows: 1) Existing and Future Infrastructure, 2) Traffic Flow, 3) Built Environment, and 4) Travel Options; the team’s rationale for choosing each factor is described in more detail in this section. Although the factors are listed in order of relative importance, each of the factors identified is important to impacting mobility into and through the city, and each factor in part is related to or impacts the other factors. For that reason, it is anticipated that ultimately the set of strategies chosen by the city to address the Improved Mobility outcome will reflect a mix of programs and proposals associated with each of the factors.

Factor 1: Existing & Future Infrastructure

Transportation infrastructure is the “backbone” of any mobility system and as a result is identified as the most important factor to improved mobility. This factor also influences each of the other factors (traffic flow, built environment, and travel options) because infrastructure **design**, construction and **maintenance** affects adjoining neighborhoods and supports all modes of transportation. As a result, projects and programs that enhance the reliability and maximize the functionality of transportation infrastructure not only ensure that taxpayers get maximum **value** for these investments, but also are key to improving mobility.

As existing infrastructure nears capacity, particularly in our downtown, innovative system technology will be needed to help support growing demands and ensure that infrastructure

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Improved Mobility

performs to its full potential. New information and communications systems are already transforming planning, design, maintenance, and management of our transportation system—video-monitored intersections and synchronized traffic lights are just a few examples. Advancements in other physical technologies such as durable, recycled, and self-healing pavements can have a positive impact on the performance of our infrastructure.²

Future infrastructure investments must be thoughtfully **planned** and **integrated** with existing and anticipated **land uses** to best meet the city’s future vision. Streets must include safe design that is context sensitive and which support a range of transportation choices (“complete streets”) to ensure that these significant investments are flexible enough to meet the changing ways in which people and goods travel through the community. **Safe**, efficient and sustainable infrastructure that supports transport systems and their reliable **connections** in and out of the region are vital to Bellevue’s attractiveness as a desirable place to live, work, and play.

Bellevue is the hub of the Eastside in many ways, in part driven by its location between SR 520, I-405 and I-90, which **connect** Bellevue to the rest of the region. Transportation decisions that impact these state facilities have a direct impact on Bellevue. Leveraging **regional partnerships** and maximizing opportunities with WSDOT, federal agencies, and regional transit agencies is critical to ensure that the expectations of Bellevue’s citizens are met.

Factor 2: Traffic Flow

The second key factor affecting Improved Mobility, and particularly citizen’s perceptions of mobility, is traffic flow. Improving traffic flow directly supports improved mobility by ensuring that traffic can move through the city with a minimum of disruptions, whether those disruptions are caused by congestion, incidents (such as traffic accidents), or construction activities.

In past surveys, Bellevue citizens that express concern about transportation issues most frequently cite dissatisfaction with traffic and congestion.³ Traffic congestion adds stress and inconvenience to people’s daily lives because congestion results in longer or unpredictable **travel times** between destinations. Traffic congestion affects the transit system, since buses, vanpools, and potentially light rail (where it may be at-grade, such as in the Bel-Red corridor) also have to sit in congestion, creating inconvenience for passengers and impacting ridership. Further, traffic congestion creates air quality and environmental problems, since idling vehicles

² U.S. Department of Transportation, Bureau of Transportation Statistics (2000). *The Changing Face of Transportation BTS00-007* Washington, DC.

³ 2008 City of Bellevue Budget Survey, pp. 10-12.

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Improved Mobility

are a significant source of greenhouse gas emissions.⁴ In addition to congestion, the amount (and speed) of traffic on residential streets is a source of concern in many neighborhoods.

While improving traffic flow is a key factor in improving citizens' satisfaction with mobility in and through Bellevue, this objective must be balanced with other factors. Preservation of the built environment or other considerations may dictate acceptance of some level of congestion, particularly where the only solution to congestion requires adding **capacity**. Such a solution is often difficult because building new facilities is expensive and often controversial. Priority should be given to strategies that improve or **maintain** traffic flow in order to gain the most **efficiency** out of the existing transportation network prior to or while considering adding infrastructure. Another important component of improving traffic flow is impacting the **behavior** of users of the system. Education strategies can enhance **safety** not only for drivers but for pedestrians and bicyclists. In addition, education and enforcement of traffic laws lead to improved flow, since accidents not only threaten safety but are also a major contributor to congestion (nationally, half of all traffic congestion is created by "non-recurring" events such as accidents, weather, etc.).⁵

Factor 3: Built Environment

Based on survey feedback, we understand that preserving neighborhoods and improving traffic are high priorities for Bellevue citizens. Although drawing a clear cause and effect relationship for traffic flow to improved mobility was easy, we struggled with how to acknowledge the impacts that transportation systems have on neighborhoods. Eventually, we determined that a whole host of cause and effect relationships driven by the connections between mobility and mobility issues and quality of life is a broad factor that goes beyond simply neighborhood impacts. We identify this set of cause and effect relationships as the "Built Environment" factor.

Improving linkages between transportation and land use planning is key to achieving a more sustainable **environment**, maintaining the unique **character** of the city, and providing easier and more convenient access to **destinations**. The built environment factor focuses on the relationship between land uses and transportation, because where we choose to live, work and spend our **leisure** time directly impacts where and how we build roads, sidewalks, bike paths and trails. We know that dispersed auto and truck dependent development patterns, often referred to as urban sprawl, can increase costs of providing community services and increase congestion, pollution, and consumption of natural resources.

⁴ "Traffic Congestion and Greenhouse Gases", Matthew Barth and Kanok Boriboonsomin, *Access*, The University of California Transportation Center, pp 3-4

⁵ "Transportation, Federal Highway Administration Traffic Congestion and Reliability: Trends and Advanced Strategies for Congestion Mitigation", U.S. Department of, Office of Operations, Figures 3.1 and 3.2

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Those who live in Bellevue's neighborhoods have a high expectation that they will have **access** to a mobility system that increases neighborhood vitality while at the same time protects them from negative traffic impacts.⁶ These expectations, along with the expressed need to reduce traffic in residential neighborhoods, make neighborhood **livability** an important driver for improved mobility.⁷ Careful planning is needed to locate services near where people live, work, and play and/or near existing mobility (transportation) infrastructure. This planning can effectively decrease the use of motorized travel and congestion and increase the number of healthier choices like bike and pedestrian options, all while supporting a sustainable environment.

Another important function of any transportation system is to support the local and regional economy, either through transport of goods, the ability of workers to get to their employers or the ability of customers to get to businesses. This critical link between a convenient and predictable transportation system and a thriving economy is true for Bellevue. Bellevue is the hub of the Eastside's economy with approximately 150,000 jobs citywide, including a vibrant mix of office and retail employment, arts and cultural attractions, hotels, and housing, linked to the Puget Sound region by regional freeways, the bus transit system, and -- in the future -- light rail. The continued **economic vitality** of the city will impact the mobility system by increasing the demand for convenient public transportation that moves people to jobs and efficient road systems that moves goods to businesses throughout the city.

Factor 4: Travel Options

As Bellevue's population grows, the fourth factor to improving mobility is providing those that live, work and play in the city a full range of **convenient** and affordable local and regional travel **choices**, including bus, light rail, carpool, vanpool, biking and walking. Connected roadways, parking facilities, transit, bike routes and walkways are most effective when they are part of a comprehensive solution. While access to and availability of travel options is critical to a long term strategy to improve mobility, many of these options are outside of Bellevue's control and thus efforts focused on this factor have a somewhat lower priority than programs and projects that address the other three factors of improved mobility. Local efforts can and should focus on not only influencing these regional transit options, but also on ensuring that local infrastructure is compatible with and connected to these regional options.

An example of the critical nature of ensuring that regional facilities and local land use needs are compatible is the future vision for Downtown Bellevue. Downtown is the city's main growth and employment center; currently more than 45,000 people come to work each day from many locations within the region. Approximately twenty percent of the downtown workforce

⁶ 2025 Bellevue Community Vision.

⁷ 2008 City of Bellevue Budget Survey.

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Improved Mobility

commutes by transit.⁸ Existing city planning efforts have shown that this percentage must increase substantially if mobility into and through downtown is to be maintained in the future.⁹

It is crucial to leverage local and regional partnerships with other agencies in order to offer the full range of travel options in the most cost effective and efficient manner. Bellevue is directly served by state and federal highways (SR-520, I-90, and I-405) and many of the travel options, such as bus and future high capacity transit services, are offered and controlled by different governmental agencies. Working with these local and regional partners to mine efficiencies in the overall transportation system will maximize value to users in Bellevue as well as the Puget Sound area.

In the Puget Sound region travel by single occupancy vehicles is decreasing, while travel by alternative modes is increasing.¹⁰ Bellevue citizens have expressed a need for improved transit service and public transportation in the city's 2008 Citizen Survey. The percentage of those using carpool or vanpool to work increased significantly in 2008.¹¹ There also is a trend towards utilizing multiple modes in a single trip. Therefore, it is important to improve **connections** between travel modes. Significant regional investment in transit on the Eastside is underway, most notably with regional voters' approval of Sound Transit's East Link light rail project. Ensuring that this investment meets the needs and expectations of Bellevue citizens and businesses will be an important effort in the near term.

Predictable, safe and easy to use alternative commute modes offer multiple benefits, including providing travelers with cost savings compared to driving alone, **accessibility** for all users, and reducing the environmental impacts of the transportation system,¹² preserving air and water quality.¹³ Further, certain modes such as biking and walking support a healthier lifestyle for the traveling public. It is important to **educate** the community about the available alternative options in order to promote greater usage in the future.

⁸ 2008 City of Bellevue Mode Share Survey, pp 25-26.

⁹ City of Bellevue (2009) Comprehensive Plan (Volume 1 – General Elements and Downtown Subarea Plan), p.116. (http://www.bellevuewa.gov/comprehensive_plan.htm).

¹⁰ Puget Sound Regional Council (2007) Puget Sound Trends, October Issue.

¹¹ US Census Data(2000) Table 29: Likelihood to Try Alternative Modes, page 2.

¹² Puget Sound Regional Council (2007) Puget Sound Trends, October Issue.

¹³ US Census Data (2000) Reason for Using Alternative Commute Modes, page 3.

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Improved Mobility

Background/Choices

Additional background related to the selection of our factors and supporting strategies:

Although we were charged with wearing our “citizen hat” in the development of our Request for Results (RFR), it became evident to us that mobility affects not only Bellevue citizens but anyone traveling in and out of the city to work, study, vacation, enjoy leisure activities, and conduct business. How well they are able to do this impacts their quality of life and their experiences while they are in Bellevue. We see a strong connection between mobility and the economic vitality of the city. If people and goods can’t efficiently move into and through our city, they may decide to go elsewhere.

The following are our specific assumptions and choices related to the factors and strategies which appear in our cause and effect map and purchasing strategies (in no particular order):

- Safety is a central concern in designing and operating the transportation system, and is embedded in all factors.
- Maximizing the efficiency (people-moving & freight/goods capacity) of the entire transportation system is critical.
- Improved mobility, now and in the future, is something that supports everything else in the city (allowing future growth, supporting neighborhoods, continuing economic development, etc.) and therefore needs to be looked at broadly.
- Bellevue is very dependent on the regional transportation system, both in terms of roads (state highway facilities) and transit (transit services are provided by other agencies, King County Metro and Sound Transit).

A complete list of resources reviewed by the Improved Mobility team is included in Attachment A. These resources may be helpful to proposal drafters looking for evidence supporting the connection between the proposed project or program and the Improved Mobility outcome.

Purchasing Strategies

Citywide purchasing strategies

We are seeking proposals that:

- Provide the best value in meeting community needs.
- Provide for gains in efficiency and/or cost savings and ensure that services are “right sized”.
- Leverage collaboration or partnerships with other departments and/or external organizations.

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Improved Mobility

- Are a catalyst for increasing citizen participation and support.
- Are innovative and creative.
- Consider best practices.
- Eliminate low value-added activities.
- Promote environmental stewardship.
- Consider short- and long-term financial impacts.
- Ensure sound management of resources and business practices.
- Enhance Bellevue's image – "Beautiful View".

Proposals are expected to address a balance of these citywide approaches in addition to directly responding to the outcome specific purchasing strategies described below.

Outcome specific purchasing strategies

When identifying purchasing strategies, the team focused on activities that were within the city's control and/or ability to influence. Several themes surfaced in the development of these strategies:

- Maximize efficiency and value of existing and future infrastructure investments
- Plan for future demands on the system
- Improve system connectivity
- Focus on more than just cars (think "multi-modal")

The specific Improved Mobility purchasing strategies are organized according to factors. Proposals should include a discussion of how the program or project addresses the applicable components within each purchasing strategy, including any evidence of past performance or success in other jurisdictions. Strategies that may overlap with strategies from other outcomes are italicized. Guidance for proposal writers is included to provide direction about where to address proposals that involve overlap between outcomes. Even if a proposal is directed to a different outcome, the proposal should address how it is compatible with the purchasing strategies for Improved Mobility.

The components listed under each strategy are in order of relative importance, and should be understood to relate directly back to the overarching purchasing strategy. So, for example, it is understood that the first bullet point below "Maintain current investments" is intended as a strategy to ensure that the city is achieving the maximum effectiveness of its existing transportation infrastructure.

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Improved Mobility

Existing & Future Infrastructure

- We are seeking proposals that maximize the effectiveness of **existing and future infrastructure**. Specifically proposals that:
- Maintain current investments in order to optimize their efficiency and value.
 - *Plan to accommodate future demand.* (Note: proposals for new capacity should demonstrate that improvements to existing infrastructure have been evaluated). (Potential overlap with Innovative, Vibrant and Caring Community; proposals that are mainly aimed at coordinating with future or existing land use planning efforts should be directed to Innovative, Vibrant and Caring Community; proposals mainly aimed at addressing transportation needs for existing or already planned land uses should be directed to Improved Mobility)
 - Maximize the benefits of investments made by regional and state agencies. (King County Metro, Sound Transit, WSDOT, etc.)
 - *Include safe infrastructure design for all users.* (Potential overlap with Safe Community; proposals to improve the safety of transportation infrastructure should be directed to Improved Mobility; proposals related to safety design issues that do not involve modifications to infrastructure should be directed to Safe Community)
 - Leverage partnerships and maximize opportunities with other agencies. (King County Metro, Sound Transit, WSDOT, etc.)
 - Provide multi-modal infrastructure.
 - Provide convenient connections between destinations.

Traffic Flow

- We are seeking proposals that improve **traffic flow**. Specifically proposals that:
- *Prevent accidents that impact vehicles, pedestrians, and/or cyclists.* (Potential overlap with Safe Community; proposals that involve modifications to infrastructure should be directed to Improved Mobility; proposals that are related to user education or behavior modification to improve safety should be directed to Safe Community)
 - Maximize the efficiency of the system.
 - Increase predictability of travel times.
 - Provide for road maintenance and timely system repair.
 - Effectively clear barriers to traffic flow.
 - Increase road capacity in appropriate locations. (Note: proposals for new capacity should demonstrate that improvements to existing infrastructure have been evaluated)
 - *Include preparation for severe event response.* (Emergency Management function overlaps with Safe Community; proposals for equipment, emergency, or annual work related to restoring travel capability during severe events should be directed to Improved Mobility)

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Improved Mobility

- Reduce single-occupant vehicle trips and promote the use of alternate modes (i.e. transit, walk, bike, carpool, vanpool).

Built Environment

- We are seeking proposals that support and enhance the **built environment**. Specifically proposals that:
 - *Promote and support the economic vitality of the city.* (Potential overlap with Economic Growth and Competitiveness; proposals that involve capacity or other infrastructure improvement projects should be directed to Improved Mobility, other proposals should be directed to Economic Growth and Competitiveness)
 - *Include projects and programs that are designed to fit neighborhood character (“context sensitive”).* (Potential overlap with Quality Neighborhoods; proposals that involve capacity or infrastructure improvement projects should be directed to Improved Mobility; proposals to address perceived conflicts between existing facilities and neighborhood character should be directed to Quality Neighborhoods)
 - *Plan and locate services near existing transportation facilities and/or where people work, live and play.* (Potential overlap with Innovative, Vibrant and Caring Community; proposals that involve changing or updating land uses should be directed to Innovative, Vibrant and Caring Community; proposals that involve creating system linkages or improvements to serve land uses that are already planned should be directed to Improved Mobility)
 - *Protect neighborhoods from negative traffic impacts.* (Potential overlap with Quality Neighborhoods; proposals that involve direct response to perceived conflict between neighborhoods and traffic impacts should be directed to Improved Mobility)

Travel Options

- We are seeking proposals that provide a full range of **travel options**. Specifically proposals that:
 - *Ensure that the full range of travel choices are integrated in local and regional planning.* (Potential overlap with Innovative, Vibrant and Caring Community; proposals that involve changing or updating land uses should be directed to Innovative, Vibrant and Caring Community; proposals that involve creating system linkages or improvements to serve land uses that are already planned should be directed to Improved Mobility)
 - Provide convenient access to all users.
 - *Increase local and/or regional connectivity.* (Potential overlap with Responsive Government; proposals that are focused on regional coordination with respect to transportation should be directed to Improved Mobility; all other proposals should be directed to Responsive Government)

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- Improve connections between travel modes.
- Increase potential users' awareness of the full range of travel choices available to them.



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Improved Mobility

Attachment A List of Primary Evidence

INTERVIEWS:

Interview with Goran Sparrman, Transportation Department Director, City of Bellevue (February 24, 2010).

Interview with Karen Gonzalez, Neighborhood Services Manager, Transportation Department, City of Bellevue (February 24, 2010).

Interview with Tresa Berg, Public Involvement Manager, Transportation Department, City of Bellevue (February 24, 2010).

Interview with Nancy LaCombe, Project Manager, Transportation Department, City of Bellevue (February 24, 2010).

Interview with Rich Siegel, Performance and Outreach Coordinator, Finance Department, City of Bellevue (February 17, 2010).

Interview with Barb Mock, Manager Business Process and Technology, Planning & Development Services Department, Snohomish County (February 23, 2010).

Interview with Tom Vosburg, Chief Information Officer, Information Technology Department, City of Fort Collins, Colorado (February 25, 2010).

Interview with Lori Peckol, 2008 Infrastructure & Growth Results Team Lead, City of Redmond, Washington (March 15, 2010).

Interview with Mark Hallenbeck, Director, Washington State Transportation Research Center (March 31, 2010).

OTHER SOURCES:

2008 Budget Survey: Report of Findings. City of Bellevue, June, 2008.

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2008 Performance Measures Survey: Report on Findings. City of Bellevue, June 2009.

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Houghton, Jamie, Reiners, John, and Lim, Colin, "Intelligent Transport-How Cities Can Improve Mobility" (IBM Global Business Services, June 2009).

How The Average U.S. Consumer Spends Their Paycheck, Visual Economics Website, April 2009 <http://www.visualeconomics.com/how-the-average-us-consumer-spends-their-paycheck/>.

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Pocket Guide to Transportation, Washington D.C.Public Rights-of-Way Access Advisory Committee (July 2007) Special Report: *Accessible Public Rights-of-Way Planning and Designing for Alternatives*.

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Puget Sound Regional Council (October 2007), Puget Sound Trends.

Puget Sound Regional Council (September 2008), Puget Sound Trends, Regional View.

Puget Sound Regional Council (June 2009), Puget Sound Trends (No T-6).

Puget Sound Regional Council (September 2009), Puget Sound Trends, Regional View.

Puget Sound Regional Council (January 2010), Puget Sound Trends (No T-16).

RITA (Research and Innovative Technology Administration), Intelligent Transportation Systems (<http://www.its.dot.gov/index.htm>).

Sound Transit (January 2010).East Link Light Rail: *Neighborhood Workshop Summary*.



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U.S. Department of Labor, U.S. Bureau of Labor Statistics, *Consumer Expenditures*, April 2009

U.S. Department of Transportation, Federal Highway Administration, Office of Operations (Sept 2005) *"Traffic Congestion and Reliability: Trends and Advanced Strategies for Congestion Mitigation."* (http://ops.fhwa.dot.gov/congestion_report).

U.S. Department of Transportation, Federal Highway Administration (December 1999) *A Comparative Analysis of Bicycle Lanes Versus Wide Curb Lanes: Final Report.*

U.S. Department of Transportation, Bureau of Transportation Statistics (2000) *The Changing Face of Transportation BTS00-007* Washington, DC.

U.S. Department of Transportation, Department of Transportation Statistics (2004) *How bike paths and lanes make a difference.* Issue 11.

U.S. Department of Transportation, Department of Transportation Statistics (2004) *Sidewalks promote walking.* Issue 12.

U.S. Department of Transportation, Research and Innovative Technology Administration (2010).

U.S. Department of Transportation, Federal Highway Administration, http://safety.fhwa.dot.gov/facts_stats/stats2007/fatalrates.cfm, http://safety.fhwa.dot.gov/facts_stats/factsheet.cfm.



Improved Mobility – Cause & Effect Map

As a community, Bellevue values...

- A safe transportation system for all users.
- A convenient 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
- Connections
- Regional Partnerships
- Land use
- Value
- Integration

Traffic Flow

- Efficiency
- Safety
- Travel Time
- Capacity
- Maintenance
- Behavior

Built Environment

- Economic vitality
- Character
- Environment
- Livability
- Destinations
- Access
- Leisure

Travel Options

- Choices
- Predictability
- Convenience
- Safety
- Connections
- Accessibility
- Education

Community Indicators:

- % of residents who agree that the City is providing a safe transportation system for all users.
- % of residents who say they can travel within the City of Bellevue in a reasonable and predictable amount of time.
- % 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).



Request for Results

Innovative, Vibrant & Caring Community

Introduction

This Request for Results (RFR) outlines the results and factors that will be used to evaluate and rank operating and capital offers for the Budget One process. Citizen-focused outcomes were approved by City Council and will form the basis for developing the City Manager's Preliminary Budget. This document provides guidance to staff in developing offers for the 2011-2012 Operating Budget and 2011-2017 Capital Investment Program Plan for submittal to the *Innovative, Vibrant and Caring Community (IVCC)* Results Team (RT).

The 2011-2012 IVCC Results Team consists of the following members:

Team Leader: Tim Stever

Team Members: Elaine Borjeson, Shelley Brittingham, Tony Dempsey, Mike Kattermann, Bruce Kroon

Team Facilitator: Christina Ericksen

Community Value Statements

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."

Community Indicators

Community Indicators are high level measurements that provide information about past and current trends. They provide insight that community leaders and others can use in making decisions that affect future outcomes.

In the case of Budget One, they are high level indicators of resident opinion that illuminate Council Outcomes and parallel the Community Value Statements. They are gathered annually and provide insight into the overall direction of an intended outcome – whether things are improving, declining, or pretty much staying the same.

- % of residents who agree that Bellevue fosters a diverse community in which all generations have good opportunities to live, work, and play.
- % of residents who view Bellevue as a visionary community in which creativity is fostered.

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- % of residents who agree that the City promotes a community that encourages civic engagement and is welcoming and supportive and demonstrates caring for people through actions.
- % of residents who agree that Bellevue can rightly be called a “City in a Park”.

Factors

In order to determine the factors that contribute to *IVCC* and how the city can most influence those, the RT conducted research of existing city documents (e.g. Comprehensive Plan, Parks and Open Space Plan, Ped/Bike Plan, etc.) and outside sources (i.e. books, articles and web sites), in addition to conducting interviews with internal (i.e. Neighborhood Outreach, Planning, Human Services and Parks and Community Services) and external (i.e. community planner/developer, business association and service providers) subject matter experts to help define the key factors and sub factors that contribute to the desired outcome of *Innovative, Vibrant and Caring Community*. A complete list of resources the team consulted is included in Appendix A.

Support Services

The availability of a range of support services to individuals and families is part of the foundation for an innovative, vibrant and caring community. Evidence shows basic human needs (i.e. food, water and shelter) must be met before people can be a part of, and contribute to, the greater community. A caring community is one with a government that attempts to ensure the basic needs of its citizens are met in one of four ways: by the citizens themselves, by outside organizations, through a partnership with those organizations or directly by the local government. Once the basic needs are met, further assistance, such as language classes and job training, can better enable citizens to support themselves and make meaningful contributions to their community. All support services should be accessible, affordable, and should help provide the following:

- Basic needs (food, water and shelter)
- Crisis support and intervention
- Education and training
- Prevention

Opportunity for Interaction

Research indicates the ability for people to interact with each other in different settings (e.g. social, physical and virtual), and to participate in a variety of affordable and accessible programs, is a key component of an innovative, vibrant and caring community. Access to leisure activities, both structured and non-structured, helps create a balance in life between work and leisure. Offering opportunities for interaction by investing in public places and spaces, programs and events fosters

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social bonds and builds community. By participating in these activities, residents can be better connected to their neighbors and to the community.

Built Environment

The built environment is a major determinant of whether a community is livable (i.e. a viable place to live, work, and play). The built environment is important for what it contains and for how it is arranged so that all of the components fit together in a complementary and comprehensive manner.

Communities are also dynamic and experience cycles of growth and decline over time. How those cycles are managed determines whether the communities remain innovative, vibrant and caring during times of change. Sub-factors that contribute to this factor include the following:

- Community Facilities – investing in community facilities that are essential or integral to current and future generations being able to live well, work and play (examples include streets, transit, parks, community centers, utilities, schools, libraries and art works) – facilities may be public or quasi-public to maximize city resources and provide and support programs, events and facilities that serve our diverse population;
- Community Design – ensuring that public and private development is well-designed and respectful of the community’s character, advancing the community’s vision of a thriving city in a park-like setting;
- Culture – protecting those qualities and characteristics of the physical environment that are unique to the city and help to define the “Bellevue Culture” (e.g. ecological and aesthetic value of open space as a “City in a Park”);
- Housing Options – providing for a range of housing types and costs to meet the needs of a diverse and growing population (creating and sustaining *Quality Neighborhoods* is addressed in that outcome); and
- Planning – anticipating and managing growth and change in ways that are integrated and visionary; planning for an adequate amount of land in suitable locations to provide the community with jobs, goods and services; and ensuring walkable communities for greater opportunities for personal activity and health.

Involved Citizens

Involved citizens are a critical component of an innovative, vibrant and caring community. In fact, an involved citizenry helps the other three factors come to fruition. Citizen involvement can take many forms: voting, spearheading a neighborhood project, doing volunteer work with a community organization or participating in public workshops. Citizens who are involved in their community and well informed about issues facing the community are more likely to be engaged in the process, and to contribute to the discussion and resolution of those issues. An engaged citizenry is more

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knowledgeable about local government services and better able to provide feedback about the importance and delivery of those services. By creating interest in community issues, reaching out to the broad spectrum of Bellevue residents, maintaining open processes, and building capacity within community groups to engage stakeholders, we will foster a level of civic engagement that contributes to this desired outcome. Involved citizens also give back to the community with their time, talents and treasures. These build a more connected and caring community that works with government and the private sector to address the needs of the population.

Background/Choices

Quality Neighborhoods (QN) was identified by City Council as an important outcome distinct from the *IVCC* outcome. There is a significant amount of overlap between these two outcomes, and the same RT was charged with preparing each RFR and reviewing and rating the proposals for both outcomes. In order to clarify the distinction between these outcomes for proposers and reviewers, the RT used the following filter: factors, sub-factors and purchasing strategies that are generally carried out on a neighborhood-by-neighborhood basis (i.e. localized programs or improvements) are assigned to *QN*, while those items relating to a broader geographic area (i.e. multiple neighborhoods, subarea or citywide) are assigned to *IVCC*. The RFR for each outcome will provide some additional guidance to proposers (in this RFR, they are noted after each purchasing strategy), though there may still be some proposals that do not fit neatly into one outcome; those will be addressed (by the RT's in cooperation with the proposers) on a case-by-case basis.

Purchasing Strategies

Citywide purchasing strategies

We are seeking proposals that:

- Provide the best value in meeting community needs.
- Provide for gains in efficiency and/or cost savings and ensure that services are “right sized”.
- Leverage collaboration or partnerships with other departments and/or external organizations.
- Are a catalyst for increasing citizen participation and support.
- Are innovative and creative.
- Consider best practices.
- Eliminate low value-added activities.
- Promote environmental stewardship.
- Consider short- and long-term financial impacts.
- Ensure sound management of resources and business practices.
- Enhance Bellevue’s image – “Beautiful View”.

Proposals are expected to address a balance of these citywide approaches in addition to directly responding to the outcome-specific purchasing strategies described below.

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Outcome-specific purchasing strategies

While the team acknowledges it is essential for citizens' basic needs (food, water and shelter) to be met at an individual level before the rest of the factors become priorities, we have determined all factors deserve equal consideration. Each factor is a necessary component for serving the broader Bellevue population, and for achieving the desired outcome of an innovative, vibrant, and caring community. Therefore, the factors above, and the purchasing strategies below, are not listed in any particular order, nor are they prioritized.

- We are seeking proposals that provide affordable access to a range of **Support Services**, specifically proposals that:
 - Increase awareness of, and access to, services provided by the city or other organizations
 - Maintain and enhance existing cultural and recreational facilities and programs
 - Support diverse community programs and facilities for all ages which allow for enhanced or improved access to such programs
 - Allow for healthy interactions within the community and promote community involvement in the provision of services, programs, and facilities

- We are seeking proposals that provide **Opportunities for Interaction**, specifically proposals that:
 - Reduce barriers to involvement and interaction
 - Offer a variety of recreational and cultural opportunities for people to express creativity, learn new skills, and enjoy the outdoors
 - Build social bonds for people to better relate to each other, promoting greater understanding and fostering acceptance between people of different backgrounds and cultures

- We are seeking proposals that contribute to the **Built Environment**, specifically proposals that:
 - Address existing characteristics and opportunities for improvement
 - Accommodate future growth and development in terms of demographics, amount, location, design, environmental factors, and infrastructure
 - Allow commerce to thrive while minimizing negative impacts to the community
 - Create a positive, memorable experience for those who live in, or visit, the community
 - Maximize the investment in community facilities by:
 - Supporting programs, events, and facilities that serve diverse populations
 - Providing and maintaining accessible parks and open spaces and attractive street landscapes
 - Providing indoor and outdoor spaces for people to gather, interact, and recreate

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Potential Overlap (Community Facilities): The Quality Neighborhoods, Improved Mobility and Healthy & Sustainable Environment purchasing strategies all address portions of the built environment, including roads, sidewalks, parks and open spaces. Proposals that address an individual neighborhood facility or amenity should be directed to the Quality Neighborhood outcome. Proposals that involve creating system linkages or improvements to serve land uses that are already planned should be directed to Improved Mobility. With regard to proposals for parks and/or open spaces, those intended to provide active recreational opportunities for citizens should be directed to IVCC, whereas those having a goal of preserving the environment, and/or allowing citizens to experience the natural environment, should be directed to Healthy & Sustainable Environment.

Potential Overlap (Planning): Planning efforts which are citywide strategic planning in nature (e.g. Comprehensive Plan Community Vision) should be directed to Responsive Government, whereas subarea plan and general land use planning should come to IVCC. Transportation planning efforts would go to Improved Mobility, unless the transportation planning is part of a larger planning effort (e.g. subarea plans, Bel-Red Redevelopment, etc.). In the latter case, proposals should come to IVCC.

- We are seeking proposals that **Involve Citizens** specifically proposals that are:
- Designed to engage the demographic diversity of the city's population (i.e. all ages, ethnicities, physical abilities, etc.)
 - Programs that support the creation and/or ongoing activity of organized groups
 - Proactive efforts that inform and involve citizens early in the evaluation process

Potential Overlap: While Involved Citizens is an important factor in IVCC, and some proposals may ultimately reside here, proposal writers should also refer to Responsive Government. It is anticipated that most proposals designed to enhance information flow and government accessibility (e.g. Service First) would go to Responsive Government, as that is their primary objective, whereas general outreach efforts to neighborhoods might be more appropriate for IVCC or QN, depending on the nature of the proposal.



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Attachment A List of Primary Evidence

Support Services

Interview with Linda Hall, Sue Sherbrook and Cheri Kilty, YWCA (3/15/10)

Interview with Emily Leslie, Human Services Manager, City of Bellevue Parks and Community Services Department (2/25/10)

Interview with Patrick Foran, Director, Parks and Community Services, City of Bellevue (March 2010)

Interview with Cheryl Kuhn, Neighborhood Outreach Manager, City of Bellevue (2/17/10)

Interview with Dan Stroh, Planning Director, City of Bellevue (2/17/10)

"Human Needs Update 2009-2010", City of Bellevue

Most Livable Cities web site <http://www.mostlivable.org>

Morgan Quinto Press, State and City Ranking Publications
<http://www.statestats.com> or <http://cqpress.com>

Puget Sound Regional Competitiveness Indicators, published by Prosperity Partnership

Opportunities for Interaction

Interview with Judd Kirk, President, Port Blakely Communities, Issaquah Highlands developer (3/10/10)

"The Rise of the Creative Class" by Richard Florida, www.creativeclass.com

The Benefits of Leisure, The Academy of Leisure Sciences
<http://www.academyofleisuresciences.org/alswp7.html>



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Puget Sound Regional Competitiveness Indicators, published by Prosperity Partnership

Built Environment

Interview with Judd Kirk, President, Port Blakely Communities, Issaquah Highlands developer (3/10/10)

Interview with David Miniken, CPA, Sweeney Conrad, Bellevue Downtown Association (BDA) member (3/5/10)

Interview with Patrick Foran, Director, Parks and Community Services, City of Bellevue (March 2010)

Interview with Cheryl Kuhn, Neighborhood Outreach Manager, City of Bellevue (2/17/10)

Interview with Dan Stroh, Planning Director, City of Bellevue (2/17/10)

“The Rise of the Creative Class” by Richard Florida, www.creativeclass.com

Rochester Regional Community Decision Center (RRCDC) http://www.rrcdc.org/contact_fags.html

King County, Transportation Department, “A Study of Land Use, Transportation, Air Quality and Health in King County, WA”, (Executive Summary 9/27/05,) HealthScape publication
http://docs.google.com/viewer?a=v&q=cache:JuOsFGeudb8J:www.kingcounty.gov/transportation/HealthScape/~/_media/transportation/healthscape/publications/exec_summary_092705.ashx+study+of+land+use+transportation+air+quality+and+health&hl=en&gl=us&pid=bl&srcid=ADGEEShpkyqltoMFGp6cZGR9Hlr9BFUf2FndY4omc1gK8gvlXvLS6e16N04C3VO8u7JRBpmxRNigG_wHZz4_O7Fv33uFjlurPf5BjC77OkLg7Inct-yLyx3-fHMnwY2E4VK6TE7-cg8L&sig=AHIEtbSN4eiBsSt0qgY2aqWqkrQbY1TVjA

NeighborWorks Amercia, *Summary of Success Measure Outcome Indicators* (2007)
http://www.nw.org/network/ps/successmeasures/documents/indicators-no_numbers_short.pdf

Somerville Community Corporation <http://www.somervillecdc.org/WhatWeDo/development.html>

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Innovative, Vibrant & Caring Community

Tasman District Council

<http://www.tdc.govt.nz/index.php?Developmentwillcreatevibrantcommunityspace>

National Transportation Library, Federal Gov't - Livable Communities Initiative, *Characteristics of Livable Communities* <http://ntl.bts.gov/DOCS/livbro.html>

United States Department of Agriculture, Rural Development, Rural Housing and Community Programs <http://www.rurdev.usda.gov/rd/pubs/pa1557.htm>

United States Environmental Protection Agency, HUD-DOT-EPA Interagency Partnership for Sustainable Communities - Livability Principles

<http://www.epa.gov/smartgrowth/partnership/index.html#livabilityprinciples>

Sustainable Communities Network, www.sustainable.org

Involved Citizens

National Civic League, Community Services Article, *"Apathetic Citizens? Not When They Can Make A Difference"*, <http://www.ncl.org/cs/articles/okubo2.html>

Sustainable Communities Network, www.sustainable.org

All Factors

"The Price of Government" by David Osborne & Peter Hutchinson

"Ahwahnee Principles for Resource-Efficient Communities", from the Local Government Commission, www.lgc.org/ahwahnee/principles

The Finance Project <http://www.financeproject.org>

SeattleFoundation, *"Healthy Community Report 2009"*, <http://www.seattlefoundation.org>

Communities Count 2008, A Report on the Strength of King County's Communities

<http://www.communitiescount.org/uploads/pdf/archives/2008%20Report/CC08%20Report-logos%20removed.pdf>

Innovative, Vibrant & 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".



Factors:

Support Services

- Accessibility
- Affordability
- Availability
- Information
- Partnerships

Opportunities for Interaction

- Events
- Programs
- Public Places
- Private Places

Built Environment

- Community Facilities
- Community Design
- Culture
- Housing Options
- Planning

Involved Citizens

- Creating Interest
- Open Process
- Broad Outreach
- Organized Groups

Community Indicators:

- % of residents who agree that Bellevue fosters a diverse community in which all generations have good opportunities to live, 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 and is welcoming and supportive and demonstrates caring for people through actions.
- % of residents who agree that Bellevue can rightly be called a "City in a Park."



Request for Results

Quality Neighborhoods

Introduction

This Request for Results (RFR) outlines the results and factors that will be used to evaluate and rank operating and capital offers for the Budget One process. Citizen-focused outcomes were approved by City Council and will form the basis for developing the City Manager's Preliminary Budget. This document provides guidance to staff in developing offers for the 2011-2012 Operating Budget and 2011-2017 Capital Investment Program Plan for submittal to the *Quality Neighborhoods* (QN) Results Team (RT).

The 2011-2012 *Quality Neighborhoods* Results Team consists of the following members:

Team Leader: Mike Kattermann

Team Members: Elaine Borjeson, Shelley Brittingham, Tony Dempsey, Bruce Kroon, Tim Stever

Team Facilitator: Christina Ericksen

Community Value Statements

As a community, Bellevue values:

- ...neighborhoods that are attractive, well maintained, and safe
- ...neighborhoods that support families, particularly those with children
- ...neighborhoods that have convenient access to day-to-day activities

Community Indicators

Community Indicators are high level measurements that provide information about past and current trends. They provide insight that community leaders and others can use in making decisions that affect future outcomes.

In the case of Budget One, they are high level indicators of resident opinion that illuminate Council Outcomes and parallel the Community Value Statements. They are gathered annually and provide insight into the overall direction of an intended outcome – whether things are improving, declining, or staying the same.

- % of residents who agree that Bellevue has attractive neighborhoods that are well maintained, and safe.
- % of residents who feel they live in neighborhoods that support families, especially those with children.



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- % of residents who say their neighborhoods provide convenient access to their day-to-day activities.

Factors

Eighty-nine percent (89%) of respondents in 2009 consider their neighborhood an excellent (39%) or good (50%) place to live. The percentage is comparable to levels reported in the past (91% in 2008, 94% in 2007, 90% in 2006, 90% in 2005, and 89% in 2002).¹ Some of the attributes respondents identified as being of high quality included good, well-maintained facilities (e.g. parks, trails, recreation); low crime; attractive areas; diverse, friendly community; numerous, convenient amenities; and good transportation. Many of these same attributes were also identified as low quality by respondents. Whether they were rated high or low, these were all important for quality neighborhoods.

The RT conducted research of existing city documents (e.g. Comprehensive Plan, Parks and Open Space Plan, Ped/Bike Plan) and outside sources in addition to conducting interviews with internal (neighborhood outreach, planning, parks) and external (development, business, service providers) subject matter experts to define the key factors and subfactors that contribute to the desired outcome of *Quality Neighborhoods*. A complete list of resources is included in Attachment A.

Sense of Community

Quality neighborhoods have a strong sense of community – a feeling of belonging or shared ownership among the people that live and work there. Secondary factors that engender a sense of community include stability, neighborhood character, and people involved in their neighborhood. Stability in neighborhoods is influenced by social and physical considerations. Social influences include creating spaces, activities and events that encourage people to gather and get to know their neighbors. Physical influences include attractive landscapes, public properties and facilities (code enforcement related to maintenance issues is addressed in the “Public Health and Safety” factor). Neighborhood character can be reflected in the natural features of the area, architectural styles, and by the diversity or homogeneity of the people that live there. A sense of community can also result from involvement in a committee or project of the neighborhood association or local school.

Facilities & Amenities

An essential component of quality neighborhoods is a diverse range of well used public and private open spaces and facilities where people can come together and interact in meaningful ways. Clean and safe gathering places provide a public focus for a variety of neighborhood activities; promote a sense of place and a positive neighborhood image. Nearby spaces and facilities provide opportunities for

¹ 2009 Performance Measures Survey, City of Bellevue, April 2010

Request for Results

Quality Neighborhoods

residents of all ages, abilities, socioeconomic and cultural backgrounds to participate more fully in neighborhood life. Adequate and quality facilities and amenities provide mental and physical health benefits for residents by offering opportunities for physical activity, reducing stress levels and creating a calming environment through better green spaces.

Public Health and Safety

A quality neighborhood is one that is well-maintained, safe and attractive. Having a neighborhood that has working street lights, clean streets and enforced zoning laws help to create a safe and healthy environment. We acknowledge that safety and security is addressed in another outcome area, however the importance of citizens to feel safe in and around their homes and neighborhoods cannot be over emphasized. Providing citizens with information and educational tools, such as crime prevention programs and disaster preparedness classes are also key to a quality neighborhood.

Mobility

A key component of quality neighborhoods is a transportation network that provides easy access to residences, parks, schools, retail, and cultural opportunities. This network should serve all users of the transportation system: drivers, pedestrian, bicyclists, and transit riders, including those with disabilities or other accessibility issues. While we acknowledge mobility is addressed in another outcome area, we believe it is particularly important at the neighborhood level to have a contiguous system of pathways for pedestrians and bicyclists as well as easy access to public transportation. Fewer vehicles on the road results in a healthier environment and improved safety for pedestrians and bicyclists. Walking to and from daily activities leads to healthier residents, while providing additional opportunities for neighbors to interact with one another. Another key component to this ease of access is the proximity of schools, shopping, and other activities to residences, which is achieved through effective land use planning, construction of public infrastructure, private investment, and partnerships.

Background/Choices

Quality Neighborhoods was identified by City Council as an important outcome distinct from the *Innovative, Vibrant and Caring Community* outcome. There is a significant amount of overlap between these two outcomes and the same Results Team was charged with preparing each RFR, and reviewing and ranking the proposals for both outcomes. In order to clarify the distinction between these outcomes for proposers and reviewers, the RT used the following filter: factors, subfactors and purchasing strategies that are generally carried out on a neighborhood-by-neighborhood basis (i.e. localized programs or improvements) are assigned to *Quality Neighborhoods* while those items that relate to a broader geographic area (i.e. multiple neighborhoods, subarea or city-wide) are assigned to *Innovative, Vibrant and Caring Community*. The RFR for each outcome will provide some additional guidance to proposers, though there may still be some proposals that do not fit neatly into one

Request for Results

Quality Neighborhoods

outcome; those will be addressed by the RT's in coordination with the proposers on a case-by-case basis.

Purchasing Strategies

Citywide purchasing strategies

We are seeking proposals that:

- Provide the best value in meeting community needs.
- Provide for gains in efficiency and/or cost savings and ensure that services are “right sized”.
- Leverage collaboration or partnerships with other departments and/or external organizations.
- Are a catalyst for increasing citizen participation and support.
- Are innovative and creative.
- Consider best practices.
- Eliminate low value-added activities.
- Promote environmental stewardship.
- Consider short- and long-term financial impacts.
- Ensure sound management of resources and business practices.
- Enhance Bellevue's image – “Beautiful View”.

Proposals are expected to address a balance of these citywide approaches in addition to directly responding to the outcome specific purchasing strategies described below.

Outcome-specific purchasing strategies

While all these purchasing strategies are important, a Sense of Community is the best overall determinant of what constitutes Quality Neighborhoods.

- We are seeking proposals that strengthen the ***Sense of Community***, specifically proposals that:
 - Involve partnerships for community building
 - Increase neighborhood cohesion
 - Build capacity within neighborhoods for greater self-reliance
 - Preserve and enhance neighborhood character
- We are seeking proposals for Neighborhood ***Facilities and Amenities***, specifically proposals that:
 - Develop, maintain and enhance trails, parks, open spaces and facilities
 - Promote active, clean and safe gathering places
 - Promote community's use of public spaces

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Quality Neighborhoods

This purchasing strategy overlaps with the Innovative, Vibrant and Caring Community (IVCC) purchasing strategy related to “Built Environment.” Proposals that address an individual neighborhood facility or amenity should be directed to the Quality Neighborhood outcome. All other proposals should be directed to IVCC.

- We are seeking proposals that provide services and programs that enhance **Public Health and Safety**, specifically proposals that:
 - Result in clean streets, sidewalks and other public spaces (This purchasing strategy overlaps with Improved Mobility and Healthy and Sustainable Environment. Proposals related to clean streets should be directed to Improved Mobility. Other Proposals related to neighborhood projects should be directed to Quality Neighborhoods)
 - Provide prevention education in the area of public safety, emergency preparedness and public health (This purchasing strategy overlaps with Safe Community; proposals should be directed to the Safe Community Outcome.
 - Result in clean and well-maintained commercial and residential properties

- We are seeking proposals that encourage and support neighborhood **Mobility**, specifically proposals that:
 - Enhance access to goods and services
 - Reduce reliance on automobiles for day-to-day activities
 - Provide safe and convenient connectivity within neighborhoods

Potential overlap with Improved Mobility: proposals that involve capacity or infrastructure improvement projects should directed to Improved Mobility; proposals to address perceived conflicts between existing facilities and neighborhood character should be directed to Quality Neighborhoods.

Request for Results

Quality Neighborhoods

Attachment A List of Primary Evidence

Sense of Community

The Creative Class, “Beautiful Places: The Role of Perceived Aesthetic Beauty in Community Satisfaction” (March 2009) <http://www.creativeclass.com/rfcgdb/articles/Beautiful%20places.pdf>

Sustainable Seattle, “*Indicators of a Sustainable Community Report*”, 1998 (page 66)
<http://sustainableseattle.org/Programs/RegionalIndicators/1998IndicatorsRpt.pdf>

American Planning Association (APA) “*Characteristics and Guidelines of Great Neighborhoods*”,
<http://www.planning.org/greatplaces/neighborhoods/characteristics.htm>

National Civic League, Community Services Article, “Apathetic Citizens? Not When They Can Make A Difference.” www.ncl.org/cs/articles/okubo2.html

Public Health and Safety

James Q. Wilson and George Kelling, “*Broken Windows: The Police Neighborhood Safety*” (The Atlantic, March 1982)

City of Midland, Michigan, *Neighborhood Preservation and Maintenance Brochure* (May 2005)
<http://www.midland-mi.org/government/departments/planning/building/Neighborhood%20Brochure.pdf>

City of West Sacramento, CA - Police Department, Crime Prevention and Education
<http://www.cityofwestsacramento.org/city/depts/police/prevention/default.asp>

Solutions for America, <http://www.solutionsforamerica.org/thrivingneigh/crime-prevention.html>

Mobility

“*Bicycle and Pedestrian Plan*”, City of Bellevue, 2009

Walk Score, “*Why Walk?*”
<http://www.walkscore.com/walking-matters.shtml>

Smart Grow America, “*A Data for a new Era, A Summary of the SMARTRAQ Findings*”
http://www.smartgrowthamerica.org/documents/SMARTRAQSummary_000.pdf



Request for Results

Quality Neighborhoods

Multiple Factors

Interview with Cheryl Kuhn, City of Bellevue - Neighborhood Outreach (2/17/10)

Interview with Dan Stroh, City of Bellevue - Planning and Community Development (2/17/10)

2009 Performance Measures Survey, City of Bellevue (April 2010)

City of Longmont, CO, <http://www.ci.longmont.co.us/finance/budget/documents/neighbor.pdf>

The Finance Project <http://www.financeproject.org>

B-Sustainable Seattle, "*Built Environment Goals*"

<http://www.b-sustainable.org/built-environment/livable-neighborhoods-and-communities>

Interview with Judd Kirk, President, Port Blakely Communities (3/10/2010)

[Comprehensive Plan](#), City of Bellevue

[Communities Count](#), King County, WA (2008). www.communitiescount.org

NeighborWorks America, www.nw.org; including "Summary of Success Measure Outcome Indicators" (2007), www.nw.org/network/ps/successmeasures/documents/indicators-no_numbers_short.pdf

HUD-DOT-EPA Interagency Partnership for Sustainable Communities, <http://www.epa.gov/smartgrowth/partnership/index.html#livabilityprinciples>

Seattle Foundation, *Healthy Community Report*, 2009, <http://www.seattlefoundation.org/page28157.cfm>

Livable Communities Initiative, Federal Transit Administration, www.ntl.bts.gov/DOCS/livbro.html

Local Government Commission, *Ahwahnee Principles for Resource-Efficient Communities*, www.lgc.org/ahwahnee/principles

Savannah, GA, budget, "Neighborhood Vitality Outcome"



Quality Neighborhoods – Cause & Effect Map

As a community, Bellevue values...

- An attractive, well-maintained and safe neighborhood.
- A neighborhood that supports families, especially those with children.
- Convenient access to day-to-day activities.



Factors:

Sense of Community

- Upkeep
- Character
- People
- Stability

Facilities and Amenities

- Partnerships
- Private Investment
- Public Investment
- Long-Range Planning

Public Health and Safety

- Prevention / Education
- Security
- Maintenance

Mobility

- Connectivity
- Access to Citywide goods and services

Community Indicators:

- % of residents who agree that Bellevue has attractive neighborhoods that are well-maintained and safe.
- % of residents who feel they live in neighborhoods that support families, particularly those with children.
- % of residents who say their neighborhoods provide convenient access to their day-to-day activities.



Request for Results

Healthy & Sustainable Environment

Introduction

This Request for Results (RFR) outlines the results and factors that will be used to evaluate and rank operating and capital offers for the Budget One process. Citizen-focused outcomes were approved by City Council and form the basis for developing the City Manager's Preliminary Budget. This document provides guidance to staff in developing offers for the 2011-2012 Operating Budget and 2011-2017 Capital Investment Program Plan for submittal to the Healthy & Sustainable Environment Results Team (RT).

The City of Bellevue's stunning and unique natural environment includes wetlands, urban forests, salmon-bearing streams, and the shores of Lake Washington and Sammamish. These features have played an integral role in the history and culture of the city. Despite recent development, dramatic growth, and change, the City can still claim its moniker of being a "City in a Park" through significant natural assets that greatly contribute to its livability and economic vitality. Access to and interaction with the natural environment helps nurture, support and maintain the personal health and well being of Bellevue's citizens. In addition, the City provides a healthy living environment for residents, employees, and visitors by meeting the community's needs for clean and safe drinking water, effective wastewater removal, and garbage pick-up services. The economic viability of our community and the health of our neighborhoods are highly dependent on the reliability of these essential services.

City Leaders recognize their responsibility for stewarding all these resources and effectively managing City services to foster a high quality of life and support economic prosperity. These are complex but essential goals for the city's long-term prosperity at a time when City leaders and residents wrestle with issues of unprecedented growth, urbanization, road congestion, changes in community character, and loss of tree canopy.

A healthy and sustainable environment is a key citizen value and provides a basis for addressing many of these concerns. It refers to living collectively, abundantly, and perpetually, on a planet with finite and often competing resources. In an urban setting, sustainable approaches include the efficient use of resources through conservation, re-use, and recycling, among others. These approaches offer solutions with multiple benefits. This is because, more than any other problem-solving framework, sustainability intrinsically requires solutions that optimize entire systems and recognize complex interdependencies, rather than optimize isolated components. Bellevue residents have consistently confirmed that environmental stewardship is a deeply held community value and high budget priority.¹

The Healthy & Sustainable Environment results team requests proposals that address the factors described in this document and offer innovative solutions to restoring, protecting and enhancing our natural resources.

¹See the biennial Bellevue Citizen Budget Survey at http://www.bellevuewa.gov/citizen_outreach_performance.htm.



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Healthy & Sustainable Environment

The 2011-2012 Healthy & Sustainable Environment Results Team consists of the following members:

Team Leader: Doug Dossett

Team Members: Bonnie Grant, Cathryn Laird, Jerome Roache, Tandra Schwamberg, Randy Thompson

Team Facilitator: David Baldwin

Community Value Statements

As a community, Bellevue values:

- “A nature experience in which to live, work and play.”
- “A healthy natural environment that supports healthy living for current and future generations.”
- “An environment that supports personal health and well-being.”

Community Indicators

Community Indicators are high level measurements that provide information about past and current trends. They provide insight that community leaders and others can use in making decisions that affect future outcomes.

In the case of Budget One, they are high level indicators of resident opinion that illuminate Council Outcomes and parallel the Community Value Statements. They are gathered annually and provide insight into the overall direction of an intended outcome – whether things are improving, declining, or pretty much staying the same.

- % of residents who agree that Bellevue offers them opportunities to experience nature where they live, work, and play.
- % 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.

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Factors

The Healthy & Sustainable Environment Team identified five primary factors we believe have the most impact on achieving our outcome. The Cause & Effect Map illustrates the outcome, value statements, and primary and secondary factors. The following is a description of the primary factors, secondary factors as well as the choices and assumptions used by the group in developing our map. These factors are directly reflected in our purchasing strategies. Your proposals may address one or more of the factors.

Factor 1: Water Resources

Water resources consist of all the water we find around us as we live, work and play. This includes drinking water, ground water, storm and surface water, and wastewater (sewage). Reliable quality, supply, removal and control of water resources is vital to maintaining personal health and well being, and to assuring the economic viability of our community². Key sub-factors that impact water resources are:

- **Clean Drinking Water** – Drinking water that is not only safe to drink but also free of contaminants that adversely affect its look, taste or smell. Clean drinking water is essential to the health and well being of Bellevue residents³. Bellevue purchases treated drinking water from the Cascade Water Alliance. Some Bellevue residents obtain their drinking water from well systems.
- **Education** – Programs and materials to enhance the community’s awareness and understanding of the choices they have and the consequences of those choices on water resources. Better informed people are more likely to modify their behavior for the benefit of the community and the environment in which they live.
- **Reduced Pollutants** – When pollutants are present, they result in negative consequences or impacts on the health of plants, wildlife and people. They also can impact people’s enjoyment and perception of the natural environment around them. Pollutant reduction can be accomplished by either eliminating or reducing its entry into ground and surface waters, or by taking steps to neutralize or remove it once it is present⁴.
- **Reliable Water Supply** – How reliably drinking water is available to meet the needs of the community has a significant impact on quality of life and economic viability⁵. Reliable supply of high quality surface water (produced by rain) is important for meeting recreational needs and the needs of plants and wildlife, including the habitat needs of fish⁶.

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- **Water Removal and Control** – Water of undesirable quality (wastewater/sewage) must be efficiently and reliably removed from homes and businesses and treated for safe release back into the environment⁷. King County provides wastewater treatment for Bellevue. However, some Bellevue residents utilize septic systems to treat their wastewater. Surface water run-off from rain and storm events must be managed and controlled to minimize the impacts of high flow volumes and flooding on people, property and the environment.

²United States Environmental Protection Agency publication “2003-2008 EPA Strategic Plan, Goal 2: Clean and Safe Water”

³United States Environmental Protection Agency publication EPA 816-F-04-037 June 2004, “Drinking Water Standards and Health Affects”

⁴United States Environmental Protection Agency publication EPA-905-F-97-011 August 1997, “Water Pollution Prevention and Conservation”

⁵United States Environmental Protection Agency publication EPA 816-F-08-014 April 2008, “Asset Management: A Best Practices Guide”

⁶United States Environmental Protection Agency’s Introduction to the Clean Water Act from their web-site (<http://www.epa.gov/watertrain/cwa/rightindex.htm>)

⁷United States Environmental Protection Agency publication EPA-833-F-02-001 April 2002, “Fact Sheet, Asset Management for Sewer Collection Systems”

Factor 2: Clean Living Environment

Environmental stewardship extends to maintaining a clean and healthy living environment. This includes waste removal, waste recycling, property maintenance, clean streets, and education on shifting behaviors around recycling and maintaining yards and open spaces. A cleaner living environment leads to a variety of positive aspects, including lower crime, more activity in parks and play for kids, more active and healthy lifestyles, higher property values, and generates more interest in continuing to maintain a clean living environment⁸.

- **Clean Streets** – Provide waste removal services and street sweeping.
- **Codes and Compliance** – Codes are regulations of what citizens and businesses can and cannot do. Compliance ensures citizens and businesses comply with codes.
- **Education** – Programs and materials to enhance the community’s awareness and understanding of the importance of a clean living environment to personal health and the environment with the intent to change behaviors.

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- **Waste Management** – Infrastructure and services to reliably remove waste from homes, businesses, and neighborhoods. Responsibly manage the removal of toxic materials.

⁸Conservation. <http://us-environ.info/conservation/>

Factor 3: Nature Space

Lakes and streams, Trees, Parks and Trails, Landscaping, Land in its Natural State and Education are vital not only to the health of the physical environment surrounding us but personal health as well. The ability of Bellevue citizens to view and access nature space helps them to nurture, support and maintain their personal health and well being⁹. Healthy nature spaces also provide habitat that support a variety of native plants, wildlife, and insects. Key subfactors that impact Nature Space include:

- **Education** – Programs and materials to enhance the community’s awareness and understanding is essential to identifying, promoting and disseminating information about the importance and value of nature space¹⁰.
- **Lakes, Streams, and Wetlands** – Lakes, streams and wetlands not only provide a source of recreation but also a source of food for all species. Continuing to have clean and healthy lakes, streams and wetlands will ensure that we have a healthy and sustainable environment.
- **Land in its Natural State** – Land that remains significantly unchanged or has been restored to support native plants and wildlife. Land in its Natural State provides habitat for a variety of wildlife and insects, prevents soil erosion through absorption of water, reduces noise pollution through sound buffers, provides corridors and greenways to link habitats; and is an indicator of overall ecological health of the ecosystem. Maintaining and preserving land in its natural state contributes to the overall health of the environment by promoting livability and vitality of communities¹¹.
- **Landscaping** – Any activity that modifies the visible features of an area of land, which may include altering the plant cover. Landscaping is more than beautification; it can serve to remove pollutants from the air and manage water runoff. Landscaping can also reduce urban heat by shading heat absorbing surfaces, and thereby indirectly cooling the environment. It is important to recognize the valuable functions landscaping can serve in an urban environment^{12,13}.
- **Parks and Trails** – Parks and trails promote contact with nature which in turn helps to promote and contribute to healthy behaviors and encourages personal responsibility for one’s own health and well being both physically and mentally. It is important to provide a variety of

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Healthy & Sustainable Environment

fulfilling and easily accessible opportunities that promote healthy behaviors for citizens of all ages¹⁴.

- **Trees** – Trees not only help remove pollutants from the air, they help regulate the temperature and provide a habitat for wildlife and insects as well as help to reduce storm water flow and erosion. The quantity and quality of trees are important to maintaining a healthy and sustainable environment¹⁵.

⁹(Healthy by Nature: Canadian Parks Council, <http://interenvironment.org/cipa/Healthy%20by%20Nature.pdf> p.10).

¹⁰ (Health Recreation and our national parks: Addressing Roles of national Parks to Promote and Provide Healthful Recreation Activities: An Outcome Approach -p.12) <http://www.nps.gov/policy/advisory/Healthrecreationreport.pdf>

¹¹*Bodine Street Community Garden*, <http://www.savethegarden.com/why.html>)

¹²*Green Roofs in Urban Landscapes*, Eva Worden, Diana Guidry, Annabel Alonso Ng, and Alex Schore Environmental Horticulture Department, Florida Cooperative Extension Service, Institute of Food and Agricultural Sciences, University of Florida. September 2004. <http://edis.ifas.ufl.edu>.

¹³The Case for Sustainable Landscapes: The Sustainable Sites Initiative- partnership of the American Society of Landscape Architects, the Lady Bird Johnson Wildflower Center, and the United States Botanic Garden pp 13, 20 2009)

¹⁴Health Recreation and our national parks: Addressing Roles of national Parks to Promote and Provide Healthful Recreation Activities: An Outcome Approach -p.3 <http://www.nps.gov/policy/advisory/Healthrecreationreport.pdf>

¹⁵Urban Forests in Florida Do They Reduce Air Pollution? University of Florida School of Forest Resources and Conservation, Francisco Escobedo <http://edis.ifas.ufl.edu/fr184>) ; A Modern City Management Tool Is Ready for Urban Forest Data Diana Canzoneri-Assistant Planner, Dan DeWald- Natural Resource Manager, Karl Johansen- GIS Manager, Dan Stroh- Planning Director (2009).

Factor 4: Clean Air

Clean air is one of the basic elements of a sustainable urban environment. Good air quality is important to personal health and is tied to reducing all types of environmental pollution. Environmental education, tree canopy, pollution prevention, energy conservation, and efficient transportation affect the cleanliness of the air^{16, 17}.

- **Education** – Programs and materials to enhance the community’s awareness and understanding of choices with the intent to change behaviors to reduce pollutants in the air¹⁸.
- **Efficient Transportation Choices** – Provide transportation alternatives that reduce carbon emissions and promote health¹⁸.
- **Reduced Pollutants** – When pollutants are present, they result in negative consequences or impacts on the health of plants, wildlife and people. They also can impact people’s enjoyment and perception of the natural environment around them. Pollutant reduction can be

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Healthy & Sustainable Environment

accomplished through policy initiatives and direct actions such as landscaping choices to enhance filtration of pollutants¹⁸.

- **Tree Canopy** – The coverage of trees in the city helps to trap rainwater, filter and reduce storm water runoff, erosion, and landslide risk. Trees help cool and clean the air¹⁸.

¹⁶City of Bellevue Comp Plan Vol. 1-09 pg. 238

¹⁷Environmental Stewardship Strategic Plan

¹⁸United States Environmental Protection Agency – The Plain Guide to the Clean Air Act.

Factor 5: Conservation

Conservation is the protection of valued natural resources through preservation, restoration, and efficient use (reduce-reuse-recycle). It is important to conserve water and energy, increase utilization of renewable resources, reduce waste and material consumption, reduce greenhouse gas emissions, procure environmentally preferable food, products and services, and build green in Bellevue to ensure a healthy and sustainable environment. Conservation of wetlands provides critical habitats for native plant and animal species, helps control flooding, filters pollutants from entering streams and rivers, and provides education and recreation benefits. Conservation should be practiced community-wide and include all City operations. Key sub-factors that positively impact Conservation are:

- **Being Green** – Conserve water and energy, reduce waste and material consumption, procure environmentally preferable products and services and improve environmental performance of development, to make the most efficient use of resources¹⁹. Reduce the use of non-renewable resources and develop local renewable energy, water, food, and material resources²⁰.
- **Conservation of Natural Resources** – Preservation, restoration, and efficient use of valuable ecosystems that provide critical habitats for plant and animal species, control flooding, filter pollutants, store the earth's carbon, and provide education and recreation benefits²¹.
- **Education** – Programs and materials to enhance the community's awareness and understanding of choices with the intent to change behaviors in the areas of preservation, restoration and efficient use.
- **Protect from Environmental Hazards** – Environmental hazards are situations or states that pose a threat to the surrounding environment such as pollution and natural hazards such as storms and earthquakes. This is a means of preserving and protecting our resources.

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- **Reduce Greenhouse Gases** - The primary greenhouse gases in the Earth's atmosphere are water vapor, carbon dioxide, methane, nitrous oxide and ozone. Reduction of greenhouse gases helps control the rise in the earth's temperature²².

¹⁹Environmental Stewardship Initiative Strategic Plan, 2009-2012, City of Bellevue.

²⁰Action Planning and the Sustainable Community. United States Environmental Protection Agency

²¹Economic Benefit of Wetlands, May 2006, United States Environmental Protection Agency.

²²Proposed Climate Action Plan for Municipal Operations, September 2008, City of Bellevue

Background/Choices

Our team relied on a wide range of sources to inform our thinking about what should be included in our Request for Results. We examined the environmental practices of several other cities and counties in the state of Washington as well as indicators recommended by federal and state government agencies, the City of Bellevue, outside organizations, and interviews with key staff.

Below are assumptions and contributing information that helped lead our team to the choices we made related to the factors and strategies which appear in our cause and effect map and purchasing strategies: (in no particular order)

- The Bellevue City Council adopted a community-wide greenhouse gas (GHG) emissions target in 2007: to reduce emissions to 7% below their 1990 level by 2012.
- 2008 King County Independent Survey of King County residents confirmed our primary factors.
- 2008 The Plain English Guide to the Clean Air Act. United States Environmental Protection Agency. We make choices every day that can help reduce air pollution.
- 2003-2008 US EPA Strategic Plan, Goal 2: Clean and Safe Water. Ensure drinking water is safe, restore and maintain oceans, watersheds, and their aquatic ecosystems to protect human health, support economic and recreational activities, and provide healthy habitat for fish, plants, and wildlife.
- Reducing the Cost of Addressing Climate Change, Through Energy Efficiency February 2009, Consensus Recommendations for Future Federal Climate Legislation in 2009. The most cost-effective method of reducing greenhouse gas emissions is through energy efficiency.
- 2002 World Summit made links between human health, the environment, and sustainable development.
- 2003 U.N. Commission on Human Rights- Protection of the Environment and sustainable development can also contribute to human well-being.
- 2005 Clean Neighborhoods and Environment Act, Chapter 16, focus on urban and suburban neighborhoods in the United Kingdom in an effort to maintain clean neighborhoods and the corresponding environment for the health of citizens.

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- *Healthy by Nature: Canadian Parks Council.* Health studies have shown that contact with nature, plants, animals, landscapes, and wilderness, offers a range of medical benefits including decreased body fat/obesity, lower blood pressure and cholesterol levels, enhanced survival after a heart attack, faster recovery from surgery, fewer minor medical complaints, reductions and prevention of hypertension, increased bone and muscle strength (particularly in children) and lower self-reported stress. (www.interenvironment.org/cipa/healthy%20by%20Nature.pdf, p.7)
- One of the major threats to mammals is loss of habitat. (CPC/Royal Roads University/Rethink, Trend Watch for the Protected Areas Manager). (Healthy by Nature: Canadian Parks Council, www.interenvironment.org/cipa/healthy%20by%20Nature.pdf, p.18).

For a complete list, please see Attachment A for specific references to research used.

Purchasing Strategies

Citywide purchasing strategies

We are seeking proposals that:

- Provide the best value in meeting community needs.
- Provide for gains in efficiency and/or cost savings and ensure that services are “right sized”.
- Leverage collaboration or partnerships with other departments and/or external organizations.
- Are a catalyst for increasing citizen participation and support.
- Are innovative and creative.
- Consider best practices.
- Eliminate low value-added activities.
- Promote environmental stewardship.
- Consider short- and long-term financial impacts.
- Ensure sound management of resources and business practices.
- Enhance Bellevue’s image – “Beautiful View”.

Proposals are expected to address a balance of these citywide approaches in addition to directly responding to the outcome specific purchasing strategies described below.

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Outcome specific purchasing strategies:

We will favor proposals that:

- Deliver results in an environmentally sensitive and sustainable way, including procurement of environmentally preferable products and services
- Foster changes in method of service delivery through community collaboration and partnership
- Place more emphasis on proactive versus reactive actions
- Address multiple factors
- Consider the diversity of residents and businesses in educational materials and programs

➤ **We are seeking proposals that ensure our water resources are effectively managed to meet the needs of the environment and our community now and into the future, specifically proposals for/that:**

- Ensure the safe, reliable supply of drinking water to and removal of wastewater from homes and businesses
- Ensure that surface water quality and quantity are adequate to provide a suitable environment for plants and wildlife, and to meet the recreational needs of our community
- Ensure that storm and surface water runoff is controlled to minimize negative impacts such as erosion and flooding
- Provide public education/training, and community outreach

Guidance to proposers: Responses to this request that are focused specifically on recreation should be directed to Innovative, Vibrant, and Caring Community or integrated with proposals for other outcome areas.

➤ **We are seeking proposals that maintain a clean living environment which includes properties, streets, and open spaces. Specifically proposals for/that:**

- Provide services for keeping our living environment clean and free of waste, debris, and toxic materials
- Maintain vegetation along sidewalks, streets, and in open spaces
- Provide education and incentives to businesses and homeowners to maintain their property

Guidance to proposers: Responses to this request that are focused specifically on neighborhood living should be integrated with proposals for Quality Neighborhoods.

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- **We are seeking proposals that result in nature space opportunities that will keep minds and bodies active and that recognize the health needs of all citizens, specifically proposals for/that:**

- Manage, maintain, preserve, and restore nature space and the habitat it provides
- Provide a natural environment that promotes opportunities that help improve quality of life and healthy behaviors for citizens of all ages
- Educate citizens on the value, importance, and availability of nature space

Guidance to proposers: Responses to this request that are focused specifically on park facilities and organized recreational activities should be integrated with proposals for other outcome areas.

- **We are seeking proposals that best deliver clean air by targeting the many factors that contribute to air pollution, specifically proposals for/that:**

- Reduce air pollution through clean air behaviors related to landscaping, vehicles and transportation, wood stoves and fireplaces, land use and zoning, energy efficiency, outdoor fires, asbestos and demolition, and yard care (this list is not exhaustive).
- Provide public education/training, and community outreach

Guidance to proposers: Responses to this request that are focused specifically on transportation alternatives should be integrated with proposals for Improved Mobility.

- **We are seeking proposals that conserve and protect valued natural resources through preservation, restoration, and efficient use (reduce-reuse-recycle), specifically proposals that accomplish the following within the community and City operations:**

- Reduce greenhouse gas emissions with an emphasis on improving energy efficiency
- Increase utilization and promote development of renewable resources
- Reduce material consumption and waste
- Encourage Green building and low environmental impact development
- Conserve natural resources (e.g. green space, water, wetlands)
- Provide public education and community outreach

Guidance to proposers: Responses to this request that are focused specifically on transportation alternatives should be integrated with proposals for Improved Mobility.

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Definitions

Being Green – Conserve water and energy, reduce waste and material consumption, procure environmentally preferable products and services and improve environmental performance of development, to make the most efficient use of resources.

Clean Drinking Water – Drinking water that is not only safe to drink but also free of contaminants that adversely affect its look, taste or smell. Clean drinking water is essential to the health and well being of Bellevue residents. Bellevue purchases treated drinking water from the Cascade Water Alliance.

Clean Streets – Streets free of waste and debris.

Codes and Compliance – Codes are regulations of what citizens and businesses can and cannot do. Compliance ensures citizens and businesses comply with codes.

Conservation of Natural Resources – Preservation, restoration, and efficient use of valuable ecosystems that provide critical habitats for plant and animal species, control flooding, filter pollutants, store the earth's carbon, and provide education and recreation benefits.

Education – Programs and materials to enhance the community's awareness and understanding of choices with the intent to change behaviors. Better informed people are more likely to modify their behavior for the benefit of the community and the environment in which they live.

Efficient Transportation Choices – Transportation alternatives that reduce carbon emissions and promote health.

Lakes, Streams, and Wetlands – Surface waters that not only provide a source of recreation but also a source of food for all species. Continuing to have clean and healthy lakes, streams and wetlands will ensure that we have a healthy and sustainable environment.

Land in its Natural State – Land that remains significantly unchanged or has been restored to support native plants and wildlife. Land in its Natural State provides habitat for a variety of animals and insects, prevents soil erosion through absorption of water, reduces noise pollution through sound buffers, provides corridors and greenways to link habitats; and are a good indicator of overall ecological health of the ecosystem. Maintaining and preserving land in its natural state contributes to the overall health of the environment by promoting livability and vitality of communities.

Landscaping – Any activity that modifies the visible features of an area of land, which may include altering the plant cover. Landscaping is more than beautification; it serves to remove pollutants from the air and manage water runoff. Landscaping also reduces urban heat by shading heat absorbing

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surfaces, and thereby indirectly cooling the environment. It is important to recognize the value landscaping serves in an urban environment.

Parks and Trails – Parks and trails promote contact with nature which in turn helps to promote and contribute to healthy behaviors and encourages personal responsibility for one’s own health and well being both physically and mentally. It is important to provide a variety of fulfilling and easily accessible opportunities that promote healthy behaviors for citizens of all ages.

Protect from Environmental Hazards – Environmental hazards are situations or states that pose a threat to the surrounding environment such as pollution and natural hazards such as storms and earthquakes. This is a means of preserving and protecting our resources.

Reduce Greenhouse Gases – The primary greenhouse gases in the Earth’s atmosphere are water vapor, carbon dioxide, methane, nitrous oxide and ozone. Reduction of greenhouse gases helps control the rise in the earth’s temperature.

Reduced Pollutants – A pollutant is anything that when present, results in negative consequences or impacts on the health of plants, wildlife and people. They also can impact people’s enjoyment and perception of the natural environment around them. Pollutant reduction can be accomplished through policy initiatives and direct actions.

Reliable Water Supply – How reliably drinking water is available to meet the needs of the community has a significant impact on quality of life and economic viability. Reliable supply of high quality surface water (produced by rain) is important for meeting recreational needs and the needs of plants and wildlife, including the habitat needs of fish.

Sustainability – Long term stability/balance of resource, supply, and use. Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Trees – Trees not only help remove pollutants from the air, they help regulate the temperature and provide a habitat for wildlife and insects as well as help to reduce storm water flow and erosion. The quantity and quality of trees are important to maintaining a healthy and sustainable environment.

Tree Canopy – The coverage of trees in the city helps to trap rainwater, filter and reduce storm water runoff, erosion, and landslide risk. Trees help cool and clean the air.

Waste Management – Infrastructure and services to reliably remove waste from homes, businesses, and neighborhoods.



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Water Removal and Control – Water of undesirable quality (wastewater/sewage) must be efficiently and reliably removed from homes and businesses and treated for safe release back into the environment. King County provides wastewater treatment for Bellevue. Surface water run-off from rain and storm events must be managed and controlled to minimize the impacts of high flow volumes and flooding on people, property and the environment.



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Attachment A List of Primary Evidence

The following is a specific list of the research used by the Healthy & Sustainable Environment Results Team.

Water Resources

City of Bellevue Code 24.06.125.D.7 (see ordinance 5905, <http://www.bellevuewa.gov/Ordinances/Ord-5905.pdf>)

Kit Paulsen – Utilities / Watershed Planning Supervisor – Environmental Scientist / Basin Planning and Stream System Management. Note - has frequently presented to and answered questions from the Environmental Services commission on basin planning, streams systems and stream habitat.

Phyllis Varner – Utilities/ Water Quality Supervisor / National Pollution Discharge Elimination System (NPDES)

Randy Thompson, PE, – Utilities / Engineering Supervisor – Utility Systems Planning / Comprehensive Utility System Planning & Utility Asset Management Program (Results Team Subject Matter Expert)
Note – has frequently presented information to and answered questions from the Environmental Services Commission on Utility Comprehensive Plan development and the Utility Asset Management Program.

The Washington State Department of Ecology publication “Criteria for Sewage Works Design” sections C1-1.4 & C2-1.7 <http://www.ecy.wa.gov/pubs/9837.pdf>.

National Pollution Discharge Elimination System (see US Environmental Protection Agency web site <http://cfpub.epa.gov/NPDES/>)

United States Environmental Protection Agency publication “2003-2008 EPA Strategic Plan, Goal 2: Clean and Safe Water”. <http://www.epa.gov/ow/waterplan/documents/Goal2.pdf>

United States Environmental Protection Agency publication EPA 816-F-04-037 June 2004, “Drinking Water Standards and Health Affects”
(http://www.epa.gov/safewater/sdwa/pdfs/fs_30ann_standards_web.pdf)

United States Environmental Protection Agency publication EPA-816-F-04-030 June 2004, “Understanding the Safe Drinking Water Act”
(http://www.epa.gov/safewater/sdwa/pdfs/fs_30ann_sdwa_web.pdf)

United States Environmental Protection Agency publication EPA-905-F-97-011 August 1997, “Water Pollution Prevention and Conservation” (<http://www.epa.gov/reg5rcra/wptdiv/p2pages/water.pdf>)



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United States Environmental Protection Agency publication EPA 816-F-08-014 April 2008, "Asset Management: A Best Practices Guide"

(http://www.epa.gov/safewater/smallsystems/pdfs/guide_smallsystems_assetmanagement_bestpractices.pdf)

United States Environmental Protection Agency publication EPA-833-F-02-001 April 2002, "Fact Sheet, Asset Management for Sewer Collection Systems"

United States Environmental Protection Agency Safe Drinking Water Act

(<http://www.epa.gov/safewater/sdwa/>)

United States Environmental Protection Agency Clean Water Act

(<http://www.epa.gov/lawsregs/laws/cwa.html>)

Clean Living Environment

Conservation. <http://us-environ.info/conservation/>

Cheryl Kuhn – PCD. Neighborhood Outreach Coordinator. Note – has frequently presented information to and answered questions from Council and has regular contact with citizens and neighborhood associations.

Dan Stroh – PCD. Acting PCD Director.

United Kingdom Clean Neighbourhoods and Environment Act 2005, Chapter 16.

www.opsi.gov.uk/acts/acts2005

Nature Space

2009 Community Survey. The Gilmore Research Group.

A Modern City Management Tool is Ready for Urban Forest Data. Diana Canzoneri, Dan Dewald, Karl Johansen, Dan Stroh. City of Bellevue.

Dan Dewald – Parks. Natural Resources Manager. Note – has frequently presented information to and answered questions from the Parks Board and City Council on Natural Resource issues and forestry practices, and citizen surveys.

Doug Sanner – Parks. Fiscal Manager.



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Does the Built Environment Influence Physical Activity?: Examining the Evidence. TRB Special Report 282. Transportation Research Board Institute of Medicine of the National Academies.

EBMP&DS Manual. City of Bellevue Parks & Community Services Department. 2006.

Green Roofs in Urban Landscapes. Eva Worden, Diana Guidry, Annabel Alonso Ng, and Alex Schore. Environmental Horticulture Department, Florida Cooperative Extension Service, Institute of Food and Agricultural Sciences, University of Florida. September 2004. <http://edis.ifas.ufl.edu>.

Health and Nature: the sustainable option for healthy cities. Dave Stone, Judith Hanna. English Nature, Northminster House, Peterborough, UK. dave.stone@english-nature.org.uk

Healthy By Nature. Canadian Parks Council.

Health, Recreation, and Our National Parks- Addressing the Role of National Parks to Promote and Provide Healthful Recreational Activities: An Outcome Based Approach. National Park System Advisory Board. March 2006.

Parks, Health & Sustainable Urban Communities. InterEnvironment Institute. California Institute of Public Affairs. <http://www.interenvironment.org/>

Sustainable Development and the Basic Value of Natural Environment. Jia Zhong, Li Jianhua. Architecture and City Planning College of Chongqing University, Chongqing, China.

The Case for Sustainable Landscapes: The Sustainable Sites Initiative partnership of the American Society of Landscape Architects, the Lady Bird Johnson Wildflower Center, and the United States Botanic Garden M Pratt, quoting CA Macera, and G Wang, "Higher Direct Medical Costs Associated with Physical Inactivity," Physician and Sportsmedicine 28, no.10 (2000): pp. 63–70. P.19

Urban Ecosystems Analysis. Dan Dewald, Kevin LeClair, Elissa Ostergaard. American Forests. AmericanForests.org.

Urban Forests in Florida: Do They Reduce Air Pollution? University of Florida School of Forest Resources and Conservation, Francisco Escobedo. <http://edis.ifas.ufl.edu/fr184>

Clean Air

2008 City of Bellevue Budget Survey Report

City of Bellevue Comp Plan. Vol. 1-09-Environment



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City of Bellevue ESI – Strategic Plan - <http://cobnetsps/SiteDirectory/EIS/default.aspx>

Puget Sound Clean Air Agency. www.pscleanair.org.

United States Environmental Protection Agency. www.epa.gov.

Worms for Your Garden. Blair. Air Gardening Blog: Gardening Tips and Advice. February 25, 2010.

Conservation

2009 Community Survey, City of Bellevue Parks and Community Services Department, November 2009
(prepared by the Gilmore Research Group)

2009-2012 Strategic Plan. City of Bellevue Environmental Stewardship. November 2008.
<http://cobnetsps/SiteDirectory/ESI/default.aspx>

Action Planning and the Sustainable Community. United States Environmental Protection Agency.
<http://www.epa.gov/greenkit/sustain.htm>

Bellevue Parks & Open Space System Plan 2010.

Camron Parker – Parks. Senior Planner.

City of San Francisco Green Business Program Standards. San Francisco Green Business.
http://www.sfgreenbusiness.org/images/stories/program%20standards%20PDFs/22D_GreenBusinessOfficeChecklist_0509.pdf

Communities Count 2008. Social & Health Indicators Across King County. www.communitiescount.org

Economic Benefit of Wetlands, May 2006, United States Environmental Protection Agency.

Emma Johnson – Civic Services. Resource Conservation Manager.

Energy Efficiency & Conservation: Best “Weapons” for Combating Energy Costs This Winter & Beyond.
Kateri Callahan. Alliance to Save Energy. November 9, 2005.

Jennifer Kaufmann – Utilities. Conservation and Outreach Program Administrator.

Proposed Climate Action Plan for Municipal Operations. City of Bellevue Environmental Stewardship Initiative. September 2008.



Request for Results

Healthy & Sustainable Environment

Realizing the Potential of Energy Efficiency: Targets, Policies, and Measures for G8 Countries. United Nations Foundation. http://www.globalproblems-globalsolutions-files.org/unf_website/PDF/realizing_potential_energy_efficiency.pdf

Susan Fife-Ferris – Utilities. Conservation and Outreach Manager. Note – has frequently presented information to and answered questions from the Environmental Services Commission on conservation and outreach.

Ten Principles. One Planet Communities: Earth’s greenest neighborhoods. www.Oneplanetcommunities.org

Sustainability

Sheida Sahandy – Environmental Stewardship Initiative. Assistant to the City Manager.



Healthy & Sustainable Environment – Cause & Effect Map

As a community, Bellevue values...

- A nature experience in which to live, work, and play.
- A healthy natural environment that supports healthy living for current and future generations.
- An environment that supports personal health and well-being.



Factors:

Water Resources

- Clean Drinking Water
- Education
- Reduced Pollutants
- Reliable Water Supply
- Water Removal and Control

Clean Living Environment

- Clean Streets
- Codes and Compliance
- Education
- Waste Management

Nature Space

- Education
- Lakes, Streams, and Wetlands
- Land in its Natural State
- Landscaping
- Parks and Trails
- Trees

Clean Air

- Education
- Efficient Transportation Choices
- Reduced Pollutants
- Tree Canopy

Conservation

- Being Green
- Conservation of Natural Resources
- Education
- Protect from Environmental Hazards
- Reduced Greenhouse Gases

Community Indicators:

- % of residents who agree that Bellevue offers them opportunities to experience nature where they live, work, and play.
- % 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.



Request for Results

Economic Growth & Competitiveness

Introduction

This Request for Results (RFR) outlines the results and factors that will be used to evaluate and rank operating and capital offers for the Budget One process. Citizen-focused outcomes were approved by City Council and form the basis for developing the City Manager's Preliminary Budget. This document provides guidance to staff in developing offers for the 2011-2012 Operating Budget and 2011-2017 Capital Investment Program Plan for submittal to the Economic Growth and Competitiveness Results Team (RT).

The 2011-2012 Economic Growth and Competitiveness RT consists of the following members:

Team Leader: Paul Inghram

Team Members: Pat Harris, Max Jacobs, Jim Jolliffe, and Sara Lane

Team Facilitator: Robin Long

Community Value Statements

As a community, Bellevue values:

- A community that grows in ways that adds value to our quality of life.
- A business environment that is competitive, supports entrepreneurs, creates jobs, and supports the economic environment of the community.

Community Indicators

Community Indicators are high level measurements that provide information about past and current trends. They provide insight that community leaders and others can use in making decisions that affect future outcomes.

In the case of Budget One, they are high level indicators of resident opinion that illuminate Council Outcomes and parallel the Community Value Statements. They are gathered annually and provide insight into the overall direction toward an intended outcome – whether things are improving, declining, or pretty much staying the same. The indicators are:

- % 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.
- % of residents who agree that the City is doing a good job helping create a business environment that is competitive, supports entrepreneurs, creates jobs, and supports the economic environment of the community.

Request for Results

Economic Growth & Competitiveness

Factors

A City's business climate, and ability to support economic growth and be competitive, is characterized by a range of factors from the quality of its public services to the quality of life for the community. Through external and internal research, the Economic Growth & Competitiveness Team generated a comprehensive list of factors and evaluated them for their causal relationship to the outcome. Five primary factors were identified that we believe most directly influence economic growth and make the City more competitive. The Cause & Effect Map illustrates the relationship of these factors, secondary factors, value statements and the outcome. The five primary factors, listed in order of priority, are:

- People & Partnerships
- Community Policy, Planning & Development
- Infrastructure
- Quality of Community
- City Brand

Factor 1: People & Partnerships

Creating economic growth occurs with people making investments, growing their businesses, creating new products and hiring more workers. While the City itself does not directly start or grow businesses, one of the best ways it can encourage and promote economic growth is by building, creating, and sustaining relationships with others. Relationships enhance Bellevue's ability to leverage resources and services and allow the City to be more effective. This may include partnerships, such as the Magic Season, programs to recruit new businesses, outreach to existing business, and development of international connections. Partnerships and collaboration can also be pursued to maximize resources and promote efficiencies in the development and delivery of services and programs. Potential partnerships for Bellevue could include those with federal, state, regional, and local government agencies, as well as businesses, non-profits and civic organizations. Colleges, universities and other research programs are also critical components of the economy. Partnerships with institutions of higher education can help Bellevue businesses benefit from their resources.

Sub-Factors:

- Businesses
- Engaged Citizens
- Associations/Organizations
- Government Agencies, Public Development Authorities and Other Public-Purpose Entities
- Investors
- Entrepreneurs
- Local and Regional Entities
- Higher Education Institutions and Programs



Request for Results

Economic Growth & Competitiveness

Factor 2: Community Policy, Planning & Development

Business decisions are influenced by City policies, plans and actions. City policies and programs communicate to the business community the City's support for businesses. City plans communicate the City's vision for economic growth and thriving business districts. Developing distinctive commerce and cultural districts is key to attracting and building on the City's existing business base.

Additionally, developers and entrepreneurs will thrive in Bellevue when they perceive stable and predictable, consistent and timely City procedures and policies and when they feel that the City is supportive of businesses. Business-supportive practices and policies, such as exceptional customer service, reliable permit procedures, and fair costs-of-doing business signal to the business and development community the City's support for business. This helps make Bellevue an attractive place to do business. At the same time, Bellevue's vision and policies ensure high quality development that in turn attracts additional investment.

Bellevue currently has five major employment centers: Downtown, Factoria/Eastgate, Bel-Red, Crossroads and 116th/Bellefield. Each of these is in a unique phase of its development life cycle. Planning for the short and long term growth or renewal of each unique center is important to guide the City's economic growth in a way that helps achieve the community's vision.

Subfactors:

- Strategic Economic Planning
- Community Vision and Planning
- Development Process
- Cost of Doing Business
- Business-Supportive Policies
- Financial Policies

Factor 3: Infrastructure

Strategic land and infrastructure development forms the foundation for the City's economic competitiveness and advances the living standard for our community. A robust transportation and utility network directly adds value to land by advancing higher productive uses of that land as a resource. Civic facilities can house public services that are essential to businesses. Some civic facilities provide a venue for community and business events that enable business functions as well as contribute to the community's quality of life. Infrastructure development also includes technology, which Bellevue employers and residents use to transact business and improve their daily lives.

The City—and its infrastructure partners—have a responsibility to continue to enhance the infrastructure necessary to speed information, goods and services quickly and safely throughout the City. This emphasis will also ensure that new development does not exceed the capability of our existing infrastructure.

Request for Results

Economic Growth & Competitiveness

Sub-Factors:

- Utilities
- Facilities
- Access & Connectivity
- Emerging Infrastructure
- Predictable investment

Factor 4: Quality of Community

We view quality of community to include traditional understanding of quality of life and also embrace a larger view of the whole community and its institutions, vibrancy and civic engagement. In today's global economy, the most challenging competition faced by industries will be the competition for human talent in a society that has higher standards and is increasingly mobile. Talented people are attracted to places with a high quality of life; businesses recognize that this enhances recruitment and retention, making a vibrant community a key competitive advantage. We have defined quality of community and life as being a community that includes, values, and encourages:

- Arts and Culture
- Attractive Business Districts
- Retail Destinations
- Neighborhoods
- Schools
- Housing Choices
- Recreation
- Amenities
- Public Safety
- Civic Engagement

It is important to note that quality of community and economic growth and competitiveness are complementary to one another in that the high quality of community in Bellevue contributes to the City's economic health through the provision of amenities such as shopping, entertainment, and restaurants that are part of the economy and contribute greatly to the quality of life.

Factor 5: City Brand

Bellevue is a city with vision, creativity, and courage. It is also a smart city – it is rich and diverse with highly educated and trained citizens, business leaders, and workers. Bellevue is a fertile place in which to do business because it is a place in which to innovate, and because business-friendly services and opportunities, including those directly provided by the City, exist here. Bellevue's also a beautiful place with great access to nature and is thought of as a "City in a Park." Bellevue is known for these things. There is a certain buzz surrounding Bellevue as a place of possibility and opportunity. The combined



Request for Results

Economic Growth & Competitiveness

positive impressions about Bellevue, including its unique characteristics and especially Bellevue's reputation as a good place in which to do business, can be thought of as the "City Brand."

The City Brand is a key component of advancing Bellevue's economic growth and competitiveness in the region, the state, the nation, and the world. Bellevue's Brand is an immensely valuable asset. Good economic development programs will often incorporate and leverage the City Brand, and will help protect, advance, promote, develop and strengthen it.

Sub-Factors:

- Location
- Reputation
- Existing Businesses and Industries

The City's reputation is only partly the result of marketing and communication. By and large, the City's reputation develops over time as the City demonstrates excellent service, business supportive policies, implements a vision for growth, and builds the needed infrastructure. In other words, while the city brand is important, development of that brand is largely reliant on the City's day-to-day actions that are embodied in other factors and outcomes.

Background/Choices

Additional background related to the selection of our factors and supporting strategies:

The Economic Growth & Competitiveness Team utilized many external and internal resources to validate their assumptions about the factors that influence a city's economy. The City's Vision, Economic Development Element, and Land Use Element are part of the Bellevue Comprehensive Plan and provide pertinent background to this topic. These documents are available at:

http://www.ci.bellevue.wa.us/comprehensive_plan.htm

The City's Vision notes the importance of a strong economy. Bellevue is the major employment center of the Eastside with a local workforce of more than 130,000 people. The City's regional shopping centers and large commercial areas – including Downtown, Eastgate, and the SR 520/Bel-Red Corridor – serve as valuable regional assets, and provide jobs for workers from throughout the region. Large community retail and mixed use centers at Crossroads and Factoria serve the shopping needs of the entire City while smaller centers provide goods and services to homes in their immediate area. The vibrant economy not only bolsters employment, but also helps keep City tax rates low.

Request for Results

Economic Growth & Competitiveness

The Economic Development Element identifies specific goals for the City as well as key economic challenges, including:

- Aging commercial areas
- Available land and building space
- Marketing/visitor services
- Economic development roles and resources
- Region's economic development strategy
- High cost of housing

The Economic Development Element also discusses the City's economic climate; the role of community livability; planning and infrastructure; revitalizing commercial areas; business retention and recruitment; and City development strategies. It reinforces the need for a City vision and well thought out plans and policies, the importance of quality of life, and the role of a strong infrastructure system, and strong partnerships.

The Land Use Element contains information about the pattern of land types in the City, including those areas that support commercial, industrial and office development, and a map of major employment centers.

In addition to reviewing the City's adopted plans and economic development policies, the Team researched how other cities approach economic development, business literature, and information about regional economic development efforts, such as the Prosperity Partnership. The region's economic development strategy notes that, while each community has its own unique attributes and objectives, we share a goal for long-term economic prosperity and enjoy many of the region's benefits across City boundaries, from being a global hub for aerospace and software to the amazing natural setting. More information about the Prosperity Partnership and other research sources is provided in Attachment A.

The Team recognizes that a wide variety of factors influence economic growth and competitiveness and that many overlap with other outcomes. For example, Bellevue has benefited from its convenient access to three major transportation corridors. While critically important to the City's economy, transportation is addressed primarily by the Improved Mobility outcome. Similarly, public safety, quality of life, and other factors – all important to the City's economy – are addressed by other outcomes. The list of Economic Growth & Competitiveness factors discussed above is intentionally comprehensive and do not exclude overlaps with other outcomes. Consistent with the general instructions, proposals should be submitted to the outcome most closely aligned with the proposal's primary objective.

See Attachment A for a list of primary resources used in the development of this RFR.

Request for Results

Economic Growth & Competitiveness

Purchasing Strategies

Citywide purchasing strategies:

We are seeking proposals that:

- Provide the best value in meeting community needs.
- Provide for gains in efficiency and/or cost savings and ensure that services are “right sized”.
- Leverage collaboration or partnerships with other departments and/or external organizations.
- Are a catalyst for increasing citizen participation and support.
- Are innovative and creative.
- Consider best practices.
- Eliminate low value-added activities.
- Promote environmental stewardship.
- Consider short- and long-term financial impacts.
- Ensure sound management of resources and business practices.
- Enhance Bellevue’s image – “Beautiful View”.

Proposals are expected to address a balance of these Citywide approaches in addition to directly responding to the outcome specific purchasing strategies described below.

Outcome specific purchasing strategies:

1. People and Partnerships

- We are seeking proposals that encourage and support collaboration and partnerships that foster economic growth and competitiveness. Specifically proposals that:
 - Build upon, participate in and leverage local, regional, state, federal or international partnerships and relationships
 - Outreach to, and/or develop partnerships with, businesses, business associations, and/or public, private and/or nonprofit organizations
 - Build upon relationships with energy and telecommunication providers to enhance service reliability and capacity to retain and attract innovative, technology-dependent businesses
 - Maximize collaboration with other appropriate entities to eliminate duplication and increase efficiency
 - Create or enhance access to business incubators and/or business capital to support development of new and growth of existing businesses
 - Maintain close connections with and access to information about local business trends
 - Leverage college, university, research institutes and technical training programs
 - Demonstrate the value of existing partnerships, business development programs, and financial support programs

Request for Results

Economic Growth & Competitiveness

2. Community Policy, Planning & Development

- We are seeking proposals that make the City competitive in retaining and attracting businesses through the City's leadership, planning, and regulation of business and development. Specifically proposals that:
- Advance specific economic and business development plans and strategies
 - Plan for and implement the continued economic health of downtown, employment centers, and neighborhood business centers consistent with the City's vision
 - Improve the City's development review processes to be more clear, fair, friendly, predictable and timely
 - Promote business-supportive City procedures, policies and programs
 - Leverage the predictability and stability of the City's financial policies
 - Provide market-based tools, incentives, or other creative alternatives to regulation and enforcement
 - Enhance the City's ability to track and forecast economic changes

Guidance: Where appropriate, proposals may be integrated with proposals that address broader objectives for: Responsive Government; Improved Mobility; Innovative, Vibrant & Caring Community; Quality Neighborhood; or Healthy & Sustainable Environment, and would be submitted to those primary outcomes.

3. Infrastructure

- We are seeking proposals that promote, create, and maintain economic growth and competitiveness by providing quality infrastructure that includes reliable and efficient services. Specifically proposals that:
- Enhance access to and circulation within commercial and employment centers as a way to support their continued economic health
 - Support development of advanced electrical and communication networks ("emerging infrastructure") with high reliability and capacity to retain and attract innovative, technology-dependent businesses
 - Develop long-range City financial strategy to support continued investment in infrastructure

Guidance: Proposals that respond to this strategy may be integrated with other proposals that address broader objectives for Improved Mobility, Innovative, Vibrant & Caring Community or Quality Neighborhoods, and would be submitted to those primary outcomes. In general, transportation related proposals should be submitted to Improved Mobility and utility related proposals are anticipated to be submitted to Healthy & Sustainable Environment.

Request for Results

Economic Growth & Competitiveness

4. Quality of Community

- We are seeking proposals that enhance quality of life, make the City's neighborhoods and business community attractive places to live, work, and play, and provide an environment where businesses can grow and successfully recruit employees. Specifically proposals that:
- Enhance the arts
 - Promote wellness through a diverse range of recreational activities
 - Leverage benefits of the natural environment
 - Establish a "sense of place" through creation of attractive streetscapes and shopping areas
 - Provide events, tourist attractions and community amenities with occasional and year-round availability
 - Promote cultural diversity
 - Recognize and support businesses that significantly contribute to the City's quality of community
 - Enhance public safety

Guidance: Proposals that respond to this strategy should generally be integrated with other proposals that address broader objectives for Innovative, Vibrant & Caring Community or Quality Neighborhoods, and would be submitted to those primary outcomes. Environmental enhancement proposals should generally be submitted to Healthy & Sustainable Environment and public safety proposals should generally be submitted to Safe Community.

5. City Brand

- We are seeking proposals that enhance and promote the City Brand that is inherently "Bellevue." Such proposals will highlight Bellevue's reputation as a great place in which to launch, grow and sustain a thriving business. Specifically proposals that:
- Market the City and region's unique qualities and attributes including:
 - our position as a global gateway to the Northwest
 - being a center of international business
 - business-supportive culture
 - a place for innovation
 - retail offerings
 - the many parks, recreation offerings, and other amenities
 - great schools
 - safe neighborhoods
 - Earn local, national, and international recognition
 - Advertise Bellevue's unique retail opportunities and frame Bellevue's retail as a regional asset
 - Help make the City of Bellevue organization known for its second-to-none customer service
 - Contribute to positive perceptions of Bellevue as a great place for business and development



Request for Results

Economic Growth & Competitiveness

Guidance: Proposals that respond to this strategy alone would have the lowest overall priority. It is expected that proposals aimed at this strategy should focus on other strategies/outcomes and be integrated with other proposals that address broader objectives for Economic Growth & Competitiveness or Safe Community; Innovative, Vibrant & Caring Community; or Quality Neighborhoods, and would be submitted to those primary outcomes.

We would like to acknowledge that City programs and services can potentially address multiple factors and purchasing strategies. Offers need to identify which primary strategy it is addressing, and which secondary factors also exist. If it is not initially clear, Results Teams will work with each other and the submitting department(s) to identify the most appropriate outcome for evaluating and rating each offer.



Request for Results

Economic Growth & Competitiveness

Attachment A List of Primary Evidence

Interviews with Subject Matter Experts:

Internal:

Mike Brennan, Director of Development Services
Tom Boydell, Economic Development Manager
Bob Derrick, Director of Economic Development
Steve Sarkozy, City Manager
Dan Stroh, Planning Director
Matt Terry, Director of Planning & Community Development

External:

Bellevue Downtown Association
David Miniken, Board Member
Patrick Bannon, Communications Director

Bellevue Chamber of Commerce
Tim Hunt, Public Affairs Manager
Kevin Kelly, Public Affairs Manager

City of Redmond, WA: Jim Roberts, Economic Development Manager

City of Sunnyvale, CA
Connie Verceles, Economic Development Manager
Maria Rodriguez, Economic Development Specialist
<http://sunnyvale.ca.gov/Departments/Community+Development/Economic+Development/>
[/](#)

Kriss Sjoblom, Vice President of Economist, Washington Research Council and Part-time Lecturer at the University of Washington, Department of Economics

Online Resources

Internal:

“Introduction - The Planning Process,” General Elements, Volume 1, City of Bellevue, WA
http://www.bellevuewa.gov/pdf/PCD/CompPlan_Vol_1_01.Introduction.pdf

“Economic Development Element,” General Elements, Volume 1, City of Bellevue, WA
http://www.bellevuewa.gov/pdf/PCD/CompPlan_Vol_1_08.EconomicDevelopment.pdf

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Economic Growth & Competitiveness

“Land Use Element,” General Elements, Volume 1, City of Bellevue, WA
http://www.ci.bellevue.wa.us/pdf/PCD/CompPlan_Vol_1_03.LandUseElement.pdf

External:

Mesa County, CO
<http://www.mesacounty.us/mcweb/finance/>

City of Savannah, GA
[http://www.savannahga.gov/cityweb/budget.nsf/0/72a4b9d851f3e65d852576800064468d/\\$FILE/Operating_Budget_Web.pdf](http://www.savannahga.gov/cityweb/budget.nsf/0/72a4b9d851f3e65d852576800064468d/$FILE/Operating_Budget_Web.pdf)

City of Fort Collins, CO
<http://www.fcgov.com/business/qol.php>
http://www.fcgov.com/citymanager/pdf/10-11_operating_budget.pdf?20100301

Snohomish County, WA
http://www.co.snohomish.wa.us/documents/Departments/Finance/2009Budget/2009-10CommunityDevRFP_wMap.pdf

City of Sunnyvale, CA
<http://sunnyvale.ca.gov/Departments/Community+Development/Economic+Development/>

City of Richmond, BC
<http://www.richmond.ca/cityhall/departments/busfin/ecdev.htm>
<http://www.richmond.ca/busdev/econdev/access.htm>

City of Burnaby, BC
http://www.burnaby.ca/_shared/assets/EDS_-_Burnaby_EDS_20203336.pdf

Puget Sound Regional Competiveness Indicators, 2008-2009 Update
<http://www.prosperitypartnership.org/indicators/indicators2008-2009.pdf>

Municipal Research and Services Center of Washington
<http://www.mrsc.org/subjects/econ/ed-main.aspx>

Portland Plan: “Design, Planning and Public Spaces” and “Business Success and Equity”
<http://www.portlandonline.com/portlandplan/index.cfm?c=51428>

International Economic Development Council-Economic Development Reference Guide
http://www.iedconline.org/?p=Guide_BRE
http://www.iedconline.org/?p=ED_Reference_Guide

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Economic Growth & Competitiveness

<http://www.odod.state.oh.us/metaxcr.htm>
http://www.iedonline.org/?p=Guide_Clusters

Online Guide to Economic Development
http://www.rural.org/lgg/Ch12_EconDev.html

“More (Steve) Jobs, Jobs, Jobs” by Thomas Friedman, originally appearing in *The New York Times*, January 24, 2010
<http://nfte.com/news/friedman.asp>

Network for Teaching Entrepreneurship
<http://nfte.com/>

Ewing Marion Kauffman Foundation
<http://www.kauffman.org/>

Build a Stronger America
<http://www.buildastrongeramerica.com/>

Ten9Eight
<http://ten9eight.com/>

John Templeton Foundation
<http://templeton.org/>

Metro Orlando Economic Development
<http://www.orlandoedc.com/About-Metro-Orlando/top10reasons.shtml>

GFOA:
“Best Practices related to Economic Development”
http://www.gfoa.org/index.php?option=com_content&task=view&id=123&Itemid=133

“Public Private Partnerships in Economic Development”
<http://www.gfoa.org/downloads/PublicPrivatePartnershipsFINAL.pdf>

“The Role of the Finance Officer in Economic Development”
<http://www.gfoa.org/downloads/EDCPRoleofFinanceOfficerinED.pdf>

Request for Results

Economic Growth & Competitiveness

Richard Florida:

Creative Class

<http://www.creativeclass.com/>

KQED Interviews Richard Florida at 2010 State of the Valley

http://www.jointventure.org/index.php?option=com_content&view=article&id=250:kqed-interviews-richard-florida-at-2010-state-of-the-valley&catid=41:video&Itemid=122

Intelligent Community Forum

https://asoft130.securesites.net/secure/icf/index.php?submenu=Research&src=gendocs&ref=Research_Intelligent_Community_Indicators&category=Research&link=Research_Intelligent_Community_Indicators

Better, Faster, Cheaper; Smart Ideas for Government presented by Steve Goldsmith of the Harvard Kennedy School

<http://bfc.ash.harvard.edu/>

“The Skilled City,” Edward L. Glaeser, 2005, The Taubman Center Report, A. Alfred Taubman Center for State and Local Government, John F. Kennedy School of Government, Harvard University

http://www.hks.harvard.edu/taubmancenter/pdfs/reports/entire/report_2005.pdf

“Seattle’s Lost Decade: The City had Fewer Private Jobs in 2008 than in 2000,” Washington Research Council, August 10, 2009

http://www.researchcouncil.org/publications_container/Seattles%20Lost%20Decade.pdf

About The Silicon Valley Index

http://www.jointventure.org/index.php?option=com_content&view=article&id=157&Itemid=328

Sustainable Seattle and Indicators

<http://sustainableseattle.org/Programs/RegionalIndicators/>

Puget Sound Regional Coalition

<http://www.psrc.org/>

Prosperity Partnership

<http://www.prosperitypartnership.org/>

“What is a Brand? A Chapter from Brands and Branding, An Economist Book”

http://www.brandchannel.com/images/Papers/What_is_a_Brand.pdf



Economic Growth & Competitiveness

– Cause & Effect Map

As a community, Bellevue values...

- A community that grows in ways that adds value to our quality of life.
- A business environment that is competitive, supports entrepreneurs, creates jobs, and supports the economic environment of the community.



Factors:

People & Partnerships

- Businesses
- Engaged Citizens
- Associations/ Organizations
- Government Agencies, Public Development Authorities & Other Public-Purpose Entities
- Investors
- Entrepreneurs
- Local & Regional Entities
- Higher Education Institutions & Programs

Community Policy, Planning & Development

- Strategic Economic Planning
- Community Vision & Planning
- Development Process
- Cost of Doing Business
- Business-Supportive Policies
- Financial Policies

Infrastructure

- Utilities
- Facilities
- Access & Connectivity
- Emerging Infrastructure
- Predictable investment

Quality of Community

- Arts & Culture
- Attractive Business Districts
- Retail Destinations
- Neighborhoods
- Schools
- Housing Choices
- Recreation
- Amenities
- Public Safety
- Civic Engagement

City Brand

- Location
- Reputation
- Existing Businesses & Industries

Community Indicators:

- % 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.
- % of residents who agree that the City is doing a good job helping create a business environment that is competitive, supports entrepreneurs, creates jobs, and supports the economic environment of the community.



Request for Results

Responsive Government

Introduction

This Request for Results (RFR) outlines the results and factors that will be used to evaluate and rank operating and capital proposals for the Budget One process. Citizen-focused outcomes were developed based on the Community Vision and were approved by City Council. These will form the basis for developing the City Manager's Preliminary Budget. This document provides guidance to staff in developing proposals for the 2011-2012 Operating Budget and 2011-2017 Capital Investment Program Plan for submittal to the Responsive Government (RG) Results Team (RT).

The Responsive Government factors have the greatest nexus to internal service providers that support delivery of frontline services. However, frontline services may be included in proposals submitted to the Responsive Government RT when the primary purpose of that frontline service is aimed at yielding a specific factor that drives the Responsive Government outcome (such as Community Connections or Exceptional Service).

The RT views the Responsive Government outcome as capturing the essence of Bellevue's Mission, Vision, and Core Values. Our mission is to provide exceptional customer service, uphold the public interest, and advance the Community Vision as it is articulated in the City's Comprehensive Plan. Our vision is to be a collaborative and innovative organization that is future focused and committed to excellence. The mission and vision were developed as part of the organization-wide engagement that launched the One City Initiative. The One City Initiative provided key foundational principles for the Budget One process. These citywide initiatives were in turn rooted in organizational Core Values to which we are all committed. The Core Values include exceptional public service, stewardship, commitment to employees, integrity and innovation. These high ideals are intended to ensure that when employees leave the city, it is a better place than it was when they were first entrusted with its care.

The 2011-2012 Responsive Government Results Team consists of the following members:

Team Leader: Carol Helland

Team Members: Jon Hoffman, Marty LaFave, Eric Miller, Joyce Nichols, Frank Pinney

Team Facilitator: Jan Penney

Request for Results

Responsive Government

Community Value Statement

The Responsive Government RT understands that the Budget One process was undertaken in order to close the existing budget gap by aligning city actions with community priorities. The RT also acknowledges that, from a citizen perspective, people want to get the services that they want, when they want them, at a price that they can afford. The tension between citizen wants and financial realities will raise hard choices regarding the level and range of services that should continue to be funded. Therefore, it is of paramount importance that city government understands community values and priorities.

As a community, Bellevue values:

- A city government that listens to them, keeps them informed, and seeks their involvement.
- A city government that gives them high quality service and excellent value for their money.
- A city government that looks ahead and seeks innovative solutions to regional and local challenges.

Community Indicators

Community Indicators are high level measurements that provide information about past and current trends. They provide insight that community leaders and others can use in making decisions that affect future outcomes.

In the case of Budget One, they are high level indicators of resident opinion that illuminate Council Outcomes and parallel the Community Value Statements. They are gathered annually and provide insight into the overall direction of an intended outcome – whether things are improving, declining, or pretty much staying the same.

- % of residents who feel that Bellevue listens to them, keeps them informed, and seeks their involvement.
- % of residents who feel City government is giving them high quality service and excellent value for their money.
- % of residents who feel that the City is doing a good job of looking ahead and seeking innovative solutions to regional and local challenges.

Factors

The Responsive Government Cause & Effect Map illustrates the desired result, primary factors, secondary factors, and indicators. The Responsive Government Results Team identified five factors that work in an interdependent way to ensure that the Bellevue City Government achieves the expected result of responsiveness:

Request for Results

Responsive Government

1. Community Connections
2. Strategic Leadership
3. Engaged Workforce
4. Exceptional Service
5. Stewards of the Public Trust

The Responsive Government RT selected these five factors because they describe the public engagement, strategic oversight, and service delivery that is necessary to achieve results desired by the public, and to continuously adapt and learn in order to improve performance over time. We learned from the feedback on Bellevue's 2008 Baldrige Application that organizational excellence requires the successful deployment of all the Responsive Government factors simultaneously. As a result, the RT views the factors as having equal weight. They appear in the order listed, because the RT viewed each factor as providing support and input into the next factor, and as interrelated and dependent upon one another. The most successful proposals will demonstrate alignment with all of the factors in order to be rated highly.

Factor 1: Community Connections – *Engage and Prioritize*

The City's ultimate success at delivering Responsive Government will be judged by our community – the people who live, work, learn, and recreate in Bellevue. The City has finite resources and cannot do everything that the community may want. To deliver community-driven results, it is essential for the organization to connect with the community in order to understand its values and associated priorities. Organizational objectives must be formulated to meet current desires and anticipate future wants and needs. Key sub-factors that foster Community Connections include:

- **All-Way Communication**
Creatively engage the community, ensuring people understand the services of their government and can access information they want and need when it's most convenient for them. Inform and involve all community stakeholders through a variety of vehicles in order to gauge expectations, engage people in the issues that affect them, set priorities, and provide a feedback mechanism.
- **Equitable and Inclusive Processes**
Ensure processes are open and equitable so that the community's wants and needs are reflected in the actions taken by its government. If the process is fair and equitable, and people feel they have been heard, people are more likely to be vested in the outcome.

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- **Accessibility**

The public expects to receive convenient, easy-to-use ways to access City services, information, facilities, processes, infrastructure, and decision-making. Accessibility should not require specialized knowledge to reach the desired service or piece of information. When prudent, the City should take advantage of the latest technology and tools to allow convenient access to City services, information, facilities, etc.

- **Transparency**

Transparent government is open, honest and accountable. It must accurately inform and educate the community, to encourage participation not only in the financial support of government, but in shaping the direction of their community.

Factor 2: Strategic Leadership – *Chart a Course*

Strategic leadership is the cornerstone of any high performing organization. Exceptional organizations have visionary leaders who set clear direction based on the Community Vision, demand customer-driven excellence, model clear and visible values, and set high expectations. This kind of leadership must be courageous and forward thinking. Responsive leaders must be available and willing to share the decision making process and responsibilities with the staff, the public, other organizations, and key stakeholders. Key subfactors that contribute to Strategic Leadership include:

- **Vision**

Chart a course and develop a vision that provides stable, yet relevant, direction for the future. The Community Vision provides direction necessary to meet the challenges of tomorrow and guidance for the community to achieve success as a regional leader. Fostering the organizational vision of collaboration, innovation, and commitment to excellence expands Bellevue's reputation as a shining example to other organizations outside its sphere of influence.

- **Strategic Planning**

Strategically plan in order to strengthen overall performance, competitiveness, and future success. The strategic planning process requires a realistic assessment of conditions (strengths, weaknesses, opportunities and threats) so that courageous choices can be made between competing needs and wants of the community. Strategic planning is based on the direction contained in the Community Vision, and should anticipate many factors, such as community expectations (current and future), new partnership opportunities, employee development and hiring needs, technological advancements, evolving regulatory requirements, and strategic innovations by

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neighboring jurisdictions. Strategic decisions and associated resource allocations are made not for just the short term, but also for the long term.

- **Alignment and Deployment**

Align the entire organization to provide the products and services the community needs, wants, and can afford. Alignment occurs when strategic plans are effectively translated into actions that are consistent with the Community Vision. Strategic plans are deployed to implement the Community Vision by setting organizational objectives, and developing a budget that supports those objectives.

- **Partnerships**

Identify opportunities to partner and collaborate with other governments, organizations and stakeholders to provide services to the community. These partnerships allow city officials to advocate for the community's well being and interests outside the walls of City Hall and the boundaries of the jurisdiction.

Factor 3: Engaged Workforce - *Learn, Adapt, and Innovate*

An engaged workforce is actively involved in accomplishing the work of the organization and understands how their job supports the Community Vision. Engaged workers are committed emotionally and intellectually, and are motivated to do their best for the benefit of the community and success of the organization. Key sub-factors that contribute an Engaged Workforce include:

- **Recruitment and Retention**

Facilitate recruitment processes that draw a well qualified and diverse candidate pool. Offer regionally competitive total compensation and effective recognition and rewards systems in the interest of attracting and retaining a highly skilled and professional workforce. Promote and invest in workforce benefits, safety, training, wellness, and long-term security. Foster the notion that working within a world-class organization has value beyond the direct compensation provided.

- **Well Trained and Equipped**

Continually enhance the knowledge, skills, and abilities of the workforce to support the provision of quality, professional services. Provide the training, tools, materials, technologies, and other resources that enable the workforce to optimize service delivery to both internal and external customers.

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- **Empowered**

Encourage the workforce to be adaptive, innovative and to take appropriate risks in the best interest of the public. An organization that gets information to the right people at the right time and fosters an environment that is open to considering new methods and technologies can result in a more productive, efficient, and satisfied workforce, improve services to the community, and reduce costs.

- **Succession Planning**

Continually analyze the workforce in comparison to strategic plans and organizational objectives. Identify and implement strategies to reduce skill and service gaps to maintain a solid institutional knowledge base. Support growth and advancement opportunities for employees to ensure sustainable, high quality service delivery.

Factor 4: Exceptional Service – *Efficient & Effective Delivery*

Exceptional public service is a fundamental element of any high performing organization, and is a City of Bellevue Core Value. Exceptional customer service could be seen as the ultimate indicator of a responsive government, but there are several consistent core elements that contribute to people’s perception of the service that they receive. Key sub-factors that foster Exceptional Service includes:

- **Timeliness and Predictability**

Strive to deliver the services internal and external customers want, when they need or expect the service to be provided. Follow through on all commitments to develop a consistent reputation of reliability. When timing or delivery commitments cannot be met, citizens/customers must be informed of the reasons for delay and when delivery can be expected.

- **Appropriately Equipped Government**

Assure the provision of quality services and programs by consistently retaining a competent workforce committed to providing timely response to the community. Supply staff with the information, tools, and equipment needed to respond to expected and unexpected, planned and unplanned, natural and man-made events or conditions.

- **Effectiveness and Efficiency**

Align all processes, plans, information, resource decisions, actions and results to achieve organizational objectives. Foster continuous learning and improvement and help the organization adapt to changing circumstance in order to meet the changing community

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needs. Perform the functions of government in the most productive manner with the least waste of time and effort. Identify opportunities to collaborate, reduce redundancies, and implement innovative approaches to better deliver the services the community wants, needs, and expects. Maximize the seamless provision of services among all agencies that serve the community and at all levels of government.

- **Professionalism**

Treat customers with respect and courtesy at all times. Professional behavior and attitude by employees increases credibility and support between the community and city workforce. People are more likely to engage and appreciate city government when they are consistently treated with professionalism and respect.

Factor 5: Stewards of the Public Trust – *Achieve Results*

The importance of stewarding the public trust cannot be overstated. The public places its trust and confidence in government to safeguard their property interests and manage their assets and their finances well. Key subfactors that ensure government is a Steward of the Public Trust include:

- **Financial Sustainability**

Manage income, assets, and expenses in a deliberate, well thought out, and fiscally prudent manner. Use a well defined strategic plan that is aligned with the Community Vision to balance current demands against future needs, and manage risk so as not to place an undue burden on future generations.

- **Results, Measurement, and Accountability**

Create and maintain an effective process to assess organizational performance and progress relative to the Community Vision, strategic plans, and organizational objectives. Periodically review strategic objectives for alignment with community values and feedback. Evaluate government services and processes against benchmark organizations to ensure adherence to best practices.

- **Well Designed and Maintained Publicly Owned Systems and Assets**

Acquire, develop, and maintain well designed public systems (such as records and information technology) and assets (such as vehicles, equipment, technology, and facilities) that are appropriate to support the operations of a high performing government. Continually monitor and align with best practices to assure proper maintenance of public systems and assets and identify technology changes that support efficient operations. Ensure selection, procurement, and maintenance of these assets

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is done in an open and competitive process that provides the community with the best value for the dollar.

- **Management of Risk and Liability**

Foster an organizational culture which contributes to every member knowing, practicing, monitoring, and rewarding ethical behavior. Ensure a safe workplace and community. Foster equal opportunity and fair treatment of the community and the workforce. Manage risk and liability by ensuring compliance with contract regulations, insurance requirements, evolving regulatory and legal requirements, effective human resource management practices, and appropriate risk avoidance programs.

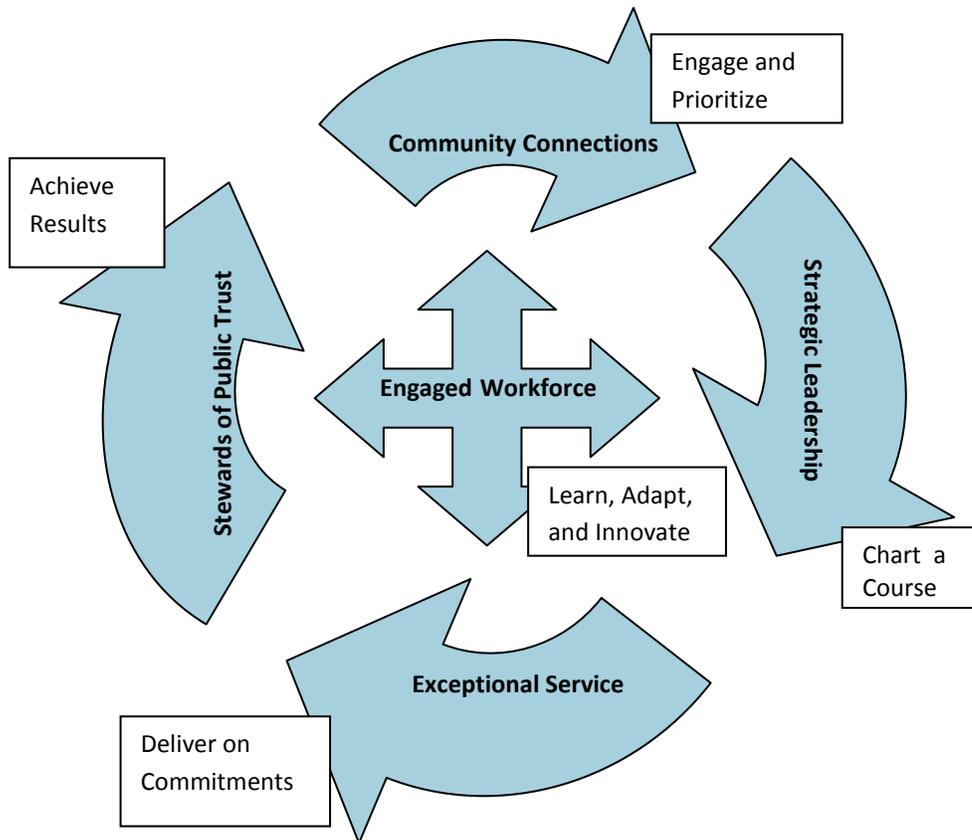
Background/Choices

Additional background related to the selection of our factors and purchasing strategies: In developing the factors and sub-factors and associated purchasing strategies, the Responsive Government RT reviewed the Council feedback regarding the draft Budget One Outcomes (February 8, 2010 Study Session), the Community Vision as articulated in the Comprehensive Plan, the Government Finance Officers Association (GFOA) Best Practices, Baldrige Criteria for Performance Excellence, and the One City website and leadership materials for High Performing Organizations. More detailed references are provided in Appendix A. In addition to being familiar with the resource materials the Results Team used to develop the Responsive Government factors and strategies, it is important for proposers to understand some specific assumptions and choices that were made relative to the factors and strategies which appear in our cause and effect map and purchasing plan (in no particular order):

As described above, the Responsive Government RT views the primary and secondary factors for this outcome as highly interrelated. The five primary factors identified in this RFR were developed by the RT to operate in the interdependent fashion illustrated by the diagram presented below. Each factor provides support and input into the next factor. In addition, we learned from our research that organizational excellence requires the successful deployment of all the Responsive Government factors simultaneously. As a result, the RT believes it is important for proposers to focus on formulating proposals that demonstrate alignment with all or most of the factors contained in this RFR.

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Potential perceived areas of purchasing strategy overlap with other outcome areas have been anticipated, and are identified with *italics and an asterisk**. Additional guidance and examples have been provided with each set of purchasing strategies to aid proposers with preparation and submittal of the RFRs. As a general matter, results that seem responsive to this RFR but are a small component of a larger project or function, should be integrated with the proposals for the larger project or function.

In addition to the assumptions regarding where proposals should be submitted and how to deal with purchasing strategy overlap, the Responsive Government RT had in-depth discussions and did research regarding some of the terms that were used in this RFR. Terms that carry a specific meaning in the context of this proposal are described in greater detail below.

- “Community” was a deliberately selected term with broad meaning, and includes people who live, work, learn, and play in Bellevue or do business with the city.
- “Workforce” includes full-time, part-time, limited-term and temporary employees as well as contractors, partners, interns and volunteers who are supervised by the organization.

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- “Employee” refers to the traditional paid positions in the organization including full-time employees, part-time employees, limited-term employees and temporary employees.
- The term “Community Vision” refers to the Comprehensive Plan General Elements (also refer to the RFR Glossary).
- “Publicly owned systems” include groups of devices or networks for distributing information or materials or serving a common purpose (such as records management).
- “Publicly owned assets” include vehicles, equipment, technology, and facilities. Assets referred to in the Responsive Government RFR do not include transportation or utility infrastructure.
- “Partnering and Collaboration” refers to the strategic leadership approaches used to foster an organizational culture of innovation that is necessary to identify and develop partnerships with the potential to increase efficiencies, improve service, and decrease costs.

Purchasing Strategies

Citywide purchasing strategies

We are seeking proposals that:

- Provide the best value in meeting community needs.
- Provide for gains in efficiency and/or cost savings and ensure that services are “right sized.”
- Leverage collaboration or partnerships with other departments and/or external organizations.
- Are a catalyst for increasing citizen participation and support.
- Are innovative and creative.
- Consider best practices.
- Eliminate low value-added activities.
- Promote environmental stewardship.
- Consider short- and long-term financial impacts.
- Ensure sound management of resources and business practices.
- Enhance Bellevue’s image – “Beautiful View.”

Proposals are expected to address a balance of these citywide approaches in addition to directly responding to the outcome specific purchasing strategies described below.

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Outcome-specific purchasing strategies

Community Connections

- We are seeking proposals that increase the community's understanding of government and that help create a strong nexus between services/service delivery and community priorities. Specifically proposals that:
- *Engage the community** in a variety of ways, involving people in decision-making, service prioritization, and gauging their satisfaction with the services provided. (**Potential Perceived Overlap with Safe Community; Innovative, Vibrant & Caring Community; Healthy & Sustainable Environment*)
 - Promote trust, accountability, and credibility with the community through fair and equitable processes.
 - Increase opportunities for the community to understand its government and *access** city services, information, facilities, processes, and decision-making. (**Potential Perceived Overlap with Innovative, Vibrant & Caring Community*)
 - Optimize transparency and openness of the processes and results achieved from government actions.

**Guidance to proposers regarding potential perceived overlaps: Responses to these strategies that are a small component of a larger project or function, should be integrated with the proposals for the larger project or function (for example public meetings for Land Use Permits should be included with the Land Use Review function). Responses that are proposed for the primary purpose of enhancing information flow and government accessibility (for example ServiceFirst) should be directed to Responsive Government. Responses that are focused on effecting a particular outcome, should be directed to that outcome (for example Neighborhood Outreach focuses on engaging neighborhoods on neighborhood specific issues, and should be directed to Quality Neighborhoods).*

Strategic Leadership

- We are seeking proposals that enhance our regional competitiveness, foster alignments to achieve organizational objectives, and leverage opportunities for cross jurisdictional partnerships and coordination that increase service delivery and decrease costs. Specifically proposals that:
- Establish and help realize the Community Vision.
 - Use the Community Vision as a basis for *strategic planning** in order to communicate with the right people at the right time, and to make informed decisions, investment choices, and resource allocations for the short and long term. (**Potential Perceived Overlap with Safe Community*) .

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- Identify and *foster cross jurisdictional partnerships** and coordination opportunities that improve service delivery and/or reduce cost.
(*Potential Perceived Overlap with Safe Community; Economic Growth & Competitiveness; Improved Mobility; Quality Neighborhoods; and, Innovative, Vibrant & Caring Community)

*Guidance to proposers regarding potential perceived overlaps: Responses to these strategies should focus on creation and implementation of the Community Vision (i.e., comprehensive planning). Planning efforts largely focused on economic development should be directed to Economic Growth & Competitiveness. Long-range planning efforts should be directed to Innovative, Vibrant & Caring Community. Efforts that focus largely on positioning the organization to take advantage of partnership and collaboration opportunities should be directed to Responsive Government. Partnerships and collaborations, once formed, should be directed to the outcome areas that they are aimed at effecting (for example, NORCOM would be directed to Safe Community).

Engaged Workforce

- We are seeking proposals that help Bellevue attract and retain highly qualified employees and that develop, train, equip, and promote those employees in an organizational environment that embraces innovation to optimize service delivery. Specifically proposals that:
 - Maintain a strong total compensation program allowing the city to compete for the top candidates in the job market.
 - Invest in continuous employee development, *training, wellness**, and security.
(*Potential Perceived Overlap with Safe Community; and Economic Growth & Competitiveness)
 - Encourage innovation in the workplace.
 - Help employees understand how their jobs support the Community Vision.
 - Foster organizational learning by communicating effectively, reflecting on results, adapting, and responding to optimize performance and service delivery.
 - Identify and implement strategies to reduce skill and service gaps and support employee growth and development.

*Guidance to proposers regarding potential perceived overlaps: Responses to these strategies that are not focused specifically on training and wellness for the workforce should be integrated with proposals for other outcome areas.

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Exceptional Service

- We are seeking proposals that promote the delivery of timely, consistent, and predictable information, products, or services in an efficient, innovative, and seamless manner.

Specifically proposals that:

- Ensure services are provided when needed and/or expected; and *processes are timely and predictable**.
(*Potential Overlap with Economic Growth & Competitiveness)
- *Equip** the organization with the information, tools, technology and personnel to effectively respond to planned and unplanned events or conditions.
(*Potential Overlap with Safe Community)
- Demonstrate collaboration and reduce redundancies in service delivery.
- Enhance professionalism and responsiveness to calls for service.

**Guidance to proposers regarding potential perceived overlaps:* Responses to these strategies that are primarily related to economic development and regional competitiveness should be directed to Economic Growth & Competitiveness. Responses that focus on equipping the workforce should be integrated with larger program proposals when specialized equipment is needed to support the larger program or function (such as defibrillators for emergency response personnel); otherwise, City-wide proposals for equipping the workforce (such as e-mail and networks) should come to Responsive Government.

Stewards of the Public Trust

- We are seeking proposals that ensure that the organizational outcome of responsive government is achieved. Specifically proposals that:

- *Manage public funds and assets** in a responsible and fiscally sustainable manner.
(*Potential Overlap with Improved Mobility)
- Manage risk, minimize liability, and provide for accountability.
- Acquire, develop, and *maintain publicly owned assets* that support high performing government.
(*Potential Overlap with Improved Mobility ; Quality Neighborhoods; Innovative, Vibrant & Caring Community)
- Solicit and analyze performance feedback from the community to enable reflection on results achieved, foster accountability, and adaptively respond to improve performance and service delivery at least cost.

**Guidance to proposers regarding potential perceived overlaps:* Responses related primarily to management and maintenance of Transportation or Utility Infrastructure should be directed to Improved Mobility or Healthy and Sustainable Environment.

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Attachment A List of Primary Evidence

The Responsive Government Results Team tapped a variety of sources to identify the components that will ensure that the City of Bellevue provides a Responsive Government. These sources include:

Community Connections

[2009-2010 Baldrige National Quality Program, Criteria for Performance Excellence.](http://www.baldrige.nist.gov/PDF_files/2009_2010_Business_Nonprofit_Criteria.pdf)

The *Customer Focus* category of the Baldrige criteria addresses how the organization seeks to engage our customers. The “voice of the customer” information is focused on meeting customers’ needs and building relationships. The criteria stress this engagement as an important outcome of an overall customer culture and listening, learning, and service performance excellence strategy.

http://www.baldrige.nist.gov/PDF_files/2009_2010_Business_Nonprofit_Criteria.pdf

[Gallup Consulting—Communications and Customer Engagement Sections](http://www.gallup.com/consulting/File/121535/Employee_Engagement_Overview_Brochure.pdf)

http://www.gallup.com/consulting/File/121535/Employee_Engagement_Overview_Brochure.pdf

City of Bellevue’s Finance Department, Performance reports:

http://www.bellevuewa.gov/citizen_outreach_performance.htm

Strategic Leadership

[Baldrige National Quality Program, Criteria for Performance Excellence.](http://www.baldrige.nist.gov/PDF_files/2009_2010_Business_Nonprofit_Criteria.pdf)

http://www.baldrige.nist.gov/PDF_files/2009_2010_Business_Nonprofit_Criteria.pdf

ICMA, the International City/County Management Association

<http://www.icma.org/main/sc.asp>

[City of Bellevue Comprehensive Plan](http://www.bellevuewa.gov/comprehensive_plan.htm)

http://www.bellevuewa.gov/comprehensive_plan.htm

[City of Bellevue One City Initiative](http://cobnetsps/Departments/City%20Manager's%20Office/Initiatives/one_city/default.aspx)

http://cobnetsps/Departments/City%20Manager's%20Office/Initiatives/one_city/default.aspx

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Engaged Workforce

The Bellevue One City Initiative Resource Library

http://cobnetsps/Departments/City%20Manager's%20Office/Initiatives/one_city/default.aspx

The Power of Federal Employee Engagement (A report to the President and the Congress of the United State by the U.S. Merit Systems Protection Board, presented September 2008).

http://cobnetsps/Departments/City%20Manager%27s%20Office/Initiatives/one_city/One%20City%20Resource%20Library/Engaged%20Employees/Empowerment%20Facilitates%20Change.pdf

Driving Employee Engagement (A “White Paper” prepared by Development Dimensions International, no date apparent).

http://cobnetsps/Departments/City%20Manager%27s%20Office/Initiatives/one_city/One%20City%20Resource%20Library/Engaged%20Employees/ddi_employeeengagement_wp.pdf

Employee Passion – The New Rules of Engagement (A paper prepared by The Ken Blanchard Companies, 2007).

http://cobnetsps/Departments/City%20Manager%27s%20Office/Initiatives/one_city/One%20City%20Resource%20Library/Engaged%20Employees/employee_passion.pdf

Gallup Consulting

http://www.gallup.com/consulting/File/121535/Employee_Engagement_Overview_Brochure.pdf

Baldrige National Quality Program, Criteria for Performance Excellence.

http://www.baldrige.nist.gov/PDF_files/2009_2010_Business_Nonprofit_Criteria.pdf

Exceptional Service

Imbedded within one of our own City of Bellevue Core Values, *Exceptional Public Service*, is “*Exceptional Service*”. Our value description states:

“We are committed to exceptional service for all of our customers. We demonstrate quality, caring, and sensitivity in every process, service, and product we deliver. We value the contributions of citizens and partners. Our community can expect open, fair, consistent, and responsive service.”

2009-2010 Baldrige National Quality Program, Criteria for Performance Excellence.

The *Customer Focus* category of the Baldrige criteria addresses how the organization seeks to engage our customers, with a focus on meeting customers’ needs and building relationships.

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The criteria stress this engagement as an important outcome of an overall customer culture and listening, learning, and service performance excellence strategy.

http://www.baldrige.nist.gov/PDF_files/2009_2010_Business_Nonprofit_Criteria.pdf

10 Practices of Exceptional Service (A blog posted by Mark Sanborn in Business Team Development Articles, November 2009).

<http://www.marksanborn.com/blog/exceptional-customer-service/>

Stewards of the Public Trust

GFOA, Government Finance Officers Association; Best Practices

http://www.gfoa.org/index.php?option=com_content&task=view&id=118&Itemid=130

BOMA, Building Owners and Managers Association International

<http://www.boma.org/Pages/default.aspx>

ICMA, the International City/County Management Association

<http://www.icma.org/main/sc.asp>

IFMA, International Facility Management Association <http://www.ifma.org/>

Both Standard and Poor's and Moody's cited the city's effective and well-established financial practices:

Moody's <http://www.moody.com/cust/default.asp>

Standard and Poor's <http://www.standardandpoors.com/home/en/us>

See also: City guidelines, practices & ordinances and City, State & Federal Laws



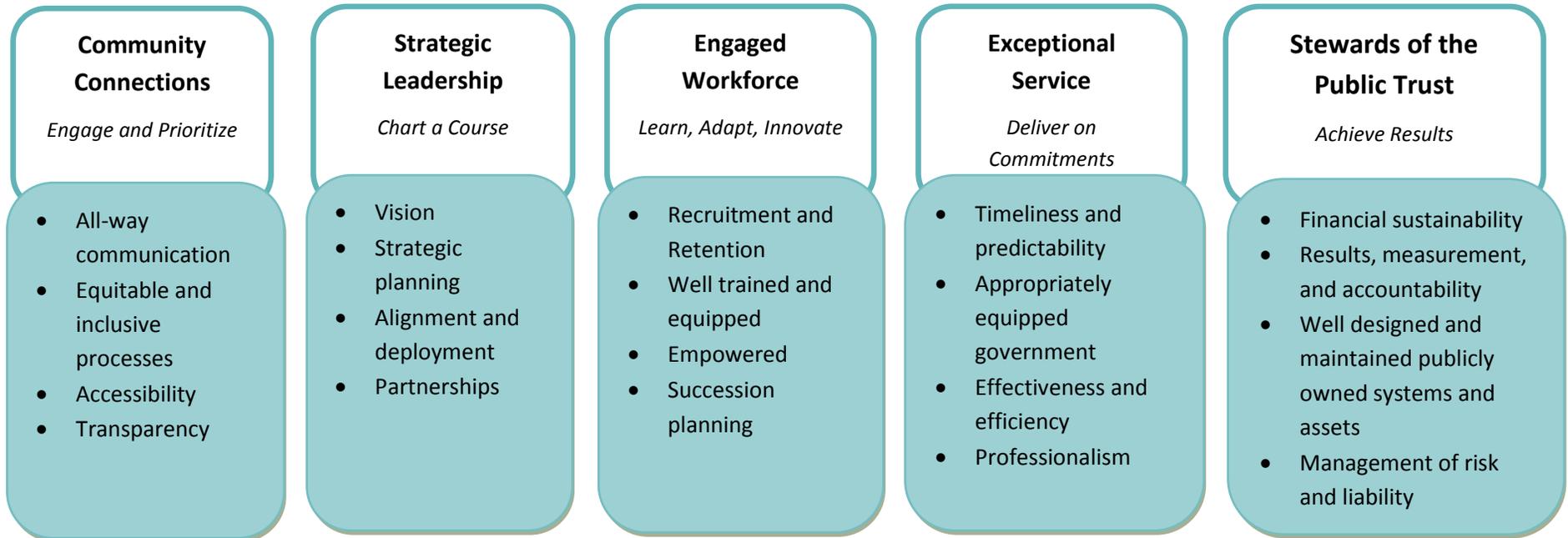
Responsive Government – Cause & Effect Map



As a community, Bellevue values...

- A city government that listens to them, keeps them informed, and seeks their involvement.
- A city government that gives them high quality service and excellent value for their money.
- A city government that looks ahead and seeks innovative solutions to regional and local challenges.

Factors:



Community Indicators:

- % of residents who feel that Bellevue listens to them, keeps them informed, and seeks their involvement.
- % of residents who feel City government is giving them high quality service and excellent value for their money.
- % of residents who feel that the City is doing a good job of looking ahead and seeking innovative solutions to regional and local challenges.



Proposal Instructions

The following section provides a template that departments may use as a tool for preparing proposals. It is not required that departments use this template. Following are instructions pertaining to each section of the template and the fields that are required for each proposal. The template includes all of the fields that will need to be entered into GovMax for final submission.

Final proposals are due in GovMax by 12:00 PM, May 28, hopefully earlier.

Section 1: Proposal Descriptors

Proposal Number: Numbering convention provided in the Budget Process Manual *Section Entering Proposals in GovMax*.

Proposal Title: Enter a brief description of the service, program, or activity covered under this proposal that will be provided to achieve the desired results. It should make sense to the average reader when seen on a ranked list of funded and unfunded proposals.

Proposal Type: Select the appropriate type from the dropdown list (i.e., Existing Service, New Service, Enhancing an Existing Service, or Reduction of Service).

Outcome: Select one of the seven primary outcomes from the dropdown list that this proposal intends to address.

Fund: Identify the funding source (e.g., General Fund, CIP, Grants & Donations, etc. Enter "Multiple" if more than one fund).

Is this a CIP Plan Proposal? Enter yes or no.

If existing CIP project, enter CIP Plan #: Enter assigned CIP Plan #.

Section 2: Budget Proposal Description

Describe your proposal and the requested resources. Do not assume program understanding by those who read and evaluate the proposal. The proposal description must be simple, accurate, succinct, and complete. Clearly organize your thoughts into brief paragraphs, highlighting the most important points of the proposal. It should not include a long history of how the program or service has evolved over the years.

Proposal Instructions

Also include the following:

1. **Staff Contact:** Enter the name and phone extension of the best person to answer specific questions regarding this proposal.
2. **Partnerships/Collaboration:** Identify any partnerships or collaborations with other departments or outside entities that are part of this proposal. Please submit only one proposal. (N/A if none.)
3. **Efficiencies/Innovations:** Identify whether this proposal reflects an innovative/creative service delivery method that provides efficiencies. Explain cost saving options considered and reflect the amount of cost savings included in the proposal.
4. **Parent/Dependent Relationship:** Identify any dependent proposals.
5. **One-Time/Ongoing:** Identify whether this proposal is for a one-time investment or ongoing funding.

Section 3: Mandates and Contractual Agreements

Indicate whether the proposal is in response to a State and/or federal requirement that mandates the service be provided or if it addresses a contractual requirement or interlocal agreement.

- Cite the requirement/contract/agreement;
- Describe how the proposal meets the requirement; and
- Identify the minimum level of service or portion of the proposal required to meet the legal requirement. Note: Consequences of not providing this minimum level of service should be included in Section 6: Consequences of Not Funding this Proposal.

Section 4: Proposal Justification (Client Benefits and Strategic Initiatives)

Provide a compelling argument as to how the proposal will achieve the intended outcome. It should not include a long history of how the program or service has evolved over the years; it should describe:

- How the proposal responds to the Request for Results (RFR), specifically the purchasing strategies and factors for the intended outcome.
 - Identify any other Outcomes and/or City Manager guidance that this proposal responds to.
 - Discuss the evidence or logic that indicates that this proposal contributes to the outcome (e.g., best practice, emerging practice, etc.). Cite the literature or identify the organization and explain their success in achieving their outcomes.
 - Describe the short-and long-term benefits of the proposal.
 - Describe why the level of service being proposed is the appropriate level.

Proposal Instructions

- The performance measures that support the proposal and those that can be used to gauge the outcome/success of the proposal. Performance targets should be identified as these will be used to determine if the desired results are being achieved.
 - Identify any metrics used to benchmark the proposal to what other organizations are doing (e.g., ICMA data, industry standards data, etc.)

NOTE: Measures supported by accurate and measurable data provide substantial justification for approval of the proposal.

Section 5: Executive Summary (Organization Goals and Objectives, and Agreements)

Provide a short concise two to four sentence summary of your proposal. This will be used to provide an executive summary for presentation and reporting purposes.

Section 6: Offsetting Revenue/Cost Avoidance

Indicate whether any specific revenues are:

- Restricted to fund this proposal and how they are to be used, e.g.,
 - Externally enforceable (*restricted*) such as those set by RCW, federal regulation, or bond covenants.
 - Internal limitations that are set by city code, ordinance, or resolution (*committed*).
 - Any limitations resulting from intended use *specifically* set (*assigned*) by council.
- Generated by this proposal.

Also, indicate whether a reduction and/or avoidance of costs results from this proposal.

Section 7: Consequences of Not Funding the Proposal

If this proposal is not funded, describe:

- How citizens would be impacted.
- The legal ramifications.
- How increases or decreases in funding would impact outcomes. In other words, can the cost be adjusted downward in a way that does not reduce the quality of service?
- Costs already incurred, i.e., “sunk costs”. This may be particularly important when considering capital project proposals.



Proposal Instructions

Section 8: Budget Totals

Indicate the following for the appropriate years (Operating- 2011-2012, CIP- 2011-2017):

- Expenditures
- Revenues
- Positions

Additional Instructions for Alternate Level of Service Proposals

Operating proposals of more than \$1 million annually should submit an alternate level of service at least 10% below the proposed service level. Where a Department's proposal already includes a significant reduction from current operating costs and no logical alternative level of service is evident, an exception to this policy can be requested from the Budget Planning Team.

Capital proposals for ongoing programs are required to submit an alternate level of service.

The alternate level of service proposal should be submitted separately from the proposed service level and will reflect the reduction amount only (i.e., will enter negative expenditures). Likewise, the narrative for the alternate proposal would address only the impact of the reduction on the proposed service.

The proposals would be numbered the same with the exception of the last digit which will distinguish the alternate service levels (e.g. #####A and #####B).



Proposal Template

Instructions: This is a template that departments may use as a tool for preparing proposals. It is not required that departments use this template. Instructions pertaining to each section is also included. These instructions provide the information that is required to describe and justify the proposal. **Final proposals need to be submitted in GovMax by 12:00pm on May 28, earlier if possible**, for consideration in the budget process. Contents of this template may be cut/paste into GovMax.

Section 1: Proposal Descriptors

Proposal Number: (Assigned by Fiscal Manager at submission.)

Proposal Title:

Proposal Type: Choose an item.

Outcome: Choose an item.

Fund:

If this is a CIP Proposal, enter CIP Plan #:

Section 2: Budget Proposal Description

Describe your proposal.

Also include the following:

- 1. Staff Contact:**
- 2. Partnerships/Collaboration:**
- 3. Efficiencies/Innovations:**
- 4. Parent/Dependent Relationship:**
- 5. One-Time/Ongoing:**

Section 3: Mandates and Contractual Agreements

Section 4: Proposal Justification

Section 5: Executive Summary

Section 6: Offsetting Revenue/Cost Avoidance



Proposal Template

Section 7: Consequences of Not Funding the Proposal

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Section 8: Budget Totals

<u>Description</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Expenditures:							
Revenues:							
Positions:							

Tips for Writing Proposals

Key Points to consider in drafting your proposals:

- **You are expected to create innovative and creative proposals.** If you could really do what you believe would work (forget politics, etc.) to achieve the Outcome at the lowest cost what would you want to do?
- **The goal of the proposal process is not to repackage everything you are doing now and submit it.** Use your judgment and experience to identify services you do now that are no longer as relevant, necessary, or effective as a new service or a new approach would be.
- **Take some risks.** Every detail doesn't need to be nailed down to make a proposal. Consider a pilot project if you are not ready for the complete roll out.
- **Think about your audience.** Results Teams are wearing their citizen hats. Think about what they are looking for. Imagine an elected official, the media, or a local business group was reviewing your proposal. Would they understand the proposal? Would it make sense to them? Is it in plain language? Will they be persuaded that what you are proposing is a good value for the tax dollar? Keep it simple and explain the link between what you do and the impact. You are selling your wares!
- **Provide for gains in efficiency and/or cost savings.** As one of the Citywide Purchasing Strategies, seek ways to deliver services in a cost effective way.

Specific tips to remember when writing proposals

- **Purchasing Strategies:** In explaining how the proposal contributes to the Outcome, explicitly link your proposals to the purchasing strategies.
- **Customer Service:** Every proposal should consider the service delivery aspect. Who is the person who receives your product or service, and how will you know they are delighted with what they receive?
- **Performance Measures (Indicators):** Performance measures help managers determine if what you are doing is working. They tell you if things are getting better, getting worse, or staying the same. When asked, "how will you measure performance," specify the measure that will be used to determine if progress is being made (like 'dropout rate' or '% of babies immunized'). We are NOT looking for the way that you will collect the measure, such as surveying, etc. Every proposal should have performance measures.

Tips for Writing Proposals

- **Enhancements:** If you are proposing an enhancement, it should be clearly stated and justified in the proposal and separately priced in the text of the proposal (dollars and FTEs). The Results Team should know what is the current service and be given an opportunity to purchase enhancements if they choose.
- **Separate and Distinct Services:** Disaggregate proposals into separate proposals if they are distinct services that can stand alone. Proposals should generally be between \$50,000 and \$1,000,000 annually.
- **Related Proposals that are Needed to Make a Service Work:** If you have a service and it can't be accomplished without other services (custodial services, etc.) submit individual proposals and clearly indicate the ID numbers of the related proposals to which they were submitted.
- **Consolidated Services:** Services that are proposed for consolidation should indicate the purpose of the consolidation, where the services are currently located, and how it is more efficient and/or more effective to consolidate the services. If you are proposing a consolidation there will be an expectation that you will show either better customer service and/or cost savings.
- **Competition:** Competition is just fine. If you want to compete to provide a service currently provided by a different department indicate who is currently providing the service and that this is a competitive proposal. It is a good idea, however, to first attempt to collaborate with the people who are currently providing the service and if agreement cannot be reached alert them that you will be submitting a competitive proposal.
- **Partnerships:** If you are partnering with another department or entity outside the city clearly state the partners and what they are contributing (including how firm the contribution is). If your service is part of a partnership proposal it should not be submitted separately.
- **Proposal Review:** Each department is responsible for ensuring that proposals are complete prior to submission. Please utilize the Proposal Checklist before submitting each proposal. The timeline for the Results Teams to rank is very tight and does not allow for "do-overs".
- **Departmental Overhead – Administration:** These costs should be included as a separate proposal submitted by the department to be titled "Department Management and Support". Costs that should be included are: Department director, deputy & assistant directors, administrative staff and related costs which are not directly related to a specific service proposal. This proposal should be submitted to the Outcome area that your department primarily responds to. For further detailed instructions, please refer the *Treatment of Cost* section in the Budget Manual.



Department Executive Summary Template

CIP Proposals for: _____ (Department Name)

Proposal #	Proposal Title / Service Inventory Title	Submitted to (Outcome):	Proposal Costs (2 year)	FTE/ LTE	Summary of Cost Saving/Efficiencies/ Service Reductions
Total for Department CIP Proposal Total		2009-2010 (Adopted Budget)	2011-2012 (Proposed)		
		#FTE/LTE	#FTE/LTE		

Glossary

The following are definitions for some of the more common terms one may encounter as part of the City's Budget One budget process.

Allocations – This is the total available revenue divided among the outcome areas. The allocation sets the price or relative value of each outcome – the total amount the City is able to spend to achieve the intended outcome.

Budgeting for Outcomes – A process used to create budgets that focus on achieving specific results with strategies that provide the highest value for the dollar.

Budget One – The term used for the City of Bellevue's budgeting for outcomes based budget process to be used for the 2011-2012 Budget.

Budget One Steering Team (BOST) – Team responsible for overseeing the Budget One process and making key decisions. Team is composed of Steve Sarkozy, Brad Miyake, Jan Hawn and Nav Otal.

Budget Planning Team (BPT) – Interdepartmental team responsible for developing the framework for the Budget One process and to support the technical development of the budget. Team is composed of Nav Otal, Ann McCreery, Dave Berg, Doug Sanner, Joe Guinasso, Myrna Basich, Rick Berman, Sara Lane, Stacie Martyn and Jason Bentosino.

Cause & Effect Map – A visual representation of the pathway to the result. Using words and/or images, it helps viewers understand the cause-effect connection between activities, strategies, factors, and the outcome. Cause and effect maps are included in the Request for Results. Previously called "Strategy Maps".

Community Indicator (CI) – A set of performance indicators for each of the City's outcomes. CIs serve as high level indications that may be affected by change over time. They are high level "barometers" or "yardsticks" of progress. They help an organization tell a story that can be further illuminated by departmental performance indicators. Together they measure progress toward the City's outcomes and goals. For example, the Improved Mobility outcome area may have the following community indicator:

% of residents who say they can travel within the City of Bellevue in a reasonable and predictable amount of time.

Glossary

Community Value Statements – These statements provide broad direction on what is important to people who live, work, and play in Bellevue. They can be focused on what is of immediate value, an aspiration, or both. They must relate to the outcome and that relationship should be clear. Quality statements inspire some emotional commitment. For example, the Improved Mobility outcome area may have the following statement:

“As a Community, Bellevue values a convenient and reliable transportation system that connects people to places they want to go.”

Community Vision – The Community Vision is articulated in the introduction of the Comprehensive Plan. The Vision speaks to the concept of “City in a Park,” being the center of the Eastside, creating a viable, livable, and memorable Downtown, and other facets that are vital to the community. Additionally, the Comprehensive Plan states long term objectives for the city, including those related to neighborhoods, transportation, the environment, and economic development. Crafted and annually updated through extensive community involvement processes and hearings, the Comprehensive Plan is the city’s living document of the community’s goals and aspirations. References to the Vision and Comprehensive Plan may help support some proposals document how they are aligned with community interests.

Factors (Primary and Sub) – Factors are part of the cause and effect maps. They help to understand the cause-effect connections that achieve an outcome. Primary factors actively contribute to the desired outcome, while sub-factors are secondary actions or processes that contribute to a primary factor which in turn contributes to the desired outcome. For example, the Improved Mobility outcome area may have the following factors:

Primary Factor: *Traffic Flow*

Sub-Factors: *Capacity, Technology, Efficiency, etc.*

Indicator – A measure or combination of measures that allows the observer to know whether performance is in line, ahead of, or behind expectations. Also known as “Performance Measure”.

Mandate – A legal requirement that a jurisdiction provide a specific service, with or without specifying the level at which the service be performed.

Outcome – The result citizens want from their government programs and activities. Bellevue has seven outcomes: Responsive Government; Healthy & Sustainable Environment; Innovative, Vibrant & Caring Community; Quality Neighborhoods; Safe Community; Improved Mobility; and Economic Growth & Competitiveness.

Glossary

Performance Measure – A measure or combination of measures that allows the observer to know whether performance is in line, ahead of, or behind expectations. Also known as “Indicator”.

Proposal – An offer to provide a particular service, program, or activity that achieves a result in response to a Request for Results, issued by a Results Team. Proposals can be submitted by one department or multiple departments in collaboration with each other. It indicates what the department(s) proposes to do to produce an outcome, how much it will cost, and how success will be measured.

Proposal Teams – A department or collaboration of departments submitting a proposal in response to Request for Results.

Purchasing Strategies – A set of actions defined by Results Teams to achieve an outcome. A strategy is based on an understanding (or assumption) of the cause-effect connection between specific actions and specific outcomes. Strategies are included in the Request for Results. For example, the Improved Mobility outcome area may include the following strategy:

We are seeking proposals that improve Traffic Flow. Specifically proposals that:

- *Maximize the efficiency of the system*
- *Increase predictability of travel times*

Request for Results (RFR) – A description of the desired outcome, the factors that contribute to the outcome, the strategies that will influence each outcome, and the indicators that will serve as a gauge in determining if the results have been achieved.

Result – A statement indicating what citizens want from their government in terms that the average citizen might use.

Results Teams (RT) – Interdepartmental teams responsible for determining a set of actions or budget priorities to achieve an Outcome. There is one result team for each Outcome. The teams are designated to create Request for Results and to make initial funding recommendations for all budget proposals.

Results Team Facilitator – The facilitator is a non-voting position responsible for insuring that Results Teams have a clear understanding of meeting and process objectives and assures that appropriate documentation is maintained. The facilitator provides structure and support to enable the Results Team to function effectively in achieving its objectives.

Results Team Leader – A voting member of the results team selected to represent the team in various discussions throughout the process.

Glossary

Scalability – Sellers indicate in their proposals how much of a result they can produce at various price levels. Also known as “Service Levels”.

Service Levels – Sellers indicate in their proposals how much of a result they can produce at various price levels. Also known as “Scalability”.

Strategy Map – See Cause & Effect Map.

Subject Matter Expert (SME) – A person who is an expert in a particular area or topic. The person is able to answer questions directly or can identify others who are able to do so. Each Results Team includes at least one SME. Departments have also identified SMEs that will assist Results Teams in RFR development and to answer questions regarding proposals.