

City of Bellevue - Budget One

2015-2016 Operating Budget Proposal

Section 1: Proposal Descriptors

Proposal Title:	City Attorney Department Management and Support		
Proposal Number:	010.01NA	Outcome:	Responsive Government
Parent Proposal:		Primary Dept:	City Attorney
Dependent Proposal:		Proposal Type:	Existing
Previous Proposal:	010.01NA	Budget Status:	Recommended
Attachments:		Primary Staff:	Mary Kate Berens x4616

Section 2: Executive Summary

City Attorney office management and support staff provide strategic leadership, management and general support to each of the four divisions of the City Attorney's Office (civil advice, civil litigation, prosecution and risk management), as well as direct support for client departments and the City Council. These resources benefit all functions within the CAO and could not logically be assigned to any one of the separate proposals from the City Attorney's Office. Positions included in this proposal are: Department Director, Deputy Director, Office Manager and Senior Administrative Assistant.

Section 3: Responsiveness to Request For Results

The City Attorney's office oversees a number of functions critical to delivering on the City's identified outcomes. The Office's four divisions (civil advice, civil litigation, prosecution and risk management) perform both support roles for other direct service departments, and provide services directly to the public. These direct services include misdemeanor and infraction prosecution, as well as the City's risk management functions of processing claims for damages filed by third parties and obtaining and managing the City's policies of insurance to protect public assets.

Staff and resources funded through this proposal manage the City Attorney's office, oversee department and division operations, and provide direct legal advice to the City Council, City Manager and client departments. Specific tasks performed include:

- Direct participation in strategic leadership functions implementing the City's vision and policies, both internally and externally including: participation on the Leadership Team, support and implementation at the Department level of One City initiatives, and involvement in a variety of city-wide steering committees, including the East Link Steering Committee, and Comprehensive Plan Update steering committee
- Provide timely, accurate and relevant information to support the City's decision making process
- Assure compliance with state law by analyzing changes in the law and advising impacted departments
- Assure compliance with city code by providing advice to City Council, City Manager and client departments
- Coordinate budget proposals, budget monitoring and fiscal impact analysis
- Assure efficient and effective work methods that comply with professional standards and personnel policies
- Assure interdepartmental collaboration and coordination to achieve unified results
- Provide public information
- Provide administrative staff support for department management, legislative support for production of Council materials and support of staff across divisions

The positions in this proposal are:

-City Attorney. Provides legal and policy advice to the City Council, City Manager and Clerk's Office. Oversees administration of the office, including direct supervision of division managers. Responsible for compliance with the Rules of Professional Conduct for all attorneys and staff within office. Participates in and leads local and regional efforts to partner with other governmental agencies to deliver services and present unified position on matters of local and regional policy. Participates as Department Head in setting policy and oversight of implementation of key City initiatives and projects, including substantial involvement in the work of the City's

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Leadership Team (LT).

- Deputy City Attorney. Carries out the duties and responsibilities of the City Attorney when necessary. Coordinates and oversees budget proposals and fiscal impact analysis with Office Manager. Directly supervises civil advice attorneys. Provides legal and policy advice to the Planning & Community Development and Finance Departments. Involved with management and oversight of the City's collaboration with Sound Transit on the implementation of East Link through membership on the project Steering Committee.
- Office Manager. Supervises and directs work of administrative staff for the entire City Attorney's office, including significant efforts in cross-training to ensure employee engagement and that staff support is provided efficiently across divisions. Works under the direction of the Deputy to prepare budget proposals and fiscal impact analysis and is responsible for all aspects of budget monitoring. Manages office finances, orders supplies, processes invoices and oversees collections procedures for misdemeanor prosecution.
- Senior Administrative Assistant. Provides direct administrative support for City Attorney and Deputy as well as for all divisions of office. Provides back-up to civil and prosecution administrative staff and manages filing and public records. Prepares and coordinates production of all Council packet materials, including legislation and is the department "gatekeeper" for the agenda packet production system.

Resources reflected in this proposal are adequate to manage the work of the divisions within the Office and still provide capacity for the Department to participate in City-wide leadership and cross-departmental efforts. A reduction in resources would have a direct impact on time available to participate in such efforts, as department management duties currently spread across these positions would be consolidated, leaving little time to effectively provide advice and leadership for One City, East Link, LT and other efforts. The administrative position included in this proposal provides much-needed capacity to cover for staff of other divisions during vacation, sick leave and other staff absences.

The effectiveness of the management function of the City Attorney's Office is reflected through our performance measures. Overall customer satisfaction is one gauge of how management is ensuring that the divisions of the office are performing and meeting their separate objectives. Customer satisfaction levels over the past several years fluctuate between slightly above and slightly below the target satisfaction rate of 95%. We use this feedback to evaluate workload and strategies for better communicating with our clients. In addition, we review the performance measure targets and actuals tied to each separate department proposal to ensure that those services are meeting expectations.

Strategic leadership. This proposal enables the City to take advantage of services and skills of attorneys that are not strictly related to responding to legal questions. For example, the City Attorney and Deputy are frequently called upon to participate in shaping policies and charting directions for the City based upon Council and Community vision and direction. The City Attorney is a member of the LT, which has significantly re-established its role in ensuring that the City is fulfilling its Mission and Vision and in providing collaborative direction for the multitude of cross-departmental efforts. As a result, LT members have been asked to dedicate significant portions of their time to this city-wide work, a trend that is expected to continue as the City maintains its focus on high performing organization principles. The Deputy, as a member of the East Link Steering Committee, whose work will continue through at least 2015, will play a significant role in ensuring that the City's commitment to the East Link project is carried out consistent with City Council policy direction. Other attorneys in the office, under the direction of the City Attorney, participate in such regional partnerships such as the NPDES Coalition, the City/District Court Working Group, and a number of regional groups involved with regional service-delivery through King County. This type and level of participation cannot be duplicated by contract counsel unfamiliar with the City's internal relationships and policies.

High Performing Workforce. The department management function also addresses the purchasing strategies designed to ensure a high performing workforce, including investment in employee training and development,

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encouraging innovation, focusing on how CAO functions support the community vision and supporting employee growth and development. For example, the department office manager and administrative staff have engaged in significant efforts to cross-train staff across divisions in order to provide seamless delivery of support services. This cross-training allows staff to take advantage of flex schedule options, and ensures that work does not unnecessarily pile up during vacations and absences due to illness. This kind of active staff support and training cannot be done by employees focused almost 100% on delivering services to client departments and managing day to day workload issues.

Customer-focused Service. Department management and support functions provide the oversight to ensure that the City Attorney Office functions are providing services that both internal and external customers expect, with convenient, timely and quality service. Oversight of civil advice and litigation functions includes an annual survey of client departments to monitor whether clients are receiving timely and understandable legal advice to help them balance their needs to serve citizens in a fiscally responsible way. In addition, department management ensures that misdemeanor and infraction prosecution is consistent with legal and ethical requirements, so that citizens involved in the criminal process (as victims, jurors, or defendants) have the benefit of an equitable and inclusive system.

Stewards of the Public Trust. Three of the positions in this proposal provide supervision and management of staff (including Risk Management) and attorneys in the department. Managers and supervisors fulfill a critical role in communicating and balancing the goals of the City Attorney's Office with (sometimes conflicting) desire to serve the City's residents and meet perceived needs. Department management provides mentoring and training to staff and attorneys throughout the department on ways to help departments meet citizen needs in creative ways that do not increase City liability. This kind of mentoring is only possible with resources dedicated to management issues, as opposed to direct services to clients. Two of the positions also play key roles in the department's financial sustainability by managing the budget and resources of the department. Ensuring that all legal and ethical standards and training is provided to attorneys and staff, dedicating department resources to budget management ensures effective use of city resources in a way that would not be possible relying solely on a budget analyst shared with several other departments.

While this proposal most closely aligns with the Responsive Government outcome, it also advances the Safe Community outcome. The factors included in Safe Community that emphasize prevention, preparedness and community engagement are directly linked to the Office's prosecution and risk management functions. The responsibilities of the CAO particularly mesh with the Safe Community outcome and its purchasing strategies as we participate as leaders in partnering with the public in establishing standards for new public safety legislation. In the same way we partner with the court and police and probation departments to set standards for effective law enforcement and work with those partners to find ways to make the prosecution process more efficient.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
010.0001	CAO; Administration - Internal customer satisfaction	92%	97%	91%	94%	95%	95%	95%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

This proposal includes items for the entire department that are not easily spread among the various division proposals. One such item is increasing by more than inflation for 2015-16. The department requires an on-line legal research service in order to provide legal advice, prosecution services, and litigation support. This subscription based service is purchased from Thomson Reuters under a contract, providing a number of licenses. Due to the requested increase in FTEs in the Civil Litigation proposal, additional licenses must be purchased in 2015-16 (if the civil litigation proposal is approved). These licenses are required by the vendor to be purchased in groups of 5 and are anticipated to increase our costs by \$1000 per month.

5B: Are one-time expenditures included in this proposal?

This proposal includes a one-time cost of \$45,000 for upgrading the department's litigation management system, ProLaw. This system provides a comprehensive and automated calendaring of key court dates for civil litigation and prosecution matters, as well as houses and generates a variety of standard forms and pleadings for both divisions. Finally, the system includes a time-keeping component that is critical for developing the information needed for the Finance Department for indirect overhead and other charges to departments for City Attorney Office time. The current version of ProLaw is no longer supported by the vendor, meaning that the version is less capable of interfacing with Outlook and other Microsoft Office products. ProLaw automatically creates calendar items and word documents, so reliable connections between ProLaw and Microsoft products are necessary. While IT has developed an interim approach to allow the current version of ProLaw to work with the City's most recent upgrade of Microsoft Office, Exchange and Outlook, they advise that when the City next upgrades these products, we will need to move to the newer version of ProLaw. It is not practical to split this cost (which covers both the vendor and licensing costs, as well as the support costs from IT to do the upgrade) among the various department proposals, so it is all being included in the Department Management proposal

5C: Are dedicated revenues included in this proposal?

N/A

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	4.00	4.00	Expenditures	167,553	126,568
LTE	0.00	0.00	Personnel	619,328	640,252
Total Count	4.00	4.00	Supporting Revenue	0	0
			Rev-Exp Balance	-786,881	-766,820

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Section 1: Proposal Descriptors

Proposal Title:	Civil Litigation Services	
Proposal Number:	010.07NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: City Attorney
Dependent Proposal:		Proposal Type: Enhancing
Previous Proposal:	010.07NA	Budget Status: Recommended
Attachments:	0	Primary Staff: Cheryl Zakrzewski x4081

Section 2: Executive Summary

The Civil Litigation Services program provides efficient and effective representation of the City in legal proceedings, either by defending the City or by pursuing actions on behalf of the City to recover and collect funds owed to the City. The program routinely works with other departments in providing this representation and in identifying and correcting ongoing or potential liability risks. This program is designed to safeguard public assets and reduce legal and financial risks to the City.

Section 3: Responsiveness to Request For Results

A variety of statutes require the City to provide legal counsel, although this counsel could be provided through either in-house attorneys or by contracting for legal services. (RCW 35A.12.020 mandates that a City must have legal counsel, either by city attorney or by outside contract, and RCW 4.96.041 and BCC 3.81.020 require the City to provide legal representation for officers, employees, or volunteers for actions taken in the course of official duties.) Through this proposal, civil litigation services will be provided to the City and its officers, employees, and volunteers by the attorneys and staff of the program. Together this team defends the City, elected and appointed officials, and/or employees in a variety of legal proceedings. These proceedings cover matters involving police actions, civil rights, employment, labor, worker's compensation, construction, contracts, land use, code enforcement, environmental, and general civil litigation. The program initiates civil lawsuits and other proceedings on behalf of the City to protect and recover City assets and to protect City policies and employees. The program also provides training and education to other departments based on litigation outcomes, risk assessments and changes in the law in order to reduce the risk of civil liability and financial loss.

The Civil Litigation Services program is comprised of a staff that is the equivalent of 3 full-time attorneys (3.0 senior attorneys), 1 paralegal, 1 litigation support supervisor, and a .5 FTE legal secretary. This staffing represents a 1.0 FTE increase over the 2013-2014 approved budget. A senior attorney Limited Term Employee (LTE) was approved in 2013 to help more efficiently address the litigation caseload driven by the City's extensive capital program and by the move to handle more worker's compensation cases with in-house attorneys. Anticipated workload in 2015-16 is expected to continue at these volumes, so CAO is seeking to convert this LTE to an FTE.

General fund costs related to this proposal are off-set in the following ways:

One half of the salary of a full-time senior attorney is paid by Risk/General Self Insurance because at least one half of the work of that attorney is directly related to the defense or prosecution of matters covered by the City's General Self Insurance Fund. This charge to the General Self Insurance fund may be increased based on 2013 and 2014 workload to offset some of the proposed 1.0 LTE/FTE conversion if approved.

The CAO is working with the Budget office and impacted departments to directly charge the CIP for legal support. This time is currently charged through indirect overhead to the impacted departments, and in the case of Transportation and Parks projects, is reflected as charges to the general fund. Transferring those charges to the general CIP more accurately reflects the costs of the City's CIP. This direct bill to the CIP is expected to offset almost entirely the costs of the proposed 1.0 LTE/FTE conversion.

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Through the existing indirect overhead methodology used by the Budget Office, work of attorneys in support of the Utilities functions are billed to those separate funds. Historically, the hours charged to the separate Utilities functions for both advice and litigation represent about two-thirds of one attorney's time for the year.

At any given time, the program handles 75 or more open matters in various stages of litigation, along with addressing frequent requests for assistance in assessing or addressing potential liability risks and assisting City employees in responding to witness or document subpoenas in non-City involved litigation. At the same time, approximately 2-3 legal proceedings requiring special legal expertise (such as tax, condemnation, or police inquests) are handled by outside counsel under the direct oversight of a senior litigation attorney. (The process of retaining outside legal counsel with specialized expertise is a growing practice among cities the size of Bellevue as many legal matters become more complex.) Occasionally, outside legal counsel is also retained to represent the City due to work congestion issues. Even when outside counsel represents the City, a senior attorney remains actively involved to reduce outside legal costs, and civil litigation staff undertake much of the underlying work, such as locating and organizing documents, interfacing with City personnel, and providing information and guidance on City policies and procedures, in an attempt to maximize efficiency and thus reduce costs.

There is no practical or cost-effective way to scale this program. This program is comprised primarily of staffing. If the staffing level is reduced, the number of cases/matters that can be handled in-house will be reduced. Outside counsel will have to be retained at a higher cost and departments directly billed for those costs. We have tracked the comparison of maintaining litigation attorneys and staff in-house as compared to the costs of outside counsel, on an hourly basis, for a number of years. The hourly rate paid for city employees is consistently only 60% or less of the cost for outside counsel and paralegals.

The proposed Civil Litigation Services program advances the outcome of Responsive Government by providing exceptional professional services that are efficient and effective.

Strategic Leadership. The City Attorney's Office is committed to making sure its litigation program is equipped with staff and resources to provide the highest level of legal service. The program regularly partners with other municipal entities in litigation where both are joint defendants to ensure that a strategic plan is developed to address overall municipal obligations and goals. The program also regularly partners with City departments to insure that a litigation strategy is consistent with the department's objective goals.

High Performing Workforce. One key efficiency in the program is the commitment to learning from the information derived from investigating claims/lawsuits made against the City. When appropriate, the knowledge is looped back into department practices to increase employees' understanding about legal liability issues. For example, litigation staff have provided both formal and informal training to other departments (e.g. utilities) to assist them in identifying and reducing potential liability issues. Additionally, litigation staff have played an integral role in creating process improvement programs that integrate legal proceedings into property development and acquisition processes. The staff within this program also regularly participate in ongoing education courses to keep abreast of changes in the law, in court rules and procedures, and in the uses of technology so that they can deliver their services in the most efficient, effective and innovative manner possible.

Customer-Focused Service. The program places an emphasis on providing exceptional services. This is accomplished, in part, through the ethical and professional treatment of other parties in litigation or contested matters. These matters often involve Bellevue residents, and there is an emphasis on treating those residents respectfully while still defending the City. For example, appeals of land use matters or the prosecution of

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illegal tree cuttings involve actions directly adverse to Bellevue residents. The program has been innovative and creative in looking at how to resolve these disputes while at the same time educating the residents as to the City code requirements.

Stewards of the Public Trust. This program clearly delivers the City's commitment to taxpayers to protect City assets and resources. Through analyzing claims and allegations of City wrong-doing, effective in-house representation can both reduce the City's exposure to financial liability through rigorous defense of claims and lawsuits and by identifying areas where risks can be avoided or minimized. For example, in 2013, the City successfully resolved 20 litigation matters through settlement or court proceedings. Each of those matters was resolved without the City incurring any unexpected financial liability. (Four of the matters involved settlement of cases where the City expected to pay money to resolve the actions.) The program also successfully recovered \$1,074,585 for the City. (The program recovered penalties due to violation of City codes and for attorney fees and costs awarded by a federal court).

The proposed Civil Litigation Services program also addresses a number of Citywide purchasing strategies by providing professional services to the City in an efficient and cost effective manner and by partnering with other departments to effectively use the information gained in providing these services to improve City overall services. The Civil Litigation Services program also advances several other outcomes because litigation stems from many of the activities of front line service providers. Examples of how that is accomplished are set forth below:

Safe Community - The program advances the Prevention factor by training and partnering with Development Services and Utilities to address incidents that have led to litigation to avoid repeating the same experience and to address issues that increase the safety of residents.

Quality Neighborhoods – The program advances the Facilities and Amenities factor by partnering with Parks and Transportation to ensure that public spaces are preserved by filing civil enforcement actions for illegal tree cutting on Parks or City ROW property.

Innovative, Vibrant & Caring Community – The program addresses the Built Environment factor by partnering with Development Services to support civil enforcement actions that insure that City building and zoning codes are adhered to.

Healthy and Sustainable Environment - The program advances the Natural and Built Environment factors by pursuing insurance coverage to pay for toxic waste clean-up for property once owned by City.

IVCC - The program advances the Built Environment factor by defending legal challenges brought against the City's land use regulations.

Improved Mobility – The program advances the Existing & Future Infrastructure factor by supporting capital projects, primarily through assistance in property acquisition, including condemnation.

The Civil Litigation Services program also directly supports the work of the Risk Management proposal which involves, in part, identifying and remediating risks at the City that have risen or could rise to litigation.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
010.0007	Resolution of lawsuits and legal proceedings in favor of the City	N/A	97%	97.5%	100%	80%	80%	80%
010.0008	Litigation; Maintain cost per hour below outside counsel rates	71%	48%	47%	44%	60%	60%	60%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

As described above, this proposal includes the conversion of an LTE approved late in 2013 to an FTE. All associated personnel costs are reflected in the proposal (2015 - \$169,031; 2016 - \$174,619).

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

One half of the salary of a full-time senior attorney is paid by Risk/General Self Insurance

5D: Are changes to the existing service levels included in this proposal?

Yes. This program includes the addition of one senior attorney conversion from an LTE to an FTE. This addition is driven primarily by increased work load associated with the City's general CIP. Significant projects, including East Link and major transportation capacity projects, drive extensive property acquisition. Each acquisition requires legal support. If not supported with in-house attorneys, the CIP costs would be reflected in outside counsel costs, which can be 40 to 60% more than the hourly cost of in-house attorneys. In addition, in previous budget proposals, the City reduced costs by significantly limiting the budget for outside counsel on worker's compensation matters. Since that time, the City has taken an average of two worker's compensation matters to full Board hearing or trial each year. These matters involve significant investigation of medical issues, depositions of medical experts, and preparation for hearing/trial. Both in-house attorney and paralegal time is critical to successfully handling these cases.

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	5.50	5.50	Expenditures	11,178	11,434
LTE	0.00	0.00	Personnel	793,271	820,500
Total Count	5.50	5.50	Supporting Revenue	168,775	171,694
			Rev-Exp Balance	-635,674	-660,240

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Section 1: Proposal Descriptors

Proposal Title:	Legal Advice Services	
Proposal Number:	010.08NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: City Attorney
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	010.08NA	Budget Status: Recommended
Attachments:		Primary Staff: Lacey Hatch x5284

Section 2: Executive Summary

The Legal Advice Services program provides high-quality, efficient, and effective legal advice to the City Council, 14 city departments, and various boards, commissions, and committees. This program supports the Responsive Government outcome by providing accessible, effective, and practical legal advice. Use of internal legal advice safeguards the public trust by identifying risks, reducing liability, and advancing strategic leadership through work on intergovernmental and internal strategic teams. Internal legal resources also support a customer-focused service by providing information to the public through interpretation and application of policies, regulations, and written/oral responses to requests for information.

Section 3: Responsiveness to Request For Results

The Legal Advice Services program is comprised of 3.0 FTE senior attorneys, and a .5 FTE legal secretary. This group provides strategic legal advice to the City Council, 14 city departments, and various boards, commissions, and committees. The City Attorney and Deputy City Attorney also provide legal advice services, however their associated costs are included in the CAO Department Management and Support proposal.

Legal Advice Services include: providing legal and practical advice on policy options and city initiatives; drafting, reviewing and negotiating contracts/agreements; drafting ordinances/resolutions and reviewing all Council packet materials; researching, analyzing and responding to legal questions on day to day matters of code or statutory interpretation; attending board, commission, and city council evening meetings; providing personnel/labor relations advice in all areas (e.g. labor contract negotiations, employee recruitment/retention, training, job performance measurements, discipline, employee leave entitlements, employee policy development), providing legal advice and opinions in the areas of land use, code enforcement, and environmental law, tax law, copyright and intellectual property, transportation law, real estate transactions, Americans with Disabilities Act requirements, utilities law and public works, general municipal law (e.g. open public meetings act and public records requirements), constitutional law, public bidding and prevailing wage requirements, and supporting the Civil Litigation Services program by providing knowledge/involvement in underlying litigation issues.

The Legal Advice Services program provides the best value in meeting community needs through internal involvement and interface with all city departments and by providing high quality, readily available legal advice from experienced and knowledgeable staff. Legal Advice Services advances the outcome of Responsive Government by supporting the following factors and purchasing strategies:

Strategic Leadership. The Legal Advice Services program provides advice on current and new regulatory requirements, particularly in the area of tax policy, land use, utility law, and public-private partnerships. In addition, the program support's the City's efforts to plan and implement programs and services to establish and help realize community vision and values while accounting for constitutional and statutory limitations on the appropriate use of public money and resources. As an example of strategic leadership, the City Attorney's office has taken overall project management roles through discussion and negotiation with Sound Transit and impacted property owners regarding Eastlink, which is anticipated to be one of the largest projects in Bellevue's

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history. This type of strategic leadership includes coordination and advising other City departments.

The legal advice function also supports collaborative partnerships with other governments, organizations, and stakeholders like King County's District Court Monitoring and Review Committee (DCMRC), e-Gov alliance, the Jail Advisory Group (JAG), the Eastside Narcotics Task Force (ENTF), and A Regional Coalition for Housing (ARCH). The City is the administering or lead agency in many of these regional partnerships. Having an effective and readily-available source of legal services provides the City with the ability to play this leadership role while navigating complicated issues of liability associated with performing on behalf of an association of government entities.

High Performing Workforce. On a daily basis, a civil attorney provides legal and practical advice on employee entitlements such as leave related issue and pay, as well as how best to facilitate positive communications regarding job performance expectations/training/retention and discipline. Such advice is necessary to recruit and retain employees, who are the City's most valuable asset. In addition, the Legal Advice Services program educates employees on identifying and evaluating alternatives in order to take appropriate risks with the best interest of our customers in mind.

Customer-Focused Service. Customer-Focused Service exists primarily through the City providing information and communicating with the public through creation, adoption, and implementation of policies, laws, as well as through coordinated responses and review of requests for information. The Legal Advice Services program assists in developing these policies, laws and communications to meet specific customer-identified needs or regulatory requirements. The Legal Advice group also promotes transparency and open government through its advice on matters related to the Open Public Meetings Act and public records requests. For example, on almost a daily basis, a civil advice attorney reviews public records responses and provides guidance on what documents should be released to the public. Misinterpreting laws pertaining to public disclosure can result in substantial daily penalties.

The proposed Legal Advice Services program addresses a number of Citywide purchasing strategies by providing professional services to the City in an efficient and cost effective manner. Civil advice attorneys partner with other departments to effectively use information gained in providing these services to improve overall services offered by the City and ensure the legality of proposed contracts, which further the City's ability to serve the public through public work projects and professional service contracts.

Stewards of the Public Trust. A major purpose of the Legal Advice program is to recognize and evaluate both positive and negative aspects of risk, including potential liability, and to assist clients in problem solving on a wide range of issues. This program is critical to safeguard the City's resources and assets. Civil attorneys not only respond to requests for legal advice, but spearhead the updating of city practices and policies as laws change. For example, the Legal Advice Services program has been involved in advising the Utilities Department and Land Use division of Development Services on the rules and regulations related to the City's National Pollutant Discharge Elimination System (NPDES) permit issued by the Environmental Protection Agency and other external regulatory requirements like shoreline management updates and comprehensive planning. Non-compliance with new and existing regulations can lead to monetary penalties. In addition, civil attorneys provide advice and recommendations on creating, maintaining, and enhancing practices and processes to ensure compliance with regulatory requirements and adherence to best practices. For example, a civil advice attorney assists the Human Resources Department in drafting policies and procedures consistent with updated state and federal personnel laws.

While the Legal Advice Services program most clearly advances the Responsive Government outcome, it is also a critical piece of advancing the Safe Community program. Advice attorneys draft codes and ordinances and

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advise departments in prevention, planning and preparation. For example, the Fire and Police Department in coordination with multiple jurisdictions, recently conducted a three-day training exercise at the Bellevue High School which included destructive training. Such training exercises are extremely beneficial to police and firefighters and the public, but do pose some risk depending on the hazardous nature of the building (i.e. asbestos, lead etc.). A civil advice attorney, in conjunction with the Risk Department, advised the Fire Department regarding such risks and drafted all necessary agreements between the various entities to both protect employees and the public from exposure to hazardous materials, as well as protect the City from liability. Advice attorneys also assist in drafting and negotiating interlocal agreements with neighboring jurisdictions for fire services, fire inspections, mutual aid, drug task forces (ENTF), and court services.

Funding this proposal would result in cost savings by avoiding the need to hire costly outside legal counsel and will reduce exposure to liability and risk, which can have monumental financial implications. Failure to fund this program or funding it at a lower level may result in exposure to liability which could result in an increase in claims and lawsuits. This would result with cutting or reducing the program because there would be fewer attorneys, with fewer areas of expertise, available to provide daily legal advice on those matters that may lead to risk for the City. Lack of readily available, knowledgeable lawyers may also mean that city programs are initiated or maintained that are inconsistent with updated state and federal laws and guidelines. Unfavorable agency findings could result, including liability for penalties and lawsuits. In addition, strategic opportunities can be lost. Taking actions or making decisions without the benefit of legal advice may result in litigation which the City is required to defend. In-house lawyers can spot risk on the distant horizon and take a forward-looking approach to dispute avoidance and resolution. Without an in-house attorney, decision makers may be unable to properly assess or identify the risk or may be too consumed with other responsibilities to deal with it effectively. Some may hesitate to call an outside law firm, not wanting to incur the expense. Seeking legal services in reaction to an immediate threat is a poor approach to risk management.

Not only will the City incur costs from litigation, but decisions made and actions taken without the benefit of legal advice may not be as defensible and may result in higher claims and damages against the City. Although reducing the budget for this program may have short term savings, it would likely result in increased costs in the long term.

Section 4: Performance Measures and Targets

Code	Performance Measure	2010	2011	2012	2013	2014	2015	2016
		Actual	Actual	Actual	Actual	Target	Target	Target
010.0009	Legal Advice; Maintain cost per hour below outside counsel rates	34%	48%	49%	63%	55%	55%	55%
010.0010	CAO; Legal Advice- Internal customer satisfaction	92%	97%	91%	94%	95%	95%	95%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

N/A

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

N/A

5D: Are changes to the existing service levels included in this proposal?

N/A

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5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>
FTE	3.50	3.50
LTE	0.00	0.00
Total Count	3.50	3.50

<u>Operating</u>	<u>2015</u>	<u>2016</u>
Expenditures	12,706	12,999
Personnel	575,548	595,025
Supporting Revenue	0	0
Rev-Exp Balance	-588,254	-608,024

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Section 1: Proposal Descriptors

Proposal Title:	Risk Management--Insurance Claims Safety Loss Prevention	
Proposal Number:	010.09NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: City Attorney
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	010.09NA	Budget Status: Recommended
Attachments:	0	Primary Staff: R. Olsen

Section 2: Executive Summary

The Risk Management Office (RMO) protects the City's assets and preserves and enhances the quality of life for the public and City employees by providing effective loss prevention and safety programs that affect all aspects of City services. The RMO administers the City's General Self-Insurance, Workers' Compensation (on-the-job injuries), and Unemployment Compensation programs. Further, we provide employee safety training classes, develop safety programs and ensure compliance with state and federal safety regulations. By providing effective claims management and fostering an active safety/loss prevention program, City revenues and assets are preserved for uses that support and improve services for the public.

Section 3: Responsiveness to Request For Results

This proposal provides the budget resources necessary to maintain the RMO at the existing service level, which includes managing the City's general self-insurance, workers' compensation and unemployment funds. RMO staff, with limited use of outside claims adjusters supported by this proposal, routinely investigate and resolve claims in collaboration with departments to decrease costs and risk. The RMO proactively manages 80-100 liability claims annually and has, in concert with the City Attorney's Civil Litigation division, succeeded in defending the City from over \$18 million in claims during the last 5 years.

The City annually sustains an average of 130 loss events from damage to City property and vehicles caused by third parties. In 2013 the City paid \$403,854 in repair costs for these losses and the RMO recovered \$343,056 (84% of the total) from negligent third parties through our subrogation (recovery) program. The RMO uses this subrogation program as an annual performance metric. Targets are set based on local and national data and the RMO has met or exceeded its target for cost recovery in each of the last 6 years.

The RMO also provides continuous, comprehensive safety training and education to all employees, in collaboration with the departments, based on need assessments and state and federal mandates. The safety program, on average, provides over 120 classes to 1,300 employees each year. Training is provided by in-house staff rather than outside contractors, representing significant hourly cost savings and efficiencies for the City.

The RMO routinely assesses high-risk contractual agreements for appropriate insurance requirements and conducts policy/program review for enterprise risk to ensure loss minimization and guarantee the City's sound financial position. Five key departments (Parks, Transportation, Police, Fire, and Utilities) achieved national accreditation due in part to Risk Management providing quality claims management, loss prevention and safety services. In the 2011 APWA accreditation of the Utilities and Transportation Departments, RMO's reports were classified a "Model Program": "Risk Management review, audit, information and recommendations is outstanding."

The RMO consists of 4.60 FTEs (3.60 FTE Risk Management Specialists, 1.0 FTE Risk Manager) plus 0.5 FTE Litigation Attorney, and is supported by one-20 hour/week 1040 position. One half of the salary of a Senior Attorney is paid by the RMO because at least one half of the work of that attorney is directly related to litigation of claims for damages. Current claims costs (liability, property/vehicle damage, workers'

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compensation, and unemployment), as well as the cost of commercial insurance premiums for the City are included in this budget. Contractors are used for insurance broker services, actuarial analysis, adjuster assistance, audiology testing and workers' compensation Third Party Administrator (TPA) services.

Factor 1 - STRATEGIC LEADERSHIP: The RMO is a recognized leader both locally and nationally. RMO's bi-annual reports to management on liability losses, worker injuries, workers' compensation claims, and recovery activity have been recognized as outstanding and a "Model Program" by APWA. The 2012 ICMA report shows that Bellevue has consistently incurred 44% fewer workers' compensation claims than our peers, while the PriceWaterhouseCoopers Actuarial Report indicates that over the past 22 years, Bellevue has maintained 26% lower workers' compensation claim costs than our peers.

The RMO recognizes that there are benefits in learning from claims experiences and has partnered with the departments to achieve these successes, which are measured by reducing claims and improving safety and services to the public. Communication with staff and management on successes and opportunities for improvement, and training employees and managers on their responsibilities and job safety duties actualizes our ability to attain these successes. Annual inspections, both internal and external, assure risk exposures are identified and can then be analyzed and minimized, limiting the risk of loss to our property and ensure safety for the public and our employees. Actuarial analysis helps to ensure that sufficient funds are available to address claims when losses do occur, and active claims management, with legal actions taken when deemed necessary, safeguards public funds.

Statewide Bellevue continues to be on the leading edge of identifying and managing risks while controlling costs. Bellevue RMO frequently receives calls from Seattle, Kirkland, Issaquah, Bellingham, Vancouver, and Spokane inquiring on our methods to control costs related to insurance, property losses and workers' compensation claims, and about our efforts to improve safety.

Factor 2 - HIGH PERFORMING WORKFORCE: Through safety training and loss prevention programs, a safe and healthy workplace is provided and employees are well trained and equipped. The RMO staff bring expertise and efficiencies to the City and an active city-wide safety program is supported by all departments. The RMO provides regulatory required classes, such as chemical hazards, first aid, hearing protection, flagging and fall protection. Back safety, defensive driving classes and ergonomic reviews further reduce the risk, number and severity of injury claims. As a result of having knowledgeable staff city-wide, Bellevue residents receive a higher quality of service and safety throughout the City, while injury and property loss are mitigated or prevented.

The City's workers' compensation program ensures employees with a work-related injury or illness have access to resources enabling them to receive the best medical treatment possible to quickly return to careers with the City. The impact of having fewer injuries and providing ongoing education to City employees reduces costs, keeping our workforce performing at their peak.

Factor 3 - CUSTOMER-FOCUSED SERVICE: The 2012 internal customer review survey indicated the RMO received an 70% "Excellent", 30% "Good" customer satisfaction rating; ICMA ranks Bellevue's Risk Management services as the second highest program for internal customers' overall satisfaction. The RMO continuously listens to our customers and modifies procedures to address their needs. Feedback from all training classes via "Class Evaluation" forms is solicited and read after every class, with suggestions for improvement implemented.

Biweekly liability and monthly workers' compensation claim reviews ensure regulatory and City policy compliance and provide for ongoing claims handling process improvements. Innovative improvement is occurring with the citywide online Learning Management System (LMS), replacing the RMO's legacy training

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records database. Departments asked for more visibility and convenience in accessing training records and for online courses. RMO approached IT for help with a citywide effort to provide online courses in safety, HR training, and IT programs that became available to all City employees. Employees and managers now view training transcripts and assign needed courses via SharePoint. RMO staff proactively work with and provide training to all City staff to educate them in working safely and in how to file a claim if injured on the job. Feedback is provided via email and verbally to supervisors and through biannual reports to upper management, apprising them of their claims status and actions that can be taken to prevent reoccurrences of similar claims. These various activities allow City services to improve and employees to discuss and improve injury prevention at crew meetings.

In collaboration, Fire, Risk, Parks and Civic Services worked together to propose and implement a grant from King County to expand CPR/AED training to an additional 120 employees, annually since 2012, allowing greater ability of City staff to respond to medical emergencies at the worksite and in the community. The RMO worked with Police and Facilities to identify and correct a toxic exposure in the indoor shooting range, which resulted in new equipment, policies/procedures and Facilities maintenance checks ensuring continuing employee health.

Factor 4 - STEWARDS OF THE PUBLIC TRUST: Because the City is self-insured, the City directly controls claims management, containment of insurance costs and recovery of losses from negligent parties. As a result, cost increases can be minimized or reduced and, in the case of property damage, costs are recouped from outside parties responsible for the damages. Claims are investigated extensively and determined fairly, taking into consideration City policies and procedures, information obtained from affected citizens and departments, and legal requirements. Since claims are resolved proactively, costs are minimized and in many cases avoided. In 2013 only 4% of the City's claims (5 claims) proceeded to litigation, a much more expensive alternative for resolving disputes. Use of in-house counsel further reduced costs. This is an annual performance measure for the RMO and is benchmarked to the ICMA report which indicates Bellevue consistently ranks in the top 10 of its peers. The City's favorable loss experience is reflected in our current actuarial confidence level. Coverage for catastrophic losses is addressed by annually marketing and obtaining commercial insurance coverage for the City. RMO's actions have allowed the City to spend more on front-line services and facilities by proactively managing and addressing risk issues, resulting in less taxpayer money spent on paying for claims and injuries.

The 2008 Altman Weil study reviewed the City's liability and subrogation functions and staffing levels from a cost effectiveness and efficiency basis (scalability). The study concluded the City had one of the best public Risk Management programs in the nation. Based upon the criteria used in this study, adjusted to 2014 costs, the City continues to realize an annual savings of \$446,000-\$589,000 using an appropriate staffing level for RMO services provided.

High risk contracts and enterprise activities are reviewed for loss control in concert with department staff. Historical loss, injury, claim trends, and recommendations for improvement are reported bi-annually to each department director allowing them to improve processes, assess roles and responsibilities and identify training opportunities. Some recent examples of RMO trends analysis saving taxpayer dollars are: recommendations to Utilities to replace deteriorating asbestos-cement water pipe in specific areas at an accelerated rate; work with Parks to trim roots and install root barriers to eliminate costly sidewalk breaks and replacements; and a revised vehicle take home policy and requirements related to non-City employees as passengers in City vehicles.

RMO's advice and review is provided to all departments related to other program proposals and strategies, new ventures, park development, contract review and safety concerns. The RMO's services allow the City to reduce liability costs, better manage risks, and direct resources to more productive purposes. An example: The RMO worked closely with the 2012 West Lake Sammamish landslide property owners, Utilities, Transportation and contractors to establish a spirit of cooperation and trust, allowing the roadway to re-open as quickly as

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possible and in a manner that saved the City \$2.5 million. Cost savings were realized by the City using the damaged property owner's private road to access the site, permitting a more cost-efficient repair and an earlier opening of the arterial.

Section 4: Performance Measures and Targets

Code	Performance Measure	2010	2011	2012	2013	2014	2015	2016
		Actual	Actual	Actual	Actual	Target	Target	Target
010.0011	Liability claims filed that proceeded to litigation	4%	9%	1%	4%	7%	7%	7%
010.0012	Property losses recovered through subrogation	79%	75%	72%	94%	70%	70%	70%
010.0013	Liability claims adjusted timely	99%	99%	100%	98%	97%	97%	97%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

No

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

Premiums collected from participating funds, interest earnings & 3rd party recoveries.

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	4.60	4.60	Expenditures	3,484,400	3,610,300
LTE	0.00	0.00	Personnel	570,180	590,220
Total Count	4.60	4.60	Supporting Revenue	2,622,000	2,655,000
			Rev-Exp Balance	-1,432,580	-1,545,520

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Section 1: Proposal Descriptors

Proposal Title:	City Clerk's Operations	
Proposal Number:	020.01NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: City Clerk
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	020.01NA	Budget Status: Recommended
Attachments:		Primary Staff: Myrna Basich (x2733)

Section 2: Executive Summary

The City Clerk's Operations function manages the diverse range of administrative services associated with City governance in compliance with state law and local codes; preserves the record of government decision making and actions; offers legislative research services for public and staff; and is responsible for a wide range of noticing and documentation services including transcription and certification services. The Clerk's Office provides the public a central point of contact for communicating with their government and promotes open communication, information sharing, and citizen participation.

Section 3: Responsiveness to Request For Results

The City Clerk's Operations function directly fulfills scores of statutory obligations set out in State law (RCWs), State administrative rules (WAC), and the City Code and is charged with fostering open, transparent government and promoting public access to information. Staffed by the Deputy City Clerk (.75 FTE), a Senior Administrative Assistant/Minutes Writer and a Senior Office Assistant (2 FTE), with oversight from the City Clerk, this function serves Bellevue's citizens, the City Council, Council-appointed boards, commissions, and committees, the East Bellevue Community Council, and the work of City departments. The legislative portion of this program is responsible for:

Recording Council meetings, preparing minutes (for City Council, EBCC, and statutory committees) and maintaining the Council's legislative history; Serving as custodian for all documents resulting from Council actions (including minutes, ordinances, resolutions, contracts, interlocal agreements, deeds and easements, etc.); Managing ordinance codification and updates to the City Code to document and maintain the comprehensive and systematically-arranged collection of current City laws; Intake and initial processing of all official filings with the City (claims, appeals, legal service, etc.); Performing legislative research, formatting legislation, and providing transcription services; and Coordinating with the City Council Support function (Proposal No. 020.02NA) to assure that all legislative process requirements are met.

This group also engages with the public, City volunteers and outside agencies through:

Public noticing for all City Council, EBCC, and other official City meetings and public hearings; Posting adopted minutes, ordinances, resolutions and interlocal agreements to the City website for easy public access; Responding to citizen inquiries about City history and Council actions; Coordinating board and commission member recruitments and managing appointment history; Administering board/commission protocols and training on parliamentary procedure, the Open Public Meetings Act, and Public Records Act (including new mandate of the Open Government Training Act); Coordinating local elections functions including placement of local elections on the ballot and Council's taking of positions on ballot measures, and administering election protocols and timelines for Council races, managing the complex process for citizen-initiated referenda and initiatives, including acting as public spokesperson regarding these processes; and, Maintaining records and reports to provide context for legislative and executive decision making.

Maintaining the Council's legislative history, custody of records documenting Council actions, and intake of all official filings with the City is mandated by state law and City Code, but is also instrumental in assuring a centralized location from which citizens and staff may find those frequently-requested records, preserving the integrity/validity of those documents, and assuring accountability that honors the public trust.

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This program achieves cost savings and enhanced customer use through outsourcing the highly specialized work of codification of the City Code in a hosted system that provides public and staff web access to the City Code and through posting interlocal agreements to the City's webpage in lieu of recording at King County.

Providing Council, staff and the public with accurate, timely meeting minutes offers documentation of and an insight into local issues and an understanding of the Council's decision-making processes. Council minutes are one of the most frequently-accessed records that the City creates and are heavily relied upon by staff across the organization as documentation of the City's history and Council's intent in formulating legislation. Due to the relatively high cost of outsourcing and the high quality of product desired, outsourcing this function has not proved satisfactory.

This proposal also incorporates provision of centralized transcription services to City departments, contributing to workforce efficiency and demonstrating inter-departmental collaboration. This service is chiefly utilized (90%) by the Police Investigations Division which requires highly skilled and timely verbatim transcription of witness and suspect interviews and the ability to rise above the often offensive language and graphic detail being transcribed. In 2013, 269 projects other than transcriptions were completed in support of City Council, Clerk's Office, City Manager's Office, Development Services, Finance, Fire, Legal and Utilities Departments. Projects included finalizing Council legislation and formatting manuals, reports and budget documents. This centralized service provides a highly skilled, professional transcriptionist/Word Processing expert whose output is timely and of high quality. In a focused internal survey, customers rated the centralized general administrative support and transcription services quality at good to excellent (95.4%) and rated timeliness at good to excellent (100%).

The activities/responsibilities of this program are supported by State law, City Code, City Council Rules (adopted by Resolution) and best practices garnered from other jurisdictions. Lower service levels, given mandated activities and workload, would negatively impact timeliness and quality to the point of poor service delivery to the public and staff as well as possible non-compliance with State law and City Code.

Over the next biennium the City Clerk's Operations will continue to focus their efforts in the following ways relating to Responsive Government:

STRATEGIC LEADERSHIP – This program fulfills requirements of local and state laws and supports the decisions of our elected officials. Management of the recruitment/appointment processes and meeting protocols contributes to active and positive citizen participation on boards and commissions as well as Council-appointed committees, establishing "ownership" and civic pride while providing an additional sounding board for consideration of community issues. These volunteer positions underpin the work of the City Council, providing significant assistance in studying issues, holding public hearings, and making recommendations that assist Council in formulating public policy.

HIGH PERFORMANCE WORKFORCE - The Clerk's Office contributes to employee understanding of how their jobs support the community vision and values across the organization by providing staff ready access to information about issues under discussion by the Council, their meetings and decisions. Management of Code updates and maintenance of the Council's indexed legislative history provide staff and public with efficient access to information. Providing a variety of centralized administrative services allows departments to focus on their specialized work. As no formal department accreditation is available for Clerk's operations, the City Clerk has achieved professional certification as a Master Municipal Clerk through the International Institute of Municipal Clerks. The Deputy City Clerk is working toward achieving the Certified Municipal Clerk's designation.

CUSTOMER-FOCUSED SERVICE– The Clerk's Office provides a public face and facilitates a positive citizen experience. By making information about City governance readily available in a timely and consistent manner,

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the public is able to understand City issues and services and how to access additional information. Credible, widely-available information contributes to citizen trust in government. Our focus on customer service and accessibility fosters strong two-way communications with citizens and assists City staff with timely delivery of services. Accurate recording and timely filing of initiatives, referendums, petitions, appeals, subpoenas and claims against the City provide public assurance of a fair and equitable process. In the Division's 2013 external customer survey, responders rated their overall experience with Clerk's function services as satisfied to very satisfied (100%), while internal staff surveyed rated the overall quality of service at good to excellent (97%). The 2013 survey also reflected that customers agree to strongly agree (96%) that the information/services they needed were delivered in a professional and timely manner.

STEWARDSHIP OF THE PUBLIC TRUST –The City Clerk serves as the City's historian, with responsibility to maintain and safeguard that history for the citizens of Bellevue. The accurate accounting of Councils' proceedings, open and readily accessible public documents, and willingness to listen to and assist citizens contribute to public confidence in City government. Clerk staff attend, record and journal all regular and special meetings of the City Council and the Community Council. Staff field questions, provide timely and relevant public information, and encourage public participation. This program manages the ordinance codification process, in order to provide the public and staff with the most current version of City laws in a timely manner. The Office respects and conserves resources entrusted to us, demonstrated by embracing new technologies in order to distribute information more widely within existing staff resources.

In addition, over the next biennium the City Clerk's Operations will continue to focus their efforts in the following ways relating to Safe Community:

RESPONSE – This program provides internal support for the Police Investigations Unit and Prosecutor's Office by providing verbatim transcription services. It supports the integrity of the investigating officer's case; facilitates charging and case filing determinations by providing accurate/timely verbatim witness and suspect interviews/ statements. Providing this support service internally assures greater control of prioritization, timeliness and accuracy of the transcriptions. In addition, staff is called upon to provide occasional research assistance to locate stolen property via searches of eBay and Craigslist.

The cost of transcription services, if not provided centrally, would have to be absorbed or borne by Police and other departments with a need for this service. The internal/centralized approach has proven to be the most efficient, given limited staff resources with these specialized skills, the high degree of accuracy required, and the higher cost of outsourcing. This centralized program provides some limited capacity to meet departments' specialized administrative needs that are no longer regularly supported within departments due to staffing reductions.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
020.0001	Timely preparation of Council minutes.	83%	88%	90%	90%	90%	90%	90%
020.0002	Effective preparation of Council minutes.	88%	92%	92%	94%	90%	90%	90%
020.0004	Legislation website updated.	N/A	N/A	100%	100%	90%	90%	90%
020.0005	Customer rating for timely and professional service.	N/A	N/A	N/A	96%	90%	90%	90%
020.0006	Customer satisfaction rating for services received from Clerk's Office staff.	N/A	N/A	N/A	95%	85%	85%	85%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

\$1,750 in additional training funds is requested to support certification of new Deputy City Clerk in 2015 and 2016..

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

N/A

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	2.75	2.75	Expenditures	26,958	26,958
LTE	0.00	0.00	Personnel	276,931	286,942
Total Count	2.75	2.75	Supporting Revenue	0	0
			Rev-Exp Balance	-303,889	-313,900

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Section 1: Proposal Descriptors

Proposal Title:	Council Legislative and Administrative Support	
Proposal Number:	020.02NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: City Clerk
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	020.02NA	Budget Status: Recommended
Attachments:		Primary Staff: Myrna Basich (x2733)

Section 2: Executive Summary

Council Legislative and Administrative Support provides professional and administrative services to the part-time, seven-member Council to assure efficient performance of their official responsibilities, including setting public policy and enacting legislation. This includes production of weekly Council meeting packets that inform the Council's decision-making process, managing logistics for Council meetings, and providing a full range of strategic advice and administrative services to assure Council effectiveness. Additionally, Council support staff provide direct customer service to the community, including responding to general questions about City services and Council meetings, listening to citizen concerns and directing them to the appropriate point for resolution, and making Council agendas and meeting materials accessible to the public in advance of meetings.

Section 3: Responsiveness to Request For Results

The City Council provides a mandated function within local government. This proposal provides the legislative and administrative support to assure that the part-time Council is effective and efficient in carrying out their responsibilities as well as guaranteeing a platform for citizen participation in and connection to their government. This proposal consists of the work of the Assistant City Manager (.5 FTE) and two Executive Assistants to the City Council (2 FTE).

Managing Council agenda setting, packet preparation, and meeting logistics are a major focus of this work program. Agenda materials included in weekly and Council Retreat packets help Council define issues, understand complex problems, recognize policy implications of proposed actions, consider alternative solutions, and determine the best course of action for the City. The Assistant City Manager (ACM) manages the Council meeting calendar, coordinates the internal packet review process, and provides final approval for publication of each packet's content. In 2013, approximately 480 issues/agenda items (exclusive of Executive Session items) were presented to Council, with complexity of the issues growing each year (i.e., East Link Light Rail, Shoreline Master Program, single family room rentals, a new Council Ethics Code, medical and recreational marijuana, and capital project funding needs, etc.) Council support staff also manage all Council meeting logistics, attend the meetings, provide parliamentary advice, and assure that all legislative requirements guiding Council actions are met (i.e., Open Public Meetings and Public Records Acts, etc.)

In addition to overseeing Council meeting operations, the ACM serves as a strategic and policy advisor to the City Council and City Manager on Council-related matters such as the Council's work program; filling of Council vacancies; election activities; managing ex parte contacts on quasi-judicial matters; public disclosure responses and Open Public Meetings Act questions; conflicts of interest, ethics, and use of public funds; roles, responsibilities, and processes; Council Rules; managing the City Manager's ongoing Compensation Program; and, for 2013-2014, the search processes for a new City Manager and a Council Ethics Officer.

The Executive Assistants are responsible for the full array of administrative support provided to the very engaged and part-time Council, including: managing individual Councilmembers' calendars in coordination with their professional calendars; scheduling staff briefings; coordinating materials for Councilmembers' participation in regional and other meetings/committees; writing or coordinating preparation of speaking notes

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for the Mayor's and Councilmembers' official speaking engagements or regional meeting participation; collecting and organizing responses to Council-related public disclosure requests; managing correspondence; and preparation of official City Proclamations and Commendations.

In addition to direct administrative support provided to the City Council, the Executive Assistants act as a central point of contact for public interaction and engagement with the City Council. The Executive Assistants also track Council correspondence, perform research to facilitate timely department responses to citizen concerns, and monitor and respond to communications received via the central Council email box.

Responsive Government Purchasing Strategies addressed by this program include:

STRATEGIC LEADERSHIP

- This proposal directly supports the City Council in their strategic leadership of the City. Staff provide quality review and timely production of weekly Council meeting packets. Providing the right level of detail for decision making helps Councilmembers navigate through multifaceted issues, analyze information, consider priorities, and evaluate the pros/cons of various strategies.
- The Council Office supports Councilmembers' work with officials from the state, region and other agencies through handling meeting logistics, coordination of meeting materials, staff briefings and Council Liaison notes for over 30 regional, state or national committees, ensuring strategic planning and collaborative partnerships. Growing regional complexities have increased the number of meetings in which Councilmembers participate.
- Council Office staff work hand-in-hand with all departments to provide Council a variety of information and briefings on emerging issues and the day-to-day operations of the City.

HIGH PERFORMANCE WORKFORCE

Council Support contributes to employee development and engagement by providing staff across the organization ready access to information about Council decisions, their priorities, the Council's work plan, issues under discussion, their meetings, Council agenda material preparation and packet processes, and Council presentation guidelines. Council packet production is one of the most complex and time sensitive processes used regularly at the City, involving content contributions from as many as thirteen separate departments and simultaneous content review and approval by the Finance Department, City Attorney's Office and City Clerk's Office. Once published, printed packets are distributed to Councilmembers, City Manager, Department Directors, and several sites within the community as well as posted on the City's web site for general public and staff access. Over the past year, Council Office staff and a team of regular contributors conducted an RFP for and are in the process of implementing a new hosted solution to manage the weekly Council packet process in sync with the City's migration to SharePoint 2010. This new system paves the way to fully automating Council packets (Councilmembers and key staff will access packet content through iPads or other devices), resulting in elimination of printed packets and weekly deliveries to Councilmember homes.

CUSTOMER-FOCUSED SERVICE

- Clear, complete, and accurate agenda materials posted each Friday on the City's web site enhance informed public participation in the City's decision-making process. Agenda materials are used by business stakeholders, community and regional leaders, and media to research, understand, and explain issues to their respective audiences. In 2013, there were over 50,000 views on the Council's webpage, with 37,947 views to the Council Agenda page and 12,633 views to the Council meeting minutes page. The number of subscribers has increased over the past two years, with 1,056 public web subscribers to the weekly posting of Council Agendas and meeting materials, up from 766 subscribers in 2011, and 823 public subscribers to approved Council meeting minutes, up from 592 in 2011.

Timely posting of live and on-demand video streaming of Council meetings serves open public government and provides valuable research tools for both the public and staff. A video link added on the Council Agenda page and posted on Tuesdays after the Council meeting allows citizens, media and staff convenient, direct access to videos of the previous night's meeting.

- The City Council appoints residents to boards, commissions and

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committees who provide a sounding board for considering community issues and play a key role in studying and making recommendations on important policy matters. Council Office staff assist by assembling application booklets and coordinating scheduling of applicant interviews with Councilmembers, Board/ Commission Chairs and key staff. In 2013, applications were submitted and interviews held for 8 Board/Commission appointments by the Council.

This proposal assists direct communication and participation by citizens with their local government by supporting their interactions with Councilmembers. The Council relies on Council support staff to act on their behalf when interacting with citizens and directing citizen concerns and inquiries to the lead department for resolution, scheduling meetings with Councilmembers to support open, transparent government, and facilitating Councilmembers' opportunities to listen and communicate with their constituents in an effort to assure that citizens feel included in the processes that affect them and deliver the services citizens want.

STEWARDSHIP OF THE PUBLIC TRUST

- Agenda materials communicate analysis and recommendations involving millions of dollars in public assets and demonstrate that the City's administrative processes are managed in a fair and open manner, thus assuring the public that expenses are managed in a deliberate and fiscally prudent way. Council Office staff help manage risk and potential liability by assuring compliance with regulations directly affecting City Council operations. This program also manages preparation and monitoring of the City Council budget, and assures that Council spending and Council approval of contracts are in keeping with City purchasing policies.

In close cooperation with the City's elected leadership, Council staff help to champion and facilitate all other purchasing strategies through managing the Council's legislative process, engagement with the community, and interactions in regional/intergovernmental activities, whose subjects span all Outcomes. In addition, current electronic review and publication of weekly Council meeting packets, which may be as large as 500 pages, reduce printing volumes, paper expenditures, and ITD storage costs by removing a significant volume of email traffic containing large attachments from the system, thereby promoting Green IT and a Healthy and Sustainable Environment.

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
020.0007	External customers satisfaction rating for Council Office service.	N/A	83%	89%	100%	85%	85%	85%
020.0008	Internal customers satisfaction rating for Council Office service.	N/A	N/A	97%	94%	85%	85%	85%
020.0009	Timely posting of meeting materials.	100%	100%	100%	100%	100%	100%	100%
020.0010	Items presented and approved on the consent calendar.	98%	96%	99%	98%	95%	95%	95%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

No new costs are included in this proposal.

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

N/A

5D: Are changes to the existing service levels included in this proposal?

N/A

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5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>
FTE	2.50	2.50
LTE	0.00	0.00
Total Count	2.50	2.50

<u>Operating</u>	<u>2015</u>	<u>2016</u>
Expenditures	11,230	11,475
Personnel	314,766	325,686
Supporting Revenue	0	0
Rev-Exp Balance	-325,996	-337,161

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Section 1: Proposal Descriptors

Proposal Title:	Hearing Examiner's Office	
Proposal Number:	020.03NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: City Clerk
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	020.03NA	Budget Status: Recommended
Attachments:	0	Primary Staff: Myrna Basich (x2733)

Section 2: Executive Summary

The Hearing Examiner's Office conducts fair, impartial, and timely hearings on behalf of the City Council and City departments. Professional, independent Hearing Examiners apply adopted policies and regulations to rule on appeals of departmental administrative decisions, land use cases, civil violations, B & O tax appeals, transportation impact fee appeals, and other types of matters authorized through Bellevue City Code or established by the State Legislature. Depending on the type of matter, the Hearing Examiners' determinations may be the final decision of the City or may be appealable to City Council or Superior Court. Hearings protect the rights of the participants as well as the public interest.

Section 3: Responsiveness to Request For Results

The Washington State Legislature adopted RCW 35.63.130 (amended to RCW 35A.63.170) in 1977, which established the Hearing Examiner System. Since 1989, Hearing Examiner services have been outsourced through contracts with qualified, independent Examiners who are paid on an hourly fee-for-service basis. This contract approach has proved cost effective for the Clerk's Office due to the natural ebb and flow in numbers and types of cases managed, allowing more timely responses during peaks in case volumes and providing flexibility in case assignments based on particular Examiner expertise.

The Hearing Examiners regulate the conduct of their hearings, administer oaths, issue subpoenas, decide procedural questions, receive evidence and exhibits, hold conferences with parties and/or their legal counsel, and apply general policies and regulations adopted by the City Council to specific proposals or situations. After a hearing concludes, the assigned Examiner makes a written recommendation to the City Council for their review and action or a final decision for the City that is either appealable to City Council or Superior Court (depending on the type of process). Hearing Examiner recommendations and decisions contain formal findings and conclusions that document how the Hearing Examiner applied the City Code or other regulations to the particular matter being decided.

The Hearing Examiner's Office Manager provides staffing to the contract Examiners and performs a variety of duties similar to those of a court administrator, governed by legal procedures and sound business practices: Administers the Hearing Examiner process per Code for the City, ensuring fair and impartial hearings for land use, administrative and enforcement matters, and other types of matters assigned by Council. Coordinates receipt and handoff of all pre-hearing materials to the assigned Hearing Examiner; Provides appropriate legal noticing for all hearings and/or pre-hearing conferences; Schedules and attends all hearings, coordinates hearing logistics and electronically records hearings; Acts similarly to a Clerk of the Court, providing comprehensive administrative support to the Hearing Examiners, taking custody of and itemizing the receipt of all exhibits, and guarantees a clear and accurate public and official record. Collaborates with and supports Examiners in preparing and finalizing their recommendations/decisions, reviewing legal documents for completeness, compliance and accuracy. Issues Hearing Examiner decisions and/or recommendations, and coordinates scheduling and hand-off of the Hearing Examiner's record to the Council Office for calendaring of items requiring City Council action; Coordinates with the City Attorney's Office on hand-off of the Hearing Examiner's record for those matters appealed to Superior Court. Protects the integrity of the quasi-judicial process as to ex parte communication and appearance of fairness by assuring that improper contacts or activities do not occur.

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The complexity of land use appeal cases and King County applications inherited by the City through annexation has increased while code compliance violation matters have significantly decreased over the last four years. Consolidation of appeals with applications (treated as one case), resulted in several land use matters requiring multiple hearing dates, the creation of significantly larger than normal records, and substantial workload for the Office. In 2012 and 2013 the following matters went before the Hearing Examiner's Office:

- 8 land use applications were heard,
- 6 administrative appeals of Land Use Director's decisions were heard (total of 84 hearing hours),
- 98 Fire Code and Sign Code Violations were processed, and
- 19 other appeals were heard (including Illegal Tree Cutting, Transportation Impact Fee, and a Firemen's Pension Board Decision).

Timeliness of the Hearing Examiner's Office in rendering decisions declined from an average 98% in 2010 and 2011 to 80% in 2012 and 2013. Examiners are expected to issue their decisions or recommendations within 10 working days of the closure of the record; however, given the complexity and length of hearings in several recent matters, additional time was needed for review of large amounts of information and testimony prior to rendering a determination. The delay impacts the performance indicator focused on percentage of all deadlines/requirements met; however, delivering easily understood and well justified decisions can also reduce the number of decisions or recommendations that are later overturned on appeal (another performance indicator), resulting in a cost savings to the City. The Hearing Examiners continue to concentrate on rendering timely decisions in compliance with state law and City guidelines.

In response to reduced Land Use activity and in an effort to contain costs during the economic downturn, a .56 FTE Administrative Assistant position was eliminated from the Office in the 2011-2012 budget. Significant increases in the Development Services Department's current workload and forecast led to their adding 24 FTEs in 2014. This increase in development activity, including projects such as the permitting of Sound Transit's light rail and Operations and Maintenance Satellite Facility, as well as significant projects in Downtown, Bel-Red and Wilburton, is expected to impact the number of matters coming before the Hearing Examiner's Office in 2015 and 2016. Although not requested at this point, increased funding for Hearing Examiner professional services and/or in administrative staffing could be needed to meet service level requirements later in the 2015-2016 biennium. Due to the size of recent files and reduction in staff, outsourced scanning has been necessary to avoid delay in providing easily accessible information and for storage of the electronic record.

The Hearing Examiner's Office Manager collaborates with other municipalities through the King County Municipal Clerk's Association to share approaches and ideas that contribute to the development and use of best practices. A small amount of additional training funding is requested is sought for participation in specialized professional development course work offered by the Washington Municipal Clerk's Association.

Responsive Government Purchasing Strategies addressed by this service include:

STRATEGIC LEADERSHIP

Using the Hearing Examiner system allows the part-time City Council, who would otherwise conduct these hearings, to focus on policy making, legislative actions, and regional issues while allowing Hearing Examiners, who have specialized knowledge and expertise in managing legal procedural requirements and avoiding appearance of fairness and conflict issues, to address complex land use and civil violation matters.

HIGH PERFORMANCE WORKFORCE

Use of professional Hearing Examiners saves time in rendering decisions, both for routine matters and for complex land use decisions requiring formal hearings, citizen participation, and subject matter expertise. Hearing Examiners are practiced in conducting hearings and assuring procedural fairness, sound findings and conclusions, and a complete and well-organized written record. The Hearing Examiner's Office is able to schedule and progress through hearings more promptly than would be possible if conducted by Council, keeping the process moving in a timely and reliable manner. City staff can rely on a fair, concise and predictable process.

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CUSTOMER-FOCUSED SERVICE

Hearing Examiner recommendations/decisions can have a substantial impact on applicants, parties, and others concerned about or affected by the outcomes. Hearings provide an opportunity for participants to make their interests/concerns known in an open and fair public process and comfortable (non-court) environment. While for complex matters persons often hire attorneys to represent them, the Hearing Examiner process provides an environment in which it is not necessary to be represented by legal counsel.

The Hearing Examiner's Office web page provides easy access to hearing guidelines and prior decisions. It also offers a survey opportunity for feedback on whether appropriate information was provided to enable parties to prepare for the hearing, if they were given a fair opportunity to present evidence at the hearing, and whether they were able to understand the Hearing Examiner's written decision even though they might not agree with it.

STEWARDSHIP OF THE PUBLIC TRUST

The Hearing Examiner's Office contributes to public trust by providing a mechanism through which individuals may safeguard their property interests. Use of Hearing Examiners helps reduce the City's liability exposure through providing a consistent and legally-sustainable quasi-judicial system where decisions/recommendations by objective, professional Hearing Examiners are issued based on the record and without the assumption of political influence. Use of Hearing Examiners also conforms to sound business practices by assuring that proper procedures are carried out, and that a complete and well organized written record is developed.

Matters that come before the Hearing Examiner's Office also support the Safe Community, Quality Neighborhoods, and Healthy and Sustainable Environment Outcomes to the extent that civil violation citations often respond to public safety, neighborhood aesthetic, and public health concerns. In addition, electronic submissions from parties are requested and hard copies of oversized exhibits are no longer accepted as part of the official record in an effort to reduce paper consumption and offsite storage fees. This service also supports Improved Mobility through addressing LID formation and Street Latecomer funding agreements, and Economic Growth and Competitiveness by providing timely, fair, and predictable land use hearings which enhance the state's and City's economic recovery by smoothly processing matters and removing delay in the development process. Public faith is enhanced by accessibility, transparency, objectivity and the professionalism of this independent forum.

Were this proposal not funded, responsibility would revert back to the part-time City Council for many types of matters. Council would be required to conduct hearings and make decisions, potentially increasing liability exposure on land use matters, and/or direct some types of matters to Superior Court for decisions. In either case, hearings would become more formal and less "user friendly" to citizens. Historical volumes of Hearing Examiner matters, if reassigned to City Council, might necessitate Council moving to full-time status likely increasing their compensation and the need for additional support staff.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Target</u>	<u>2015</u> <u>Target</u>	<u>2016</u> <u>Target</u>
020.0011	Overtured decisions / recommendations.	0	0	0	0	0	0	0
020.0012	Hearing Examiner deadlines met.	97%	98%	93%	80%	90%	90%	90%
020.0013	Customers whose matter was handled in a knowledgeable, professional and timely manner	100%	100%	90%	89%	90%	90%	90%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

During 2013, Hearing Examiner professional services fees were increased from \$125/hour to \$150/hour. Based on numbers of anticipated matters coming before Examiners in 2014, the professional fees line item was increased to \$90,000; that amount is expected to continue for the 2015-2016 biennium due to projects in the DSD pipeline. \$5,000 per year is being requested for outsourced scanning services, and \$1,500 is requested for professional development training for the Office Manager.

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

NA

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	1.00	1.00	Expenditures	101,397	99,897
LTE	0.00	0.00	Personnel	116,107	120,195
Total Count	1.00	1.00	Supporting Revenue	0	0
			Rev-Exp Balance	-217,504	-220,092

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Section 1: Proposal Descriptors

Proposal Title:	Records Management Services	
Proposal Number:	020.04PA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: City Clerk
Dependent Proposal:	020.06DA	Proposal Type: Existing
Previous Proposal:	020.04PA	Budget Status: Recommended
Attachments:		Primary Staff: Kyle Stannert (x6021)

Section 2: Executive Summary

Records Management Services administers the City's records management program by setting standards and managing the policy framework for compliant and efficient record keeping for the organization. Staff provide guidance and direct support for managing records across their entire lifecycle (creation through disposition) in all formats to ensure public information is handled in compliance with State law. This includes development of and training on policies and procedures, as well as the implementation of and consultation on the use of systems to support the management of information in the most appropriate manner.

Section 3: Responsiveness to Request For Results

Public records management is governed by a number of external mandates and best practices that direct proper management and accessibility of the City's records for staff and the public according to established retention periods and rules. Compliance with these rules provides both short-term and long-term benefits for the organization and the public, as improper management of records and information carries legal risk, the loss of historical knowledge on how and why decisions were made and what actions took place, and inefficiency. The Records Management program exists to help guide the organization through the process of appropriately managing records for the length of their business, historic and legal value. Information is systematically disposed of once it is deemed no longer valuable.

The Records Management Division provides multiple services to the organization as a partially-centralized program offering direct management of core records management functions, management of frequently accessed public records, and providing consultation to departments on the proper management of their records and information based on legal requirements, business needs, and industry best practices. The Division places emphasis on the investment of time to manage records up front, making it easier for the public and staff to locate the information they need efficiently when they need it and simplifying disposition of the information. The primary areas of support are listed below:

Records Management Consultation and Training: Provide training and support to staff in all departments on the application of records retention rules. Directly support approximately 60 Records Coordinators across all departments. Actively work with the Washington State Archives and the Local Records Committee, which establish the rules and policies the City must follow to maintain compliance (over 6,300 policies at the State level that Records staff have narrowed to under 100 for more efficient internal staff use). The Open Government Training Act was passed in the 2014 Legislative Session, establishing minimum training standards for several open government laws, including records management (RCW 40.14). The City's ongoing commitment to providing mandatory training to records management staff, new employees, and our elected and appointed officials is demonstrated by our compliance with the law before it was drafted.

Enterprise Content Management (ECM): ECM staff support projects and activities related to the storage of electronic content and records, including: supporting the conversion of paper to electronic records for efficient storage and access of the records, applying the City's records retention policy to electronic records, working with business teams to improve document-centric business processes (including automating the Council

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agenda packet, managing sewer inspection videos, and storing finance supporting documents electronically), and improving access and find-ability of electronic records for City staff and the public. The ECM program will be completing a migration of content and functionality from a stand-alone ECM repository into SharePoint during 2014/2015, and is the co-business owner of the SharePoint environment with the IT Department (ITD) (costs related to ECM migration are outlined in CIP Budget Proposal 020.06DA). The ECM team provides training to staff in all departments on content management, site creation, and management of records stored in the system for their full retention period.

Development Services Permit Files and Customer Service: Based on a longstanding agreement with the Development Services Department, building permit and land use files, once closed, are transferred to the Records Management Division for ongoing management and disposition and to provide ready access to staff and external customers through the Records Center. Records staff process permit files and associated building plans into the records management system once they have been closed, canceled or issued. The number of files sent to Records Management has averaged 3,795 files per year over the last three years. On average, over 3,000 permit files and plan sets have been provided each year in response to internal and external customer requests, with over 60% of them being provided to external customers. DS Records staff also play a critical role in the management of electronic permits, as files are moved to permanent storage, and by providing public access to these electronic records. (Note: These activities are supported by Development Services fees, which are shown as supporting revenue in Section 5).

Research of City Records, Decisions and Historical Activities: While a major focus of the program is to provide direct access to records and information, often citizens or staff are looking for assistance with research on a particular issue or historical event. Records staff provide research through the use of the City's legislative history database, historic microfilm, access to a variety of recordkeeping systems, and through contact with the Washington State Archives and other agencies to retrieve City information in response to research requests.

Management and Disposition of Records: The Division is responsible for the storage of approximately 1,500 linear feet of records on site in City Hall and provides guidance to departments regarding the organization and storage of records in other areas of the City. Staff also manages the City's offsite storage vendor contract and coordinates orders and delivery from the 13,000+ boxes stored offsite, manages the process for documenting destruction approvals for records held in offsite storage, coordinates activities for authorized destruction of records being disposed of by departments, and administers the secured destruction of confidential records (the equivalent of 532 trees or 79,915 pounds of paper recycled per year) at City Hall and five other facilities through a contracted service. The majority of the program's M&O budget is dedicated to centrally managed contracted services related to offsite storage and shredding for the entire organization, with over 60% dedicated to existing professional service contracts.

Responsive Government Purchasing Strategies addressed by this service include:

STRATEGIC LEADERSHIP: Staff participates in regional and national organizations and committees to promote knowledge sharing and provide access to innovative ideas and emerging best practices in the field. This has led to the City being considered a model local government records program by the Washington State Archives and used as the primary reference provided to other local and state agencies seeking guidance on electronic records management.

HIGH PERFORMANCE WORKFORCE: Regular training and support for staff on records management requirements is a key component of assuring effective policies and procedures. Training is currently delivered at all new employee orientation sessions, as monthly programs available to all staff, one-on-one training or at staff meetings on request, and on-demand modules in the City's Learning Management System (LMS). Participants are provided training feedback forms that are used to measure the effectiveness of training

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content provided. The 2014 Open Government Trainings Act adds a new requirement for ongoing training on RCW 40.14 (Records Management) for agency Public Records Officers, elected and appointed officials, and staff who provide direct support to the management of public records. The City has already met the compliance requirements due to existing training programs, and will continue to meet the new mandate.

CUSTOMER FOCUSED SERVICE: Customer feedback is solicited through surveys, evaluations, and regular interaction with our customers to ensure the effectiveness, timeliness and quality of our service. Performance data measuring activities and results delivered to our customers is captured through the use of visual data on a status board in the Records Center. Trends are evaluated to adjust service delivery and highlight areas for process improvement. This includes activities related to: Service to the public in accessing permit records; retrieval of inactive files and boxes for staff from offsite storage; processing critical City records such as contracts and agreements to ensure electronic access within one business day of receipt; and reduced service delivery costs through the centralization of services provided by vendors, including offsite storage and secure destruction of confidential records for all departments, which supports competitive pricing for these services.

STEWARDSHIP OF THE PUBLIC TRUST: Public accountability is the primary reason this program exists. While the organization benefits from efficient and accessible storage of records and information, rules and regulations guiding the program exist to ensure transparency in the City's use of funds and decision making. Specific examples include: Support for financial and performance audits through proper records retention and management to ensure supporting documents are available; management of records and information is a component measured as part of the accreditation processes undertaken by City operating departments, and Records staff have been called upon to support successful reviews through articulating the City's standards, records policies and procedures; the program has demonstrated a commitment to evaluating business processes through training all staff on process improvement methods and use of visual data / status boards.

As an internal service provider, partnerships exist with every department. Significant examples include: collaboration with the Police Records program in documenting and applying retention policies; teaming with the City Attorney's Office and ITD to analyze, apply and improve litigation hold policies and processes; records and ECM staff frequently partner with ITD as significant stakeholders and subject matter experts on technology projects, system upgrades and implementations.

Staff have also developed relationships and partnerships with regional records management programs such as the University of Washington, Puget Sound Energy, Sound Transit, King County, City of Seattle, and the Washington State Archives to share approaches and ideas that contribute to development of best practices.

The Records Management program is designed as a partially-centralized set of services to support every department in the organization. Since records retention and access is a requirement all agencies must follow, the elimination of this program would require these responsibilities to be absorbed back into the originating departments. Modest savings may be achieved through implementing process changes related to offsite storage and shredding services by decreasing support from vendors and increasing internal staff time on activities. Potential savings are estimated at under \$5,000 per year, which would be less than the value of the additional staff hours to take on the work internally.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
020.0014	Customers satisfied with the service they were provided.	82%	81%	93%	89%	85%	85%	85%
020.0016	Training effectiveness	N/A	N/A	94%	97%	90%	90%	90%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

Yes. \$3,600 per year has been added to professional services to reflect costs of additional shredding consoles added in 2014. This includes new service to 13 additional facilities, including all Fire stations.

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

Development Services fees support 1.75 FTE dedicated to managing permit-related records.

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	6.50	6.50	Expenditures	178,211	182,352
LTE	0.00	0.00	Personnel	756,661	783,545
Total Count	6.50	6.50	Supporting Revenue	177,647	184,401
			Rev-Exp Balance	-757,225	-781,496

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Section 1: Proposal Descriptors

Proposal Title:	Disclosure of Public Records and Information	
Proposal Number:	020.05NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: City Clerk
Dependent Proposal:		Proposal Type: Enhancing
Previous Proposal:	020.05NA	Budget Status: Recommended
Attachments:		Primary Staff: Kyle Stannert (x6021)

Section 2: Executive Summary

This proposal advances the City's commitment to open public government by providing centralized, professional administration of the Public Records Act (RCW 42.56) and State Model Rules for Public Disclosure (WAC44-14). Staff carry out local policy and procedures established to provide transparency and full access by informing the public on how to access public records, coordinating the internal process for gathering responsive records to fulfill requests, reviewing collected records for completeness and possible exemptions, providing the records to the customer in the format requested, and documenting the search methods, details and timing of the responses. Staff also provide training and consulting services to departments to assist staff in complying with PRA requirements in the most efficient and effective manner.

Section 3: Responsiveness to Request For Results

The Public Records Act (RCW 42.56) exists to ensure the public has open and transparent access to information related to the conduct of government. As custodians of public records and information, employees have a responsibility to provide access to information in any format as long as it documents activities or decisions related to the conduct of government. In accordance with the Public Records Act, the Records Management Division of the City Clerk's Office serves as the central point of contact for the public to request access to records and information. Service is primarily provided by the Public Disclosure Analyst (1.0 FTE currently, with an additional 1.0 FTE being requested in this proposal to support increased volumes of requests). The Analyst handles the day-to-day management of responding to public disclosure requests for the City, routing requests to departments for records collection, supporting staff with assistance in searching for records when appropriate, seeking clarifications on requests, and reviewing the records collected from departments for content and completeness. Some requests require coordination with the City Attorney's Office for review of potentially exempt (confidential) information.

Not all requests for public records require coordination with the Records Management Division as outlined in this proposal. To enable efficient and effective access to public records and avoid bureaucracy, the City's Public Records Act Policy formalized the concept of staff providing "counter documents" directly to customers. Counter documents are defined as frequently requested document types retained in the Public Records Center or within departments that are known to be public information and may be released without need to file a written public disclosure request (e.g., Minutes, Ordinances, Resolutions, final reports, etc.) More complex requests that cannot be fulfilled as counter documents are supported by the Public Disclosure program according to the requirements of WAC 44-14 that agencies provide fullest assistance to customers. Activities include processing of requests utilizing an automated tracking system, providing an initial 5 Day Letter in response to the customer as required by law, reviewing items needing clarification with staff and the requestor, reviewing collected records for possible exemptions, providing responsive records, and documenting the response.

Due to a sustained increase in the number of public records requests (60% since 2011) received by the City, and the growing complexity of responding to those requests, we are seeking to add a second Public Disclosure Analyst position (1.0 FTE) as part of this request. Metrics during 2013 enabled staff to evaluate the

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effectiveness of added staffing and to determine if an increase was needed at this time. In response to several large requests and the inability without additional resources to process the volume of requests within targeted response timeframes, a temporary position was added for 4 months in mid-2013. This enabled staff to reduce the large volume of requests in the queue and provide more timely responses. Later in the year, the Clerk's Office was asked to partner with the Police Department to assume portions of their public disclosure workload handled by the retiring Police Legal Advisor. Previously, management of Police Department requests had been delegated to the Police Legal Advisor; this proposal returns management responsibility of the majority of the Police program to the Clerk's Office, adding capacity for the Legal Advisor to support other duties.

Purchasing strategies addressed within the Responsive Government outcome include:

STRATEGIC LEADERSHIP: Staff are actively involved in the Washington Association of Public Records Officers (WAPRO) as a means to support training and development of best practices among peers and other agencies. The partnerships developed have led to opportunities to influence the creation of new legislation related to the Public Records Act and to coordinate the tracking and benchmarking of trends and statistics related to requests. The City has gained a reputation as a model program among agencies and the requestor community.

HIGH PERFORMANCE WORKFORCE: The program provides tools and training to comply with the requirements of the Public Records Act, and provides direct assistance in the search for and retrieval of responsive records. Public Records staff also supports the organization through annual training of all department Records Coordinators, and periodic training programs aimed at improving staff understanding of the Public Records Act, their obligations, gather feedback on ways to streamline the internal process, and make process adjustments to improve customer service. The Open Government Training Act enacted by the Legislature in 2014 requires all Public Records Officers, staff who support public records requests, and elected and appointed officials to receive training on the Act. The City is in compliance with this new mandate, and will ensure ongoing compliance through tracking status in the City's Learning Management System.

CUSTOMER-FOCUSED SERVICE

Government transparency is more effective with early customer and stakeholder collaboration. While the public has opportunities to access significant amounts of information without making formal requests for records, the Public Disclosure process exists to guarantee transparency and the ability for public involvement in government activities. Benefits to the customer include:

Open communications that foster predictable service and result in full and timely responses. Providing installments to customers who've made large requests in order to get information to them as quickly as possible, assure that the most helpful information is provided early in the response, and maintain trust that work is being done on their behalf in a way that is timely, consistent and predictable according to what has been communicated to the customer. When customers are not satisfied with the response to a request, Public Records staff are committed to following up with the requestor to find out how their concerns can be resolved. Often times, requests result from a lack of trust in decisions made or actions that have been taken. Public Records staff strive to be a neutral party who can work with both internal and external customers to resolve concerns. While the number of responses to our external survey has gone down in the past year, staff continue to receive anecdotal praise for clearly communicating processes and next steps when responding to requests and making the extra effort to provide "fullest assistance."

STEWARDSHIP OF THE PUBLIC TRUST

The City has adopted the Attorney General's Office Model Rules for Public Disclosure (WAC 44-14), which states, "The overall goal of the model rules is to establish a culture of compliance among agencies and a culture of cooperation among requestors by standardizing best practices throughout the state." Preserving trust in government is an important value, and transparent practices are a critical piece of that goal. The City's program strives to meet customer needs and protect agency resources by:

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Minimizing liability from significant fines (up to \$100 per document per day) for non-compliance resulting from incomplete responses and delayed access to records; Conducting external customer surveys to measure feedback on performance, communication and timeliness of responses so staff can adjust processes/communications methods to improve customer service; and Measuring response times, and encouraging this as a practice among other agencies in order to establish regional performance benchmarks. Based on our commitment to open government and continuous improvement, our program has remained compliant with all 10 best practices for public disclosure, as identified by the Washington State Auditor's Office performance audit program.

In a reflection of the City's guiding principles, this program also focuses on Citywide priorities and partnerships with other departments. Detailed knowledge about administering the Public Records Act is centralized and made available to assist staff across the organization in complying with requirements.

By policy, Public Records staff in the City Clerk's Office serve as the central point of contact for all public disclosure requests made to the City. This requires partnerships with staff in every department to successfully meet deadlines and customer expectations. Staff also coordinate with the Police Department related to the disclosure of Police Reports, and other Police Department records requests that are handled by the Police Legal Advisor as well as coordinating requests for Fire Incident and Medical Response Records with Fire Department staff to ensure compliance. Staff routinely work with the City Attorney's Office for legal interpretation, advice, and review of potentially exempt records.

If the additional 1.0 FTE is not approved, workload will be transferred back to the Police Legal Advisor (proposal 120.13NA) and response times for city-wide requests will fall below our performance targets, impacting customer service to the public. A service reduction beyond core staffing levels (1.0 FTE) would require using resources from other programs, such as the City Attorney's Office and records coordinators from every department. Past analysis has documented that such a model is less cost effective since it requires additional attorney time, at higher cost, and significantly impacts response times to the public. The addition of the initial Public Records Analyst position reduced the number of hours spent by the City Attorney's Office reviewing public disclosure request by 60% and the median number of days to provide a response to customers by 63%. This would be especially difficult to sustain at a time when trends reflect a need for greater resources to support our mandated requirements.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
020.0017	Public disclosure customer satisfaction..	90%	90%	95%	100%	85%	85%	85%
020.0018	Requests closed within 10 business days	44%	60%	53%	56%	55%	55%	55%
020.0019	Customers who agree that their records request was handled fairly and completely	94%	100%	95%	100%	95%	95%	95%
020.0020	Public Records Requests	311	299	447	423	400	400	400
020.0021	Public records request timeliness	87%	90%	95%	88%	85%	85%	85%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

An additional 1.0 FTE is being requested as a joint proposal between the City Clerk's Office (CCO) and Police Department with \$49,149 in costs to the City Clerk's Office in 2015 and \$50,904 in 2016 (and an equivalent amount in Police's proposal 120.13NA). This resource request is being made in order to maintain service levels for responses to public disclosure requests and support for departments in collecting and responding to requests. This solution has been piloted utilizing a 1040 position in CCO since October 2013, and roles and responsibilities for handling requests have been defined and reviewed to validate this as a workable solution. Within the City Clerk's Office program, request volumes have increased by over 60% since 2011, complexity of requests is growing, and trends suggest the volumes and complexity will continue to increase. While both departments considered adding a full FTE to support the increased workload, a joint effort was agreed to as a collaborative solution. The additional capacity will also be used to continue refining business processes, assuring the public disclosure process meets changing legal requirements, and that responses are handled as efficiently as possible. The additional costs of the FTE will be equally split between CCO and the Police Department, and the position will be managed through the CCO.

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

N/A

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	2.00	2.00	Expenditures	3,970	4,060
LTE	0.00	0.00	Personnel	136,513	166,589
Total Count	2.00	2.00	Supporting Revenue	0	0
			Rev-Exp Balance	-140,483	-170,649

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Section 1: Proposal Descriptors

Proposal Title:	City Clerks Office Department Management	
Proposal Number:	020.07NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: City Clerk
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	020.07NA	Budget Status: Recommended
Attachments:		Primary Staff: Myrna Basich (x2733)

Section 2: Executive Summary

This proposal provides strategic leadership, management oversight, and general direction for the City Clerk's Office and City-wide policies administered by the City Clerk, such as records management, public disclosure and open public meetings. Resources assure a focus on accessible government and transparency and that the direction of the City Council and City Manager are carried out; resources also reflect participation in strategically-focused multi-departmental teams and that organizational Core Values and the Leadership Philosophy are incorporated into all departmental operations. This resource assures that sound business practices are carried out throughout the department; it benefits all functions within the department and could not logically be assigned to an individual proposal.

Section 3: Responsiveness to Request For Results

The Department Management (DM) Team is responsible for championing accessible government and transparency across the department and organization, and for assuring that all services, projects, and work programs are performed in accordance with departmental and professional standards and/or best practices. DM is charged with budget development and performance monitoring for the department, as well as championing and monitoring the department's performance metrics. Our use of performance measures has evolved over the past decade, while we have maintained a consistent approach of using data in the management of the department to determine where resource allocations require changes. This has allowed for shifting of staff from one division to another, as well as recommending increases and decreases in staffing as changes occurred. DM continues to support the use of data-driven decisions through the use of Covalent for tracking data used for annual measures as well as metrics focused on daily management. DM seeks to eliminate redundancies, reduce costs, promote cross-training along lines of service, and promote efficiencies and continuous improvement across the department. Because the City Clerk's Office provides logistical and administrative support for the Council's operations, together with a variety of support services organization-wide, DM regularly partners with all departments to coordinate work, provide assistance to internal and external customers, and to further the CCO's work programs.

This proposal is made up of staffing representing portions of three positions, combining to total 1.0 FTE: Department Director (ACM/City Clerk) (50%); Assistant Director (25%); and Deputy City Clerk (25%). The remaining portions of FTEs represented by the three positions are captured within other proposals submitted to the Responsive Government outcome. In addition to the duties described above, staff in these positions also represent the City Clerk's Office on multi-departmental teams that focus on strategic leadership (the City's Leadership Team), enterprise policy decisions (Operational Policy Team), and financial management (Fiscal Management) of the organization. Collectively, staff also support shared leadership through a commitment to One City and being a high performance organization.

DM provides oversight to the department's five major programmatic areas, as well as providing basic support services to all City departments and Outcomes. In fulfilling this role, every effort is made to ensure City Clerk's Office programs follow the Citywide Guiding Principles and Responsive Government Purchasing strategies as a normal course of business. Over the next biennium, the team will continue to focus on leading the department

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in the following ways:

STRATEGIC LEADERSHIP

The Department Director regularly participates in shaping policies and charting direction/logistics for achieving the Council's vision/priorities and the City Manager's/Leadership Team's strategic leadership for the organization. DM also provides strategic leadership that:

Supports the public's desire for 24/7 access to a wide variety of public information in accordance with mandated requirements and in new ways in reflection of the current environment of ever-changing technology tools; Promotes staff participation in regional committees and organizations to share lessons learned from Bellevue's programs, learn about best practices from other agencies, and incorporate them into the work that we do; Seeks feedback from our internal and external customers, and identifies key stakeholders for inclusion on projects, process improvements, and other projects led by our department; Sets the strategic plan and direction for the overall department, and makes sure work is aligned with our mission and vision; Practices shared leadership within our department so that all staff participate in decision making and can help identify stakeholders, develop communication strategies, and provide input so that decisions are reflective of the whole.

HIGH PERFORMANCE WORKFORCE

CCO management staff is actively involved with implementing recommendations, tools and structures being promoted by the One City Initiative. As a management team we are committed to continuously improving what we do and how our department operates. As a reflection of our commitment, two key measures reflecting teamwork and staff engagement are regularly monitored for our function (see section 4). Results reflect strong responses to questions related to employee engagement, teamwork, trust and the sense that employees are valued.

By utilizing cross-training, succession planning, and promotion from within, the department has weathered the departure of key staff and is preparing for future retirements. While no formal accreditation exists for the Clerk's profession, the City Clerk holds a Master Municipal Clerk certification, the new Deputy City Clerk is seeking initial credentialing as a Certified Municipal Clerk, public disclosure staff have obtained the Certified Public Records Officer (CPRO) designation, and the department employs a significant number of industry best practices (see individual proposals). Our department has also encouraged participation in local associations as part our commitment to professional development of staff. Individuals are encouraged to identify personal growth opportunities during their annual review, and many of these are tied to networking and learning from regional groups.

CUSTOMER-FOCUSED SERVICE

A large portion of the CCO's work program is public facing. DM has long promoted utilizing new technologies for communicating with the public (Bellevue pioneered in posting information about Council service, meeting agendas, Council packets and video streams of Council meetings to the City's web site to assure transparency in City government.) By making Council decision making more widely available/accessible to the public, the department acts as a catalyst for building citizen knowledge of and increasing participation in local government. DM assures that public processes before the City Council, Hearing Examiners, and Boards/Commissions are open and accessible and allow people to feel their comments have been heard. As an internal service provider, DM routinely collaborates with internal customers (all departments) through a variety of processes, including weekly Council agenda packet production; city-wide records management; and as stakeholders on various technology projects to ensure solutions support open and transparent access to information while also protecting sensitive or confidential information. These projects tend to focus on government transparency (social media usage, and publishing materials online), and the overall management of public records and information.

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STEWARDSHIP OF THE PUBLIC TRUST

CCO provides a high level of service for citizens while adjusting the department’s work program, organizational structure, and staffing levels to correspond with the organization’s changing needs and to ensure sound business practices and resource management. As an internal service provider responsible for compliance with the Open Public Meetings and Public Records Acts, the CCO is accountable to the City Council, City Manager, and the State Auditor. The department has reduced risk, and initiated a best practice approach for public disclosure compliance by staffing that function with a Paralegal, which also saves significant review time by an Assistant City Attorney. The City has been commended for adhering to all ten public disclosure best practices identified by the State Auditor. DM assures the use of sound business practices in departmental operations.

The City Clerk’s Office supports all City outcomes by facilitating Council decision making, assisting staff in managing records and information, providing new opportunities to automate business process improvements, and serving as the City’s historian and record-keeper.

Scalability: A reduction in resources would have a direct impact on time available to participate in City-wide leadership and cross-departmental efforts, and resources assigned to CCO’s five major programmatic functions would be diverted, by necessity, to some of the broad department management and leadership work included in this proposal. This could result in less timely or reduced service quality provided to the public, increased litigation risk, decreased collaboration with other departments, poor budget management, reduced effectiveness and efficiency of support services provided to other departments, and inability to promote use of sound business practices.

State law and City Code require that a City Clerk be appointed to manage a variety of specific city governance and recordkeeping functions associated with City Council operations. Failure to fund the City Clerk’s position would result in non-compliance with state law, potential litigation, and State Auditor findings. The CCO has neither dedicated secretarial nor Fiscal Manager services.

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
020.0023	Customer rating for quality of City Clerk's Office services	N/A	90%	98%	95%	90%	90%	90%
020.0024	Customer rating for professionalism of City Clerk's Office services	N/A	91%	98%	95%	90%	90%	90%
020.0025	CCO Staff agree to strongly agree that teamwork is effective.	N/A	92%	N/A	100%	N/A	90%	N/A
020.0026	CCO Staff agree to strongly agree that employee engagement is effective.	N/A	94%	N/A	100%	N/A	90%	N/A

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

No new costs are included in this proposal

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

N/A

5D: Are changes to the existing service levels included in this proposal?

N/A

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5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>
FTE	1.00	1.00
LTE	0.00	0.00
Total Count	1.00	1.00

<u>Operating</u>	<u>2015</u>	<u>2016</u>
Expenditures	8,900	9,105
Personnel	174,570	180,368
Supporting Revenue	0	0
Rev-Exp Balance	-183,470	-189,473

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Section 1: Proposal Descriptors

Proposal Title:	City Council	Outcome:	Responsive Government
Proposal Number:	030.01NA	Primary Dept:	City Council
Parent Proposal:		Proposal Type:	Existing
Dependent Proposal:		Budget Status:	Recommended
Previous Proposal:	030.01NA	Primary Staff:	Myrna Basich (x2733)
Attachments:			

Section 2: Executive Summary

The City Council serves as the legislative branch of Bellevue's city government and is charged with promoting the health, wellbeing, and safety of the community. In the course of their work, Councilmembers engage citizens on a variety of issues, analyze and enact policies, establish City laws, adopt a fiscally responsible biennial budget, levy taxes, authorize issuance of bonds and other debt financing, collaborate and partner with organizations throughout the region, influence the enactment of state legislation, and provide guidance for administering City services. The Council is committed to assuring a safe community, providing high quality and responsive services, working with citizens and community groups to solve problems, and protecting and enhancing the City's neighborhoods and natural environment.

Section 3: Responsiveness to Request For Results

The City's voters adopted the Council-Manager plan of government upon incorporation in March, 1953. Under this plan, as described in state law, specific responsibilities are vested in the City Council, whose seven Councilmembers are elected at large to serve non-partisan, four-year staggered terms. Changes to the plan of government require a vote of the people.

The City Council determines public policy, establishes local laws, adopts the City's budget, articulates the Community Vision, and assures that city government is responsive to community needs in a fiscally sound manner. They hire a professional City Manager to serve as the City's Chief Executive Officer, responsible for carrying out the policies and direction set by Council and administering the day-to-day operations of city government in a prudent and professional manner.

An increasingly important aspect of Council's role is service on regional bodies such as the Sound Transit Board, Eastside Transportation Partnership, Cascade Water Alliance, Human Services Forum, Puget Sound Regional Council, and the Growth Management Planning Council. As regional issues continue to grow in complexity and affect Bellevue both as a residential community and business center, Council involvement and participation in these forums is a major part of their work program. In addition, the City Council actively seeks to influence legislation beneficial to the City at the state and federal levels on regional transportation improvement projects, high capacity transit, water supply, human services, natural resources, environmental protection, and other significant issues. The Council also fosters partnerships with other entities within the region to provide cost-effective regional services such as A Regional Coalition for Housing (ARCH), eGov Alliance, NORCOM, jail services, District Court services, and animal control.

Councilmembers serve part-time. To enhance their ability to perform at optimum efficiency and effectiveness within their time constraints, and to facilitate open communication with staff and the public, the City provides Councilmembers with laptop computers, cellular phones, internet access, and e-mail accounts. Direct Council legislative and administrative support is provided by the City Clerk's Office (see Proposal No. 020.02NA—Council Legislative and Administrative Support), with program-specific support provided by City departments.

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Councilmember compensation is set by Ordinance No. 5163, adopted on September 20, 1999 on the recommendation of an appointed citizen-based Council Compensation Task Force. Any increase or decrease in compensation shall not be applicable to an incumbent Councilmember for the term currently being served. Employee benefits are provided to Council at the same levels as other non-represented staff. Any scaling of the City Council budget would need to be taken from Maintenance & Operations line items.

Responsive Government Purchasing Strategies addressed by this proposal include:

STRATEGIC LEADERSHIP

The City Council sets the future direction for the City based on their adopted Community Vision, Comprehensive Plan, and their clearly-stated expectations of excellent customer service. The Council regularly discusses major trends and other factors that influence service provision and capital needs, long-range strategic planning, priority setting, the City's economic competitiveness, and regional leadership. The Council's goal is to create a financially stable structure that will allow the City to deliver high quality services and to invest in high priority capital infrastructure for the foreseeable future.

In addition to their strategic leadership role in governing Bellevue, Councilmembers serve on over 30 regional, state, and national committees or organizations. Representation fosters communication and interaction with elected officials from other governmental bodies to discuss and work to resolve regional problems/issues that affect Bellevue's residents, businesses, and the community as a whole. Council develops state and federal Legislative Agendas each year and has been successful in lobbying at both the federal and state levels on issues and to secure funding important to the community.

HIGH PERFORMANCE WORK FORCE

The City Council actively supports this factor by creating an environment in which an engaged and empowered workforce can thrive. Their informed decision making enables staff to effectively carry out Council direction. Through adoption of the budget, the Council provides for regionally-competitive compensation to attract and retain a highly skilled and professional workforce. The budget also provides for training, tools, materials, technologies, and other resources that enable the workforce to optimize service delivery both to the community and to internal customers. Exceptional service is valued and encouraged by the Council, who desire that the functions of government are performed in the most productive manner in order to maximize the deployment and use of the City's resources. Not only does the Council encourage the organization to look internally to identify opportunities to collaborate and implement innovative approaches, but they also assure that "comparative city" analysis is employed to identify best practices to enhance Bellevue's service provision. For the last 14 years, at Council direction, the City has provided a written "Report to Our Citizens" on the City's "vital signs", a series of 20 measures tracked by a consortium of ICMA cities. This "competition" with other similar cities stimulates Bellevue staff to do their best work.

CUSTOMER-FOCUSED SERVICE

In their role as elected officials, the Council routinely engages the community—both as a body and as individuals. Councilmembers make themselves accessible, communicating with citizens and business leaders by telephone, email, attending neighborhood meetings and community events, and in-person conversations. These communications allow Councilmembers to assess community opinions and needs and to share the vision and goals of the City with constituents. Council has long embraced open government and transparency, demonstrated by the array of public information made available to the community, in a wide variety of languages reflecting Bellevue's diverse community.

The City Council's collective policy and law-making powers are put into action at the Council's meetings. The availability of local officials to their citizenry, the opportunity for citizens to be heard, and the openness of Council meetings all lend themselves to creating transparency. Regular meetings are held the first four

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Mondays of each month, with the exception of August and December when the Council meets on a more limited schedule. Oral Communications opportunities are offered at almost every regular Council meeting, and public hearings are scheduled on significant issues of community interest. Meeting agendas/packets are posted to the City's web site in advance of meetings, and meetings are broadcast live on BTV and via streaming video. Meeting videos and meeting minutes are offered on demand on the City's website, enabling media research and reporting as well as informed public participation in the City's decision-making process.

The Council fosters a number of additional accessible and inclusive public processes. Appointed Hearing Examiners conduct land use and a variety of other hearings on behalf of the City Council (See Proposal No. 020.03NA). Additionally, the Council has established seven 7-member standing advisory Boards and Commissions that provide significant assistance to the Council in studying issues, seeking citizen feedback, and making recommendations that assist Council in formulating public policy. One Councilmember serves as liaison to each of these standing advisory groups. In addition, special purpose committees and task forces are often appointed by the City Council to address issues of special interest or to conduct background work on technical or community issues and to report back to the Council with recommendations. Each of these public processes provides an additional forum through which the public may follow discussion and formation of policy recommendations and have opportunities to contribute their opinions and/or feedback.

Additionally, the City utilizes regular, statistically-valid surveys to take the pulse of the community and assess City services. Since 1998, Bellevue has conducted an annual Performance Survey to collect statistically-reliable data to gauge Bellevue residents' satisfaction with City services. Survey results demonstrate that a high percentage of citizens value the work of the City and believe that they receive good value for their tax dollars.

STEWARDSHIP OF THE PUBLIC TRUST

The Council manages the City's budget and financial condition in a deliberate, well thought out, and fiscally prudent manner. As a result of their longstanding conservative approach, Bellevue finds itself in a less daunting financial position than many cities around the country or the region. The Council aligns decisions to balance current demands against future needs and manage risk in order to not unduly burden future generations. One key measure of the Council's success is the maintenance of an Aaa bond rating over the past 16 years, the highest available to municipalities of Bellevue's size.

Council has made strategic property acquisitions and directed construction and maintenance of well-designed public roads, buildings, utility systems, and other assets. Council has committed to the ongoing maintenance and replacements of critical infrastructure, and has directed that all purchases and contracts be handled through open, fair, and competitive processes. As stewards of the public trust, Council seeks to avoid unnecessary risks by thoroughly analyzing problems/issues before making decisions and assuring compliance with regulations.

As the directly-elected leadership, the Council is accountable for setting the Vision and policy background for the entire city. As part of the Budget One process, the Council endorsed the seven priority Outcomes foundational to building the 2015-2016 budget. Although the Council budget proposal best reflects the Responsive Government Outcome, it directly addresses, champions, and supports all six remaining RFRs: safe community; improved mobility; innovative, vibrant, and caring community; healthy and sustainable environment; quality neighborhoods; and economic growth and competitiveness.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
999.0003f	Percent of respondents who rate Bellevue as a good/excellent place to live	95%	97%	96%	98%	N/A	N/A	N/A
999.0006f	Percent of residents who rate the overall quality of life in Bellevue as exceeds/greatly exceeds expectations	94%	95%	95%	95%	N/A	N/A	N/A
999.0015f	Percent of residents who say the city is headed in the right direction/strongly headed in the right direction	84%	79%	83%	86%	N/A	N/A	N/A
999.0018f	Percent of residents getting/definitely getting their money's worth for their tax dollars	85%	82%	83%	85%	N/A	N/A	N/A
999.0021f	Percent of residents who rate their neighborhood as a good/excellent place to live	93%	93%	93%	96%	N/A	N/A	N/A

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

N/A

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

N/A

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	7.00	7.00	Expenditures	57,545	58,865
LTE	0.00	0.00	Personnel	321,634	331,200
Total Count	7.00	7.00	Supporting Revenue	0	0
			Rev-Exp Balance	-379,179	-390,065

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Section 1: Proposal Descriptors

Proposal Title:	Communications	
Proposal Number:	040.02PA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: City Manager
Dependent Proposal:	040.11DA	Proposal Type: Existing
Previous Proposal:	040.02PA	Budget Status: Recommended
Attachments:	0	Primary Staff: David Grant, x4090

Section 2: Executive Summary

The Communication Team includes the chief communications officer (CCO), reporting to the city manager, three full-time and two part-time staff in the City Manager's Office, and seven public information officers who are housed in various city departments and report through a matrix to the CCO. With a shared vision to be a cohesive and collaborative team of trusted advisors who effectively communicate with an informed and engaged public (internal and external), the mission is to maintain and enhance city's reputation as well-managed and a great place to be. This is accomplished by delivering consistent messages and rich content through multiple, complementary channels; ensuring compelling messages; enabling internal audiences; promoting our story; facilitating engagement; and exemplifying excellence, always.

Quality, timely communications demonstrate the city's goal to be open and transparent. Effectively communicating the city's vision and direction requires well-equipped internal audiences to serve as ambassadors of the city brand. Two-way communications is utilized when possible to enhance public involvement and engagement.

Section 3: Responsiveness to Request For Results

The Communications Team's primary purpose is to support the Council, the City Manager and all departments by communicating a clear vision and direction for the city. Services provided include: brand strategy, internal communications, including executive communications for the Council, city manager, and leadership team; media relations; crisis communications; reputational and issue management; social media strategy and execution; regional communications support and coordination; written publications, including the three-times a year It's Your City newsletter; video production and editing; event planning support; television programming and production; and other tasks as needed.

A vital part of the communications function is video services and the management of Bellevue Television (BTV), a cable channel provided for through the City's franchise with Comcast. Through our collaborative partnership with Bellevue College, an Interlocal Agreement leverages funds for the efficient use of resources associated with video production. Additionally, Bellevue College provides a TV studio, equipment and student support in exchange for equipment funding.

BTV produces and streams televised City Council meetings; produces a monthly city news show, "Lake to Lake", and public service announcements; and creates videos to market city services and programs and to train city employees. Local television programming is shown 16 hours a day, seven days a week on cable channel 21. Some of the videos are also available through the city's website, a service provided by Granicus, and through the city's YouTube channel.

STRATEGIC LEADERSHIP: Framing the city's message and building its brand is at the heart of the communications function. Helping the city determine its brand strategy is a current priority and the Communications Team will play a leadership role in developing the approach and action plan.

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The Communications Team continuously improves the tools used to communicate to internal and external audiences so that information gets to the right people at the right time. Ongoing audits, such as the social media audit, help us to better understand how effective our tools are at reaching the intended audiences. An employee survey (internal) and a community performance survey (external) are also valuable resources to test the effectiveness of our tools.

Supporting the city manager and Leadership Team in internal communications is critical to raising employee awareness of the city's vision. Messages from Brad Miyake, weekly Leadership Team messages and regular Council Highlights are three examples of internal communications deliverables.

Media products produced by BTV staff promote and encourage internal and external communication and participation by staff and Bellevue residents in city affairs. Programming also includes video from community partners, such as the Bellevue Downtown Association, Chamber of Commerce, Bellevue Philharmonic, Lake Washington Symphony, Crossroads Shopping Center, WSDOT, Sound Transit, King County Metro, the Bellevue School District and Puget Sound Energy. The video production excellence has been recognized by national organizations like the National Association of Telecommunications Officers and Advisors (NATOA).

Partnering with regional leaders is important, particularly in crisis management. The Communications Team takes advantage of regional PIO workshops and networking meetings to maintain relationships.

HIGH PERFORMING WORKFORCE: The Communications Team brings together 10 seasoned communications professionals to develop compelling messages and execute an engaging, informative and multi-channel strategy. Ongoing training, networking and best-practices research is imperative to ensure the team is utilizing industry leading strategies and tactics.

Communications relies on an engaged and energized workforce. New stories on InsideVue, the city's intranet, posted several times a week, promote a sense of awareness and cohesiveness among staff.

InsideVue serves as both an electronic employee newsletter and an interactive portal where employees can share announcements, recognize colleagues through a "Rave" or comment on a story, a new feature launched in 2014. The "got news?" program calls on employees on the frontlines to surface good news stories so the Communications team can promote them through multiple channels.

BTV provides videography and editing support to promote One City. Stories produced this past year include a series of stories spotlighting "Success Stories" and "Process Improvement", including Fleet Management, Locates, Traffic Signals and Bellevue Botanical Garden Volunteer Database.

CUSTOMER-FOCUSED SERVICE: Storytelling and "putting a face" on Bellevue are ways to create compelling messages and content that will garner the attention of our intended audiences. The content must be timely and written to high standards. Through the use of multiple, complementary channels we seek to share information in the way our stakeholders (internal and external) prefer. Many of these channels, such as Facebook and Twitter, allow for engagement, either by asking questions, sharing the information with their respective networks, or commenting on posted city information.

With the launch of the MyBellevue application in 2014, we expect more residents, visitors and Bellevue workers to access city news and social media. The fast growing number of followers for Bellevue's social media websites enables the city to deliver its messages clearly to a wide-range of stakeholders. In 2013, Facebook followers jumped 231 "likes" from 1,505 to 1,736 and an increase of more than 1,000 Twitter followers for the general city page, from 2,746 to 3,856. The number of videos displayed on the city's YouTube channel increased from 123 to 163, the number of views increased from 58,629 to 82,913, and the number of subscribers increased from 89 to 151.

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Nearly 40,000 subscribers are signed up for the 175 email Alerts items that cross city departments and functions. They receive notification when there is new information about a program or service. The Alert system was instrumental in getting the public involved in the city manager search and we fully expect to utilize it in the upcoming police department chief recruitment.

STEWARDSHIP OF THE PUBLIC TRUST: Communications promotes transparency and trust in government by delivering information about the city in consistent, timely and cost-effective ways. Collaborating with other departments, Communications helps make sure the dissemination of information complies with laws regarding records retention, open public meetings and free speech. Communications keeps the public informed using multiple tools, including approximately 175 news releases in 2013.

As part of a concerted effort by the city to ensure its facilities and programs are accessible to all, the city improved website accessibility by purchasing software that scans websites for broken links, misspellings and compliance with accessibility standards based on the latest international web content accessibility guidelines.

BTV uses highly-talented students in the Advanced Track Video Program to help with weekly Council meetings, "Lake to Lake" news show and a variety of other productions. This helps to keep our personnel costs to a minimum. BTV produces Council meetings in-house at a cost of approximately \$300 per meeting, compared with an outsourced rate of approximately \$3,500 per meeting (2012 estimate). Bellevue College engineering staff design and maintain the city's studio production equipment for a fraction of the cost of outside services. A Television Facilities Management Committee, comprised of representatives from the city and College, oversee management and budget decision-making relative to college and city assets.

SUPPORTING OTHER OUTCOMES: The Communications Team is truly a support function and works across departments. It is not surprising that it helps to support all other outcomes.

Safe Communities: Promoting public education (i.e. smoke detectors, hash oil, identity theft, general fire safety, crime prevention) and police officer recruitment, supporting crisis management and emergency preparedness and leveraging social media tools. **Improved Mobility:** Two-way communication has advanced with the implementation of @BvueTrans Twitter account and subsequent live-tweeting from open houses. Use of videos has improved how transportation stories are explained and new social media channels (Twitter, Facebook, YouTube, Blogs) complement and supplement traditional communication efforts. **Quality Neighborhoods:** Citywide PIO supports the Neighborhood Outreach program in promotion of activities. Additionally, BTV produces a number of the neighborhood forums and is also working on a pilot project to increase video production of neighborhood meetings and programs. **Innovative, Vibrant and Caring Community:** With greater focus on technology and social media, there are greater opportunities to involve and interact with citizens. Communications provides the strategic and tactical support to all departments seeking to enhance public involvement and engagement. **Healthy & Sustainable Environment:** Communications tools are utilized to educate the public about the importance of a healthy environment. **Economic Growth and Competitiveness:** The city brand must align with the economic development strategy. As such, the Communications Team works closely with economic development on messages and how we utilize various channels to relay the messages. This will be a critical partnership in the coming years as the economic development strategy is executed.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
040.0002	Distribution of City News	N/A	N/A	N/A	183	N/A	N/A	N/A
040.0003	Followers of City social media	N/A	N/A	N/A	4,340	N/A	N/A	N/A
040.0004	Right information to right people at the right time (Employee City-wide Survey)	3.12	N/A	3.09	3.2	3.3	3.3	3.3
040.0045	Org communicates mission and vision to the public (Employee City-wide Survey)	3.62	N/A	3.46	3.6	3.3	3.3	3.3
999.0093f	Somewhat/strongly agree Bellevue does a good job of keeping residents informed (added in 2010)	91%	87%	88%	88%	N/A	N/A	N/A

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

Yes. This proposal contains an additional \$60K per year to provide the equipment replacement funds to Bellevue College per the City's and College's Interlocal agreement. This cost is not new but was inadvertently left out of last biennium's proposal.

5B: Are one-time expenditures included in this proposal?

None

5C: Are dedicated revenues included in this proposal?

No.

5D: Are changes to the existing service levels included in this proposal?

No, however please note that we will true up M&O for 2015-2016 so that it more accurately reflects the true operational costs of the Communications business units. By trueing up individual line items, we seek more transparency in our operations.

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	4.00	4.00	Expenditures	292,454	297,802
LTE	0.00	0.00	Personnel	561,144	580,341
Total Count	4.00	4.00	Supporting Revenue	0	0
			Rev-Exp Balance	-853,598	-878,143

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Section 1: Proposal Descriptors

Proposal Title:	Overall City Management	
Proposal Number:	040.04NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: City Manager
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	040.04NA	Budget Status: Recommended
Attachments:		Primary Staff: Brad Miyake,x4096

Section 2: Executive Summary

The City Manager's Office serves as the executive branch of Bellevue's city government, providing strategic leadership for the organization and its operations. The Manager's Office (CMO) is committed to implementing the laws, policies, and direction established by the elected City Council in accordance with the Community Vision and organizational Core Values. The CMO develops implementation plans and strategies, develops and recommends the City budget, and assures efficient and cost-effective management of the City organization. The CMO also provides leadership and coordination for community-focused efforts, assures delivery of high-quality services by City staff, and champions continuous improvement across the organization.

Section 3: Responsiveness to Request For Results

The City's voters adopted the Council/Manager plan of government upon incorporation in March, 1953. As described in state law, under this plan specific responsibilities are vested in the City Manager. Changes to the plan of government require a vote of the people. The City Manager is appointed by the City Council with overall responsibility for:

providing strategic leadership for the organization; implementing laws, policies and direction initiated by the City Council; assisting the City Council in leading the community toward achieving the Community Vision; managing the administrative and regional affairs of the City; recommending measures for adoption by Council; determining short- and long-term implementation plans and strategies; appointing staff and directing/coordinating the work of the departments, interdepartmental programs and initiatives; preparing, recommending and administering the City's budget; and developing the capacity of the organization through organizational learning, continuous workforce development, and innovation.

Core City Management positions staffing the CMO include:

City Manager (CM) – serves as the principal advisor to the City Council and functions as the Chief Executive Officer/Chief Administrative Officer responsible for providing overall strategic direction and administration of government for the City. Represents the City in the community, the region and nationally regarding policy, strategic initiatives, and the economic well-being of the community. Deputy City Manager (DCM) – serves as the Chief Operating Officer of the City, responsible for strategic leadership and general oversight of the City's Leadership Team and several departments, directing daily operations of City government and the biennial budget process, One City and other organizational development efforts. Ensures that the City's mission, Council direction, and organizational Core Values are incorporated into operational work programs and City services. Assistant City Manager – leads strategic initiatives and special projects on behalf of CMO, represents the City Manager's Office in citywide teams and programs, oversees the CMO budget, and other duties as defined and assigned by the City Manager. Organization Development Specialist – supports the City Manager's Office by assessing, designing interventions, and implementing programs and other work that improves the City's function as a high-performance organization. This is done through leadership development, coordination of the One City teams and sub-teams, implementation of process improvement, collaborating with the Finance Department to develop and implement Performance Management, and other training and developments needed. Executive Assistant – responsible for the full array of administrative support provided

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to the City Manager and Deputy City Manager and coordination of administrative services throughout the department, including meeting calendaring, coordinating materials, managing correspondence and performance research, and collecting and organizing responses to public disclosure requests. The Executive Assistant also communicates with citizens to resolve issues/concerns and/or directs them to the lead department for resolution.

The City Manager and his department management team articulate the Community Vision and values to the community, other City stakeholders, and the workforce. The CMO builds intergovernmental relationships, representing the City at the local, state, and federal levels, as well as with community leaders, local businesses and non-profits, and other strategic partners. Internally, the CMO leads the organization, aligning direction from the Council with City work programs and initiatives. The CM, in collaboration with the DCM, appoint department directors and evaluate their performance, ensuring accountability for departmental operations and the organization-wide collaborative work of the Leadership Team in alignment with internal plans and implementation strategies. They sponsor the One City initiative to assure interdepartmental collaboration and the development of a high performance organization.

STRATEGIC LEADERSHIP

The City Manager works hand-in-hand with the City Council in setting the future direction for the City based on the adopted Community Vision, Comprehensive Plan, Council goals and priorities and Council's articulated expectation of excellent customer service. The CM evaluates trends and other factors that influence service provision and capital needs, develops long-range strategies and plans, sets priorities, works to achieve the City's economic competitiveness, and fosters regional leadership. The Manager works with Council to create a financially stable structure and a high performance work force to sustain the City's high quality service delivery and investment in high priority infrastructure and to assure that the City is prepared to address expected and newly emerging challenges. Community survey results show that 83% of citizens surveyed believe the City is headed in the right direction (up from 79% in prior survey).

HIGH PERFORMANCE WORKFORCE

The CMO has worked with the Leadership and One City Teams to increase employee engagement, professional development and to build organizational capacity to meet the challenges facing the City. Examples include a focus on shared leadership, encouraging collaboration among departments, enhancing a culture of teamwork, focusing attention on areas of improvement identified in employee surveys, performance management, process improvement, and providing the right information to the right people at the right time. The Leadership and One City Teams, with the support and guidance of the CMO, will continue to focus on those areas of improvement identified by employees through tools like the annual Employee Survey.

CUSTOMER-FOCUSED SERVICE

As a natural role of City leadership, the City Manager and Deputy City Manager routinely make themselves accessible, communicating with citizens and business leaders, enabling them to assess community opinions and needs and to share the vision and goals of the City. Additionally, the City utilizes regular, statistically-valid surveys to take the pulse of the community and assess City services. The CMO also fosters open government through regular communications with stakeholders, including residents, businesses, the news media, and staff to increase transparency, promote understanding, and build engagement and trust.

STEWARDS OF THE PUBLIC TRUST

The CMO assures responsible and sound management of all City resources, business practices, financial sustainability, efficiency and effectiveness, and the provision of &right-sized& services to meet community needs. Through challenging financial times and amid economic uncertainty, the City maintained an Aaa bond rating, the highest available for a city of our size. The CMO established the Budget One process in 2009 to manage the City's budget in a deliberate, well thought out, and fiscally prudent manner while providing the

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Outcomes the community wants. The budget is designed to provide high value services that meet community needs while eliminating lower value-added activities. Citizen indicators demonstrate a high level of satisfaction with planning for the future, Bellevue as a place to live, neighborhoods that are good to excellent, and belief that they are getting good value for their tax dollar.

As the executive and operational leadership for the City, the CM is responsible to the community and to the Council for strategic leadership of the organization and its operations. The CMO has ultimate accountability for delivering all seven Outcomes, championing and supporting a safe community; improved mobility; a healthy and sustainable environment; quality neighborhoods; an innovative, vibrant, and caring community; and economic growth and competitiveness. In addition, the CMO assures collaborative, efficient and aligned management ACROSS OUTCOMES to holistically and effectively work towards achievement of the Community Vision.

As noted previously, the CMO builds collaborative relationships with community leaders (community associations, Rotary, etc.), local businesses (including the Chamber, Bellevue Downtown Association), and non-profits (human services agencies, Jubilee Reach, etc.), and other strategic partners to enable high quality services and value to the community. Strong partnerships and collaborations with other regional governmental agencies include: Sound Transit (East Link), King County (jail, district court, animal control and other services), A Regional Coalition for Housing (ARCH—affordable housing), eGov Alliance (regional technology), NORCOM (regional dispatch services), fire service contracts with 7 neighboring jurisdictions, Cascade Water Alliance, and Bellevue School District (playfield usage, Police officers in schools, and Eastside Pathways).

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
040.0009	Employee satisfaction with Bellevue as a place to work (Employee City-wide Survey)	N/A	N/A	4.01	4.1	3.3	3.3	3.3
999.0003f	Percent of respondents who rate Bellevue as a good/excellent place to live	95%	97%	96%	98%	N/A	N/A	N/A
999.0009f	Percent of residents who rate the overall quality of services provided by the City of Bellevue as exceeds/greatly exceeds expectations	90%	92%	94%	94%	N/A	N/A	N/A
999.0018f	Percent of residents getting/definitely getting their money's worth for their tax dollars	85%	82%	83%	85%	N/A	N/A	N/A

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

No new costs. General maintenance and operations costs.

5B: Are one-time expenditures included in this proposal?

None

5C: Are dedicated revenues included in this proposal?

None

5D: Are changes to the existing service levels included in this proposal?

None

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5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>
FTE	6.00	6.00
LTE	0.00	0.00
Total Count	6.00	6.00

<u>Operating</u>	<u>2015</u>	<u>2016</u>
Expenditures	63,685	65,151
Personnel	1,013,333	1,045,867
Supporting Revenue	0	0
Rev-Exp Balance	-1,077,018	-1,111,018

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Section 1: Proposal Descriptors

Proposal Title:	Intergovernmental Relations/Regional Issues	
Proposal Number:	040.07NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: City Manager
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	040.07NA	Budget Status: Recommended
Attachments:	0	Primary Staff: Joyce Nichols, x4225

Section 2: Executive Summary

The Intergovernmental Relations (IGR) program ensures Bellevue's interests are represented at the state, federal and regional government levels and result in positive outcomes in funding, regulations and service partnerships aligned with the city's interests and priorities. This proposal ensures the City Council and city organization have the support to analyze and resolve cross jurisdictional issues and maintain an effective voice and leadership role on regional, state and federal issues.

Section 3: Responsiveness to Request For Results

The IGR program provides policy support for decision-making concerning activities of the city that reach beyond the city's boundaries or are impacted by decisions made by other governments. Progress on achieving the results described below is measured via responses to questions asked in the resident survey. Primary activities include the following:

Developing policies to establish the city's interests on issues and services affected by local, regional, state and federal governments such as the state and federal legislative agendas and policy positions for regional transportation facilities and investments. Advocating for and advancing city priorities at the regional, state and federal levels for all areas that may impact the city through regulation, revenue, expenditure, and service provision. Bellevue's ability to influence decisions made at other levels of government is critical to maintaining service levels and revenue needed to provide critical services. Since the beginning of the recent economic recession, there have been attempts to reduce state shared revenues to local governments by the state legislature. Bellevue and other cities have worked to prevent/minimize these losses. Each session has become more difficult as the legislature looks for money to fund other state programs such as K-12 education. Supporting Council involvement in regional, state and federal activities with briefings and representing the city at regional forums such as the Puget Sound Regional Council, Sound Transit, Growth Management Planning Council, and the King County Charter Committees (Regional Policy, Regional Transit, and Regional Water Quality). Developing programs, policies and solutions to enhance regional coordination of services such as interlocal agreements for jail services, district court services, NORCOM, and animal control. Tracking the changing environment of other governments, seeking positive regulatory change/funding, and/or protecting against negative impacts from state and federal changes via effective advocacy. Over 600 legislative bills were monitored for city impact in 2013 and 2014. This year, staff and city lobbyists were instrumental amending legislation to remove a mandate regarding the city's ability to site and regulate wireless facilities, minimizing the amount of city revenues diverted by the legislature for other purposes, protecting funding to continue work on express toll lanes for the Bellevue to Renton project on I-405; and defeating a bill to change requirements for EMS levies. Negotiating agreements with other jurisdictions for the provision of services for the city, especially when numerous cities are negotiating for services with other jurisdictions such as King County and the state. Regional problem solving at this level is essential to maintaining quality services for our residents, businesses and the community as a whole. Advising City Council and staff on a broad array of policy and service issues.

Cost-cutting: During the economic downturn, a half time position in IGR was cut (a reduction of \$80,000) and the federal lobbying contract was reduced by \$20,000 per year. In addition, administrative support for several programs in the City Manager's Office was consolidated and one FTE was cut.

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Consequence of funding at a lower level: Would require staff reduction or further reduction/elimination of state or federal lobbying contracts which would have severe negative impacts on the city's ability to respond to harmful legislation, regulations and potential lost revenue. The city would also be at a disadvantage in efforts to seek positive changes in legislation and involvement in partnerships that help reduce costs and provide services more efficiently. Staffing and analyses for City Councilmembers serving on regional committees and other regional forums would be reduced, potentially resulting in lost opportunities to impact regional decision making.

STRATEGIC LEADERSHIP

Vision and Values - IGR supports the City's ability to achieve success as a regional leader to accomplish Council's community vision by providing policy support to the City Council and working directly with other organizations to achieve both short- and long-term priorities of the city. This proposal directly impacts two Council priorities, #4 and #15, as well as directly supporting the Comprehensive Plan vision for Bellevue to play a regional role and to be an anchor for the Eastside by working as a leader to find solutions to regional issues (Bellevue Comprehensive Plan, pg.15).

Collaborative Partnerships - IGR staff directly supports city engagement to nurture and create partnerships and collaborations with other governments and organizations, resulting in interlocal agreements to provide more cost-effective regional services, e.g., for jails, courts, animal control, water supply, NORCOM, fire services, transit and transportation, solid waste, wastewater, EMS and flood control.

CUSTOMER-FOCUSED SERVICE

Bellevue residents and Businesses value an open and transparent city government. The IGR program contributes to this result in the following ways:

Preparing Council Regional Issues Study Session materials to assist Council identify, analyze and resolve cross jurisdictional issues. Providing timely and appropriate identification on emerging issues for Council and the community allows informed decision making and ability of staff to effectively carry out Council direction. Developing statements of interest and guiding principles on a variety of issues to clearly articulate the city's policies, positions, goals and expectations. Examples of interest statements include: mobility, regional transit and rail, SR 520, I-405 and I-90 improvements and funding, regional human services, county, state and federal tax and regulatory issues, animal control, regional water supply, solid waste management, salmon recovery, Burlington Northern Santa Fe corridor development, and others.

STEWARDS OF THE PUBLIC TRUST

The IGR program helps ensure the city is representing the interests of its residents and businesses at the federal, regional, state and local levels to secure outside revenues for infrastructure projects and partnerships to provide more cost effective services. Positive results for this strategy include creating funding partnerships to leverage city dollars for capital projects, creating partnerships such as the Cascade Water Alliance to provide services more efficiently, and seeking stable, appropriately priced services to respond to the needs of the city. Evidence of success in effort include the following examples from the 2014 state legislative session:

Ensuring savings from the Interstate 405 express toll lanes project from Bellevue to Lynnwood will stay within the I-405 project for the coming biennium. This is important because any savings will allow work to continue on the south segment until the legislature passes a state transportation revenue package and will prevent funds from being diverted to other projects. An additional \$10 million was allocated to fund SR 520 which will keep the project moving until a statewide revenue package is adopted. Successfully headed off legislation that would negatively impact the city's local share of the B&O tax which allowed work to continue on the Multi-City Business License and B&O Tax Portal that will streamline tax reporting for businesses. Successfully amended a bill that would have mandated how cities process applications for siting and locating wireless facilities resulting in loss of local control and reducing neighborhood involvement in the siting process. Participated in a coalition

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of cities and affordable housing advocates to pass a bill to retain the \$40 surcharge for five more years on documents relating to real property such as deeds, mortgages, property agreements and leases. This fee will result in \$40 million in revenue to provide housing for the homeless. Participated with other cities in encouraging a veto by the Governor of a budget proposal that would have eliminated current/future funding for the Life Sciences Discovery Fund. This fund supports research/development to make Washington more competitive in this sector which has become critical to the city's economic vitality. Because the IGR program covers policy issues across the spectrum of city department services, this proposal addresses and supports outcomes in other strategies such as: Providing a safe environment by ensuring the city has long term access to affordable and efficient court services and jail facilities through interlocal contracts. Promoting regional partnerships and advocating for city interests with WSDOT, King County, Sound Transit, and PSRC to support existing and future infrastructure and services for improved mobility. Supporting city engagement with Cascade Water Alliance and King County Metro Wastewater and Solid Waste Divisions to ensure clean, safe and reliable water, wastewater services and solid waste resources. Supporting citywide purchasing strategies to leverage partnerships with external organizations through engagement with regional, state and federal agencies. The IGR program uses a matrixed structure across departments to provide support for regional, state and federal relations and issues by utilizing the expertise of departmental staff, (in addition to funding for the two FTEs identified in this proposal), to help support Council efforts to develop policies and create partnerships. Coordinating across departments helps create a unified city approach to issues and allows flexibility to focus staff resources on priorities that cross jurisdictional boundaries and that change over time. This program uses contract lobbyists for state and federal lobbying services, which is a lower cost approach than utilizing staff to perform these functions. The work of the IGR staff results in partnerships that reduce costs and bring revenue to projects benefitting the city. Every year, federal, state and regional governmental agencies make decisions to allocate billions of dollars of funding and consider regulatory and service changes that could have costly impacts to the city. Notable examples include state legislative funding allocations for transportation projects, proposed changes to local tax authority and service decisions that impact the city. This proposal allows the city to continue to engage at the regional, state and federal level to protect the interests of residents and businesses and pursue beneficial partnerships and collaborations that positively impact city services, costs and revenues. This proposal also allows the city to continue to exhibit strong regional leadership to ensure the city is leveraging outside opportunities to effectively serve the community.

CONSEQUENCE OF NOT FUNDING THE PROPOSAL AT ALL:

Lost opportunities to impact statutes potentially impacting the city. A negative impact on city resources and strategic leadership would result if this function is reduced. There would be negative impacts on the city's ability to protect against regulatory and funding, along with the lack of involvement in retaining and pursuing partnership opportunities. Council would have reduced support for its engagement in regional boards and forums; the city would lose the policy support necessary to influence regional, state, and local issues and could forego revenues.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
999.0015f	Percent of residents who say the city is headed in the right direction/strongly headed in the right direction	84%	79%	83%	86%	N/A	N/A	N/A
999.0018f	Percent of residents getting/definitely getting their money's worth for their tax dollars	85%	82%	83%	85%	N/A	N/A	N/A

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

Yes. The city must do a new RFP for state lobbying services in 2014. Cost for these services have risen since the city last conducted a RFP in 2010. An additional \$20,000 per year is requested to cover this increase. Additionally, this proposal adds a Policy Advisor position, which is necessary to address current workload.

5B: Are one-time expenditures included in this proposal?

None

5C: Are dedicated revenues included in this proposal?

None

5D: Are changes to the existing service levels included in this proposal?

None

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	3.00	3.00	Expenditures	219,249	219,472
LTE	0.00	0.00	Personnel	376,256	431,460
Total Count	3.00	3.00	Supporting Revenue	0	0
			Rev-Exp Balance	-595,505	-650,932

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Section 1: Proposal Descriptors

Proposal Title:	Service First	
Proposal Number:	045.01NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Civic Services
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	045.01NA	Budget Status: Recommended
Attachments:	0	Primary Staff: Laurie Leland, ext 4366

Section 2: Executive Summary

Service First provides centralized, seamless, one-stop delivery of a wide range of services to customers through our public service desk, our MyBellevue mobile app, our customer assistance web portal, and our City Hall events program which schedules and manages City Hall's 11,000sf of public meeting space. Central to our service delivery approach is that customers shouldn't have to understand City business or how the City is organized to receive service and their needs should be met as simply as possible (one click, one call, one stop).

Budget Process Outcome: Department proposed 1 new FTE for increased workload, offset \$75k from new passport service revenues. RT funded. LT did not fund.

Section 3: Responsiveness to Request For Results

The services provided in this proposal are foundational to the centralized service delivery model in place at City Hall. The array of services provided and the straightforward accessibility of those services for the public and staff are the focus of other agencies that see our model as "state of the art" in government. The substance and quality of our interactions with the public directly affects Bellevue's brand and feeds into the City's Key Community Indicator "overall quality of services" (94% indicated greatly exceeds expectations).

Funding this proposal supports:

Service First public service desk: Provides a broad range of services to the public & staff in a centralized, one-stop format and also operates as the front end for the Development Services department.

City Hall Events program: Manages public & staff use of 11,000sf of indoor and outdoor meeting, event, and exhibition space at City Hall.

Management of service delivery applications: Includes ongoing management of the City's MyBellevue mobile app, Customer Assistance web portal & PublicStuff Pro software and support/training to 240 staff users across all departments. These tools provide the public seamless online access to services across the organization and provide City departments the ability to track requests for service & reports of issues.

The personnel necessary to support our operations include:

5.0 FTE Coordinators—to staff the public service desk to ensure uninterrupted service 8:00-5:00, Mon-Fri, for 38,753 walk-in customers and 30,305 phone callers annually. They triage all development services customer requests, process business licenses, pet licenses, residential parking zone permits, recreation program registrations, project bid submittals, payment transactions (\$45M/yr), GIS product orders, and staff petty cash reimbursements. They are responsible for receipt of documents (2,096/yr) that flow between customers, legal entities, and staff and assist customers in accessing services of other agencies including social & legal services.

1.0 FTE Program Administrator—to manage the City's MyBellevue mobile app, customer assistance web portal and PublicStuff Pro software and provide training/support to 240 staff users; prepare daily bank deposits & order cash/coin for public service desk; manage the City Hall Events program; respond to room reservation requests from the public, other agencies, and staff (4,714 reservations/yr); coordinate special events, press conferences, photo shoots, and temporary exhibitions at City Hall (72/yr); determine the relative priority of competing requests for meeting space & ensure compatibility of various uses; invoice space rental fees;

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schedule Facilities Services staff to do space setups & takedowns (343/yr); ensure clients comply with fire, occupancy, and liquor control codes/requirements; manage meeting attendee access to the building & parking; meet with caterers, delivery personnel, and clients to work through logistics.

1.0 FTE Division Manager—to set the strategic direction for all division programs including the City's parking & employee transportation services program (proposal 045.02NA); implement HPO in the division & department; continue to implement the City's streamlined service delivery model throughout the City; do budgeting, forecasting, workload analysis; manage contracts; develop program policies; ensure proper cash handling & audit controls; manage technology implementations, upgrades & other projects; ensure successful resolution of service delivery issues; recruit, coach, and manage division staff.

The public service desk workload has increased significantly over the previous year. These frontline staff feel the pressure and feel their needs for resources are invisible to the organization. 2014 employee survey results demonstrate this—I feel valued at the City of Bellevue was 3.29 (was 4.29 in 2013). Workload drivers include City Hall customer traffic (up 10%), online service requests (up 44%), pet licensing (up 13%), services to City staff (up 18%), and receipt of deliveries (up 14%). Another driver is increased Development Services customer traffic (up 27%). Service First desk operates as the “front end” for Development Services, triaging their walk-in customers (6,930/yr) and answering their phone calls (750/mo). Additionally, Service First desk will offer passport services to the public by Q1 2015. The closest passport agencies for Bellevue residents are the Bellevue Way USPS location and Bellevue District Court. USPS will be closing this location and Bellevue District Court is moving. The Department of State has approved City Hall's Service First desk as a passport service agency and is eager for us to replace these “lost” services to customers. To address these workload increases and to support the addition of passport services (3,000 applications/yr), we are requesting 1.0 FTE.

STRATEGIC LEADERSHIP: To articulate our vision and values, we use a simple guiding philosophy: “Services & information should be easy to access (one call, one click, one stop) and not require customers to understand City business or how we're organized to receive service.” To support to improve service delivery, we apply this philosophy to everything we do and push it deeper into the organization when collaborating on service delivery initiatives with others. Providing evidence of our strategic leadership, 94 contacts from 31 agencies across the U.S. have contacted us to investigate how they might implement our service delivery model.

We assess, align, and deploy our resources based on what customers tell us is most valuable to them. In direct response to requests from customers, passport services will be available at City Hall by Q1 2015. When customers told us they wanted to use their smartphone to report issues to the City we created a cross-departmental project team and implemented the MyBellevue mobile app (launched Mar 2014).

Our collaborative partnerships support our efforts to streamline customer access to services. We partner with the State Department of Revenue so customers can obtain their unified business identification number & Bellevue business license in a single stop at our public service desk (168/yr). We offer pet licensing & renewal services through our collaboration with King County Animal Services (200/yr). King County Elections and our City Hall Events program provide a regional voting center at City Hall to serve eastside voters during elections.

HIGH PERFORMANCE WORKFORCE: We maintain an engaged and empowered workforce by encouraging our staff to make decisions and solve problems at the lowest level possible. Our 2013 unprotected sick leave usage was 0.6%, well below the department average of 2.44%.

Our 2013 survey provides evidence that we successfully balance quality, value, and performance. Customers coming to City Hall are served in a single stop at our public service desk 65% of the time without needing to be served elsewhere or by others. 94% say we are streamlining their access to services. 96% rate quality of our service as good to excellent. As part of our plan to remain well trained and equipped our staff logged 96

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training hours last year, including training to remain proficient in 15+ software applications used in the delivery of services. 97% of survey respondents agreed our staff was a knowledgeable resource.

We have incorporated HPO principles in our work since 2008. This led us to implement the MyBellevue mobile app and to seek out authorization to become a passport service agency. Our public service desk at City Hall is an innovation in delivery of centralized services--customers don't have to navigate through the building, call multiple phone numbers or understand how the City is organized to get served.

As part of our recruitment, retention, and succession planning strategy we seek out individuals from service industries who share our customer service values. We measure all of our staff against clear performance expectations in a 360° performance evaluation process. Exceptional performance is rewarded with special projects, advancement opportunities, and flexible work schedules. Four of our public service desk employees have been promoted to other positions within the City.

CUSTOMER-FOCUSED SERVICE: Customer feedback is used to build our program work plans to ensure we deliver the services customers want. Our customer assistance web portal and MyBellevue mobile app allow customers 24/7 access to services & information across the organization and provides the convenience of not needing to make a trip or call to City Hall. 96% of City employees are satisfied with services we provide to customers on their behalf. We live by clear operating standards that support convenient, timely, and quality service delivery (96% of customers rate our quality as good to excellent). Our public service desk eliminates multiple stops for 3,229 walk-in customers monthly who come to City Hall to pay bills, obtain licenses & permits, register for programs, submit project bids, and seek other assistance. Our City Hall Events program responds to meeting room requests within 2 business days (standard is met 99% of the time).

The public hearings, press conferences, and forums we schedule at City Hall make equitable and inclusive processes available to the public (e.g. solicitation of input for light rail alignment options). The meetings (4,162/yr) and events (55/yr) we schedule support all way communications by assisting Council & departments inform and engage the community and deliver a 91% result on the City's Key Community Indicator "residents who agree that Bellevue does a good job of keeping them informed." To eliminate barriers to participation we provide assisted listening devices to the hearing impaired & connect with non-English speakers using a special phone that allows 3-way communication between staff, customer, and interpreters in 150 languages.

STEWARDS OF THE PUBLIC TRUST: Our financial sustainability is evident in the <1% error rate we achieve in processing 16,259/yr in payment transactions through our public service desk and in the \$45M/yr we safeguard that ends up in the daily bank deposits we prepare for the City. Our public service desk is accountable for the receipt of records (2,096/yr) that flow between customers, legal entities, and staff. Our City Hall Events program ensures that users of meeting & event spaces comply with Fire & Building codes, Liquor Control Board and insurance requirements to reduce exposure to risk. We maintain 100+ pages of procedures & standards that guide our operations. We regularly review our services & audit controls and our surveys & performance measures give us insight into how we're doing. Monthly workload tracking tells us if we are "right sized."

HEALTHY & SUSTAINABLE ENVIRONMENT-BUILT ENVIRONMENT: For events, we provide recycle bins to minimize waste & encourage use of environmentally friendly food service products/bio-degradable supplies.

ECONOMIC GROWTH & COMPETITIVENESS-CITY BRAND: We simplify processes for those trying to open businesses in Bellevue by answering their business & occupation tax questions and issuing their UBI number & Bellevue business license in a single stop at our public service desk.

SAFE COMMUNITY-RESPONSE: During emergency events, we assist citizens in obtaining service from the City (e.g. snow/debris removal) and other agencies (e.g. PSE power). We make meeting space available to shelter employee responders. We assist the homeless and others coming to City Hall in obtaining social services.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
045.0001	Satisfaction with the public service desk's ability to streamline access to services and information	92%	96%	99%	98%	100%	100%	100%
045.0002	Percentage of customers who rate staff at the public service desk as a knowledgeable resource	100%	96%	100%	99%	100%	100%	100%
045.0003	Percentage of errors relative to the volume of financial transactions processed by public service desk staff	1%	1%	1%	1%	1%	1%	1%
045.0004	Satisfaction with the responsiveness and quality of service provided by City Hall Events program staff	100%	100%	99%	100%	100%	100%	100%
045.0088	Average number of days to resolve online service requests	N/A	1.8	1.8	2	2	2	2

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

NA

Not approved: Operating supplies for passport services (\$7,500). 1.0 FTE for public service desk (\$85k).

5B: Are one-time expenditures included in this proposal?

NA

5C: Are dedicated revenues included in this proposal?

Approved: Supporting revenue is from City Hall room rental fees (\$5,000).

Not approved: Passport application fees (\$75,000).

5D: Are changes to the existing service levels included in this proposal?

Not approved: We will offer passport services to Bellevue residents, general public, and staff by Q1 2015. Estimated to be 3,000 applications/renewals per year.

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	6.00	6.00	Expenditures	14,617	14,952
LTE	0.00	0.00	Personnel	650,497	673,605
Total Count	6.00	6.00	Supporting Revenue	5,000	5,000
			Rev-Exp Balance	-660,114	-683,557

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Section 1: Proposal Descriptors

Proposal Title:	Parking & Employee Transportation Services	
Proposal Number:	045.02NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Civic Services
Dependent Proposal:		Proposal Type: Enhancing
Previous Proposal:	045.02NA	Budget Status: Recommended
Attachments:	0	Primary Staff: Laurie Leland, ext 4366

Section 2: Executive Summary

This program manages employee & visitor parking at the City's largest worksites, City Hall and Bellevue Service Center. It includes outreach & incentives to approximately 1,200 employees to get them to commute to work using alternatives to driving alone (i.e. transit, carpool, vanpool, etc) as mandated by State Commute Trip Reduction law. Other elements include management & operation City Hall's employee & visitor garages, parking enforcement, and fee collection. Revenue from parking fees offsets costs of operating the program.

Budget Process Outcome: Department proposed adding a) parking management contract costs for City Hall visitor lot, b) monitoring for offsite parking lots during East Link construction and c) increasing staff support from .6 to 1.0 FTE. RT funded all. LT funded City Hall visitor parking management for 2015 only; 2016 to be reconsidered at mid-biennium when East Link schedule and impacts better known. LT did not fund other two enhancements.

Section 3: Responsiveness to Request For Results

Managing employee and visitor parking is increasingly complex. Significant drivers include an ever-changing built environment, growing demand for parking & decreased supply, more lots to manage and the East Link project. The addition of office and retail developments adjacent to City Hall has brought about the need for more aggressive parking enforcement in the City Hall visitor parking lot in order to preserve stalls for customers. Parking issues resulting from Sound Transit's East Link project is adding to our workload and parking operations at City Hall will be significantly disrupted over the next 9 years. The Parking & Employee Transportation Services program is critical to managing these disruptions. For example, in late 2014, a project to expand the City Hall employee garage will begin and last approx. 6-8 months. During that project, 220 employee parking stalls will be unavailable and temporary parking plans must be developed. To help address this temporary loss we will move some employee parking to two offsite lots. This adds additional parking locations for us to operate & manage.

Funding this proposal supports our efforts to manage parking at multiple locations (City Hall, BSC, two offsite lots), to provide City employees commute benefits and support the City in making a good faith effort to meet State mandated employee commute trip reduction requirements. We request funds for:

ORCA card contract: A single card provides employees access to comprehensive transportation benefits including transit, light rail, vanpool, streetcar, water taxi, and emergency taxi rides. Included is access to public transportation services provided by King County Metro, Sound Transit, Pierce Transit, Community Transit, Everett Transit, and Kitsap Transit. ORCA cards incentivize employees to commute by transit & other means because they are provided to them at no cost. The City receives a considerable discount in the bulk purchase of cards through this contract (41% of retail). Note: Unless bargained otherwise, we are contractually obligated to provide ORCA cards and financial subsidies to all represented employees (approx. 50% of employees).

Parking monitoring service: Provides parking lot monitoring & enforcement services at City Hall (\$102k/yr), BSC (\$14k/yr), and the City's offsite lots (\$14k/yr). All locations require contracted monitoring to control access and ticket illegal parkers. We have always had this service at BSC but must expand it beyond that location. In the

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City Hall visitor lot, monitoring is expensive because it's labor intensive and there is little opportunity for the parking contractor to collect offsetting revenue from fees (Council's desire is to maintain a "free" parking lot, Mon-Fri). Although expensive, lot monitoring does work—it removes approx. 60-80 illegal parkers from the lot daily which makes parking available to customers and meeting attendees. We will use the lot north of Meydenbauer for parking during the employee garage expansion & throughout East Link construction so monitoring is also needed at that location.

Employee commute subsidies: Provides cash incentives to BSC employees who bike, carpool, motorcycle, walk, or get dropped off to work 80% of the time. Because of its remote location and lack of access to transit, BSC employees tell us they would drive daily if we didn't provide the subsidy.

Program staffing: Provides 1.0 FTE to assign employee access to parking, enroll new employees into the parking program, invoice public safety unions for employee parking fees, assist employees in finding carpool/vanpool partners & transit routes, manage ORCA cards, respond to employee special parking needs, process commute subsidy payments, interface with parking monitoring staff, maintain employee commute data in parking software, run reports, follow-up on parking violations, query vehicle license plates, administer surveys, promote alternative commute modes to employees.

Program scalability is challenging because changes to employee commute incentives & parking rates must be bargained with unions. For example, any increase to parking fees are only immediately applicable to "non-represented" employees while negotiations ensue. This creates a "gap" in the commute benefits provided to all employees based on their union status. Providing equitable commute benefits to all supports their engagement in accomplishing the organization's work. Employees & prospective employees view commute options and subsidies provided through our program as part of their total compensation package. Maintaining these options supports efforts to maintain an engaged workforce and helps draw job candidates to Bellevue.

STRATEGIC LEADERSHIP: Our employee transportation services program is a two time recipient of the KC Economic Development Council Diamond Award for leadership. Our mission statement posted on our intranet site communicates our vision and values to employees. We proactively put revenue enhancement and other strategies in front of the City's leadership and provide input for union negotiations relative to parking. Key components of our strategic planning are in our "Employee Transportation Services" handbooks.

We are leading efforts to address parking impacts at City Hall brought about by the East Link project over the next 8-10 years. These impacts will affect employees, public safety personnel, and customers. Anticipating needs, addressing issues, and planning for the future are essential elements of this work.

We access, align, and deploy our resources based on survey feedback & workload tracking which tells us where we are experiencing the most activity. We also consider requests for program changes or enhancements we receive from employees when determining where to apply our resources.

Our partnerships with 7 transit agencies (KC Metro, Sound Transit, Pierce County Transit, Everett Transit, Community Transit, Kitsap Transit) allow us to make their services available to our employees through the ORCA cards we provide. We enlist the help of Service First desk staff to validate parking tickets and make business use parking badges available to employees. We work with Human Resources to negotiate parking related terms with unions and the Finance Department to collect employee parking fees.

HIGH PERFORMANCE WORKFORCE: The FTE dedicated to this program is empowered to make decisions and perform day-to-day operations. To remain well trained and equipped she attends quarterly commute trip reduction meetings with other agencies where ideas and challenges are shared. 2013 survey results indicate 99% of employees say she is a knowledgeable resource & they are satisfied with the quality of service. 100% indicate they are satisfied to very satisfied with their access to commute options & information.

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The ORCA cards we provide to employees balance quality, value and performance by giving them access to a broad range of transportation services across 7 transit agencies while costing the City 41% of the retail price. The “East Link-City Hall Parking” SharePoint site we created makes information about that project and its impacts on parking easily accessible to employees. Our “Business Use Parking” program allows employees who don’t normally drive to work to check out a parking badge that gives them access to free parking while they attend after hours business meetings.

CUSTOMER-FOCUSED SERVICE: We use a mix of incentives & disincentives to influence employee commute behavior and manage parking demand. ORCA cards, vanpool subsidies, discounted parking for carpools, and amenities like bike racks, lockers, and shower facilities help us get employees to rideshare and not drive daily. Disincentives such as parking fees also contribute to our success in this endeavor. In 2013, our efforts resulted in 60% of City Hall and 67% of BSC employees commuting by alternative modes (2% improvement over 2012). We seek out employee feedback to ensure we deliver the services most important to them. In our last CTR survey, employees ranked commute subsidies, help finding bus routes, and an immediate ride home in an emergency their top 3 incentives for getting them out of their cars. Our program provides all three. For flexibility, we provide commuters a limited number of “free parking” days each month. We recently created short term parking in the upper lot at BSC so that employees who travel back & forth to meetings at City Hall throughout the day don’t waste time parking in the lower lot only to have to leave again in 15-30 mins.

We administer equitable & inclusive processes by consistently applying our policies. Our violation review process allows employees to request a review & be heard. Employees have the opportunity to tell us about a business situation or personal circumstance that they feel warrants special parking consideration.

All way communication is supported through our surveys and our use of multiple communication methods. We use SharePoint, email, phone, bulletin boards and in-person communication to reach approx. 1,200 employees.

STEWARDS OF THE PUBLIC TRUST: Financial sustainability is achieved through careful control of program expenses. The bulk purchase of ORCA cards for employees provides a considerable discount to the City (41% less than retail). We balance benefit and risk by trying to resolve parking equipment issues in-house first before calling repair personnel.

Our processes are documented in 23+ pages of procedures and in our program handbooks. Our performance management plan includes annual review of our program by WSDOT to ensure we are making a “good faith effort” to reduce employee drive alone commute trips and vehicle miles traveled. Our employee surveys tell us how we’re doing and our bi-annual CTR survey gives us insight into employee commute behavior.

IMPROVED MOBILITY—EXISTING & FUTURE INFRASTRUCTURE: Our results in getting more employees out of their cars preserves capacity on roadways and helps preserve the integrity of roads.

IMPROVED MOBILITY—TRAFFIC FLOW: By getting employees to ride the bus, vanpool, carpool, walk, or bike to work, we help make the transportation system work more efficiently and reduce traffic congestion. A higher proportion of commute trips made by bus, vanpool, carpool, biking, or walking during morning & evening commutes means reduced delay for everyone traveling on the system. In 2013, our efforts resulted in 60% of CH and 67% of BSC employees commuting by these alternative modes.

IMPROVED MOBILITY—TRAVEL OPTIONS: By subsidizing transit, vanpools, and carpools, we make those options more accessible & appealing to employees. The ORCA cards we provide give employees access to transit, rail, vanpool subsidies, streetcar, water taxi, and emergency taxi rides all in one program. Employee surveys tell us ORCA cards also support employees in commuting by carpool, vanpool, and bicycle because they can use it as a backup to their use of those travel modes and/or to make connections between modes.

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HEALTHY & SUSTAINABLE ENVIRONMENT–AIR: Reducing employee drive alone motor vehicle trips reduces air pollution & fuel consumption. We help employees and the public reduce greenhouse gas emissions by supporting their use of electric vehicles by providing electrical charge stations in our parking garages.

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
045.0005	Employee satisfaction with access to Parking and Employee Transportation program commute services and information	90%	92%	96%	100%	97%	97%	97%
045.0006	Employee satisfaction with the responsiveness and quality of service provided by Employee Parking and Transportation program staff	94%	95%	97%	99%	98%	98%	98%
045.0007	Percent of City Hall employees commuting to work by carpool, vanpool, transit, bike, etc	55%	51%	55%	60%	55%	55%	55%
045.0008	Percent of BSC employees commuting to work by carpool, vanpool, transit, bike, etc	68%	65%	60%	67%	60%	60%	60%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

Approved: ORCA card contract has increased to \$344k due to fare & vanpool subsidy increases; and 2015 costs related to City Hall visitor lot monitoring (\$102k/yr)

Not approved: Increase existing .60 FTE to 1.0 FTE (\$32k/yr) to address increased workload brought about by the East Link project and parking management at multiple sites. New costs for parking monitoring services at offsite lots (\$14k/yr).

5B: Are one-time expenditures included in this proposal?

NA

5C: Are dedicated revenues included in this proposal?

One-time revenue from Commuter Incentive State Tax Credit (\$5k). All other supporting revenue comes from parking fees (\$288k).

5D: Are changes to the existing service levels included in this proposal?

Approved: Parking monitoring will be provided in City Hall visitor lot to control illegal parkers (2015 only).

Not Approved: Parking monitoring at offsite lots to control illegal parkers.

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	0.60	0.60	Expenditures	470,880	377,365
LTE	0.00	0.00	Personnel	64,595	67,194
Total Count	0.60	0.60	Supporting Revenue	293,367	288,367
			Rev-Exp Balance	-242,108	-156,192

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Section 1: Proposal Descriptors

Proposal Title:	Civic Services Management and Support	
Proposal Number:	045.03NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Civic Services
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	045.03NA	Budget Status: Recommended
Attachments:	0	Primary Staff: Nora Johnson, ext 4167

Section 2: Executive Summary

Department management provides strategic leadership and oversight of the department, integrating the organization's Core Values and Leadership Philosophy into management practices. The director leads the management team in ensuring effective deployment of department resources to collaboratively support customer departments in meeting the community's service expectations. Performance management and other components of high performing organizations are essential tools to ensure a balance of quality, value and sustainable financial performance. Proactive fiscal stewardship is critical due to the magnitude and diversity of funds managed by Civic Services. The Department currently consists of 65 LTEs/FTEs in the following divisions: Land Survey, Real Property, Facilities, Service First, and Fleet & Communications.

Budget Process Outcome: LT reduced one-time funding for retirement payout (\$26k).

Section 3: Responsiveness to Request For Results

This proposal is comprised of three positions: Director, Assistant Director and Fiscal Manager. The Director and Assistant Director collaborate to lead the department in achieving the department's mission, "We provide the foundation that supports our partners in performing government operations" and business goals of Safety, People, Stewardship and Quality. We also provide leadership and management oversight of the department, integrating the organization's Core Values, Leadership Philosophy and High Performing Organization (HPO) principles into management practices. They lead the management team in developing and ensuring effective delivery of the department's work program to meet customer service expectations in collaboration with customer departments. Additionally, as a member of the city's Leadership Team, the Director helps lead citywide initiatives. The Assistant Director participates on interdepartmental teams focused on interdepartmental alignment and operational policies, procedures and systems. The Fiscal Manager oversees all financial aspects of the department in collaboration with our management team and customer departments, ensuring that resources are aligned to achieve our mission. Additional responsibilities include budget development and monitoring, financial planning, forecasting and analysis, rate modeling, reserves monitoring, accounts payable, billing and financial controls.

Civic Services' customers include the public at Service First and all city departments, as they occupy one of the facilities we manage, use vehicles/equipment we supply and maintain, or use services we provide. Civic Services expects to provide cost effective equipment and services that optimally support our customer departments in providing services that achieve the city's identified community outcomes. Our department's functions align to support all of these outcomes. We have focused on implementing HPO principles to ensure that we provide our services in the most effective manner. For example, the recently completed vehicle acquisition and property acquisition process improvements addressed customer satisfaction concerns, will improve predictability of the process, and ultimately will reduce the time and cost associated with acquiring property and developing specifications for purchasing vehicles for the operating departments covered by all of the outcomes.

The Civic Services Management & Support proposal, staffed with the current compliment of 3 FTEs, has yielded

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many benefits for the city organization, from fiscal stewardship to provision of facilities and equipment:

- Enhanced oversight of department budget to exceed cost containment objectives;
- Employee survey results for well-maintained work environment was 4.04 citywide, for safety of the work environment was 4.19 and for having adequate equipment to do their job was 4.04 out of 5 possible. All have improved in each successive survey;
- Results from our 2013 customer survey of city employees shows that 98% are satisfied or very satisfied with the service they receive from Civic Services, again an improvement in each survey.

Best practice is to allow up to 10% of a business' operating budget for administration, civic services is significantly less than that benchmark. This proposal for department management is at least as lean as other departments of similar size and complexity. Most other departments have more than one Deputy/Assistant Director in addition to the Director and Fiscal Manager.

STRATEGIC LEADERSHIP: While Civic Services is an internal operating department, our mission and goals were drafted with an external focus on how the services we provide ultimately benefit our citizens. This mission statement has become a theme for our all staff meetings to ensure that each employee knows how their work relates to the mission, and ultimately the Community Vision. Performance measures are aligned with the department mission and business goals, as well as to the Responsive Government purchasing factors. For example, our performance on % of preventive vs. reactive maintenance and response time to resolution of emergency calls impacts our performance measure for % of time critical systems are available, which in turn impacts the RG KPI on Technology Systems Reliability. These measures also are aligned with our Quality and Stewardship business goals and mission of providing the foundation that supports our partners in performing government operations. This alignment ensures that we have good data to effectively manage the department's performance and deliver community outcomes.

HIGH PERFORMING WORKFORCE: Our department One City Team meets monthly to learn about and plan for implementing HPO concepts such as employee engagement, strategic planning, and performance management. The 2013 Employee Survey shows the cumulative impact of this focus with 76% of department scores above 4.0. The overall employee survey results for Civic Services have continued to improve each year from an average of 3.58 in 2008 to 4.14 in 2013. This continual improvement shows the department's commitment to its employees and its customers. Six of the eight members of the team were internal promotions, reflecting the department's commitment to employee development.

CUSTOMER-FOCUSED SERVICE: We work collaboratively with our customers, such as via the Fleet & Communications Governance Committee, to ensure we are delivering the services they need with the correct balance of quality and cost. The MOU with Fire to assume maintenance of their facilities was developed very collaboratively, including developing performance measures to measure the benefits of this operational change. Customers are surveyed annually to assess timeliness, quality and overall satisfaction with our services. The average rating for these factors across all divisions remained at 94% satisfied or very satisfied. Input is also received via customer meetings and sources such as the employee blog.

STEWARDS OF THE PUBLIC TRUST: Civic Services is responsible for millions of dollars of the city's assets. Proactive fiscal stewardship is a critical element of department management. Our approach to asset management is focused on meeting the city's goals in a long-term and sustainable manner as exemplified by our focus on preventive maintenance and life cycle management of facilities and vehicles. Our management of the City's property assets also reflects this emphasis on stewardship, from our proactive survey control network to our approach to interdepartmentally managing the city's real property to optimize the city's extensive investment. Management of risk and liability is an additional element that is especially notable in management of our facilities and maintenance of vehicles. Two major awards validate that our operations are well-

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managed, cost-effective and customer-focused, that we implement best practices, and that we have an engaged and empowered workforce: The Outstanding Building of the Year and 100 Best Fleets in North America (ranked 28th). Our focus on performance management is reflected in our robust set of performance measures and their alignment to our mission, business goals, and community outcomes (as described in this and other department proposals).

Civic Services supports all Outcomes. Primary alignments are listed below. Department management ensures performance is aligned and actively managed to support these outcomes and delivers on purchasing strategies. (Performance data for these examples can be found in the other proposals or provided on request.)

SAFE COMMUNITY: Vehicle and critical system availability supports Response. City Hall and Fire Station building condition ratings support Planning & Preparation. And Staff with ATC-20 and advanced ICS training also supports Planning & Preparation.

IMPROVED MOBILITY: Employee drive-alone trips reduced as a result of our employee transportation program supports Travel Options. Customer department satisfaction with Real Property and Land Survey Services supports Existing & Future Infrastructure where they are a critical path activity in CIP delivery.

INNOVATIVE, VIBRANT & CARING COMMUNITY: Community meetings and events held in City Hall provide Opportunities for Interaction.

HEALTHY & SUSTAINABLE ENVIRONMENT: Expanding the number of hybrid vehicles and reducing the city's utility usage support Clean Air. (Savings since 2009 are \$634k and greenhouse gas emissions have been reduced by 4,644 metric tons, the equivalent of 893 cars/year off the road.) These are impressive improvements over the past budget cycle. The reduced utility usage, use of green products by Fleet & Facilities, and recycling within our facilities supports Clean Green City.

ECONOMIC GROWTH & COMPETITIVENESS: Our accurate and robust land survey network supports Land, Infrastructure and Planning. Business events held in City Hall (hosted by the Office of Economic Development and supported by Service First and Facilities) support Costs & Capital. City Brand is supported by Service First streamlining access to government services and property owners feeling that they are treated fairly and professionally by Real Property staff.

Civic Services collaborates/partners interdepartmentally and with outside agencies. Collaborations with our customers include the Fleet & Communications Governance Committee, Resource Conservation Manager program, emergency/storm response and CIP project delivery. During the past biennium Civic Services partnered with Utilities to perform all of their real property activities (which are now comparable with all other departments except Parks) and with the Fire Department to maintain all of their facilities (in addition to all general City facilities). We also partner with customer departments to develop specifications for major vehicle acquisitions (e.g., fire pumpers and Police cruisers). We also partner with other internal service departments such as Purchasing and the City Attorney's Office to more effectively provide our services. Outside partnerships include Western Washington Clean Cities Coalition and their EverGreen Fleet program and associated grants, King County Elections to provide an accessible voting center, and the Eastside Public Safety Communications Agency for the city's radio communications network.

Many examples have been provided in this proposal for how Civic Services supports other departments. If this proposal is not funded, the activities included in Civic Services would need to be shifted to other departments. This would reverse the action that created the Civic Services Department in 2008, aligning internal operations that were intertwined to directly support externally-focused operating departments. The functions were

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shifted from departments (primarily Parks, Transportation and Utilities) where they were not aligned with the department's primary lines of business. If shifted back to these departments, customer service improvements gained since the Civic Services Department was created could be lost and management of the recipient department could be stretched, potentially degrading service levels for their proposals and community outcomes.

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
045.0009	Employee engagement construct from employee survey	3.91	N/A	4.16	4.22	4.25	4.25	4.25
045.0010	Internal communication construct from employee survey	3.57	N/A	3.64	4	4	4	4
045.0011	Percent unprotected sick leave taken	2.5%	2.4%	2%	0	3%	3%	3%
045.0012	Overall Customer Satisfaction with services received by the Department	N/A	97%	98%	98%	100%	100%	100%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

Not approved: Includes a one-time payout for anticipated retirement in 2015 (\$26k).

5B: Are one-time expenditures included in this proposal?

Not approved: Includes a one-time payout for anticipated retirement in 2015 (\$26k).

5C: Are dedicated revenues included in this proposal?

N/A

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	3.00	3.00	Expenditures	26,891	27,510
LTE	0.00	0.00	Personnel	518,983	536,227
Total Count	3.00	3.00	Supporting Revenue	0	0
			Rev-Exp Balance	-545,874	-563,737

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Section 1: Proposal Descriptors

Proposal Title:	Real Property Services	
Proposal Number:	045.04NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Civic Services
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	045.04NA	Budget Status: Recommended
Attachments:	0	Primary Staff: Max Jacobs ext. 4812

Section 2: Executive Summary

The City must acquire property rights in order to build public projects on land the City does not already own. As a central part of public infrastructure development, these property acquisitions directly contribute to the City's Comprehensive Plan vision. The City's Real Property team handles these acquisitions. This proposal describes the services provided by Real Property, including: (1) real estate valuation and land acquisition services supporting design, construction and maintenance of City capital projects; (2) real property asset management, research and planning advisory services regarding real estate needs, objectives and opportunities; and (3) leasing and property management consists of handling all City wireless leases and overseeing property management at the 70-suite Lincoln Center property.

Budget Process Outcome: Department proposed adding temporary help (\$40k) to more cost-effectively support increased capital project workload. RT funded. LT did not fund.

Section 3: Responsiveness to Request For Results

Every City project (such as construction of transportation and utility infrastructure) that touches land not owned by the City of Bellevue requires some form of real estate transaction. These range from temporary rights of entry, to permanent easements and full fee ownership. Public agencies such as the City of Bellevue therefore always have a real property staff to acquire land for public projects, and also to manage publicly-owned real estate assets once acquired (worth many millions of dollars). This proposal provides the following services: property research and advisory services, project consultation, all aspects of property acquisition, including property value analysis, due diligence, purchase offer development, negotiations, transaction documentation, and purchase closing for all non-Parks City projects involving real property. The Real Property team also provides innovative ideas on structuring real estate transactions, real estate market insight, and analysis of real estate opportunities, all of which advance a body of current and planned projects critical to Bellevue's vision for the future, including the East Link light rail and Bel-Red Corridor redevelopment projects. This proposal also includes commercial property management and leasing services for cell tower sites, the Lincoln Center office park, and other rented properties.

The Real Property team also updates and maintains the City's Real Property Inventory. In addition, through its leadership of the inter-departmental Property Committee, Real Property executes and updates the City's Real Property Policies and Procedures, in addition to collaborating with other departments to help develop future-focused property-related strategies. The Committee addresses a range of city-wide property issues and develops an ongoing strategic property plan that seeks to ensure future City needs will be satisfied by new facilities. Working collaboratively with the City Attorney's Office, as well as Transportation and Planning Department staff, the Real Property team also ensures compliance with federal and state regulations governing property acquisitions. This body of law imposes strict rules regarding the way property is appraised, purchase offers are made, negotiations are conducted, purchases are finalized and, where applicable, occupants of property are relocated. Property acquisition actions that fail to meet these strictures threaten the City's receipt of millions of dollars of grant funding. For this reason, Real Property is the group within the City officially designated by the Washington State Department of Transportation to conduct property acquisitions for

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federally-funded projects. A team of inter-dependent peers, Real Property maintains its qualifications and high standards through regular training, and with a constant eye on learning and improvement.

Scalability: The Real Property Division consists of the Real Property Manager, four Sr. Real Property Agents and one part-time administrative assistant. This team includes an LTE Sr. Real Property Agent that was added in 2013 as part of a package proposed by Transportation to support its increased CIP project work. To further facilitate project delivery, the part-time administrative assistant was added to free the property Agents' time from more administrative work so they could focus on meeting aggressive project schedules and workload. Over the past years Real Property's workload has intensified, which has impacted timely project delivery and other services. However, this Proposal is hypothetically scalable in that adding or reducing staff would increase or decrease the team's capacity to serve other departments with their property needs. (I.e., reducing Real Property staff would delay CIP project delivery.) Secondly, increasing or decreasing the size of the team would impact Real Property's asset management work, which would either advance or undermine the City's principles of stewardship with regard to managing its valuable real estate assets. The proposed staffing level is based on the 2013-2019 Adopted CIP Plan. Additional staffing needs may need to be considered if new projects or programs are approved in the 2015-2016 budget process.

STRATEGIC LEADERSHIP: One of Real Property's core purposes is to help City leadership prioritize acquisitions/property investments consistent with the City's long-range needs and plans. Real Property helps turn community priorities into reality by analyzing and pursuing real estate opportunities that support planning for key City projects. Our contributions include: Early planning with City leaders about potential sites for future City projects and partnerships with businesses and other government agencies; identifying evolving acquisition opportunities; providing professional advice in structuring real estate transactions; and thoughtfully managing the City's real property portfolio. The City stands at a threshold of dramatic new development, including East Link, which involves major City investments. The Real Property team will continue to help advance this project in a way that contributes to the City's credibility and supports the City's vision, priorities and fiscal goals.

HIGH PERFORMANCE WORKFORCE: The Real Property team brings exceptional experience to its work: each of the Sr. Real Property Agents has extensive and diverse professional real estate expertise. These decades of experience give the Real Property team the ability to successfully plan and negotiate complex real estate acquisitions with a broad range of property owners – from single family homeowners to investment executives overseeing multi-million dollar property portfolios. The team's history with and dedication to the City organization and its mission also gives them credibility and the ability to form and rely upon strong relationships throughout the community. The team's loyalty, dedication and professionalism reinforce the City's service values.

CUSTOMER-FOCUSED SERVICE: One of the Real Property team's primary responsibilities is to help facilitate CIP project delivery. In everything the team does it sees itself as collaborative members of a larger team. Inside City Hall, Real Property adds value to other departments' work by serving as project partners and promptly providing needed CIP project support that is responsive, insightful and thorough. The Real Property team also provides a range of other internal services, such as property-related advice and research, for which it is available at all times, providing a critical resource for project teams seeking a range of property-related information, often on short notice, throughout the lives of their projects. Real Property sees Transportation and Utility Department colleagues as both partners and valued customers whose goals and priorities the team is here to advance. In the larger community, the Real Property team constantly reinforces the City's reputation for competence, professionalism, and caring by embodying respect and by providing accurate, helpful and timely information and assistance. Broad appreciation for the team's high quality, responsive service is reflected in customer satisfaction survey results and comments year after year. However, satisfaction with the team's timeliness has decreased in 2013, a measure, in part, of the team's heavy workload. In an effort to

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improve, Real Property instituted a new performance measure in 2014 to more directly focus on meeting deadlines.

STEWARDS OF THE PUBLIC TRUST: The Real Property Division is responsible for accurately adding to and maintaining the records of the City's real estate assets, which value many tens of millions of dollars. Under this proposal the Real Property team continues as the custodian of the City's valuable real estate assets by maintaining, updating and mapping the City's Real Property Inventory and seeking to maximize operational usefulness of and, where appropriate, revenue from the City's real estate holdings.

The Real Property team's stewardship role applies to the way in which the City acquires new property. In their land acquisition work, members of the Real Property team serve as ambassadors for the City. Professional Real Property Agents ensure property owners are treated with respect and equity and given thorough information about the purpose and process of proposed land acquisitions. In that often delicate situation, the City needs representatives who are professional, skilled communicators who provide credibility, transparency and caring as they walk property owners through a process that can be seen as the most intrusive form of government interference. This role involves balancing fairness with a responsibility to the larger community: dollars given to one property owner come from the public's funds. The result of the Real Property team's direct interaction with Bellevue residents and business owners is a tangible increase in the community's understanding of government and the connection between City services and community priorities. The Property Agents' success in these interactions, which involve many judgment calls, reinforces the strong reputation of the City as both a caring and fiscally responsible organization.

ADVANCING OTHER OUTCOMES: The primary work performed under this proposal is necessary support for proposals aimed at Improved Mobility (Transportation infrastructure construction) and Healthy & Sustainable Environment (Utility infrastructure construction).

By providing property analysis, advisory and acquisition services in-house, the Real Property team offers several advantages and efficiencies, which translate into cost savings and better project delivery: First, the Real Property team's acquisition work advances the City's stewardship goals because the team approaches its work from the perspective of an owner; the Real Property team appreciates that property acquisitions must serve not only the immediate project timeline, but must make sense for the City, long-term. Second, because it is housed within the organization, the Real Property team can start work on projects with minimal lead-time. Third, because the Real Property team is involved in projects throughout their development, the team is able to respond quickly to frequent changes and to provide assistance immediately as projects evolve. These efficiencies contribute to on-time and within-budget project delivery.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
045.0015	Percent of customer departments satisfied with quality of Real Property service	98%	95%	100%	95%	95%	95%	95%
045.0016	Percent of customer departments satisfied with timeliness of Real Property service	100%	92%	100%	89%	95%	95%	95%
045.0086	Percentage of Key Agreed Deadlines Met				N/A	95%	95%	95%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

Approved: Includes increased funding for travel-training, professional license fees, and association dues for LTE added at Mib-bi (\$3.1k), & ongoing M&O for RP database maintenance (\$4k). \$4k of increase funding to this proposal was redistributed from proposal 045.05PA (Survey).

Not Approved: Funding for part-time admin assistant (\$40k)

5B: Are one-time expenditures included in this proposal?

Approved: Expenditures do decrease in 2016 by approx. \$100k due to the 555 Lincoln Center building being demolished by Sound Transit.

5C: Are dedicated revenues included in this proposal?

Approved: Revenues are generated from CIP for project support (\$737k), the Land Purchasing Revolving Fund for oversight of Lincoln Center (\$381k) and telecom leases (\$27k). Rent revenues decrease by \$241k in 2016 due to Sound Transit demolishing the 555 Lincoln Center building.

5D: Are changes to the existing service levels included in this proposal?

Not Approved: Includes funding for continuation of a part-time admin assistant to support Real Property agents.

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	4.00	4.00	Expenditures	487,687	386,210
LTE	1.00	1.00	Personnel	668,943	682,052
Total Count	5.00	5.00	Supporting Revenue	1,145,461	919,595
			Rev-Exp Balance	-11,169	-148,667

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Section 1: Proposal Descriptors

Proposal Title:	Professional Land Survey Services	
Proposal Number:	045.05PA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Civic Services
Dependent Proposal:	045.06DA	Proposal Type: Enhancing
Previous Proposal:	045.05PA	Budget Status: Recommended
Attachments:	0	Primary Staff: Lynn Call, ext. 6460

Section 2: Executive Summary

The City's land survey staff provides statutory compliance and lower costs to the City and citizens for required survey services with greater accuracy and consistency. This division protects and maintains the survey reference monuments essential to accurately locate property boundaries, easements and public rights-of-way as required by state and federal law. They create and manage the survey control information and reference systems necessary for cost effective and timely survey services by City staff and private surveyors. They also provide cost effective and timely professional land survey services required for City operations and projects.

Section 3: Responsiveness to Request For Results

The Survey Division consists of a Survey Manager, 2.75 Professional Land Surveyors, and 6 field surveyors (5 FTEs/1 proposed LTE). It provides many professional and technical services to most City departments such as:

Preservation of historic land survey monuments required to accurately locate property boundaries, easements and public rights-of-way as required by state and federal law. Management of three Global Positioning System (GPS) reference stations to facilitate efficient and cost effective field survey operations by City staff, City consultants, and private surveyors. Creation, maintenance and publication of a database of information about survey monuments throughout the City that are needed for the design, permitting and construction of public works and private development projects; and for the accurate location of property boundaries, easements and public rights-of-way. Survey control, right-of-way maps, legal descriptions and property owner exhibits for acquisition of the rights-of-way and easements required for Transportation and Utility projects. Ongoing parcel boundary mapping for the City's GIS mapping systems. Professional review of plats, short plats, boundary line adjustments and other land use actions. Certified American Land Title Association (ALTA) surveys for the purchase of City properties. Topographic mapping and construction staking for Transportation, Utility, Parks and Facility projects. Professional court testimony and exhibits for City lawsuits. Accident and crime scene mapping support for the Police Department. Legal description preparation and mapping in support of rezones and annexations. Floodplain mapping and stream sediment monitoring surveys for the Utilities Department. Legal description review and map exhibit preparation for staff in numerous departments. Property boundary and survey advice to citizens.

The Federal Land Ordinance of 1785 defined our system of land ownership. It required that before any land could be sold that it must first be surveyed, platted and permanent survey reference monuments set. These survey monuments were required to provide a reliable, consistent and cost effective means of locating property boundaries. RCW 58 (Boundaries & Plats) provides these same survey monument requirements in Washington State. The vast majority of survey monuments are in the public roadways and are continually at risk of becoming lost or destroyed through construction and maintenance activities. When a survey monument is destroyed, the property boundaries which relied upon it become less certain and more costly to re-establish. When several monuments are lost in an area, the cost to survey properties in that area becomes significantly more expensive and uncertain, often with conflicting surveys and feuding landowners. The City has a legal, ethical and fiduciary responsibility to perpetuate any monuments in danger of destruction by a City activity and must lead the efforts to assure that other development and maintenance activities protect survey monuments as well. This proposal provides staff and resources to protect these critical assets and keep the City in

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compliance with the following laws:

18 USC Section 1858 - Criminal offense to willfully destroy or remove government survey marker - subject to fine and/or imprisonment of up to 6 months. RCW 58.04 & RCW 58.24 - Requires the preservation of survey monuments and makes it a gross misdemeanor to intentionally remove or destroy a survey monument. Requires guilty party to pay the cost of replacement. WAC 332-120: Provides a legal means of temporarily removing and replacing a survey monument by a Professional Land Surveyor who must certify to the replaced monument's location. RCW 18.43 and WAC 196: Requires that the City's parcel boundary mapping and legal description preparation be done "under the direct supervision of a Professional Land Surveyor".

STRATEGIC LEADERSHIP: City survey staff proactively prepared a survey of the entire East Link route within Bellevue and coordinated with Sound Transit engineers and surveyors to establish this map as the basis for all design, construction and real property activities. This survey provides a common framework to ensure that East Link and the many concurrent City and private development projects will fit together as expected upon completion.

HIGH PERFORMING WORKFORCE: The average tenure with the City for Survey Division staff is 19+ years. Five survey staff members are licensed Professional Land Surveyors (PLS) and one has qualified as a Land Surveyor in Training (LSIT). It takes 10-15 years of surveying experience and two very difficult days of testing to become a licensed PLS. Bellevue's survey staff is highly respected within the survey community and are recognized as being innovators and leaders in best survey practices. We evaluate the quality of our field measurements on a daily basis using statistical analysis tools to assure our products are accurate. We are constantly searching for better methods to improve both the quality and cost effectiveness of our work.

CUSTOMER-FOCUSED SERVICE: We collaborate closely with the project managers on each of our projects to gain an understanding of the best mix of survey services that will meet their needs in the most cost effective way. Our goal is to never do too little or too much but to provide quality services that are right sized to our customer's needs. We regularly re-task survey crews from scheduled work to respond to emergency situations or critical needs encountered by city staff.

STEWARDS OF THE PUBLIC TRUST: Professional Land Survey services provided for City and private projects would be many times more costly without the survey reference systems provided by this proposal. The Survey Control Network Database, which has been systematically built over the past 25 years, allows City survey staff to collect, organize, evaluate and continually reuse survey information year after year. The City's GPS Reference Stations allow City survey staff and private surveyors to do in one hour what would otherwise take days to accomplish. All of our survey monument and GPS reference information is published on the web where it is accessed by private surveyors more than 2000 times a year and used to save our citizens more than \$600,000 annually in private survey costs. We routinely receive positive comments from the professional survey community such as: "we can always rely on the accuracy of your survey information", "your web site is so complete and easy to use", and "why can't the other cities and counties do it like you?"

SAFE COMMUNITY: The Survey Division supports the Police Department and CAO in mapping accident and crime scenes. The Survey Control Network and GPS Reference Stations greatly reduce the time surveyors must work in traveled roadways to locate the survey monuments required to provide their services. This lessens disruption of traffic and decreases the chances of accidents and serious injuries.

IMPROVED MOBILITY: A large portion of survey staff time is used to support all types of mobility projects. We work closely with members of the project teams and provide services in support of all phases of their projects. Additionally, our online Survey Control Network and GPS data greatly reduces the need for City and private survey crews to disrupt traffic by working in the roadways.

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HEALTHY & SUSTAINABLE ENVIRONMENT: Survey staff provides surveys and maps for the Parks Department in support of their enforcement activities against illegal tree cutting and encroachment onto city property and greenbelts. City survey staff also provides surveying services on all types of Utility Department projects.

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
045.0017	Percent of survey control network points meeting federal 1-centimeter local accuracy standards	97.5%	99.3%	99.4%	99.5%	99.6%	99.7%	99.8%
045.0018	Percent of City within 1\4 mile of a survey control network monument	96.5%	97.4%	97.4%	99.6%	99.7%	99.8%	99.9%
045.0019	Percent of internal customers rating the quality of land survey services satisfactory or better	100%	98.6%	100%	95%	100%	100%	100%
045.0020	Percent of internal customers rating the timeliness of land survey services satisfactory or better	98.6%	95.6%	96.3%	95%	100%	100%	100%
045.0021	Annual number of visits to survey control database internet application			1,989	2,202	2,000	2,000	2,000

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

Funds for supplies, equipment, professional services, etc. were reduced by \$10K in the 2013-2014 budget process and are being reduced by another \$4K for this proposal (moved to support Real Property Proposal 045.04NA).

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

Revenues are generated from Transportation, Utilities, and Parks CIP (\$443k) for project support. LT approved an additional \$50k per year in funding to bring the 2015 total to \$493k.

The proposed staffing level is based on the 2013-2019 Adopted CIP Plan. Additional staffing needs may need to be considered if new projects or programs are approved in the 15-16 budget process.

5D: Are changes to the existing service levels included in this proposal?

A 0.25 Professional Land Surveyor FTE is being moved from this Professional Land Survey Services proposal into the 110.03NA Development Services Review Services proposal.

Based on reduced project labor hours in 2010-2011, survey field staffing was decreased by 1.0 FTE in January 2012. Utilities, Transportation and Parks subsequently increased requests for survey services in 2012-2013 back to historic levels. This increased demand for survey services is currently being met with temp help. In April 2014 we received approval for 1.0 LTE to meet this ongoing need. This LTE is reflected in the Budget Summary and personnel counts of this proposal.

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	8.75	8.75	Expenditures	122,739	125,561
LTE	1.00	1.00	Personnel	1,232,618	1,275,350
Total Count	9.75	9.75	Supporting Revenue	493,196	508,460
			Rev-Exp Balance	-862,161	-892,451

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Section 1: Proposal Descriptors

Proposal Title:	Facilities Maintenance & Operations	
Proposal Number:	045.20PA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Civic Services
Dependent Proposal:	045.50DA	Proposal Type: Enhancing
Previous Proposal:	045.20PA	Budget Status: Recommended
Attachments:	0	Primary Staff: Frank Pinney, ext 6049

Section 2: Executive Summary

This proposal provides funding for operating and maintaining City Hall and Bellevue Service Center, as well as staffing to help maintain ten Fire Department facilities. These twelve facilities house the vast majority of the City's workforce with over 1,000 employees. A healthy, safe, accessible, and comfortable space is essential for the productivity of that workforce, and also reduces liability and sick time. Facility inspections and planned maintenance reduces the occurrence of equipment failure and reduces the overall operating costs of the facilities, as well as identifies needed corrective maintenance. When corrective maintenance is needed, highly-trained and competent staff quickly respond to repairs or emergencies, including critical power, data, and life-safety systems. Resources for this proposal also pay for the day-to-day operations of each facility, including utility costs (water, sewer, drainage, gas, and electric).

Section 3: Responsiveness to Request For Results

Effective Facilities Maintenance & Operations (M&O) rely heavily on building inspections, daily monitoring of equipment and systems necessary to keep our facilities operational, and routine environmental services such as custodial, landscaping and pest control. Keeping critical building systems operational is paramount in supporting every City department, including Police, Fire, Utilities, Information Technology Department (ITD) and the tenant Northeast King County Regional Public Safety Communications Agency (NORCOM). Included in this proposal are yearly costs of \$860,000 for utilities, \$800,000 for response and repair contracts and materials, \$445,000 for custodial contracts and material, about \$800,000 in each year for Major Maintenance projects, and \$1.54m for 14 FTEs.

Preventive Maintenance (PM) is the cornerstone of good building management and sustainability. Buildings that are well-maintained are less expensive to operate and maintain, and retain their value over time. PM is "routine or regularly scheduled work designed to keep equipment in an existing state, prevent deterioration or failure, and identify work of a corrective nature to keep equipment from causing non-productive time in any capacity." The conditions identified and corrected prior to failure is the return for this investment. Typical PM work consists of belt and filter replacement on heating, ventilation, and air conditioning (HVAC) equipment; elevator inspections; fire alarm and suppression system testing; painting; and plumbing systems testing/assessment/evaluations.

Major Maintenance (MM) projects are pre-planned significant renovation projects based on the life-span of the equipment or on the deployment of new technology, such as the replacement of HVAC equipment, roofs, parking lot paving, and replacement of large building systems (fire alarm, fire pumps, electrical power, plumbing and lighting). MM projects are tracked in the Maximo software and scheduled through the Preventive Maintenance (PM) application of the program. These systems and equipment are tracked through a 10-year MM plan for each building. With less down time for repairs, Facilities can plan and schedule for subsequent replacement as needed and before they fail.

Corrective Maintenance (CM) performs needed repairs which are identified in the inspection or preventative maintenance process. Solid corrective work to prevent emergencies (that capitalizes on the payback for the

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investment of Preventative Maintenance) or perform other unplanned work is essential. Things break and wear out over time, and need to be repaired once they break. A program which is 100% preventative maintenance would replace things before it became necessary and/or not leaving time for repairing things as needed.

Indicated by industry standards, an effective PM to CM ratio would typically be around 60/40. Other literature suggests the ideal being 6:1 preventative maintenance to corrective maintenance. Currently, we have a ratio of around 80/20 PM to CM, one of the highest in the industry, suggesting we are performing at a very effective level. Our high PM to CM ratio allows Civic Services to offer the stable square footage rates we provide (that did not need take inflation of rates for the past few years).

It should be noted that over a third of an FTE was diverted from PM to support an increase in Tenant Services requests in proposal 045.22PA. This is not sustainable over time as deferring preventative maintenance increases the cost of operations.

Best practices and performance management identify all of the services provided by Facilities Services, and are used as part of our service level agreement with City departments and outside clients such as NORCOM. International City Managers Association (ICMA), Building Owners and Managers Association (BOMA), and Government Finance Officers Association (GFOA) have "Best Practices" policies that suggest how to maintain and operate facilities. GFOA recommends "that local, state and provincial governments establish a system for assessing their assets and appropriately plan and budget for any capital, maintenance and replacement needs." The Facilities Services Fund is structured to monitor and measure the condition of City buildings, maintain a 10-year maintenance plan, and develop reserves through rates to meet the long-term needs of City facilities. Performance measures are in place to specifically track comparisons with ICMA costs per square foot and ours are in the top 20% for similar facilities. Our Energy Star rating of 98 for City Hall is a reflection of staff efforts to implement projects and methods that resulted in extremely efficient utility use, overall excellent building condition and efficient and effective use of taxpayer funds.

STRATEGIC LEADERSHIP: The amount and type of PM planned for each facility is tailored to the age and useful life of the facility. Therefore, each component such as pavement, concrete walls, windows, electrical, HVAC, plumbing, and roofs has a PM schedule together with a repair or replacement schedule. The efficient and effective M&O facilitates an inviting and functionally accessible environment where staff, citizens, business and community leaders can conduct business. **COLLABORATIVE PARTNERSHIPS** with the Fire Department have resulted in Memorandums Of Understanding (MOUs) for M&O, workload prioritization, and overall management of their ten sites. Similarly, Facility Services has a working MOU with the Utilities Department to provide routine maintenance and oversight of the Eastgate Yard and the BSC Lower Lot. Recently an MOU was initiated with the Police Department for their shooting range at the Training Center

CUSTOMER-FOCUSED SERVICE: Based upon our annual customer service survey, 95% of our internal customers (City staff) are satisfied with the level of maintenance and repair we provide. This benchmark is used in the ICMA comparisons for cities nationwide and is very high especially considering our low cost per square foot operating costs. The Citywide employee survey completed in February rated the workplace 4.03 out of a possible 5.0 for well-maintained facilities. The national average for public facilities is 3.07. These three results are consistent with the community survey that stated 86% of residences say they are getting their money's worth for the City government services and facilities.

Facility Services has a one-call 24-hour phone line, as well as an e-mail address where City staff can report problems or request services for routine maintenance. Our average response time for building emergencies (non 911 calls) during business hours is less than 15 minutes and less than two hours after normal business

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hours.

Facilities Services produces an Internal Service Agreement (ISA) for our clients which outlines the services provided and the response time expected for differing types of issues. This ISA is tailored to each clients' service level needs.

HIGH PERFORMING WORKFORCE: Facilities Services strives to empower its employees and the Citywide workforce to be leaders, develop alternative methods for maintaining the buildings, and be a part of what makes Bellevue government a great place to work. 100% of the Facilities staff are Certified Building Operators through the NW Energy Efficiency Council and attend continuing educational classes to keep abreast of the latest technology and industry methodologies.

STEWARDS OF THE PUBLIC TRUST: City Hall was designed as a 100-year facility. Well-maintained facilities are more efficient, less expensive to operate, safe for staff and the public to occupy and last much longer. Many systems within a building have a 10- to 20-year life expectancy. Facilities Services has an impressive history of prolonging the replacement life of equipment and systems because of our proactive PM program. When systems and equipment are replaced, staff does so with latest technology, reliability and efficiency in mind. In 2010, custodial-related services were reduced to levels that save money without huge impacts to staff productivity or carpet replacement. Routine maintenance contracts such as custodial costs for CH, as an example, have gone down since 2004 from \$4.92 per square foot to today's cost of \$4.81 per square foot. Accounting for inflation, the overall savings would be approximately 12%. Because of the PM programs, the 10-year MM plan, and many of our ongoing performance measures, City Hall won BOMA's "The Outstanding Building of the Year" (TOBY) for King County in the government category, scoring 87% in 2011 and again in 2012 with a score of 95%.

HEALTHY & SUSTAINABLE ENVIRONMENT (HSE): Facilities Services operations support all of the other outcomes by providing safe, clean, and energy-efficient facilities for support of government operations. The M&O aspect of operations directly supports the HSE Initiative by reducing the use of electricity and natural gas and by supporting the waste, recycling and composting programs. Through a comprehensive Resource Conservation Program, the cumulative energy savings for Civic Services, Fire, Parks, Police and Utilities Departments in 2013 since 2009 was \$633,862. Further, this reduced the amount of Greenhouse Gas emitted by the City by 4,644 metric tons of CO or the equivalent of removing 893 cars from the road.

SAFE COMMUNITY: Facilities Services, through a conscientious maintenance program, ensures that all critical systems are operational 100% of the time. We strive to achieve 100% reliability of the City's critical systems, which supports ITD's Key Department Indicator (KDI) of 99.9% of time for network availability, both of which directly support response time for Police and Fire, further supporting the communities feeling of being prepared and feeling safe within the community.

Accreditation of Police, Fire, Transportation, Utilities and Parks are important measures for several outcomes. Facilities Services supports and is critical for the department accreditation process by providing appropriate, safe, and efficient facilities. Generator maintenance and documentation are critical for Police (CALEA) certification. The Storm Water Pollution Prevention Plan (SWPPP) and maintenance of backflow preventer, storm water catch basin, and oil water separators are key to Utility environmental standards and accreditation. Facilities Services has a lease agreement with NORCOM (located on the 7th floor of CH) and MOUs with the Fire, Utilities, and Parks Departments for routine maintenance and 24-hour emergency operations response to support over 15 facilities.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
045.0023	Total Facility ICMA cost per Sq. Ft.	\$4.78	\$4.66	\$4.75	\$5.09	\$5.00	\$5.00	\$5.00
045.0025	Percent of staff satisfaction with quality and timeliness of maintenance and repair services	96%	92%	95%	95%	90%	90%	90%
045.0026	Percent of staff satisfaction with quality and timeliness of custodial services	83%	78%	85%	91%	90%	90%	90%
045.0027	Percent of time critical systems are available	100%	99.97%	100%	100%	100%	100%	100%
045.0028	Annual City Hall Energy Star Rating	91	96	97	98	99	99	100
045.0065	Cumulative Dollars (in thousands) Saved by RCM program City-wide Compared to 2009	44	175	392	634	888	1,000	1,100

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

2015 includes \$500k for Energy Efficiency Commerce Grant revenues and expenditures. This grant was awarded to the City in 2014. Resources have been reallocated to increase an existing .60 FTE to a full time FTE (\$41k/yr).

The FTE count in this proposal increased to include .5 FTE reallocated from 045.21NA to this proposal.

5B: Are one-time expenditures included in this proposal?

2015 includes \$500k for the Energy Efficiency Commerce Grant revenues and expenditures.

5C: Are dedicated revenues included in this proposal?

Grant revenues support grant expenditures (\$500k) and dedicated revenues collected from Enterprise customer departments (Utilities, DS, and NORCOM (\$1.7m), PSE reimbursement conservation grant (\$101.4k) and other income (\$15k).

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	14.00	14.00	Expenditures	3,430,609	2,958,185
LTE	0.00	0.00	Personnel	1,523,575	1,578,024
Total Count	14.00	14.00	Supporting Revenue	2,188,551	1,691,328
			Rev-Exp Balance	-2,765,633	-2,844,881

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2015-2016 Operating Budget Proposal

Section 1: Proposal Descriptors

Proposal Title:	Facilities Emergency Management & Site Security	
Proposal Number:	045.21NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Civic Services
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	045.21NA	Budget Status: Recommended
Attachments:	0	Primary Staff: Frank Pinney, ext 6049

Section 2: Executive Summary

This proposal has two components:

Facilities Emergency Management Program which provides for preparedness, mitigation, response, and recovery of critical facilities for all natural, technological or man-made disasters for General Government Buildings (GGBs), which include City Hall (CH), the Bellevue Service Center (BSC), Court, and Fire Department facilities and indirectly supports Parks Community Center shelter operations. Facilities Site Security Program which ensures a safe and secure environment for staff and customers, reduces risk, minimizes loss of property, and educates building occupants of their roles and responsibilities in an emergency. The program includes card access and CCTV, and management of high security areas (NORCOM & Police), medium security areas (Human Resources, Legal, City Manager's Office) and public areas at CH and the BSC. Many of the security requirements are implemented in support of Police and NORCOM accreditation.

Section 3: Responsiveness to Request For Results

The City's ability to survive, respond to, and recover from an emergency is critical to sustaining life, property and economic vitality. It is well documented that not preparing for an emergency event will have a devastating and long-lasting impact on the citizens and the community. Facilities Services is committed to providing a safe, secure, and inviting environment for all who work or visit our GGBs, leased sites and/or Fire facilities. This proposal provides staffing of 1.0 FTE.

The proposal has two components:

Facilities Emergency Management Program includes the workload of 0.25 FTE (Facility Security Superintendent) to support the City's Emergency Operations Plan (EOP), Additional staffing to support this workload is included in the Maintenance & Operations proposal and are often staffed by various employees throughout the department depending on the task being completed. This level of staffing can increase dramatically in a drill or an actual emergency. It consists of: Development and updating of the Civic Services EOP. Support for the City's EOP plan, training in the EOC, and FEMA staff training and certification. Building Evacuation & Safety Team Program staffing, planning, and training. Structural and non-structural seismic facility mitigation and improvements including Rapid Building Assessment (ATC-20) procedures development and staff training/certification. Emergency power generator and UPS maintenance, testing, and training/certification. Fire Alarm testing, planning, training and procedures development. Relocation, temporary facilities, and shelters for the City in an emergency event.

2) Facilities Site Security Program includes 0.75 FTE (Facility Security Superintendent) to support:

Electronically Controlled Card Access system which includes issuing a photo badge after approval of a background check and fingerprint screening by the Washington State Patrol or FBI. The badges identify city staff, contractors and volunteers, and provide an appropriate level of access to areas within City buildings. The system software is maintained, tested and routinely upgraded. It allows for programmed locking of building access and enables immediate lockdown of CH and BSC when needed. Closed Circuit Television (CCTV) enterprise system with cameras, monitoring and emergency call stations for both general staff and Police

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areas. Contracted Security Guard services which include a physical deterrent to questionable activity, provide after-hours coverage and surveillance at CH, BSC, Court, Lincoln Center and the Safeway site, provide event support, assist with public access, help respond to building emergencies and often discover and respond to issues that could have impacted next-day building operations. Facilities saved approximately \$20,000 in 2012-13 by using security guards to support after hours events in lieu of paying overtime for Facilities staff.

STRATEGIC LEADERSHIP: An all-encompassing Emergency Management and Site Security Program shows a commitment to City staff, citizens and businesses in promoting personal safety, protecting infrastructure and assets, and having a strategic plan to respond and recover from emergencies and unplanned events. It directly supports Police, Fire, and NORCOM in their strategic plans and national accreditations. Maintaining these programs, with an investment in ongoing planning and training, reduces potential damage, risks and costs for the City, and can save lives.

HIGH PERFORMING WORKFORCE: Facilities Services oversees the building evacuation program for the GGBs, including assigning staff to safety team positions, training and coordinating with the Office of Emergency Management (OEM) for planned drill exercises. Facilities Services staff are field-trained in ATC20 Damage Assessment for the GGBs and can be dispatched to assist Development Services to assess Parks, Utilities, Fire facilities and/or private structures. 100% of Facilities Services staff has received advanced FEMA training in support of the DHS's Incident Command System structure. 76% of Facilities Services staff is trained in Emergency Response and Recovery or Rapid Damage Assessment to allow us to respond to and recover from emergencies quickly and efficiently. The Civic Services Department's Continuity of Operations Plan has a deep line of succession, ensuring that qualified personnel are available to activate and respond to our Command Center and provide proven leadership in the EOC.

CUSTOMER-FOCUSED SERVICE: The intent of the Site Security Program is to create a safe and inviting environment for civic engagement and government operations. Accomplishing this task requires balancing access to City Hall for citizens and employees by implementing measures to ensure their safety. Facilities Services developed emergency procedures manual that, in cooperation with Police, addresses response procedures for a wide range of issues such as bomb threats, suspicious persons and/or packages and unwanted visitors. The manual also identifies evacuation procedures and reporting, safety team responsibilities, and assembly point locations at GGBs. Facilities Services has a one-number call center that can be reached 24/7. Staff is expected to return after-hours calls within 15 minutes of initial contact, and have always been one of the first groups to respond to any unplanned event or security-related issue. The Civic Services annual customer survey indicated that 93% of staff felt their work environment was safe and secure.

STEWARDS OF THE PUBLIC TRUST: Facilities Services staff is trained across the board to respond to the multiple needs of the City and community. In order to ensure effective response to our customers and public staff continue to train and stay current with certifications, works to maintain and improve response plans, and monitors programs to align with best practices. Risk and liability is managed by complying with regulations, insurance requirements, and evolving regulatory and legal mandates. Facilities Services has MOUs in place with consultants, contractors and the Bellevue School District for emergency preparedness response contingencies and contracts for priority security-related response to make sure our buildings and systems are operationally protected.

SAFE COMMUNITY OUTCOME: Facilities Services' commitment to security and emergency preparedness was one of the key factors in the Fire Department's decision to enter into an MOU and allow us to oversee their ten Fire facilities. We performed building assessments on each site to evaluate the conditions of the structures, which supports continuity of operations by addressing facilities issues that might inhibit Fire's emergency response, their levels of security, and recommendations for improvement. We support the Fire Department

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and Risk Management staff training for first-aid/AED with the installation, maintenance and testing of first-aid kits and AEDs at City Hall and BSC. This program directly supports the Fire Department's Key Performance Indicator (KPI) of Cardiac Survival Rate. Emergency power backup systems are tested monthly; ensuring Police and Fire are able to respond to the needs of the community. Facility Services tracks preventable accidents, slips and falls, and on the job accidents. The trend for public and staff accidents over the last few years has been downward and was only 2 in 2013.

Facilities works closely with the Fire Department, NORCOM and the Information Technology Department (ITD) to ensure that critical building systems are operational, allowing us to respond to emergencies. We strive for 100% availability of our critical building systems to support ITD's KPI of 99.9% of information systems being available, which allows Police and Fire to operate efficiently on a daily basis, and also allow the City to respond to daily and significant events. This proposal supports the community KDI of the percentage of citizens that feel safe, and the percentage of citizens that feel the City is prepared to respond to emergencies, both key to SAFE COMMUNITY OUTCOME.

Not funding this proposal would increase the risk to life and property from emergency events, vandalism and acts of violence. It would impact the City's ability to plan for and recover from emergencies. It would result in Police, Fire and NORCOM being unable to get accredited, and may impact Transportation, Parks and Utilities accreditation.

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
045.0024	Factory Mutual Global Insurance Rating (maximum rating achievable is 92%)	91%	91%	92%	79%	83%	83%	92%
045.0030	Percent of staff that are satisfied with safety & security of their work environment	90%	94%	90%	91%	90%	90%	90%
045.0031	Percent of department staff that have received advanced FEMA ICS and/or ATC training	38%	77%	90%	76%	100%	100%	100%
045.0061	Number of reported accidents (trip & falls, vehicle & On the Job at General Government Facilities)	4	3	4	2	2	2	0

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

N/A

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

N/A

5D: Are changes to the existing service levels included in this proposal?

The FTE count in this proposal has decrease by 0.5 FTE. This position was reallocated to 045.20PA. No change in service level due to this change.

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	1.00	1.00	Expenditures	192,185	196,605
LTE	0.00	0.00	Personnel	124,051	128,357
Total Count	1.00	1.00	Supporting Revenue	0	0
			Rev-Exp Balance	-316,236	-324,962

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Section 1: Proposal Descriptors

Proposal Title:	Facilities Project Management and Tenant Services	
Proposal Number:	045.22PA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Civic Services
Dependent Proposal:	045.50DA	Proposal Type: Enhancing
Previous Proposal:	045.22PA	Budget Status: Recommended
Attachments:	0	Primary Staff: Frank Pinney, ext 6049

Section 2: Executive Summary

Facilities project management and tenant services ensure City facilities are strategically planned and developed to achieve the vision of the Comprehensive Plan. These two services are provided for a total of 632,000 square feet at City Hall (CH), Bellevue Service Center (BSC), nine Fire Stations (FS) and the Public Safety training center (PSTC). Project Management services support major maintenance and large repair projects for all facilities. Project managers also support City-wide projects such as Courts relocation and Sound Transit impacts to City Hall. Tenant Services supports meeting and event set-ups, minor repairs, staff relocations, ergonomics, and space management. Finally, ensuring compliance with the Americans with Disabilities Act (ADA) and other workplace health and safety requirements is a key component of this work especially now that Civic Services manages Fire department facilities.

Section 3: Responsiveness to Request For Results

Project management (PM) is an umbrella term that is comprised of long-range planning, feasibility studies and assessments, programming, design, and construction management for renovation and new construction. Activities include scope development, scheduling, estimating, design, and project liaison with senior management, which ultimately help meet customer (internal and external) expectations, by delivering projects on time and within budget. Facilities' knowledgeable staff acts as "owner representatives" ensuring projects comply with jurisdictional and legal requirements. Staff understand the operations of the organization, the facility needs to support those operations, and can mobilize quickly to assure facility deficiencies do not disrupt the delivery of services to the community.

The projects being supported during this budget by the project management staff are proposed to be: \$5 million Court relocation project, \$7.1 million east garage expansion driven by Sound Transit impacts, Support for impacts to City Hall during City Hall East Link station construction, an estimated \$1.4 million for Fire CIP projects, and \$1.6 million in Major Maintenance projects for City Hall and the BSC. In addition to this CIP and Major Maintenance support, the project managers will be supporting the Fire and City wide long range facility plan in 2015 & 2016.

Tenant Services (TS) offers cost-effective and efficient management of well-designed and maintained facility assets. These services cover 535,000 square feet at CH, BSC, and Courts. These services are essential to having a quality workplace environment which supports staff in delivering programs and services to the community in a timely and effective manner. These customer-focused services have three major components:

Meeting & event support: This includes meeting and event set-up and take-down for both internal and external customers. This is especially important because the vast majority of the events at CH are responding to taxpayer needs. In 2013 there were 1168 labor hours related to events.

Minor Repairs: TS ensures timely response to planned or unplanned events or situations affecting City operations. These events include minor repairs or modifications to tenant spaces including furniture and small equipment repair, carpentry, signage, etc.

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Staff relocations, ergonomics and space management: This includes space planning and design, furniture specification and inventory, and move management for office relocations and reconfigurations. TS staff has participated in basic ergonomic training and can mitigate the most common ergonomic issues, avoiding costly claims. A computer-aided facility management database is maintained to accurately report space usage data. This data depicts how all departments use their space and is essential information in determining their operating costs. In 2013 there were 3,865 labor hours related to minor repairs, staff relocations, ergonomics, and space management. The value of the assets directly managed under this proposal totals \$255 million.

In the 2013-2014 proposal we requested 4.56 FTEs, of that .56 FTE remained vacant and was earmarked for revisions to CH parking and CH plaza due to East Link. Due to the increased need for projected CIP support there are 5 FTE/LTEs in our 2015-16 TS proposal. They include project management which funds 1 Senior planning coordinator, 1 Capital projects coordinator, and 1 Facility planning coordinator (LTE position set to expire mid 2016) and tenant services which funds 1 Facility planning coordinator and 1 Structural maintenance specialist. This funding level is based on the current CIP and may need to be adjusted based on the level of facility funding approved in the CIP.

Of the 3 Project Management FTE/LTEs listed above, 1.75 FTE will be fully funded by Capital project funding. This leaves 1.25 FTE/LTE for project management that is funded in this proposal and supports the preventive maintenance for our general government facilities. A preventative maintenance benchmark of 2.32 FTE and was reported by 36 organizations responding with facilities ranging from 500,000 – 750,000 SF. We manage 632,000 square feet and the 2015-16 request of 1.25 FTE (with the CIP offset), is well below the IFMA benchmark.

Our customer satisfaction rate is very important to us. To ensure we can continue to provide a high level of service plus deal with an increasing demand on our time, smaller, less complex projects may be contracted out to consultants, if necessary. This allows us to be flexible to customer needs but for some projects, this is not the most cost-effective way of providing service.

In 2012, the International Facilities Management Association (IFMA) reported the following benchmarks for Project /Construction Management, tenant services and space management; Bellevue compares favorably to all of them.

An average tenant service cost of \$0.56 per square foot based on the same organizations reported above. Our average tenant service cost for 2013 is below the benchmark at \$0.39 per square foot and we anticipate it dropping in 2016 to \$0.30. As mentioned below* if this higher level of service continues to grow then staffing adjustments may be needed.

Approximately 76% of facility managers use computer-aided facilities management (CAFM) system and 85% maintain electronic files for facility infrastructure (CAD drawings). Both are considered 'best practice' in those organizations that most effectively and efficiently manage their building assets.

*For the 2015-16 Budget we are proposing 2.0 FTEs in Tenant Services, the same level as 2013-14. In 2013 the actual hours for Tenant Services was 2.39 FTEs, this additional staff time was driven by an increase in events from 3,860 in 2011 to 4,217 in 2013 and tenant requests from 423 in 2011 to 547 in 2013. The additional 0.39 FTE to support this higher level of service was made up from staff within the Facilities M&O proposal. This shift of workload results in a negative impact on our ability to do preventive maintenance. Should this trend continue, then adjustments in the staffing levels for Tenant Services will need to be made in the 2017-18 Budget.

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STRATEGIC LEADERSHIP: Public space that is offered and effectively managed is a strategic business tool that supports the image of our City as a local, regional and national leader, and in turn, facilitates economic and governance partnerships at all levels. It is critical to plan strategically for facility needs to ensure that appropriate and well-maintained facilities are provided to support the City's Comprehensive Plan and delivery of services to the community. National accreditations in Police, Fire, Parks, Utilities, and Transportation are dependent on compliance with certain facility requirements such as American with Disabilities Act (ADA),

Ergonomics, and meeting/public spaces.

HIGH PERFORMING WORKFORCE. General Service Administration (GSA) research confirms that providing a comfortable, flexible, well equipped workplace with amenities, such as wellness programs, fitness facilities and food service, contribute to employee satisfaction. Employee cost is the single biggest expense and the most important asset the City has. The recent City survey validates the importance to employees of a safe, clean, attractive work environment. This proposal retains professional, accomplished staff with extensive institutional knowledge and successful track record in planning and managing a broad range of facility renovations, new construction, and tenant improvements.

Over the past year the Project Management team has started working towards becoming a self-directed work team. This process has created greater opportunities for project partnering, peer-to-peer sharing of experiences and lessons learned, and collaboration. During this transition, Management has also empowered the project managers to take measured risks by making the decisions traditionally brought to them for approval.

CUSTOMER-FOCUSED SERVICE. Staff will continue to collaborate and partner with all internal departments to achieve facility project needs and with other jurisdictions on regional initiatives, including Sound Transit, King County and other Eastside cities. Our 2013 Employee Customer Survey reports satisfaction of 88% for services provided in this proposal. CH hosted over 4200 events and meetings last year, nearly all focused on the public.

STEWARDS OF THE PUBLIC TRUST. Projects are planned, managed and delivered successfully, supporting the operating requirements of the organization and the goals of the comprehensive plan. This reflects a best practice for high performing local governments. Major projects preserve the longevity of our facility assets, avoid risk and liability to the City, and ensure that appropriate facilities are in place to serve the community for now and decades to come.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
045.0033	Average number of project managers based on facilities ranging from 500K to 750K Square Feet	1.03	1.56	N/A	1.62	1.56	1.56	1.56
045.0034	Average staffing dollars/sf allocated to tenant services	\$0.29	\$0.30	\$0.28	\$0.39	\$0.56	\$0.56	\$0.30
045.0035	Percent of customer satisfaction for tenant services	85%	82%	89%	88%	90%	90%	90%
045.0037	Percent billable hours per project manager	60%	67%	65%	62%	65%	65%	65%
045.0063	Percentage of customers satisfied with the space planning, refurbishment & reconfiguration staff	85%	82%	89%	88%	90%	90%	90%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

Expenditures within this proposal are not driven by inflation, but by planned and budgeted tenant improvements that are driven by location, age and department demands. A large tenant improvement is anticipated in 2016 and 2017 at the Bellevue Service Center. Proposal includes 1.0 LTE which is 100% offset with CIP revenues.

5B: Are one-time expenditures included in this proposal?

Expenditures listed below are for tenant improvements planned for each year. Major Maintenance and CIP funding are included in other proposals.

5C: Are dedicated revenues included in this proposal?

Project support billed to CIP and Fire (\$203k). Revenue decreases in 2016 due to completion of Court and East Garage CIP projects. This equates to a reduction of approximately \$75k.

RT Approved: Dedicated revenues collected from Enterprise customer departments (Utilities and DS) (\$100k). Revenues were transferred from 045.23NA, which was not approved.

5D: Are changes to the existing service levels included in this proposal?

Proposal includes 1.0 LTE which is 100% offset with CIP revenues.

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	4.00	4.00	Expenditures	135,000	476,495
LTE	1.00	1.00	Personnel	593,181	558,193
Total Count	5.00	5.00	Supporting Revenue	303,826	307,342
			Rev-Exp Balance	-424,355	-727,346

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Section 1: Proposal Descriptors

Proposal Title:	Fleet Maintenance & Repair	
Proposal Number:	045.30PA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Civic Services
Dependent Proposal:	045.31DA, 045.32D	Proposal Type: Existing
Previous Proposal:	045.30PA	Budget Status: Recommended
Attachments:	0	Primary Staff: Tom Wall, Ext 6019

Section 2: Executive Summary

Fleet Operations efficiently maintains and repairs all City-owned vehicles and equipment which support City departments in providing essential services to the community. Managing these investments properly to meet their intended life-cycles at a sustainable cost, while reducing the risk of accidents and injuries due to poorly maintained equipment, is the cornerstone of our business. The main outcome of this proposal is to provide safe, reliable, appropriately equipped, readily available vehicles and equipment for daily operations, through cost-effective maintenance. Fleet is the City steward of these assets in support of a responsive government. In addition to the outcome of Responsive Government, this proposal supports Police and Fire in providing a Safe Community, Transportation in providing Improved Mobility, and Utilities and Parks in providing a Healthy & Sustainable Environment.

Section 3: Responsiveness to Request For Results

This proposal is for the maintenance and repair services Fleet Operations (Fleet) provides to all departments that use City-owned vehicles and equipment in delivering services to the community. This includes the City's motor pool fleet totaling 28 assets from passenger vehicles, generators, fuel cells, fork trucks, etc... We manage a fleet that provides safe, reliable, and available vehicles and equipment for first responders, emergency services and all those who provide services directly or indirectly to the community. Over the past several years, we have implemented these process improvements:

Standardized times for routine jobs
Developed partnerships with department fleet coordinators for improved logistics
Created a deferred and emergency repair program, increasing vehicle availability
Reorganized shop personnel into work groups for greater efficiencies and improved work flow to ensure we meet our goal of 95% availability of vehicles and equipment to our customers.

Our Preventive Maintenance (PM) program ensures equipment performs with minimum repairs between maintenance cycles, maximizing vehicle availability. We have a highly trained staff of 11 certified technicians, a service advisor, outside vendor coordinator and shop supervisor to get the job done effectively with 93% customer satisfaction. In order to maintain our service level expectations, we frequently evaluate our facility, shop tools, and equipment to ensure they are at adequate levels to perform quality work. This enables staff to deliver faster turnaround times, improves PM compliance and increases vehicle availability and technician productivity.

We provide cost-effective alternatives to our customers by utilizing vendors to perform approximately 20% of our work typically related to body work, glass repair, transmission repair, and vendor warranty. We are a certified warranty repair facility for General Motors and Ford Motor Company, allowing us to perform factory repairs on site, enabling faster turnaround times, and saving transport cost.

Other services provided by our shop:

Forensic accident/mechanical inspection services for criminal investigations
Accident inspections of City owned vehicles to assist Risk Management in subrogation claims
Emergency 24 hours staffing in times of severe weather events or emergencies
Support Commercial Driver's License program City wide.

Although our fleet size has increased, we have maintained current staff levels while maintaining the same level of service to meet our customers' expectations without additional cost to the City. If we scaled down services

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(5 to 10%), it would have direct impacts such as vehicle availability, more overtime, and outsourcing at a higher cost (the FCGC and departments such as Fire have been very satisfied with the level of service we provide and requests that we do not scale back our services). City departments would need to become familiar with laws pertaining to their equipment and its usage.

In the 2011-12 budget, we added a service advisor LTE enabling the shop to efficiently operate at maximum capacity thereby reducing the outside service budget by \$96,000 annually during the 13-14 budget period. This has been a sustainable process improvement as well as a direct contributor to our PM compliance performance measure trending above target. Therefore, we propose to convert this LTE to an FTE in the 15-16 budget while maintaining our current budget.

STRATEGIC LEADERSHIP: We continue to work with the Fleet & Communications Governance Committee (FCGC) created in 2011 to promote cross departmental communication to better align processes and service needs. During emergency events, Fleet provides 24-hour services supporting Transportation, Parks, Fire, Police, Utilities and others in collaboration with the EOC. Fleet partners with ENTf, Bellevue School District, and Hazardous Materials Consortium (HMC) in providing maintenance and additional services.

HIGH PERFORMING WORKFORCE: Fleet and Communications provides a quality facility, equipment, tools, and resources to enable employees to perform to the best of their abilities, and empower them to establish ownership of their work.

We have an ongoing Shared Leadership Team and three self-directed teams within our shop for employees to freely contribute ideas and suggestions which serves to improve engagement. These efforts have resulted in greater employee survey participation with scores trending higher. Our partnership with Lake Washington Technical College introduces future technicians to the fleet industry through an intern program. Our average employee tenure is 10+ years. Our training program dedicates 40+ hours of annual training per employee. Technician Productivity: 77% 100% of our technicians are certified through the Automotive Service Excellence (ASE) 100% of our fire technicians are certified through the Emergency Vehicle Technician (EVT).

CUSTOMER FOCUSED SERVICE: Based on internal performance measures and best industry business practices, Fleet and Communications has placed in the 100 Best Fleets in North America for the past three years.

Although labor rates have increased at outside shops in our area, our labor rates average 25% less while maintaining our current budget and services provided. We provide the same level of training through Ford Motor Company and General Motors as offered through the local dealers. 99% repairs are performed correct the first time 84% of repairs are returned back to the customer the same day We communicate with our customers through daily phone calls, electronic status reports, and an appointment reminder program to inform them of vehicle status as well as scheduling PMs/repairs. Our customer survey states 93% of our customers are satisfied with the quality of repair services. We provide a fleet of motor pool vehicles and equipment totaling 28 assets to provide transportation to employees who do not have assigned vehicles, portable fuel cells, emergency generators and various pieces of equipment.

STEWARDS OF THE PUBLIC TRUST: The City's fleet is comprised of 75 different types of vehicles and equipment valued at \$55 million. Fiscal responsibility and transparency are accomplished through: Competitive bidding processes; we contract with local vendors for best rates when outsourcing. Maximo (Maintenance Management System) has created further transparency by allowing customers access to service records. In addition, this system has made it easier for us to respond to public requests of fleet vehicle maintenance history. We support the city's Environmental Stewardship Initiative by our State certified in-house Emission Testing Program, our use of waste oil heat, re-refined lubricants and non-CFC aerosols, and automated overhead doors to reduce building energy consumption.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
045.0038	Fleet Preventive maintenance performed on schedule	96%	97%	96.25%	98%	95%	95%	95%
045.0039	Percent of proactive vs. reactive maintenance and repair	77%	88%	88.5%	85%	80%	80%	80%
045.0040	Vehicle availability	N/A	N/A	N/A	97%	95%	95%	95%
045.0041	Overall satisfaction with fleet maintenance and repair	N/A	N/A	96%	93%	95%	95%	95%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

N/A

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

Dedicated revenues collected from Enterprise customer departments - \$981k (Utilities, DSD and Parks Enterprise).

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	13.50	13.50	Expenditures	522,425	534,500
LTE	0.00	0.00	Personnel	1,356,401	1,406,614
Total Count	13.50	13.50	Supporting Revenue	981,496	990,462
			Rev-Exp Balance	-897,330	-950,652

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Section 1: Proposal Descriptors

Proposal Title:	Fleet & Communications Asset Management	
Proposal Number:	045.31DA	Outcome: Responsive Government
Parent Proposal:	045.30PA	Primary Dept: Civic Services
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	045.31DA	Budget Status: Recommended
Attachments:	0	Primary Staff: Tom Wall, Ext 6019

Section 2: Executive Summary

Fleet Operations acquires and disposes of City owned vehicles and equipment, providing departments city-wide with safe and reliable vehicles and equipment to deliver essential services to the community. Fleet is the key organization that procures and delivers appropriately equipped assets for a responsive government by following purchasing and bid laws as stewards of the City's financial investment. In support of the City's Environmental Stewardship Initiative, Fleet keeps a focus on the purchase of green technologies and alternative fuel vehicles. Remarketing of City surplus vehicles and equipment is accomplished to maximize the return on investment to the community. In addition to the outcome of Responsive Government, this proposal supports 'Safe Community', 'Improved Mobility' and most other outcomes in collaboration with our customer departments.

Budget Process Outcome: CS requested 1 LTE for increased workload due to the number of asset adds. RT approved funding. LT did not fund.

Section 3: Responsiveness to Request For Results

This proposal addresses the budget pertaining to acquisition and surplus of City owned vehicles and equipment. The Fleet Administrator/Acquisitions 1.0 FTE and the Fleet Administrator/Programs & Systems 0.5 FTE manage the procurement and surplus processes to ensure that State and Federal laws are being followed and partner with Finance and the Budget Office to ensure fiscal responsibility is accomplished as stewards of the public trust. This proposal also includes a 1.0 Business Process Analyst LTE to support asset procurement for the additional vehicles and equipment being requested in the 15-16 budget process (40 assets ranging from cars/trucks to track hoes/trailers, compressors; 7 Fleet asset upgrades from pickups to service bodies, and size of truck upgrade). The LTE will backfill the systems process responsibilities and allow for resources to be reallocated to the specking and ordering of these additional assets. The increased workload is unable to be absorbed within current staffing levels without impact to service levels. These adds are in being proposed in several other outcomes including Safe Community, Healthy and Sustainable Environment and IVCC and funding may be tied to business growth, Sound Transit or other revenue sources. This position can be scaled back based on workload and the outcome of approved purchases.

In 2013 and 2014 an average of \$6.2 million was spent on approximately 280 pieces of equipment replaced due to life-cycles being met, additional vehicles and equipment being added to the fleet, or losses due to damage. It is projected during the 2015/2016 budget cycle to spend \$7.7 million on 147 vehicle and equipment replacements (not including 60 additional vehicles/equipment proposed by other departments). LT did not fund an LTE in support of these new vehicles which will result in the need to prioritize and delay the purchase of some of these new vehicles.

The Fleet Administrator/Acquisitions collaborates with customers through the Fleet and Communications Governance Committee (FCGC) and annual customer meetings to forecast vehicle replacements; they review vehicle lifecycles and departments' operational needs and functional requirements to evaluate between like for like replacement or equipment upgrades. Fleet partners with department brokers and subject matter experts (SME) vetting vehicle and equipment selection, specifications and design, including the customer in all phases

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of equipment acquisitions. In 2012, a process improvement team was formed to improve customer department relations during the procurement process which resulted in better customer satisfaction survey scores. In 2013 87% of our customers were satisfied with the vehicle/equipment replacement support received. In addition to ensuring the customers' operational needs are met, the focus of these collaborations is to:

Save money for the City through correct specifications to ensure equipment can be maintained and operated at a sustainable cost Standardization which reduces inventory of maintenance and repair components, more efficient training programs for operators and service technicians Vehicle and equipment inspection processes during the build are followed to ensure the end product is built as designed, meets the operational needs, and is ready to go into service without delay In support of the City's Environmental Stewardship Initiative and State mandated regulations, consideration is given to 'green' technologies to reduce greenhouse gas emissions, the City's carbon footprint and fuel consumption. We partner with the Budget Office and Finance to fund alternative fuel vehicles when possible and in 2013 implemented an idle reduction campaign to reduce unnecessary engine idling. We utilize vendors that have a stake in the Bellevue community and practice environmental stewardship.

This proposal funds the process of procuring vehicles and equipment, any reductions in this proposal would pose major delays in acquiring replacements, impacting customer and the community:

Vehicles and equipment due to be replaced by age would be kept in service longer, resulting in higher maintenance costs, increased breakdowns resulting in shop workload and an increased cost to the City, increased downtime of vehicles and equipment impacting ability to deliver services. Vehicles and equipment kept in service longer will continue to deteriorate and age having an impact and reduction of surplus dollars received.

The Fleet Administrator/Programs & Systems manages the Fleet & Communications Surplus Program to remarket assets that have been replaced due to lifecycle, obsolescence or damage loss. These assets range from small sedans to large fire apparatus, communication and traffic signal electronics and everything in between. Since developing our in-house surplus program in 2010 we have collected over \$1.5 million in sales revenue with a projected \$1.7 million by the end of 2014. We have eliminated paying commissions to third party auction companies and have yielded greater returns from the sale of surplus.

ROI for 2012 - 24%, 2013 - 21% Percentage of retail book value for 2012 - 94% and 2013 - 80% Collaborating with Procurement Services we use several venues to remarket surplus:

Public Surplus on-line auctions, City of Bellevue Intranet to give City employees an opportunity to bid on surplus auctions Public Fleet Managers Association (PFMA), Police Agency Networks and the Daily Dispatch publications of the National Fire Service.

CITYWIDE PURCHASING STRATEGIES: This proposal provides management for the replacement of vehicles and equipment that have met their useful lifecycles in a financially sustainable manner. We promote environmental stewardship by purchasing hybrid, electric and alternative fuel vehicles where reasonable and cost effective. We leverage collaboration and partnerships with our customers as well as the Fleet and Communications Governance Committee, Risk, Legal, Budget Office, Procurement Services and WSDOT in designing safe, reliable and available vehicles for an appropriately equipped government.

STRATEGIC LEADERSHIP: We collaborate with our customers to design vehicles to meet their operational needs and long term projections so they can deploy resources in alignment with their outcomes. With Federal grant funding less likely to be available we will be looking at other ways to procure alternative fuel vehicles such as Federal and State incentives and other modes of purchasing in support of the City's Environmental Stewardship Initiative and other State environmental mandates. Through proper asset management, vehicles purchased that are designed to meet projected lifecycles can be remarketed for values closer to retail levels, benefiting

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the City's general and enterprise funds with greater returns on investment.

CUSTOMER-FOCUSED SERVICE: Based on our annual survey 87% of our customers were satisfied with the vehicle/equipment replacement support received. We track the percentage of acquisitions rolled over from one year to the next (45 rolled over from 2013 to 2014). We have made efficiencies in the procurement process and bumped our annual customer meetings to July to gain greater lead times for specification and production to eliminate as much roll over as possible. Our goal is to spec and design equipment that will effectively operate throughout their lifecycles with as little impact financially to the City. Our remarketing program allows citizens, City employees and even international buyers to bid on surplus items. We include all available maintenance records on the auctions for transparency and building value in what we sell.

STEWARDS OF THE PUBLIC TRUST: The City spends millions of dollars each biennium on vehicles and equipment. As stewards of the public trust, competitive purchasing processes are followed partnering with WA State contracts and inter-local agreements; including special grants, a three quote process, sealed bid process, and contract purchase agreements ensuring fiscal responsibility and compliance with bid law. To maintain accountability and price competitiveness, while reducing risk and liability to the City we follow proper purchasing protocols and regulations. We utilize WA state contracts, inter-local agreements and bid processes as well as, partner with our customers, Risk, Legal, Procurement Services and the Budget Office to develop a purchasing package for City Council approval or Contract Services for a purchase order. In addition, Fleet follows established mandates, regulations and requirements of the Environmental Protection Agency (EPA), Department of Ecology (DOE), Department of Transportation (DOT), National Fire Protection Association (NFPA) and the National Highway Traffic Safety Association (NHTSA).

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
045.0043	Customer satisfaction with vehicle acquisition	68%	79%	88%	87%	95%	95%	95%
045.0044	Number of purchases rolled over from one year to the next	N/A	N/A	N/A	45	0	0	0
045.0045	Percentage of procurement projects completed on time	N/A	N/A	N/A	60%	95%	95%	95%
045.0046	Surplus sales percentage of book value	79%	85%	94%	80%	85%	85%	85%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

Not approved: A new 1.0 LTE Business Process Analyst (\$104k) has been included in this proposal to help offset the additional workload related to asset procurement. An additional 40+ assets have been requested by departments through the current budget process. This position is partially offset by revenues collected from Enterprise departments (\$23k).

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

Dedicated revenues collected from Enterprise customer departments - \$146k (Utilities, DSD and Parks Enterprise). \$23k of the dedicated revenue will be refunded as a result of the 1.0 LTE not being funded in the budget process.

5D: Are changes to the existing service levels included in this proposal?

N/A

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5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>
FTE	1.50	1.50
LTE	0.00	0.00
Total Count	1.50	1.50

<u>Operating</u>	<u>2015</u>	<u>2016</u>
Expenditures	550	600
Personnel	194,167	200,858
Supporting Revenue	145,627	149,662
Rev-Exp Balance	-49,090	-51,796

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Section 1: Proposal Descriptors

Proposal Title:	Fleet & Communications Inventory Stores & Fuel System Mgmt	
Proposal Number:	045.32DA	Outcome: Responsive Government
Parent Proposal:	045.30PA	Primary Dept: Civic Services
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	045.32DA	Budget Status: Recommended
Attachments:	0	Primary Staff: Tom Wall, Ext 6019

Section 2: Executive Summary

This proposal outlines the resources (parts, equipment, fluids and fuel) for Fleet and Communications (Fleet) Inventory Stores and the Citywide Fuel Management program. Fleet Inventory Stores directly support Fleet operations by ensuring parts and materials are readily available to maintain the City's fleet. The Fleet Fuel Management program oversees fuel acquisition, supply and monitoring for the City's 12 fuel sites, as well as equipment upgrades to conform to new environmental requirements. This program also ensures adequate supplies of fuel and materials are available to respond to emergencies. Both programs, along with maintenance and operations, support City departments in providing essential services, emergency response to the community, and environmental stewardship. In addition to Responsive Government, this proposal supports Safe Community, Improved Mobility, and Healthy Sustainable Environment.

Section 3: Responsiveness to Request For Results

INVENTORY STORES: is responsible for the procurement, stocking levels, and inventory management of parts and materials primarily used by Fleet maintenance as well as for the support of other departments within the City. Support for Emergency Events, Fuel Management program, and Vehicle Key Inventory are other facets included in this proposal. We supply materials expeditiously to support Fleet in completing repairs efficiently, maximizing vehicle availability for department customers. Our storeroom is appropriately stocked to ensure on-time inventory and reports are run to guarantee supply levels are balanced to limit over stocking. Our staff (two Automotive Service Excellence (ASE) certified Inventory Specialists and .5 of the Inventory Stores/Fuel Management Administrator) collaborates with customers, shop personnel, and vendors in setting supply levels and ship time expectations so high-demand parts are available for immediate use. When setting these levels we consider customer's needs, criticality of repair requirements, frequency of needed parts, vendor stocking levels, shipping lag time, and costs. Proper management of inventory ensures on-time delivery of parts, increases efficiencies in Fleet operations, controls shipping costs; improves turnaround time; increases technician morale and customer satisfaction. Inventory stores provides a balance of "parts on hand" and "just in time" vendor supplies, using competitive bidding, inter-local agreements, contracts and outsourcing (example: rebuilding of some components such as hydraulic cylinders to be more cost effective than buying new) to locate supplies at a competitive cost. The level of research performed for obtaining specialty equipment parts continues to grow as technologies advance. This requires a skilled workforce with specialized knowledge and familiarity with a diverse fleet (examples range from a 20-year old fire truck to modern hybrid vehicles).

FUEL MANAGEMENT program provides fueling for all City equipment. The fuel system is comprised of 12 fuel sites (19 tanks and 19 pumps) located at the Bellevue Service Center (BSC), nine fire stations, the Bellevue Municipal Golf course, and a 10,000 gallon storage tank for City Hall (CH). These sites are utilized by City employees with an access card system to fuel equipment, and to supply fuel for backup power generation. Fueling transactions are monitored via an electronic tracking system and audit reports are run daily. Maintenance of the dispensing and tank monitoring equipment is performed by the certified Fleet staff (Washington State WA120110-01-AB-4943 Underground Storage Tank (UST) Operator Program) and outside vendors (tank cleaning, pump and electrical repairs). A preventive maintenance (PM) program has been

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established for each site to provide quality fuel and to ensure dependable equipment operation. Proper fuel management ensures adequate supply is available for daily demand and emergency reserves (private sector fuel sites in Bellevue are tracked for potential emergency fuel sources), and that Federal and State regulations for Underground Storage Tanks are strictly followed. Following State requirements for auditing fuel sites monitors against theft or leaking into the environment. To meet auditing requirements, inspections and certifications are performed, retained and provided in compliance with EPA, DOE and WAC guidelines. Providing cost effective readily available parts and materials for Fleet maintenance and repair as well as reliable fuel supplies to the City is critical in providing services to the community. If this proposal is not funded:

Vehicles and equipment will not be serviced in a timely manner, subject to increased failure, escalating disruption of services and maintenance costs vehicle availability will be impacted. Inventory reductions would limit readily available parts needed for emergency response equipment. Department customers' ability to provide services to the community will be impacted. There are a significant number of department accreditations that require specific levels of repair service by Fleet operations, as well as vehicles and equipment utilized by these departments. City fueling sites would have to be outsourced and would need to rely on private sector fuel reserves. Increases in the inventory budget would enhance the availability of critical, high demand, components (including adds to Fleet & Communications, Police emergency lighting equipment and capital up-fit components), making them readily available in support of Fleet maintenance and repair, vehicle availability and department customers. Alternative sources for dispensing fuel for daily operation, such as partnering with local area gas stations, have been explored and have not been found to be cost effective.

In addition to Responsive Government, this proposal provides support to the following outcomes: Safe Community & Improved Mobility by providing readily available parts to assure vehicle availability to Fire, Police, Transportation and Utilities. We supply fuel to outside agencies for emergency events, during combined training events and regular business needs—e.g., Mutual Aid Fire Departments, Bellevue schools, Overlake hospital, and the City of Clyde Hill Healthy Sustainable Environment by using alternative fuels such as bio-diesel and ethanol, recycling hazardous materials, use of re-refined engine oil and discontinuing the use of environmentally un-friendly shop materials. In addition, we use waste oil products to supplement shop heating.

STRATEGIC LEADERSHIP: We balance inventory needs so parts and materials are readily available which increases technician productivity, assures timely repairs, increases vehicle/equipment availability and assists our customers in providing services to the community. Inventory Stores personnel stock required items in advance to support Fleet operations and other department requirements by looking at historical usage, projecting scheduled work and emergency events. In connection with Fleet maintenance and repair, vendors are selected in providing standardization and sole sourcing; this improves parts availability, reliable supply and cost control. In accordance with SB 5099 and in support of the City's Environmental Stewardship Initiative we will be moving ahead to implement more bio-fuels such as B20 diesel and E85 unleaded fuel. We monitor the fuel system Citywide to assure that a reliable supply is available to the departments for daily operations and emergency events including all stationary emergency backup generators located at each Fire station and City Hall. Fleet Operations has entered into agreements with the City of Clyde Hill and the Bellevue School District to share fuel resources during potential emergency situations, as well as provide fuel cells through motor pool for remote fueling of critical sites and generators.

HIGH PERFORMING WORKFORCE: Fleet and Communications provides a quality facility, equipment, tools, and resources to enable employees to perform to the best of their abilities, and empower them to establish ownership of their work.

We have an ongoing Shared Leadership Team for employees to freely contribute ideas and suggestions which serves to improve engagement. Our average employee tenure is 10+ years. Our training program dedicates

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40+ hours of annual training per employee. Our inventory specialists are ASE certified as well as Class C UST Operators as back-up to the Fuel System Specialist. Our Fuel System Specialist is certified in the Washington State WA120110-01-AB-4943 Underground Storage Tank Operator Program.

CUSTOMER-FOCUSED SERVICE: Based on internal performance measures and best industry business practices, Fleet and Communications has placed in the 100 Best Fleets in North America for the past three years. Our customers have access to our inventory records through Maximo's maintenance management system. We have high usage parts readily available for immediate distribution. We provide 337,000 gallons of fuel annually to City departments. Our fuel system preventive maintenance program maintains 12 fuel sites, processing an average of 2000 transactions per year for roughly \$1 Million in fuel annually.

STEWARDS OF THE PUBLIC TRUST:

Inventory Stores remains competitive through the bidding process, price comparing, controlling shipping costs, parts warranties, purchasing remanufactured products and standardization. We use State contracts to competitively shop for fuel. Weekly fuel transaction reconciliations are performed to monitor for loss of fuel. We stay current with mandated EPA, DOE and UST requirements. Fuel conservation programs (driver education/awareness and tracking high usage vehicles) will be implemented to assist in reducing the consumption of fuel.

Section 4: Performance Measures and Targets

Code	Performance Measure	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
		Actual	Actual	Actual	Actual	Target	Target	Target
045.0042	Parts available to technicians upon request	80.34%	80.99%	79.83%	82%	80%	80%	80%
045.0047	Satisfaction with the operation of the fueling system	86%	89%	94%	95%	95%	95%	95%
045.0048	Percentage of Loss vs. Overall Purchase	N/A	N/A	N/A	1%	1%	1%	1%
045.0049	Percentage of fuel pump availability	100%	100%	100%	100%	100%	100%	100%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

Increased inventory (\$50k before inflation), to respond to the increase in vehicle count and the in-house upfit program. Funding for this increase was partially offset by a reduction in outside services (\$33k) in proposal 045.30PA

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

Dedicated revenues collected from Enterprise customer departments - \$352k (Utilities, DSD and Parks Enterprise).

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	3.50	3.50	Expenditures	2,051,111	2,046,985
LTE	0.00	0.00	Personnel	337,667	350,263
Total Count	3.50	3.50	Supporting Revenue	352,199	355,242
			Rev-Exp Balance	-2,036,579	-2,042,006

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Section 1: Proposal Descriptors

Proposal Title:	Fleet & Communications Management	
Proposal Number:	045.33DA	Outcome: Responsive Government
Parent Proposal:	045.30PA	Primary Dept: Civic Services
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	045.33DA	Budget Status: Recommended
Attachments:	0	Primary Staff: Tom Wall, Ext 6019

Section 2: Executive Summary

This proposal funds management of the Fleet and Communications infrastructure that supports the delivery of municipal services to the community. This proposal ensures the purchase, asset management, preservation and maintenance of the City's fleet of vehicles and electronic communications systems, not only for public safety services but for all City departments. Through ongoing collaboration with customers, strategic planning, sound asset and financial management, effective operational and personnel management, Fleet and Communications will continue to provide customer focused and fiscally sustainable services for its City departments and the community. In addition to the outcome of Responsive Government, this proposal supports Safe Community and Improved Mobility, as well as other outcomes, in collaboration with other departments.

Section 3: Responsiveness to Request For Results

This proposal is for the management of Fleet and Communications Division to ensure the City's purchased assets, funds, employees and operations are managed in a financially sustainable and transparent manner. The City's departments rely on a high performing workforce utilizing acquired and maintained vehicles, equipment and communication systems to effectively provide service to the Bellevue community. Change in management compelled us to challenge conventional thinking and institutionalized practices, producing a foundational shift in the way we work. With the knowledge and experience we've gleaned from our Self-Directed Work Teams, we applied those same principles to our newly formed self-managed division management team. We've shifted from a single Fleet Manager model by redistributing traditional managerial duties to a group of 5 Fleet professionals, working as a single cohesive unit. Key decisions are made collectively by the five member team and tasks are assigned with an eye towards aptitude, talent and passion. Emphasis is placed on customer needs, staff empowerment, performance management, strategic planning and fiscal accountability.

In 2013, 94% of our customers are satisfied with Fleet and Communications Management. When interviewed by an outside firm, 88% of our staff have seen improvements in morale, communication, the right information getting to the right people and would prefer to stay in the self-managed team model. The Fleet & Communications Management Team is responsible for: Division's strategic planning and vision, collaborating with customer departments through the Fleet and Communications Governance Committee (FCGC), monthly and annual customer meetings with citywide departments, ensuring division's staff has a safe, well-balanced, well-equipped work environment with opportunities for training and innovation, oversight and management of the City's Fuel Management Program and the Equipment Rental Fund (ERF) budget (combined total for the fleet and electronic communications is \$72.8 million), ensuring the City stays compliant with current laws, regulations, policy and procedures with regards to procurement, maintenance, surplus, Labor and Industries (L&I) and environmental requirements, implementation of new technologies, upgrades to existing technologies and special projects, asset utilization and replacement, assuring assets are meeting intended lifecycles and meeting operational requirements as well as budgeted replacement amounts when replacements are due. In 2013, we developed our own utilization study/report used to monitor utilization across the fleet on a quarterly and annual basis, saving thousands of dollars on outside consultants to perform these studies. Provide our

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customers with needed data (utilization reports, vehicle availability reports, financial reporting, fuel usage, etc...) to effectively manage the assets we provide them to do their work. Leverage opportunities for joint purchasing, sharing knowledge and best business practices, and analyzing new technologies and equipment in partnership with outside agencies and organizations. Support the City's Environmental Stewardship Initiative through partnerships with ESI staff, Purchasing, Budget Office and environmental organizations to leverage purchasing opportunities of green technologies and alternative fuel vehicles. A staff and budget of this size warrants full-time division management and a full-time accounting staff person. In previous budgets we had 2.5 FTE's (1.0 Manager, 1 Account associate and .5 program administrator) even though we have changed the management structure we're still showing 2.5 FTE's in this proposal. Each one of the five member management team is responsible for the overall division management as well as each of their core duties in day to day operations:

Fleet Maintenance & Repair, Inventory Stores, Fuel System Management and Motor Pool Acquisitions, Programs & Systems (Surplus, Outside Vendor Management, Warranty and Procurement), Systems & Technologies (Maximo, Upgrades to technology and tools, data and reports for asset management and financial analysis).

The Accounting Associate is responsible for:

Processing all requisitions and routine financial transactions for Fleet and Communications, approximately 750 transactions per year, partners with the Purchasing Division in processing purchase orders for new assets, and Accounts Payable for all outside vendors, special tools, parts and materials, as well as training. In 2013, this position processed and reviewed 720 purchase orders with 1,891 lines. Provides financial reports and analysis for operational budget. Update financial data into Maximo and JDE. Processes all Department of Licensing (DOL) documents to meet DOL and title requirements. Funding this proposal at a lower level would have significant impacts to the City and Community. Improper management may result in equipment failure, personal injury or death, and possible lawsuits. The management of City assets is critical for long-range planning to ensure vehicles and equipment are dependable, reliable and available. The City would face major costs in maintenance and capital as well as proper vehicle licensing put at risk. Departments would see costly delays in their ability to provide services to the community and departmental accreditations may not occur. If this proposal is not funded, there would be no centralized management of the City's fleet and communications assets. Cost-effective management based on both industry knowledge and availability of good data would not occur.

STRATEGIC LEADERSHIP: For the past four years Fleet & Communications placed in the top 100 Best Fleets in North America through best and proven business practices, and investment in our staff and infrastructure. We partner with ESI staff to look ahead at green purchasing strategies and with departments (FCGC, Finance, Legal and the Budget Office) to vet purchasing decisions, assuring the City's assets are financially sustainable, with limited risks over their intended lifecycles. Short and long-term planning is done through partnerships with outside agencies and other industry leaders, looking at innovative technologies, future environmental impacts, best business practices, and purchasing advantages for immediate and future needs.

HIGH PERFORMING WORKFORCE: Our vision is to provide our staff with a well-equipped, designed and safe facility, fostering a balance of quality between personal and work life, value in their work environment, and performing the best work possible to meet the needs of our department customers and the community. Management provides opportunities for all employees to encourage pride, commitment and satisfaction within the organization and the City. Employees are encouraged to share ideas, innovations and process improvements through an open forum (Self-Directed and Shared Leadership Teams) to enhance customer service and operations. We provide our employees with a quality facility, up-to date-training, opportunities for advancement through succession planning and recruiting, while retaining quality employees.

CUSTOMER-FOCUSED SERVICE: Our customers are all departments within the City of Bellevue organization and ultimately the community. In a proactive partnership, we meet regularly (FCGC, monthly Purchasing and Utility meetings and annual customer meetings) to engage our customers in vetting of the Internal Service Agreement

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annually, purchasing strategies, short- and long-term customer needs, and special requests that departments may have to assure we are delivering the services they need in order to proactively address community concerns. Consistent review of our programs, finances and operations through performance measures to ensure the best business practices are being maintained or changed if not meeting the level of service our customers expect.

STEWARDS OF THE PUBLIC TRUST: Through open communication, transparency, partnerships and collaboration, we safeguard the City's assets and resources to maintain a properly equipped government. Through sound business practices, financial sustainability, and performance management we reduce the potential risk of monetary costs and missed opportunities to the City. We evaluate our processes against other fleet industry benchmarks to ensure we best business practices are followed. We support Safe Community and Improved Mobility outcomes by collaborating with Police, Fire, Utilities and Transportation, facilitating process improvements while maintaining the same level of service at no additional cost. Fleet supports Healthy and Sustainable Environment in the purchase of green technologies for improved clean air.

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
045.0040	Vehicle availability	N/A	N/A	N/A	97%	95%	95%	95%
045.0050	Satisfaction with Fleet and Comm Management	N/A	N/A	N/A	94%	95%	95%	95%
045.0052	Unprotected sick leave taken (Fleet & Comm)	N/A	1.8%	1.8%	1%	3%	3%	3%
045.0078	Fuel consumption in MPG - LIGHT I vehicles	16.9	16.8	17.8	19	20	21	22

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

N/A

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

N/A

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	2.50	2.50	Expenditures	59,170	60,470
LTE	0.00	0.00	Personnel	277,914	287,739
Total Count	2.50	2.50	Supporting Revenue	0	0
			Rev-Exp Balance	-337,084	-348,209

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Section 1: Proposal Descriptors

Proposal Title:	Electronic Communication Services Maintenance		
Proposal Number:	045.34PA	Outcome:	Responsive Government
Parent Proposal:		Primary Dept:	Civic Services
Dependent Proposal:	045.51DA, 045.52D	Proposal Type:	Existing
Previous Proposal:	045.34PA	Budget Status:	Recommended
Attachments:	0	Primary Staff:	Tom Wall, Ext 6019

Section 2: Executive Summary

Electronic Communications Services (ECS) provides oversight, management and maintenance of the City's communication systems, which is critical for first responders and other departments in providing essential services to the community. The communication system primarily consists of base, mobile and portable radios, mobile computers, and radio infrastructure equipment. We maintain and repair the City's communication systems and electronic equipment in an efficient, financially sustainable method. We partner with federal, county and local agencies throughout the region, including law enforcement and emergency responders. We manage the City's portion of the King County Regional Radio System, which ensures Bellevue's radios function properly throughout the region. ECS manages the City's FCC licenses and monitors changes in the FCC regulations to make sure the City stays compliant with Federal law in order to avoid legal, financial and operational impacts to the City.

Section 3: Responsiveness to Request For Results

This proposal is for the Electronic Communications Services (ECS) comprised of one Electronic Communications Technician and one Working Chief who are both FCC licensed. Both provide preventive maintenance and repair of all City radio communication equipment (including installation, design, research, development, project management and technical assistance on city wide communication systems, mobile data systems, and specialized electronic equipment) supporting City departments in providing their services to the community. The ECS facility gives customers the convenience of having repairs performed while their vehicle is being serviced at Fleet. ECS provides the support for the following:

Removal and repair of critical public safety response equipment such as Mobile Data Computers (MDC), Traffic Signal Override Systems (Opticom) used on police, fire and medical response vehicles Mobile network systems to communicate to hospitals on 'Advance Life Support' (ALS) and 'Basic Life Support' (BLS) response equipment including Lifepaks (defibrillators) Automated auditing (providing usage and security reports to the Fire department) of ALS Med Vaults (drug safes on medic units) Police surveillance and robotics equipment, Mobile Radar Units (used on traffic safety vehicles), Fire apparatus and Police motorcycle intercom systems.

ECS supports all city-wide departments in the maintenance, repair, programming, installation of communication equipment, providing a communication infrastructure to effectively and safely deploy their work force in serving the community. ECS staff partners with departments in providing subject matter expertise for design configuration and solutions, and works with Fleet staff in the equipment up-fitting process.

ECS provides maintenance and repair services to the following 18 locations: Bellevue Service Center, City Hall, nine Bellevue Fire Stations, Horizon Heights, Woodridge, Crossroads radio site and Medic One facilities (located at Overlake Hospital, Issaquah Fire Station 72, North Bend Station 87 and Bellevue Station 2). Systems at these locations are integral to the overall communication system used by the City of Bellevue.

Scaling back this proposal would shift the burden of repair, maintenance and licensing back to the individual departments, burdening them with oversight and management of several highly specialized/technical vendors needed to perform spec, design and engineering of communication and electronic systems.

The City's primary communication system relies on collaborations with the King County Regional Radio System, Eastside Public Safety Communications Agency (EPSCA), and NORCOM, making for a successful communication network. We partner with the Hazardous Materials Consortium, Eastside Narcotics Task Force, Medic One, FCC,

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Fire and Police, Utility back up radio system and Facilities.

The ECS staff is comprised of one Electronic Communications Technician and one Working Chief who are both FCC licensed (staff was reduced by two techs in 2011 and 2012 budget) who:

Are a very specialized team and experts in this very technical/specialized field. Manage, maintain and support the City's communication systems. Have long tenures and extensive knowledge of the City's systems and those managed by King County Regional Radio System, EPSCA and NORCOM. Provide additional services in design and engineering of custom (purpose built) systems used by Fire, Police, Facilities and Medic response (including medical vault electronic management), design and install of custom radio systems, traffic control devices, mobile data systems, intercom systems that are installed on new vehicles and equipment.

If this proposal is not funded there would be no one with the technical expertise to manage and support the sophisticated systems and equipment.

External, decentralized repair would increase both direct and indirect costs. Vehicles and communication equipment would need to be transported to and from vendors, increasing maintenance downtime and costs. Repair staff would likely not be available to support emergency events. This would have a direct impact on other outcomes such as Fire & Police response times, street snow removal, sewer and water main breaks, park maintenance, etc... Not funding this proposal would increase liability to the City through possible legal actions from the FCC. Public safety liabilities would be incurred by the city due to communication equipment being inoperative for extended lengths of time.

STRATEGIC LEADERSHIP: ECS provides a dependable communication network for the City of Bellevue, Eastside Narcotics Task Force (ENTF), Eastside Hazardous Materials Consortium and the Medic One Program assuring their ability to respond to emergency and non-emergency situations in a timely manner. In addition, ECS partners with the King County Regional Radio System and Eastside Public Safety Communication Agency (EPSCA) to ensure interoperability for regional communications now and in the future.

HIGH PERFORMING WORKFORCE: ECS provides a quality facility, equipment, tools and resources to perform a valuable service and empower staff to establish ownership of their work. ECS participates in the division's shared leadership program that allows employees to freely contribute ideas and suggestions to improve the workplace. It promotes employee engagement by team involvement with representatives from their group. We enhance personal and professional growth through training opportunities. Our staff is FCC licensed, EVT certified and our average tenure is over 21 years.

CUSTOMER-FOCUSED SERVICE: Based on our annual survey, over 98% of customers were satisfied with the overall quality and timeliness of repair services received from ECS. The Fleet and Communications Governance Committee, created in 2011, promotes cross departmental communication to better align processes and service needs. In 2013 we worked with the IBEW and the Teamsters Union to establish cross union collaboration with the up fitting process in gaining efficiencies in new vehicle up fit times. Our technological expertise, knowledge of the City's communication infrastructure, our design and implementation of backup systems and quick response to our customer's communication needs ensures that departments have the equipment they need. We strive to provide (through measuring PM compliance and asset radio availability) the support that our customers expect at the level they require in serving the community.

STEWARDS OF THE PUBLIC TRUST: Providing reliable maintenance and staying current with FCC law, has allowed us to meet or exceed the maximum life cycles of existing equipment. Additionally, our future focus of FCC regulatory changes has enabled us to choose new communication equipment, compatible with the upcoming 2017 changes, lessening the city's financial impact from last minute purchases, installations or rework. Maintaining FCC licenses protects the City from potential legal actions due to noncompliance. Any reduction of this service could cause public safety liabilities to be incurred by the city from suspension of communication equipment for extended lengths of time. We compare our labor rates with outside vendors in our area to ensure competitiveness.

This proposal provides support to the following outcomes:

Safe Community: Providing a well maintained and operational communication system for emergency and non-emergency response, communication systems for Medic One and Advance Life Support, management of

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medication vaults in the medic response vehicles Improved Mobility: Providing communication systems to enable the deployment of snow and ice removal crews, flood management crews, power generation deployment, and future GPS equipment for more accurate deployment of resources. Healthy Sustainable Environment; Economic Growth and Competitiveness; and Innovative, Vibrant and Caring Community: A reliable, well maintained communications network enables Fire, Police, DSD, Parks, Transportation and Utilities to meet their KDI's

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
045.0053	Customer satisfaction with Comm Services	N/A	N/A	100%	99%	95%	95%	95%
045.0054	Comm preventive maintenace performed on schedule	N/A	N/A	N/A	N/A	95%	95%	95%
045.0055	Radio availability	N/A	N/A	N/A	100%	95%	95%	95%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

N/A

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

Dedicated revenues collected from Enterprise customer departments - \$95k (Utilities, DSD and Parks Enterprise).

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	2.00	2.00	Expenditures	46,400	47,300
LTE	0.00	0.00	Personnel	249,843	259,579
Total Count	2.00	2.00	Supporting Revenue	95,245	98,695
			Rev-Exp Balance	-200,998	-208,184

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Section 1: Proposal Descriptors

Proposal Title:	East Bellevue Community Council		
Proposal Number:	050.01NA	Outcome:	Responsive Government
Parent Proposal:		Primary Dept:	Community Council
Dependent Proposal:		Proposal Type:	Existing
Previous Proposal:	050.01NA	Budget Status:	Recommended
Attachments:		Primary Staff:	Charmaine Arredondo (x6466)

Section 2: Executive Summary

The East Bellevue Community Council (EBCC), established in 1969 in accordance with RCW 35.14, requires voter-approved continuance every four years. At the November 2013 general election, the Community Council was continued by its electorate through 2017. This independent governmental unit provides an opportunity for its citizens to be heard and provides an added layer of land use control within their jurisdictional boundaries, known as the East Bellevue Community Municipal Corporation. The statute also provides that they may advise or make recommendations to the City Council on other local matters that directly or indirectly affect their jurisdiction.

Section 3: Responsiveness to Request For Results

The East Bellevue Community Council was created in 1969 as a condition of annexation for a significant geographic area of unincorporated King County. RCW 35.14 was enacted as a stimulus for annexation which allowed the annexed areas to retain some local land use control through the formation of a community municipal corporation. At the time of annexation, the area known as East Bellevue had a population of 9,544, which upon annexation nearly doubled Bellevue's then population. Pursuant to RCW 35.14, the Community Council must stand for election every four years for voter confirmation of its continuance. In November, 2013, the East Bellevue Community Council was continued by a vote of 81% and discontinuation of funding would violate not only the letter of the law but the electorate's will.

The East Bellevue Community Council has approval/disapproval authority over the adoption, approval, and amendment by the City Council of any ordinance or resolution applying to land, buildings or structures within the Community Municipal Corporation with respect to the following:

- Land use codes;
- Comprehensive plan amendments;
- Zoning;
- Conditional use permits;
- Subdivision ordinances;
- Subdivision plats; and,
- Planned unit developments.

Under the same authority granted by this statute, the Community Council may make recommendations concerning any other proposed action or proposal which directly or indirectly affects the use of property or land within their service area.

The Community Municipal Corporation has a minimal impact on the City's budget. Community Councilmembers serve in an uncompensated capacity. The \$4,095 budgeted to cover their M&O expenses is expressly required by RCW 35.14.030, which states "Each community council shall be staffed by a deputy to the city clerk of the city with which the service area is consolidated or annexed and shall be provided with such other clerical and technical assistance and a properly equipped office as may be necessary to carry out its functions....The necessary expenses of the community council shall be budgeted and paid by the City."

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Administrative support (.25 FTE, Deputy City Clerk) to the Community Council is provided in the City Clerk's Office budget (Proposal No. 020.01NA), consistent with the method of budgeting City Council administrative support.

Over the next biennium, the Community Council will continue to focus their efforts in the following ways relating to Responsive Government:

STRATEGIC LEADERSHIP

The Community Council fosters and communicates the vision for the East Bellevue community and works collaboratively with the City to address current and future challenges. The Community Council devotes time and resources to studying impacts of proposed land use changes within the Community Municipal Corporation to help guide their decision making and to accomplish the best possible land use solutions for their neighborhoods and businesses. This grassroots government represents their electorate by providing input to the City Council, the various boards and commissions charged with land use and regulatory matters, and by working with the City in seeking solutions to East Bellevue neighborhood concerns.

CUSTOMER-FOCUSED SERVICE

The Community Council holds regular monthly meetings governed by the Open Public Meetings Act to consider land use actions within the Community Municipal Corporation and to hear from its constituency. At each meeting a portion of the agenda is dedicated to receiving communications from the public, at which time citizens can address the Community Council and discuss their issues. The Council listens attentively, provides guidance and, if able, champions those concerns. The Council regularly publishes articles in It's Your City to inform its constituency of their recent and pending actions, report on steps taken toward achieving the community vision, and communicate regarding other areas of public interest within their community. The Community Council is working on growing collaboration among its constituents, local businesses and the City Council. It is the intent of the Community Council to send a representative to attend the regular sessions of the City Council and report out on the agenda to draw attention to matters of interest to area residents and local businesses.

STEWARDSHIP OF THE PUBLIC TRUST

The Community Council, through study, listening to citizen concerns, and carefully weighing land use issues before them, takes actions to protect the public's property interests and neighborhood character within its borders. The Community Council functions in compliance with the Open Public Meetings Act and Public Records Act. In support of open government and transparency, the Community Council's meeting agendas and proposed legislation are posted to the Community Council's webpage for ease of access to the community. Actions taken by the Community Council occur at open meetings and are recorded in Minutes and posted to their webpages. The Community Council provides a forum for public participation on issues related to land use, conservation, improvements, or development occurring within its Municipal Corporation. They conduct hearings and invite the community to participate and express their views in person, by written communication or email.

Over the next biennium, the Community Council will continue to focus their efforts in the following ways relating to Quality Neighborhoods:

SENSE OF NEIGHBORHOOD IDENTITY

The purpose of the Community Council's formation was to ensure some degree of local control over how the area was developed. To this end, the Community Council encourages public participation at its meetings and invites the public to share their concerns and neighborhood interests to begin the dialog on how to accomplish the neighborhood vision and retain neighborhood character and diversity. They have invited human services

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providers to meetings to share their offerings, surveyed needs of the area and opened dialogue for collaborative solutions.

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
050.0001	% Electorate Approval				81%	N/A	N/A	N/A
050.0002	# Regular and Special Meetings	N/A	N/A	12	12	12	12	12

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

No new costs are included in this proposal.

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

N/A

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	0.00	0.00	Expenditures	4,095	4,189
LTE	0.00	0.00	Personnel	0	0
Total Count	0.00	0.00	Supporting Revenue	0	0
			Rev-Exp Balance	-4,095	-4,189

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Section 1: Proposal Descriptors

Proposal Title:	Finance Department Management and Support	
Proposal Number:	060.07PA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Finance
Dependent Proposal:	060.14DA	Proposal Type: Existing
Previous Proposal:	060.07PA	Budget Status: Recommended
Attachments:		Primary Staff: Sara Lane, x7247

Section 2: Executive Summary

The services offered in this proposal provide fiscal policy, strategic direction, and leadership for the City Council, City Manager, and Leadership Team. It also provides oversight and leadership for the Finance Department, including all Finance functions and business systems. Financial performance and long-term financial sustainability are essential to all City functions. Therefore, fiscal policy and operations impact all City proposals, as well as proposals involving other entities like the Bellevue Convention Center Authority.

Section 3: Responsiveness to Request For Results

Fiscal policy, strategic direction, and financial leadership have department and citywide impact. Our success in these areas is measured by the City's Aaa bond rating, audit results, and customer satisfaction. The employee survey results for Finance Department respondents related to employee engagement, communication, and systems reliability guides the delivery of these services.

The personnel resources necessary to support these services include:

One Finance Director who recommends fiscal policy to maintain and enhance the financial health of the City. This includes responsibility for the approximately \$435M annual operating budget and \$415M seven-year General CIP Budget, as well as oversight of \$477M in investments for the Municipal Employees Benefit Trust and \$10M in revenues generated from the Bellevue Convention Center Authority. Two Assistant Finance Directors who have overall responsibility for budgeting, financial reporting and operations of the Department in order to deliver exceptional customer service, develop and maintain a high performing workforce, and ensure solid internal controls and financial sustainability for the organization. They have primary responsibility for establishing and maintaining effective working relationships with all staff, public officials, auditors, agency representatives, and the community. Each Assistant Finance Director oversees four financial functions/workgroups and represents the Department on various citywide teams, committees, and special projects. They work closely with the Finance Director and the Finance Leadership Team to develop and execute the Department's Strategic Plan in support of the City's Mission, Vision and Leadership Philosophy. One Office Assistant to support the Department with general office tasks. This position was created through two separate process improvements in Tax and Procurement Services that resulted in the realignment of clerical tasks from higher level positions to a central Office Assistant. This was achieved through the movement of .25 FTE from the Tax Division (060.15PA) and .31 FTE from Procurement Services (060.17NA). It also required the addition of .44 FTE to the Department with the cost offset by an equivalent M&O reduction. This position has allowed Analysts and Buyers to focus on value-added work and has provided much needed general support to the entire Department. One Business Systems Manager, one Business Process Analyst, and one Data Analyst committed to maintain, enhance, and optimize the City's Finance and Human Resource Systems which are the foundation for managing the City's money and employees, and supporting all City outcomes. These systems support continuous improvement, facilitating process improvements and implementing changes to the City's financial business processes and systems. They also support the Department in data analysis and performance indicator collection. The proposal includes a move of a 1.0 position from Procurement Services proposal 060.17NA to the Business Systems division. A process improvement conducted in 2013 revealed that the majority of one buyer's time and efforts was spent performing data analysis and this work was deemed more appropriately placed in

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the Business Systems division. There is no department wide cost increase associated with this change. Other resources in this proposal include funding for consulting services including: Financial Advisors, Bond Counsel, internal audit support, systems support, department recognition, and training.

This proposal explicitly supports the following Responsive Government Purchasing Strategies of:

Strategic Leadership: The support provided to the Finance Department, client departments and City leaders in making informed decisions, investment choices, and resource allocations for the short- and long-term to help realize the City's Vision, Mission, and Core Values. This is demonstrated through: Conducting a long-term strategic evaluation of the City's financial outlook. Active participation in the City's Leadership Team and Operational Policy Team. Development and execution of a Finance Department Strategic Plan to ensure alignment of services to achieve the community vision.

High Performing Workforce: Engagement and continuous improvement efforts are foundations of a High Performing Workforce. Finance has focused on these areas in numerous ways, including: Engaging staff to update and execute the Department's Strategic Plan. Identifying core training required for all Finance staff and managers to further the Leadership Philosophy and One City goals of innovation, collaboration, and future focus. Our current plan has all staff completing all core training by the end of 2016. Encouraging and supporting process improvement and continuous improvement, One City, and Performance Management.

Customer Focused Service: Finance's services are focused on internal customers (departments) and external citizen's and business customers' needs. To ensure that we understand our customer's needs, we: Solicit and analyze performance feedback through citizen surveys, employee surveys, 360 degree performance evaluations and annual customer service surveys. Are currently conducting focus groups of internal customers and recently completed a survey of our B&O clients on their satisfaction with customer service. Engage staff at all levels to respond to customer feedback. Responses to customer feedback are included in individual proposals. Collaborate in areas of financial impact with department clients, other cities and national groups. Examples include participation in the Multi City Business License and Tax Portal (FileLocal) to preserve the City's ability to collect and administer business and occupation taxes and support of the East Link Initiative.

Stewards of the Public Trust: This proposal provides resources to ensure that funds and assets are managed with integrity and in a responsible and fiscally sustainable manner. Examples: Departmental leadership establishes the policies, processes, and systems to manage public funds and assets and holds staff accountable to these through oversight and review. The City's finance and human resources systems are the foundation for managing the City's funds and staff. To ensure this foundation meets the City's needs, these systems must be constantly maintained and enhanced. Maintenance ensures that systems are functional and any problems are resolved and prevented from recurring. Enhancements ensure that the systems respond to legislative changes and mandates, and provide flexibility to meet new business requirements and implement process improvements. Department leadership manages risk and minimizes liability through the development and oversight of sound financial policies and ensuring alignment with Government Finance Officers Association (GFOA) best practices where applicable. Champion of citywide performance management to elevate use of data-based decision making and accountability. Active participation in the Puget Sound Finance Officers Association, Washington Finance Officers Association, and the GFOA. These professional associations provide training and networking opportunities to help ensure that we manage the City in a fiscally prudent manner. Accountability through ongoing oversight by staff and management, independently verified by the annual State audit of the City's financial activity. Maintain assets to meet public needs through short- and long- term strategic financial planning and monitoring. Updates to Council and the public to engage and increase opportunities for the community to understand Bellevue's finances and provide a transparent process for the community. Championing process improvement efforts in the department and City.

The City's financial health is foundational to all City outcomes and priorities. This proposal addresses citywide purchasing strategies in many ways such as considering short-term and long-term financial impacts through thoughtful and collaborative financial evaluation and policy setting. Effectiveness in this area is demonstrated by our ability to raise short- and long-term debt at very competitive rates as a result of the City's AAA bond

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rating.

This proposal ensures that financial policies and practices follow GFOA Best Practices and Advisories. The City consistently earns the GFOA Distinguished Budget Award and the GFOA Certificate of Achievement in Excellence in Financial Reporting as external confirmation of the City's financial practices since formal accreditation is not available.

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
060.0047	Maintain Aaa bond rating	Yes						
060.0048	Number of management letter or audit findings	0	0	0	N/A	0	0	0
060.0084	Percent of City staff that are satisfied or very satisfied with the Finance department's service delivery	N/A	N/A	86%	91%	90%	90%	90%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

A rearrangement of personnel in the Finance Department results in a 0.44 FTE add for the department as a whole, including a 1.0FTE add in this proposal and a 0.56 FTE reduction in other Finance proposals. The 0.44 FTE add is offset by M&O reductions throughout the department.

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

N/A

5D: Are changes to the existing service levels included in this proposal?

The addition of office support was part of a process improvement to move clerical and administrative functions from buyers and analysts to allow them to focus on value added work for their customers. The transfer of duties from the Procurement Services Division to the Business Systems Division allows the matching of the right skills to the work needed and provides economies of scale that will benefit Finance's clients. There is no department wide cost increase as a result of these changes.

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	7.00	7.00	Expenditures	128,420	126,637
LTE	0.00	0.00	Personnel	1,006,919	1,041,326
Total Count	7.00	7.00	Supporting Revenue	0	0
			Rev-Exp Balance	-1,135,339	-1,167,963

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Section 1: Proposal Descriptors

Proposal Title:	Miscellaneous Non-Departmental (MND)	
Proposal Number:	060.08NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Finance
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	060.08NA	Budget Status: Recommended
Attachments:	0	Primary Staff: Carla Beauclair, x7671

Section 2: Executive Summary

The Miscellaneous Non-Departmental (MND) budget is used to fund items that benefit the City as a whole, but do not reside in any direct services or support services program. These items include, but are not limited to, memberships in governmental organizations, regional committees/organizations, election fees, employee events, NORCOM smoothing fees and One City activities. A citywide contingency is also maintained to provide funds for new pilot programs and City initiatives, as well as other needs as identified by the City Manager.

Section 3: Responsiveness to Request For Results

The budget in MND relates to all factors of the Responsive Government Outcome. As mentioned above, MND funds items that impact the City as a whole and provides for opportunities that may arise during the next biennium. Each factor is addressed below.

Strategic Leadership:

The City is a member of several community and governmental organizations that provide: networking opportunities, information sharing, training, programs pertaining to community development and infrastructure, sustainability, finance and economic development, planning for regional transportation, best practices and addressing economic and environmental issues. The City's desire to join with these organizations speaks of its vision of being collaborative and future-focused, as well as its commitment to regional leadership and social responsibility. The City's membership and participation with these organizations shows its desire for collaborative partnerships with local organizations and stakeholders. The following organization memberships are funded in MND:

Puget Sound Clean Air: Advocates, adopts, and enforces air quality regulations. Puget Sound Regional Council: Regional transportation, economic development, and growth management planning. Assoc. of Washington Cities (AWC): Washington legislative representation, insurance, technical and educational resources. National League of Cities: Advocacy, networking, and education for member cities at the national level. Alliance for Innovations: Management resources, networking, and best practices. Eastside Leadership: Support for Leadership Eastside, an eastside leadership training program. KC Eastside Transportation Partnership: Interlocal organization for regional transportation research, planning, and advocacy. Public Technology Institute: Government IT research, education, and consulting services. Mountains to Sound Greenway Trust: Conservation, education, advocacy, and regional networking for regional environmental causes. Bellevue Chamber of Commerce: Business community advocacy, representation
High Performance Workforce:

Elements of a High Performing Workforce include employee recognition and appreciation. MND contains the budget for citywide employee functions, such as the employee breakfast, employee picnic and bike to work day. These activities are designed to promote energy, pride, and commitment within employees, and allows for City employees and volunteers to come together and be recognized for their efforts.

Additionally, MND organization memberships provide the City opportunities to stay in contact with various regional and local agencies and professional organizations, which continually enhances the knowledge, skills and abilities of the workforce to provide the quality services the community wants, contributing to a High

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Performing Organization.

Stewards of the Public Trust:

MND contains the budgets for election fees, which are required to be paid by the City according to State law. The City pays the King County Elections Office for its share of the fees for managing the election process, including voter registration, candidate filing, initiative and referendum filing, a voter's pamphlet, ballot printing and distribution, vote tabulation, election validation and precinct mapping. Budgeting these costs addresses the City's position of practicing sound business practices and processes as it maintains practices and processes that ensure compliance with regulatory requirements and adherence to best practices.

MND contains the citywide contingency budget. The citywide contingency policy addresses all factors of the Responsive Government Outcome. The contingency, as approved by Council, sets aside 0.6% of the General Fund total resources. These funds provide more flexibility for the City to pursue opportunities as they arise.

The contingency budget allows for innovation by providing funds for new programs and events that deliver value to citizens and/or solve problems. It's available to deal with City needs, such as staying afloat if a catastrophe occurs, or through an economic downturn where the contingency can provide funds for items that otherwise would not be affordable.

It also allows for opportunities for continuous improvement and innovation through investing in workforce development and training. One City was born out of the citywide contingency, when it funded initial training for Bellevue becoming a High Performing Organization.

The citywide contingency allows for City leadership to take advantage of opportunities that are strategically advantageous, as listed below:

- Provide for gains in efficiency and/or cost savings. As an example, funding of the support position for the Environmental Stewardship Initiative saved the City about \$500K in 2011 through the Resource Conservation Manger (RCM) and Energy Efficiency programs.
- Leverage collaboration or partnerships with other departments and/or external organizations. As an example, contingency funds used for the volunteer program resulted in a total estimated value to the City of \$2.9M in 2011 in volunteer time.
- Are a catalyst for increasing citizen participation and support. Contingency provides funding for the Budget One citizens' forum and citizens' survey support costs.
- Are innovative and creative. Contingency provides funding for One City and High Performing Organization costs.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Target</u>	<u>2015</u> <u>Target</u>	<u>2016</u> <u>Target</u>
060.0215	Funds available for CM and Council Initiatives	N/A	N/A	N/A	N/A	Yes	Yes	Yes
060.0216	Civic Memberships maintained	N/A	N/A	N/A	N/A	10	10	10
060.0217	Legislative required costs paid annually	N/A	N/A	N/A	N/A	2	2	2

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

N/A

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

N/A

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	0.00	0.00	Expenditures	1,571,665	1,584,192
LTE	0.00	0.00	Personnel	0	0
Total Count	0.00	0.00	Supporting Revenue	0	0
			Rev-Exp Balance	-1,571,665	-1,584,192

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Section 1: Proposal Descriptors

Proposal Title:	Citywide Treasury Management Services	
Proposal Number:	060.13NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Finance
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	060.13NA	Budget Status: Recommended
Attachments:		Primary Staff: Arnaz Bharucha, x7252

Section 2: Executive Summary

This proposal provides centralized fiscal oversight for the City's revenue collections, delinquency management, and banking transactions totaling \$808 million per year. It also provides resources to manage the City's \$290 million investment portfolio. Central monitoring by Treasury staff who do not personally handle the receipting function provides a strong internal control mechanism for greater accountability, managing risk, and minimizing liability of fraud. Our investment management focuses on preserving the principal value of investments, while providing adequate cash flow to meet the City's liquidity needs and optimizing investment return. Internal "active" management of the investment portfolio provides additional revenue of \$1.1 to \$1.5 million to the City each year compared to investing in "passive investments" in the US Treasury Index or the State Local Government Investment Pool. All functions are managed in accordance with State Law, City Policies and Procedures, and the Government Finance Officers Association (GFOA) and Treasury Management Association (TMA) recommended "Best Practices".

Section 3: Responsiveness to Request For Results

This proposal provides resources for oversight and management of centralized Treasury functions listed below. Effective stewardship of City resources, maintaining effective relationships with bankers, Investment Advisory Committee, Investment brokers/ dealers and City departments, as well as providing excellent customer service, are the cornerstones of all our Treasury functions.

OVERSIGHT OF REVENUE RECEIPTING AND BANKING SERVICES: We ensure these services meet our objective of improving internal controls and safeguarding City resources by creating and enforcing centralized policies and procedures for cash handling operations. This ensures that appropriate controls are in place for these services and accountability is established. Surprise cash counts, reviews of cash handling practices against the City's policy requirements (see performance measures 060.0083f and 060.0109 related to these), and providing ongoing training for frontline staff who handle money helps to ensure that the established control mechanism is functioning appropriately. Daily cash flow monitoring and transfers provide greater control and investible funds. We evaluate processes and banking technology solutions periodically to keep pace with technological advances in the banking industry to benefit the citizens of Bellevue and provide efficiencies for the City.

INVESTMENT PORTFOLIO MANAGEMENT: We measure our success and ensure that we are meeting our objective of preserving the principal value of investments, while providing adequate cash flow to meet the City's liquidity needs and optimizing investment return through:

- Portfolio management: Planning, directing, monitoring, evaluating and executing long-term fixed-income (US Treasuries and Agency Securities) and short-term investments (Bank Deposits, Certificate of Deposits). The following is a depiction of the daily investment process: Review Cash Profile –> Determine Liquidity Needs –> Perform Market Analysis –> Check Policy Constraints –> Purchase Securities.
- Ongoing due diligence: Performing ongoing review of quarterly financial statements and capital adequacy reports of financial institutions in accordance with the Investment Policy and SEC rules. Ensuring compliance with internal control procedures and Generally Accepted Accounting Principles.
- Achieve market rate of return: Working diligently to outperform the benchmark investment returns

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established by the Policy within the City's established risk profile.

- Investment Advisory Committee: The Investment Advisory Committee includes investment professionals and provides policy and strategy recommendations. Collaborating with the City's Investment Advisory Committee provides independent oversight of the City's investment policy and practices and engages our citizens and business community.
- Compliance with State statutes and Policy 100% of the time: Managing the portfolio within State statutory requirements related to: 1) investing public funds in eligible investments, 2) allocating investment income to City funds, and 3) reporting on investment transactions to elected officials. Maintaining a well-diversified and laddered investment portfolio in accordance with Policy.

MISCELLANEOUS ACCOUNTS RECEIVABLE SERVICES provide for collection of \$21.6 million a year in miscellaneous revenues generated by departments. This service involves billing, monitoring delinquencies, addressing customer questions, and pursuing collection action for City services that need to be billed out by departments that do not have their own billing system. We ensure due diligence over all accounts receivable by reviewing write offs of delinquent customer accounts requested by departments prior to submission to Council/Finance Director for approval.

BENEFITS OF THIS PROPOSAL INCLUDE:

- Timely discovery of irregular activities as a result of daily monitoring.
- Oversight and reconciliation functions to provide preventive controls which act as a deterrent for inappropriate cash handling practices.
- Technological banking solutions that enhance customer satisfaction and security of transactions.
- Active investment management that protects public assets, creates additional revenue to fund City programs, and helps keep taxes low for Bellevue citizens. For example, it would have required increasing property tax revenue by \$6.2 million in the last 5 years (2009-2013) to make up the additional investment income earned by active portfolio management.
- Sound fiscal management practices that protect the City's AAA bond rating and financial sustainability.

Three of the five FTEs included in this proposal do not support only this proposal. 1) The Investment and Debt Manager is included as a 1.0 FTE, but 0.4 of this FTE supports the Debt Management Services proposal #060.20NA. 2) Approximately 50% of the Treasury and Disbursements Manager's position is devoted to managing Payroll and Accounts Payable functions described in the Disbursements proposal (060.16NA), while the full FTE is reported in this proposal. 3) An Associate position is also reported here at a 1.0 FTE, but spends 25% of time supporting HR functions relating to data entry for new hires into the JD Edwards system.

This proposal promotes and meets the citywide purchasing strategies of leveraging partnerships with other departments through collaboration in training and reviews to ensure adherence to cash receipting and custody policy requirements. Treasury functions also promote financial sustainability by establishing strong internal controls and periodically reviewing their effectiveness. Immediate identification of irregular transactions and timely corrective action is a key responsibility of the Treasury staff in performing cash management functions. In addition, all investment transactions are conducted with future focus by keeping a balance between current earnings and the opportunity to earn market rates in the future.

The investment function satisfies the key community indicators of providing customers with high quality service and excellent value for their money. The \$1.1 - \$1.5 million in additional investment interest earnings from active portfolio management speaks volumes for achieving this outcome. The City also partners with the State of Washington Treasurer's Office to contract investment safekeeping/custodial services. The City has achieved approximately \$7,000 annual cost savings by entering into a multi-year contract for custodial services under the

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umbrella of the State contract.

In addition, this proposal addresses the following purchasing strategies for the Responsive Government outcome:

STEWARDSHIP OF THE PUBLIC TRUST: All Treasury functions have fiduciary responsibility as their primary focus and are performed prudently, ethically, and with utmost diligence to ensure accountability. The investment of available funds is an opportunity for local governments to generate additional revenue. Failing to invest idle cash is equally as costly as paying an excess amount for a commodity, entering into an unneeded contract for services, or issuing unnecessary debt. The Investment Manager has an excellent track record in protecting the principal invested. During the 2007 global financial meltdown, the City's portfolio did not sustain any loss. In the last 12 years, there were no forced sales of investments before the maturity date to meet cash flow needs. We consistently monitor and ensure compliance with regulatory and policy requirements, adhering to GFOA best practices, including: 1) adequate diversification in terms of asset allocation and maturity, 2) managing market interest rate and credit risks (e.g. investing in AAA rated securities only), and 3) strong internal controls.

HIGH PERFORMING WORKFORCE: Process improvement and innovation are core values of the Treasury Division, with staff displaying a high degree of engagement, active involvement, and commitment. Each Treasury staff member is responsible for performing a unique function and is empowered to be fully accountable for his/her own work and results, as well as encouraged to propose appropriate decisions/solutions to improve efficiency. Ongoing training is provided to staff in cash management, internal controls and investment management to keep their knowledge and skills current.

Investment of public funds requires a high degree of engagement and commitment to achieve outcome goals. Due to the dynamic nature of the investment function, the Manager is empowered to make swift decisions that have major future implications within the confines of the Policy. To be innovative in the investment function, Finance management requires the Manager to take measured risk to accomplish performance standards (e.g., the recent addition of Municipal Bonds as one of the investments eligible for public funds).

CUSTOMER-FOCUSED SERVICE: Staff provides timely and high quality customer service to external and internal customers while focusing on the services that will enhance customer satisfaction through delivery of automated services and improved efficiency. In performing cash handling training, and reviews of cash handling practices and policy adherence at the various facilities, we also focus on understanding the customer's varying business needs and identifying mitigating circumstances, without compromising internal controls.

Additionally, this proposal supports our client departments and, therefore, impacts every Outcome. We collaborate with several City departments (who independently handle invoicing and receipting for their services) and in the selection process for our banking services and collection agency contracts. In addition, we also collaborate with our bankers and brokers/dealers for enhancing our banking and investment services.

Treasury functions address the City's fiscal responsibility and are, therefore, considered high-value-added activities. The importance of stewardship of the public trust cannot be overstated and should not be compromised. Scalability options have not been presented, because this proposal is "right-sized". Any reduction in staffing will either result in reduced investment income, compromise sound internal controls and increase opportunity for fraud, or require shifting certain services to other City departments without any overall savings to the City as a whole. We would also have to limit the introduction of enhanced security measures, and new and beneficial technological solutions, that help us realize efficiencies and lower banking fees.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
060.0047	Maintain Aaa bond rating	Yes						
060.0083f	Percent of cash receipting facilities where surprise cash counts were conducted	N/A	N/A	N/A	65%	40%	40%	40%
060.0108f	Percent of return on City investment exceeding standards				0.35%	0.30%	0.30%	0.25%
060.0109	Percent of reviews of cash receipting facilities completed versus planned	N/A	87.5%	85%	80%	90%	90%	90%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

N/A

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

2015: \$6,797 and 2016: \$6,955 from LID Fund as reimbursement for administrative support.

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>
FTE	5.00	5.00
LTE	0.00	0.00
Total Count	5.00	5.00

<u>Operating</u>	<u>2015</u>	<u>2016</u>
Expenditures	64,136	65,121
Personnel	622,021	643,599
Supporting Revenue	6,797	6,955
Rev-Exp Balance	-679,360	-701,765

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Section 1: Proposal Descriptors

Proposal Title:	Finance Central Services	
Proposal Number:	060.14DA	Outcome: Responsive Government
Parent Proposal:	060.07PA	Primary Dept: Finance
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	060.14DA	Budget Status: Recommended
Attachments:		Primary Staff: Sara Lane, x7247

Section 2: Executive Summary

This proposal is to fund the Central Services throughout the City, including rental of copiers, management of the Copy Center, management of the mail room in City Hall and delivery of mail to offsite City locations, and management of the central receiving and distribution of deliveries to City Hall to be provided by outsourced vendors. The effectiveness of this proposal is measured by the vendor's response times, as well as the customer's satisfaction with the availability and delivery of Central Services. This is a full cost recovery contract. Each department pays for the services it uses and all expenses are billed to departments via an interfund billing process. Funding for First Class and Bulk Mail postage is also included in this proposal which is collaboratively managed by the Finance Department and City Clerk's Office.

Section 3: Responsiveness to Request For Results

With this proposal, the City is purchasing tools necessary for staff to be effective and efficient in their jobs. The appropriate level of service for these services is continuously evaluated. The Performance Indicators for these services show us that the response times for the multifunctional devices (MFDs) are within the contracted time and the percentage of customers that are satisfied/very satisfied with central services is 91%.

The services provided within this proposal include:

Copy Center Services: The Copy Center portion of the Central Services Contract requires the City to provide the space in City Hall, and the vendor provides the high-speed copying equipment and labor needed to meet the high volume copy demands of the City. **Satellite Copier Rental:** There are 80 copiers placed throughout the City in locations most easily accessed by staff to make copies, print from their desktop PCs, fax, or scan to their desktop using eCopy. **Mail Room Services:** The vendor receives incoming mail from the Post Office, sorts and delivers the outgoing mail and interoffice mail to 30 separate mailstops within Bellevue City Hall three times per day. In addition to delivering mail to City Hall, the vendor provides courier services to 25 City sites two times per day. **Central Receiving and Distribution:** When packages are delivered, the vendor inspects, enters into a tracking system, and delivers the packages to the ordering department. **1st Class Postage and Bulk Mail Costs:** The cost of overall City postage and bulk mail are included within this proposal. The current contracts for the Copy Center, Satellite Copier, and Mail and Receiving Services expire on 12/31/2015 with an option to renew for an additional two-year term. Based upon City staff input on their satisfaction of services provided, we expect to renew the contract for the additional two year term. If satisfaction with services declines, we will seek other service providers at the same cost or minimal increase. Thus, continued funding for these services is necessary for both 2015 and 2016.

This proposal is requesting resources for the following funding for these services:

Copy Center Services & Supplies: 2015: \$359,213 2016: \$367,475
Satellite Copier Rental & Supplies - 2015: \$285,689 2016: \$292,260
Mail Room and Central Receiving Services - 2015: \$118,392 2016: \$121,115
1st Class Postage: 2015: \$113,359 2016: \$115,966

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Bulk Mail - 2015: \$142,390 2016: \$145,665

Total - 2015: \$1,019,042 2016: \$1,042,480

The Copy Center and Satellite Copier Rental are full cost recovery services. Each department pays for the services used and all expenses are billed to departments via the interfund billing process. The other services are billed out to departments through the overhead billing allocation for Finance services through a percentage allocation calculation.

This proposal focuses on the following primary factors and sub-factors as follows:

Stewards of the Public Trust: This proposal manages public funds in a responsible and fiscally sustainable manner by:

Identifying potential cost saving areas and taking advantage of cost savings in all parts of the Central Service Contract. Holding the vendor accountable to ensure equipment is fully functioning. Working with the vendors to make sure services are the highest quality and at the best price.

Customer-Focus Service: Ensures services are provided when needed and expected by:

Collaborating with departments to determine the level of services required. Exploring options for alternate ways of meeting service needs. Equipping the organization with the tools, technology, and personnel to effectively respond to planned and unplanned events or conditions by collaborating with vendors and clients to make sure the services are delivered at the right time and for the right price. Enhancing professionalism and responsiveness to calls for service through prompt follow up with the vendor to make sure service calls are responded to. Implementing a back-up plan when primary equipment breaks down and cannot be fixed in a reasonable timeframe. Conducting user satisfaction surveys to measure user confidence and satisfaction of services provided. Modifying the service model to better fit the needs of the departments. Engaging the vendors in helping find solutions that better meet users' needs. Soliciting and analyzing performance feedback to reflect on results achieved and adaptively respond to improve performance and service delivery at the lowest cost by: Conducting customer satisfaction surveys and holding vendors accountable for achieving the highest possible rating; Conducting quarterly meetings with the vendors to review service records and focus on solving problems in service delivery.

High Performance Workforce: This proposal ensures that staff have the core tools, materials, and other resources available to optimize their service delivery.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
060.0095	Percent of customers that are satisfied/very satisfied with central services	N/A	N/A	92%	91%	90%	90%	90%
060.0125	Quarterly vendor service response times for MFD service calls	3.06	3.17	2.93	4	3	3	3
060.0140	Total annual copies made at Copy Center	3,727,838	3,108,830	3,669,353	4,082,806	4,184,876	4,289,498	4,396,736
060.0177	Total annual copies made at satellite copiers	5,896,098	5,414,939	5,520,954	5,520,244	5,658,250	5,799,706	5,944,699

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

Increases in the Copy Center and Satellite Copier costs are greater than CPI as they were readjusted based on 2013 actual usage. The adjustment total is \$56k greater than CPI in 2015.

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

N/A

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	0.00	0.00	Expenditures	1,019,043	1,042,481
LTE	0.00	0.00	Personnel	0	0
Total Count	0.00	0.00	Supporting Revenue	0	0
			Rev-Exp Balance	-1,019,043	-1,042,481

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Section 1: Proposal Descriptors

Proposal Title:	Business Tax and License Administration	
Proposal Number:	060.15PA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Finance
Dependent Proposal:	060.21DA, 060.22D	Proposal Type: Existing
Previous Proposal:	060.15PA	Budget Status: Recommended
Attachments:	0	Primary Staff: Sara Lane, x7247

Section 2: Executive Summary

This proposal includes the functions of the Tax Division which is responsible for collection, administration, education, and enforcement of the City's business licenses and taxes. The Tax Division's work accounts for approximately \$125 million in revenue in a biennium. This proposal manages and administers taxes for approximately 37,000 active business license accounts. These functions build and maintain the public trust through the effective and efficient collection and accounting of local taxes.

Section 3: Responsiveness to Request For Results

This proposal includes resources to support the City's business licensing and tax collection functions, similar to those of the Internal Revenue Service. Efficient, effective, and fair tax administration is critical to ensuring fiscal sustainability and economic prosperity, and being responsive to our customers. Staff resources include 8.75 FTEs and funding for 4 part-time contract tax auditors. This reflects a reduction of .25 FTE that was transferred to the centralized office support position, along with associated tax clerical support such as audit file maintenance and tax mail processing. Additionally, the Tax Division uses outsourced services for those high-volume cyclical processes, such as tax return data entry and cash receipting, printing and mailing of tax returns and delinquent notices.

In addition to usual equipment, training, and other incidental costs, the proposal includes the costs for contracted auditors, lockbox processing, printing and mailings described above. It also includes the City's operational costs for implementation and operation of the Multi-City Business License and Tax Portal (FileLocal) that is working to implement a one-stop online portal for businesses to register and pay local Business & Occupation Taxes and business licenses.

Below is a listing of the Tax Division's key functions supported by these resources:

Business License Administration - The Tax Division currently maintains approximately 36,900 active business license accounts and reviews and issues approximately 3,700 new licenses per year.

2. Tax Administration – The Tax Division processes approximately 27,000 Business & Occupation tax returns per year. Their key functions include:

Tax receipts processing and reconciliation Balance due billing and refund review and processing Taxpayer education, including workshops and responding to taxpayer inquiries Monitoring taxes collected by the State on the City's behalf, including sales, use, and lodging taxes Processing cable franchise fee payments Monitoring state and federal legislation pertaining to City business licensing and taxation Collaborating with the Department of Licensing, Department of Revenue, and other cities to explore efficiencies in license and tax administration. We hold ourselves accountable to efficiency in these areas by ensuring that tax receipts are reconciled within one day of collection 95% of the time, exceeding our goal in 2013. Efficiency minimizes the cost to taxpayers by keeping administration costs low, improves customer satisfaction, and supports timely accurate compliance with the tax.

3. Tax Compliance Enforcement – Three programs are designed to increase compliance and generate revenue.

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Audit Program – This program audits taxpayers for compliance with the City’s license registration and tax filing requirements. This program is fundamental to ensuring fairness in the collection of tax. In 2013 the Audit program issued 93 audits with assessments totaling \$1,171,412. The total return on audit investment for 2013 was 2.7:1, slightly below our target measure of 3:1. For 2014 and beyond we are focusing our targets towards audit production. While we will continue to monitor and measure the program’s economic benefit and return on investment, we want to acknowledge the importance of compliance and enforcement – keys to maintaining integrity and fairness in tax collection- in addition to the natural consequence of these efforts in additional revenue collection. Detection Program – This program identifies unlicensed taxpayers doing business in the City to ensure they are properly registered. This program typically generates 300 - 350 new registrations yearly which produce additional unanticipated revenue for the life of the program. We measure the effectiveness of this program through the number of detected businesses registered each year, recognizing that each new detected business provides both immediate and long-term revenue growth for the City. In 2013 we registered 357 unregistered businesses. Delinquent Collection Program – This program focuses on getting delinquent tax returns filed and paid. We measure the effectiveness of this program by the number of delinquencies cleared each year, typically 3,500 delinquencies per year. In 2013, we were unable to count the cleared delinquencies due to the implementation of a new system, and will pursue new options for measuring this in 2014. The scalability of the proposal is primarily related to the Audit Program. This program was expanded for the 2011-2012 Budget. We believe that the investment made in the expansion is serving the City well and preparing us for the future when qualified contract auditors are expected to be unavailable. As we look toward this inevitable future, we may need to consider converting more contract dollars toward internal auditors. We would not recommend reductions or changes at this time due to the fact that it would result in a reduction in revenue.

This proposal explicitly addresses the Responsive Government Purchasing Strategies of:

Customer-Focused Service: Ensuring that all services are provided timely in a consistent and predictable manner; continuous evaluation on how services can be improved, and ensuring that staff have excellent customer service skills and represent the City in a professional manner. In 2013, after engaging the business community in several ways, we identified several ways to simplify the burden of tax compliance for customers and improve our support to them.

Stewards of the Public Trust: Collecting and properly accounting for the business license, tax, and franchise fee revenue collections; ensuring that the City is using funds responsibly by using the most cost effective and efficient methods and resources, such as outsourcing and partnering where efficiencies can be maximized; and through tax compliance, enforcement and collection activities ensuring everyone doing business in the City pays their share of taxes and fees, promoting credibility with taxpayers and keeping tax rates affordable.

Strategic Leadership through the following partnerships:

Partnership between Bellevue, Seattle, Tacoma, and Everett to implement FileLocal. Partnership with Seattle and other B&O cities to develop common forms and conduct joint tax audits to gain efficiencies and reduce audit costs. Partnership with Department of Revenue to provide joint taxpayer outreach informational workshops. Partnership with the Department of Licensing and other city workgroups to detect unregistered taxpayers.

This proposal addresses many Citywide purchasing strategies including: collaboration with partners, process improvement and evaluation of our approach to eliminate lower value-added activities by streamlining approaches to their work and identifying new and creative ways to ensure compliance with the City’s tax codes, and make that compliance easier for their customers. In 2013 Staff implemented process improvements to the majority of their administrative processes during the implementation of Praxis, the new tax system, and through a separate process improvement on Audit Processing.

This proposal also addresses the Economic Growth and Competitiveness Outcome purchasing strategy to

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balance taxes, fees, and utility rates with the City's economic development goals, commitment to high-quality services, and financial health through fair and efficient collection of taxes. This creates a level playing field for all businesses and enhances the financial health of the City.

Section 4: Performance Measures and Targets

Code	Performance Measure	2010	2011	2012	2013	2014	2015	2016
		Actual	Actual	Actual	Actual	Target	Target	Target
060.0059	Number of delinquencies resolved per year	3,448	3,113	2,835	N/A	3,000	3,000	3,000
060.0060	Number of detections identified and registered			293	357	300	300	300
060.0132f	Return on investment for tax audit program	N/A	N/A	N/A	3	3	3	3

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

N/A

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

N/A

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	7.75	7.75	Expenditures	403,577	408,285
LTE	0.00	0.00	Personnel	839,116	869,121
Total Count	7.75	7.75	Supporting Revenue	0	0
			Rev-Exp Balance	-1,242,693	-1,277,406

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Section 1: Proposal Descriptors

Proposal Title:	Citywide Disbursements	
Proposal Number:	060.16NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Finance
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	060.16NA	Budget Status: Recommended
Attachments:		Primary Staff: Arnaz Bharucha, x7252

Section 2: Executive Summary

This proposal covers the management and administration of the City's centralized Payroll and Accounts Payable (AP) processes. These functions oversee the majority of the City's disbursements, totaling \$333 million, in a fiscally responsible manner and in accordance with applicable laws and sound business practices to provide for accountability and to deliver exceptional service to the community.

Section 3: Responsiveness to Request For Results

This proposal requests resources to provide Payroll and Accounts Payable services to the City.

PAYROLL for the City's estimated 1,486 employees is processed on a semi-monthly basis and includes steps to make certain all employees are paid accurately and timely for work performed, costs are appropriately recorded, and all internal and external reporting is performed in accordance with legal and professional standards. Total wages, taxes and benefits paid annually is approximately \$154 million. Payroll strives to maintain a minimum of 90% paperless payment ratio without compromising customer service which is reflected in a 95% overall satisfaction rating in a recent customer service survey.

ACCOUNTS PAYABLE (AP) pays vendors and suppliers an average of \$3.4 million weekly, approximately \$179 million annually. Staff ensures payments are a legal use of tax dollars, appropriately authorized, and that taxes are correctly applied. AP services also focus on compliance with federal and state reporting requirements. AP strives for a net 30-day payment term to maintain a positive working relationship with outside vendors, eliminate possible late fees, and take advantage of discounts. Customer satisfaction is key and is reflected in our 92% satisfaction rating in our recent survey of City departments.

Both workgroups also strive for continuous improvement while creating more efficient electronic processes as evidenced by performance measures 060.0097f and 060.0098f. Efforts continue to be made to enhance the ePayables or PayMode banking solutions by encouraging vendors to accept payment electronically (ACH or credit card) instead of by check, to increase participation by vendors, increase rebates to the City, and reduce administrative costs.

This proposal addresses several key components of the Purchasing Strategies developed by the Leadership Team and the Responsive Government Results Team for the 2015 and 2016 Budget process as follows:

Stewards of the Public Trust: This proposal focuses on using sound business practices, ensures adherence to policy, IRS regulations and best practices, as well as ensures that functions are performed ethically, and with utmost diligence and care.

Public funds are managed in an ethical, prudent and responsible manner by:

- Maintaining the required checks and balances and performing reconciliation of bank accounts by Finance staff not associated with Payroll or AP functions. Verifying that payments made are appropriately authorized. Discounts offered by vendors are taken wherever feasible.

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The functions included in this proposal ensure accountability in our actions and decisions by:

Maintaining strict audit functions, which include reviewing invoices and supporting documents for validity and accuracy. Incorporating a “second set of eyes” process in reviewing employee pay and benefits to ensure accuracy and maintain accordance with federal, state and city regulations and negotiated contracts.

Maintaining internal controls which include separation of duties to avoid fraud; facilitation of State audits of Payroll and Accounts Payable transactions; and compliance reviews of processes and procedures by outside accounting firms and/ or by City staff responsible for conducting internal reviews.

Customer-Focused Service: These workgroups ensure quality services are provided when needed and expected, and connect with their customers as appropriate.

Ongoing customer communications and stakeholder collaboration, ensuring products and services are timely, consistent, predictable and accessible to all, as well as reduction of redundancies in service delivery is demonstrated by:

Payroll’s “Single Point of Time Entry” initiative which includes project billing and recording of exception time. In collaboration with the Civic Services Department, time entry for that Department moved from a cumbersome Excel spreadsheet timecard to a robust software application, MAXIMO, which affords staff additional functionality for service billing and project and equipment costing. Payroll staff is currently collaborating with the Utilities and Transportation Departments to have a single point of time entry for their staff in 2014. Utilizing the JD Edwards (JDE) software application MySelf Service to put employees in control of their time reporting eliminating the need for timekeepers. Collaborating with Human Resources on issues pertaining to employee record changes, new hires, and terminations. A new focus since 2013 and continuing through 2018 is in brainstorming solutions, developing appropriate reporting avenues and meeting other mandatory regulations to deliver Health Care Reform requirements. Collaborating with the Information Technology department on JDE system upgrades and MySelf Service enhancements. Collaborating with Legal on matters related to employee pay and benefits, as needed.

Incorporating processes which are dependable, accurate, timely and predictable by maintaining established payment schedules. Employees are paid twice a month and vendors are paid weekly. Salary, leave, and job information is available 24/7 to employees and managers via MySelf Service.

We ensure services are relevant, efficient and effective by:

Enhancing collaboration between Accounts Payable and Procurement divisions in Finance to ensure a more efficient “Procure to Pay” process.

Coordinating with employees and departments to inquire about payment requests or to meet their urgent needs as may be necessary.

We promote open and transparent access to information and services, and provide opportunities for feedback to decision makers by:

Training city staff on availability and usage of JD Edwards and MySelf Service reports for AP and payroll transactions. Engaging key stakeholders in the decision making process and closing the feedback loop by keeping them informed throughout the project, as in the case of the “Single Point of Time Entry” project. .

High Performing Workforce: Both Payroll and AP workgroups in Finance embrace innovation and optimize service delivery.

We invest in continuous workforce development and training by:

Ensuring staff receive training to keep them informed about current legal and regulatory compliance requirements, system enhancements, process improvements, and efficiency measures. Engaging with employees on a periodic basis to encourage and promote career development and enhancement and provide appropriate opportunities for growth as possible. Discuss linkages and help employees understand how their specific essential functions in Payroll and AP connect to the Finance Department’s vision, mission and goals.

Engage all employees in discussions relating to Finance’s Strategic Plan and collaborate on the S.W.O.T

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analysis.

Disbursement services support the City Departments' core functions and therefore impact each of the City's Outcomes. In addition to the information provided above, this proposal also addresses the following Citywide purchasing strategies as follows:

Ensure that services are right-sized:

AP currently has 3 staff members after having taken a reduction of a .7 FTE since January 1, 2012. However, the number of vouchers processed for payment by AP has increased from 44,234 for the year 2011 to 47,368 for 2013, a 7% increase. While service delivery has currently received a 97% satisfaction rating from our internal city customers, any further reductions will negatively impact service deliver Payroll also has 3 staff members and took a sizable reduction of 1 FTE from January 1, 2012. With the additional responsibility of collaborating with HR and IT in delivering the various initiatives of the Health Care Reform, and the ongoing responsibility of delivering pay and benefits in accordance with new negotiated contract provisions, Payroll is also right-sized. Leverage collaboration with other departments: This has been explained in detail above under "Customer-Focused Service".

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
060.0097f	Percent of electronic payments to employees - Payroll			92.6%	93%	95%	95%	95%
060.0098f	Percent of electronic vendor payments - A/P	23.33%	23.97%	22.79%	22%	30%	30%	30%
060.0103	Percent of internal customers satisfied/very satisfied with Disbursements services	N/A	N/A	96.5%	96%	90%	90%	90%
060.0174	Zero fines and penalties for payroll and benefits payments	0	0	0	0	0	0	0

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

\$10K added to Temp Help to offset FTE reduction.

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

N/A

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	6.00	6.00	Expenditures	23,020	23,307
LTE	0.00	0.00	Personnel	652,923	676,102
Total Count	6.00	6.00	Supporting Revenue	0	0
			Rev-Exp Balance	-675,943	-699,409

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Section 1: Proposal Descriptors

Proposal Title:	Procurement Services	
Proposal Number:	060.17NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Finance
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	060.17NA	Budget Status: Recommended
Attachments:		Primary Staff: Sara Lane, x7247

Section 2: Executive Summary

The Procurement Services Division provides management and oversight of approximately \$120 million per year of procurement expenditures in support of City departments, projects, and programs. This proposal is requesting funding for the services offered by procurement professionals who are engaged in the following: purchasing goods and services, sourcing best value products and vendors, actively managing citywide vendor accounts, administering the ProCard program, overseeing competitive solicitations, providing assistance and review in contract development, and disposing of surplus items. This proposal delivers high-quality, innovative services, supporting the efficient and effective procurement of goods and services and ensuring opportunities for maximum participation by a variety of vendors.

Section 3: Responsiveness to Request For Results

Services supported by this proposal ensure compliance with applicable laws and policies, maintaining the highest levels of ethical standards and ensuring open, fair, and transparent competition in all aspects of the public procurement process. Best practices in public procurement have evolved the role of procurement professionals from a “back-office, behind the scenes” function into a critical strategic initiative. Because of this, the Division focuses its efforts on strategic planning; including citywide spend analysis, process improvement, and professional staff development. Procurement Services is requesting resources for salary and benefits for 8.25 FTEs. The Division consists of the following positions: 1 Procurement Services Manager, 1 Senior Buyer, 1 Financial Analyst, 4.5 Buyers, and .75 Procurement Assistant. The requested M&O budget supports training, supplies, and memberships associated with these positions.

The following are a few key examples of how Procurement Services meet the factors of Responsive Government:

Strategic Leadership: Strategically, the work performed by Procurement Services is guided by the Finance Department’s Strategic Plan, the Division’s annual work plan, and a citywide spend analysis. A citywide spend analysis is a tool that allows the Division to analyze procurement expenditures to better understand who our suppliers are, how much is being spent for which goods and services, and identify opportunities to leverage buying power. Procurement spend is the portion of overall City expenditures that the Division has influence over, excluding expenditures such as personnel, insurance, and utility bills. In 2012, Procurement Services set a goal to increase utilization of contracted spend to achieve a goal of 60-70% utilization. In 2013, 65% of City spend was purchased through a contract with fixed-firm pricing that was executed through a competitive process.

Public procurement cannot be conducted in a silo. Reliance on, and collaboration and partnership with public agencies all across the region is key, as is engaging in cooperative purchasing with the State and other public entities to piggyback off other entities’ contracts. To date, the Division has executed 95 interlocal cooperative purchasing agreements with various public entities, enabling cooperative purchase off of each other’s contracts. In addition, there is active participation in the regional “Shared Procurement Portal” through the eCityGov Alliance that has allowed the purchase and cost sharing of implementing a new e-procurement

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system.

High Performing Workforce: Procurement staff are dedicated, professionally trained buyers. Each staff member has a training plan developed to support their professional and technical development. This expertise allows department clients to rely on Procurement staff to understand the complex and ever-changing federal, state, and City purchasing laws, policies, rules, and regulations surrounding public sector acquisitions. Procurement staff are empowered in their daily decision-making process to determine the appropriate process for procurement based on City policy and Federal State and Local laws. In addition, Procurement staff are active members in the following professional procurement organizations: PNPPA (Pacific Northwest Public Purchasing Association) and NIGP (National Institute for Governmental Purchasing), both national and state chapters.

Customer Focused Service: As a trusted partner, our customer needs are forefront in our planning and process evaluations. The annual Finance Department survey of our customers shows that 91% of customers are “very satisfied” to “satisfied” with the procurement services we are providing. Our ProCard services received a 100% satisfaction rating, and 91% believe that we are a trusted partner to them. We will continue to strive for a 90% or greater customer satisfaction rating.

Stewardship of the Public Trust:

Open Fair Competition: Procurement practices demonstrate Stewardship through open, fair, and competitive purchasing laws and policies. These practices ensure that the City receives the best value and that businesses have an equal opportunity to compete for the chance to do business with the City. In 2014, we are pursuing updates to the City’s Procurement Code and policies that will streamline processes by raising bid and approval limits. These recommendations are the result of a cross-departmental process improvement effort.

Transparency, Ethics and Internal Controls: The public demand for increased transparency, greater efficiency, fairness, and equity in the public procurement has heightened. One way we have responded to this demand is by implementing new e-procurement software that provides for all way communication to customers, increasing transparency in the process. Additionally, internal controls are critical to protecting the City’s resources and integrity, and are reviewed regularly and as part of our process improvements efforts. Through the use of Procurement internal controls, the Division identified fraudulent activity in 2013, evidence that these controls are necessary and effective. In response to this discovery, we reviewed and updated our policy and have engaged an independent review of our ProCard processes.

Right-Sizing: As a result of process improvement and through of a combination of reorganization, attrition and FTE reductions, Finance has reduced the Procurement Services team by 4.25 FTE’s since 2010. The most recent change came in 2013 while planning for staff retirements. As part of our review, we identified a portion of the work would be better performed by a Data Analyst as part of the Business Systems Division. That work and associated 1.0 FTE was moved to that Division. Additionally, several clerical support functions were reassigned to a .5 FTE administrative position in the Directors Office. Finally, routine orders not requiring a competitive process were centralized to a .75 FTE Procurement Assistant allowing our reduced number of buyers to focus their efforts on customer support and value-added work, such as sourcing and conducting competitive processes. As a result of these changes we do not see opportunity for further reductions in this proposal without impacting internal controls and customer service. All of these efforts have been made in order to “right size” the workgroup with a goal of increasing staff productivity, improving service delivery and increasing capacity to pursue innovative procurement strategies. Here are a few examples of how we have succeeded in accomplishing these goals:

Increasing staff productivity:

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Under \$5,000 Purchase Orders: In 2011, Finance delegated authority for City staff to make small-dollar, low-risk purchases, allowing Buyers to focus on higher-value, strategic tasks that typically require more complex competitive process. In 2013 the average order amount processed by buyers was \$81K, an increase from \$53K in 2012. **Rebates:** Procurement Services actively manages larger citywide accounts with vendors such as US Bank, OfficeMax, and Home Depot. These vendors offer rebates to the City based on annual spend. By more actively managing these through consolidation of accounts, frequent meetings with vendor representatives, directing spend to ProCards, and outreach to City staff, we have been successful in increasing rebates collected by approximately 48% since 2011 to \$49,287.

Improving Service Delivery: In light of staff reductions, cycle times are monitored to ensure service delivery is not being compromised. Two performance indicators track cycle times to show how well we maintain service levels within target. While we have been able to maintain our target on Purchase Orders, the Contract Routing cycles times have slipped slightly within the past year. One contributing factor being that Contract Routing is dependent upon many factors outside the Division. We will evaluate and analyze why targets are not being met and will continue to strive for targets set.

Increasing capacity to pursue innovative procurement strategies: We seek alternatives to procurement processes that reduce bureaucracy and administrative costs of conducting the traditional competitive process. Here are a few examples of alternatives that have been put in place:

Job Order Contracting (JOC): JOC is an alternative procurement method for procuring construction that relies on a catalog of construction tasks or unit price book. The main benefit of JOC is the reduction in administrative staff time in conducting a full bid process and obtaining council approval for each project, which also reduces costs. Since 2012, the City has completed 134 JOC projects. With an average cost of a typical bid process calculated at ~\$1,500 per project, JOC has resulted in a citywide cost savings of \$201K. **Blanket Orders:** One of our goals is to consolidate individual orders with vendors to aggregate citywide spend and realize volume discounts. There are currently 97 citywide &blanket& or &master& agreements in place for City staff to utilize. This is an increase of the number of blanket agreements in place by 59% from 2012. **ProCards:** There are currently 310 active ProCards issued to City staff. In 2013, City staff used their ProCards 13,836 times reducing the number of individual orders placed and a cost savings in staff time of processing and paying an order. Calculating the cost to process an order and pay an invoice at a conservative \$25 each, issuing ProCards to City staff results in a cost savings of \$345K. **Green and Sustainable Procurement:** Procurement Services supports the purchase and use of environmentally preferable products and services by considering environmental factors in addition to price, performance, and availability. In 2013, the City started a Green Procurement Team that identified over \$477k in “green” products purchased which represents 3.93% of product spend dedicated to sustainable products. We currently seek to increase green procurement spend by 1% annually within current resource levels. **Disposal of Surplus:** By partnering with Fleet Operations and Police Evidence to utilize best surplus methods, over \$415k is collected annually in surplus revenue.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
060.0012	Average cycle times (days) for contract routing	N/A	6.6	8.8	8	7	6	6
060.0085	Percent of City staff who are very satisfied/satisfied with Procurement Services	N/A	87%	84%	91%	90%	90%	90%
060.0110f	Percent of spend utilizing a competitive process	46.57%	45.7%	46.37%	65%	66%	68%	70%
060.0189	Average process time (days) for Req to PO print	2.32	2.69	2.91	3	4	4	4

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

N/A

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

Vendor rebates collected. Goal – 2015 = \$52,500; 2016 = \$53,708

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	8.25	8.25	Expenditures	15,530	15,782
LTE	0.00	0.00	Personnel	883,457	915,480
Total Count	8.25	8.25	Supporting Revenue	0	0
			Rev-Exp Balance	-898,987	-931,262

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Section 1: Proposal Descriptors

Proposal Title:	Financial Accountability & Reporting	
Proposal Number:	060.18DA	Outcome: Responsive Government
Parent Proposal:	060.19PA	Primary Dept: Finance
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	060.18DA	Budget Status: Recommended
Attachments:		Primary Staff: Diane McPherson, x4060

Section 2: Executive Summary

This proposal provides fiscal oversight to the City of Bellevue through the preparation and submission of mandatory financial reporting to the State Auditor's Office (SAO), the State Department of Revenue, and federal agencies requiring special reporting. It provides for adherence to best practices through preparation of a Comprehensive Annual Financial Report (CAFR) and the use of internal audits. Acceptance of this proposal ensures compliance with State Law and Generally Accepted Accounting Principles (GAAP) and minimizes the City's risks for potential liabilities and misappropriation of assets. This proposal enables the City to provide for accountability, a key element of stewards of the public trust.

Section 3: Responsiveness to Request For Results

This proposal provides resources of 1 Accounting Manager, 3 Senior Financial Analysts, and use of up to 50% of a Data Analyst 1.0 FTE included in proposal 060.19PA to support central accounting and reporting services for the City. Deliverables include:

Creation and implementation financial processes to ensure compliance with public and industry standards. Accounting expertise and support for departments. An audited Comprehensive Annual Financial Report (CAFR) submitted to the Government Finance Officers Association (GFOA) for the Certificate of Excellence in Financial Reporting Award program (award received for 31 consecutive years). Readers of the CAFR include bond rating agencies, bond issuers, and grant award agencies that use this report to determine the City's financial reliability, compliance with laws and accounting principles. Submission of all State Schedules and Basic Section of the CAFR to the State Auditor's Office as required. State Auditor's Office annual audit and Opinion Letter for the CAFR on the city's compliance with GAAP, compliance with Federal grant OMB circulars A-133/A-87, and the accuracy of our financial reporting and internal controls. State tax return filing and unclaimed property reporting for the city in compliance with state law. Centralized support for financial documentation and reporting in the event of regional or state emergencies where the city has applied for FEMA reimbursement. Mandated federal grant status reports for various departments' grants. Data and process integrity for the city's financial system and chart of accounts as prescribed by the SAO. Collaborative teamwork between department fiscal staff to ensure integrity of financial processes throughout the organization and support of treasury division for improved internal controls. Internal audits of specific financial activities or systems to identify process efficiencies and minimize risk and liability. Education related to the general ledger, chart of accounts, and proper accounting of financial activities.

The Accounting Division made use of innovations and process improvements to reduce staffing to current levels. Funding at a lower level creates a risk for the diminished integrity of financial information and negative audit. In addition, our ability to obtain future grants would be at risk if audit findings occurred, and may negatively impact our bond rating. Lower level funding would affect the timely production of financial statements at a time when the State Auditor's Office is requiring even tighter deadlines. We would not have the capacity to meet customer needs in a timely manner.

***Stewards of the Public Trust*:** Financial Accountability and Reporting is a key element of Stewardship of the Public Trust. The creation of strong financial processes and systems to ensure compliance with GAAP, state and federal requirements, and the oversight of those via independent audit provide assurance to the public of that

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stewardship. This proposal specifically addresses the following purchasing strategies:

- Financial Sustainability.
- Balancing Benefit and Risk.
- Sound Business Practices and Processes.
- Well Designed and Maintained Assets.
- Performance Management.

Customer-focused Service: This proposal's primary connection to the public and community is through the publication of the City's CAFR which provides assurance of the reliability of financial reporting. This proposal utilizes GFOA best practice for web-accessible CAFR and responds to the following purchasing strategies:

- Deliver the Services Customers want.
- Convenient, Timely, and Quality Service.
- Spirit of Collaboration.

High Performing Workforce: The resources provided in this proposal provide expertise and assistance for departments to understand compliance requirements, improve methods of gathering and summarizing financial information, and increase awareness of importance of strong internal controls of financial information and assets. The resources also support working with the Business Systems Division to improve the financial system, and provide accounting/chart of accounts training. These actions respond to the following purchasing strategies:

- Continuous Improvement and Innovation.
- Balance Quality, Value, and Performance.
- Well-trained and equipped.

This proposal supports the City's vision and values by evaluating financial systems and processes, and working collaboratively with departmental partners toward financial stewardship. The accounting division continuously works to streamline processes, reduce redundancy, and identify those functions that are most appropriate for centralized service. Most functions performed are mandated by State Law or GAAP. Internal audits are a Best Practice recommended by the GFOA. This proposal utilizes GFOA best practice for web-accessible CAFR.

This proposal seeks to collaborate with internal customers to achieve excellence in financial reporting and compliance with accounting standards and federal regulations.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Target</u>	<u>2015</u> <u>Target</u>	<u>2016</u> <u>Target</u>
060.0101	Percent of internal customers satisfied/very satisfied with Accounting services		83%	76%	89%	90%	90%	92%
060.0129	Received an unqualified opinion for annual financial statements	Yes	Yes	Yes	N/A	Yes	Yes	Yes
060.0130	Received the Certificate of Excellence in financial reporting proficient in all categories	Yes	Yes	Yes	N/A	Yes	Yes	Yes

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

N/A

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

N/A

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	4.00	4.00	Expenditures	158,489	158,513
LTE	0.00	0.00	Personnel	465,815	482,157
Total Count	4.00	4.00	Supporting Revenue	0	0
			Rev-Exp Balance	-624,304	-640,670

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Section 1: Proposal Descriptors

Proposal Title:	Budget Office	
Proposal Number:	060.19PA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Finance
Dependent Proposal:	060.18DA	Proposal Type: Existing
Previous Proposal:	060.19PA	Budget Status: Recommended
Attachments:		Primary Staff: Toni Rezab

Section 2: Executive Summary

This proposal provides resources to plan, analyze, produce, and monitor a Council-approved balanced biennial budget representing the City's vision and goals. The budget is a combined financial, operational, and capital document that allocates resources to the programs that matter most to the community. The Budget Office provides oversight and monitoring of the approved budget's implementation and engages in long-range financial modeling and planning to ensure fiscal sustainability. The Budget Office also performs value-added financial and performance measurement analysis, produces performance reports, conducts citizen surveys, provides budgetary and performance management leadership, and exercises control and oversight. All of these activities ensure that the City lives within its approved means and legal appropriations, and provides evidence through survey and performance indicator reports that the City is achieving results.

Section 3: Responsiveness to Request For Results

The Budget Office works collaboratively with all City departments to develop and assure that the allocated budgets are adequate for departments to achieve results that matter to the public.

Forecasting: The Budget Office conducts long-range financial modeling and planning, economic review and revenue and expenditure forecasting to ensure fiscal sustainability. Informed and reliable fiscal planning and policy advice is critical to achieving City goals and the community's vision. Immediate- and long-range fiscal planning is the foundation for budget development and meeting the priority needs of the community. By tracking economic indicators, developing sophisticated financial models, coordinating with departmental fiscal managers, and projecting revenues and expenditures, the Budget Office provides the Finance Director, Leadership Team, City Manager, and City Council with reliable information, expertise, and guidance essential for making sound policy decisions.

Budget Development and Coordination: The Budget Office provides budgetary leadership and direction to departments in developing budget proposals. We coordinate the budget process, lead teams that establish and improve budget procedures, and staff and support groups including Results Teams, the Leadership Team, the City Manager, and City Council.

Budget staff meets regularly with departmental Fiscal Managers to educate them about the budget process, gain input on budget development issues and improve processes and systems. Budget staff oversees implementation of, maintains, and improves budget systems and creates budget reports to provide spending and revenue tracking tools to decision makers. The Budget Office produces the budget document, which contains the City's operating and capital budgets. This document presents recommended resource allocations in terms of personnel, facilities, goods, and services, and describes the services provided by each City department and the performance targets that have been set for each year of the biennium. In keeping with the goal of openness and transparency, the Council-approved budget document is available to the public online and at local libraries.

Policy Analysis and Financial Modeling: The Budget Office produces research, analyses, and reports on issues that affect the City, and also performs financial analyses as requested to inform management and policy level decision-making. The Office provides ongoing Council agenda memo review, legislative analysis, and

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intergovernmental analysis in close coordination with the City Manager's Office, City departments, and other jurisdictions, resulting in accurate and clear fiscal impact statements to inform and assist the Council in its policy decisions. The Budget Office collaborates with departmental customers on fiscal matters impacting departments. It staffs the financial side of new project development and creates financial models to predict the fiscal impacts of new or alternate levels and modes of service delivery.

Monitoring: The Budget Office exercises control and oversight of financial matters so that the City lives within its approved means and legal appropriations. To these ends, the Office provides ongoing fiscal review and policy analysis through the City's monthly monitoring efforts. This unbiased analysis helps the City Manager make informed recommendations and aids the Council in making appropriate budgetary decisions that uphold the public trust.

The Budget Office engages in monthly and quarterly monitoring and produces a quarterly monitoring report to inform the public, all City departments, the City Manager's Office, and Council of the current fiscal and economic condition of the City. Budget monitoring is used as an "early warning signal" to determine if financial activity is on, below, or above target for the year. The Budget Office measures its success primarily by comparing the variance of mid-year revenue and expenditure projections to year-end actuals. The Budget Office met its expenditure target of 2% variance from the mid-year estimate to actual, and the revenue target of 1% variance from estimate to actual in 2013.

Performance Measurement: The Budget Office's performance measurement leadership is a collaborative effort in partnership with departments, the Leadership Team, and the City Manager's Office. The focus is on achievement of results that matter to the community, looking primarily at measures of effectiveness and efficiency that let us know we are meeting the public's needs at a reasonable cost. The Budget Office supports the Covalent performance management system that captures all performance indicators in a single, citywide data base system. The system was implemented in the later part of 2013 with full departmental implementation in 2014 with substantial training provided and collaboration among department and Budget Office staff. The Budget Office supports the city's efforts to conduct Quarterly Performance Forums and has collaborated on all three Forum discussions that took place in 2013.

The Budget Office promotes accountability and transparency through its annual performance report and its goal to develop a "public face" for the Covalent Performance Management system data. As a result of the budgeting for outcomes process and emphasis on performance metrics, departments are better equipped to answer the following fundamental questions on a regular basis: Are we making a difference? Are intended results taking place? Are we positively affecting the community condition?

The Budget Office supports departments in using logic models to identify, evaluate, track, and discuss performance data. That data can then be used to support decision-making to benefit the common good of the community. The Budget Office also helps to conduct analyses and reviews, write reports, provide training and give advice to the organization regarding performance management. This work promotes an evidence-based organization that knows it is achieving results for the community.

All governmental operations are scalable and so are their budget offices. Additional resources could be used to increase activity in the above noted areas. Reducing any operational areas noted above, will impact the financial integrity of the City and our overall ability to serve the government and community in a quality way.

The primary factor by this proposal is Stewardship of the Public Trust. We address this factor in the following ways:

Manage public funds and assets in an ethical, responsible, and fiscally sustainable manner; provide financial sustainability through planning; ensure results, measurement, and accountability through monitoring and performance management. Management of risk and minimize liability through accurate and comprehensive analysis; Ensure adherence to financial policies and legal mandates as evidenced by: Maintaining AAA/Aaa

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bond rating by ensuring that laws are adhered to and adequate reserves are maintained. Earning annual Government Finance Officers Association (GFOA) Budget Award to gain credibility and trust with the public. Bellevue's performance measurement program is a "best practice" recognized nationally by the ICMA and GFOA. Bellevue's Annual Performance Report and Bellevue "Vital Signs" are recognized nationally as examples of exceptional government accountability and transparency reports. Provide quality, unbiased analysis to assist decision-makers in formulating legislation that positively affect and reflect the values of the community for the good of all who live, work, visit, and play in Bellevue. Implement best practices and guidelines of various organizations (GFOA, Municipal Research and Services Center of Washington, National Advisory Council on State and Local Budgeting, The National Performance Management Advisory Commission, Association of Washington Cities). Transparency (public budget hearings, budget surveys, Council presentations, budget. Resident surveys, and performance documents on the City's website). Conduct scientific, statistically valid surveys on budget priorities and the City's annual performance. Maintaining tax rates that are lower than other cities' rates to maintain Economic Growth and Competitiveness. The Budget Office supports Strategic Leadership by providing timely financial analysis, alternative options, and analysis of financial impacts to the City and citizens, and improves stakeholder decision-making. It ensures best use of resources through evaluation, long-term financial planning, and monitoring supporting departments to:

- Help the City realize the Community Vision
- Foster cross-departmental and jurisdictional partnerships
- Provide timely performance data to make informed decisions
- Provide timely fiscal analysis to support investment choices and short- and long-term analysis to assist with resource allocation
- Recognize unique opportunities to partner with regional leaders such as the State Auditor's Local Government Performance Center and membership on the ICMA Center for Performance Measurement Advisory Committee to foster partnerships and coordination opportunities that improve service delivery and reduce costs

Customer-Focused Service, another factor, has become part of the Budget Office culture. We actively engage our customers and provide accurate, timely, and high quality services to the organization. We meet regularly with Fiscal Managers and our budget analysts work collaboratively with budget and fiscal staff throughout the organization. Indeed, in the Finance Department's most recent customer survey, 87% of respondents were satisfied/very satisfied with the division's services. Although short of the 90% target, the Budget Office customer service rating has progressed considerably from a low of 62% in 2011 to 79% in 2013 and to its current rate of 87% in the 2014 departmental survey conducted in February. This improvement is due to many factors including Budget Office leadership, taking advantage of HPO training and other training such as 7 Habits, collaboration with customers, and budget development customer-focused process improvement. Our goal of being a trusted partner with departments is near to being fully achieved.

The Budget Office works collaboratively with all levels of government across all priority Outcomes to help the organization achieve results that matter to the community through quality, unbiased analyses, performance management leadership and counsel, budgetary control, and accurate financial forecasting.

The Budget Office impacts all Outcomes as it is the central office coordinating the 2015-2016 Budget One development.

We partner with a number of organizations including the Government Finance Officers Association, International City and County Management Association, Center for Performance Management, the Local Government Performance Center and other organizations associated with municipal finance and performance measurement. We collaborate with all departments through the Citywide Fiscal Group.

Our financial planning along with performance management training and counsel affects all budget proposals and, therefore, all outcomes of the City.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Target</u>	<u>2015</u> <u>Target</u>	<u>2016</u> <u>Target</u>
060.0010f	Annual General Fund ending fund balance relative to General Fund Revenues	12.42%	13.61%	15.05%	14%	15%	15%	15%
060.0102	Percent of internal customers satisfied/very satisfied with Budget Office services	N/A	62%	64%	79%	90%	90%	90%
060.0168f	Variance between Q2 department General Fund expenditure projection and year-end actual expenditures	0.16%	-2.41%	-0.51%	0%	0%	0%	0%
060.0169f	Variance between Q2 department General Fund revenue projection and year-end actual revenue	6.65%	0.97%	1.41%	-0%	0%	0%	0%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

N/A

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

2015: \$5,000 and 2016: \$5,000 supporting revenue for BCCA administrative oversight.

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	9.00	9.00	Expenditures	141,478	144,732
LTE	0.00	0.00	Personnel	1,066,381	1,103,675
Total Count	9.00	9.00	Supporting Revenue	5,000	5,000
			Rev-Exp Balance	-1,202,859	-1,243,407

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Section 1: Proposal Descriptors

Proposal Title:	Debt Management Services	
Proposal Number:	060.20NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Finance
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	060.20NA	Budget Status: Recommended
Attachments:		Primary Staff: Zemed Yitref, x6101

Section 2: Executive Summary

This proposal provides resources to support fiscal oversight, administration, analysis of highly complex debt financing, and debt service of the City's \$260 million debt portfolio in a prudent and cost-effective manner, including cash flow reserves for LID Guaranty, LID Control, and Interest and Debt Redemption Funds. These services are crucial to maintaining the City's current AAA/Aaa bond ratings, public trust, and financial integrity. These functions are managed in accordance with State Law, City Policies and Procedures, and the Government Finance Officers Association (GFOA) recommended "Best Practices" which include: 1) Analyzing and issuing refunding bonds, 2) Selecting and managing the engagement of underwriters/municipal advisors, 3) Pricing of bonds in a negotiated sale, and 4) Utilizing tax increment financing as a fiscal tool.

Section 3: Responsiveness to Request For Results

The City's AAA/Aaa bond ratings let the City borrow at lower interest rates, potentially saving the City millions of dollars in borrowing costs. For example, the City issued five Limited Tax General Obligation (LTGO) Bonds from 2008 through 2013. The total approximate bond interest cost savings realized by the City compared to other "AA" or "A" rated municipal bond issues were \$10.1 and \$24.7 million respectively. Bellevue's stakeholders directly benefit from the City's lower borrowing cost through reduced property taxes.

In April 2013, Standard & Poor's and Moody's affirmed the City's AAA/Aaa ratings, respectively. The summary of their rationale for assigning AAA/Aaa ratings includes: 1) track record of good finances and strong reserves, 2) strong financial management practices, and 3) manageable debt profile. The Finance Department's debt administration staff plays a key role in implementing the City's strong financial management practices and in formulating sustainable strategic financing alternatives that balance pay-as-you-go with debt financing for funding capital projects. The performance measure results reported for this proposal below are also good examples of the City's sound debt management practices.

Below is a detailed description for the Debt Management Services proposal:

- A. General debt management: Finance staff administers the City's estimated \$260 million debt portfolio. This administration assures timely access to capital markets, low-cost financing to the City's capital program, and provides expertise in short- and long-term financial strategy for funding capital projects.
- B. Debt financing: Based on the City's CIP program, Debt Management staff together with the City's Financial Advisors and Bond Counsel develops financing plans and executes debt financing in collaboration with the Budget Office and borrowing departments. The City's debt portfolio is regularly reviewed and monitored for cost-saving opportunities including refinancing options. For example, in 2010 the City refinanced the 1998/2002 (BCCA/Marina) Bonds, and in 2012 refunded the 2004 (New City Building) Bonds in two phases that resulted in total savings of \$2.1 and \$9.6 million over 22 and 30 years respectively.
- C. Debt Budgeting and Accounting: Staff prepares biennial budgets for debt service funds and performs periodic budget monitoring. They are also responsible for preparing debt schedules and note disclosures related to debt for the City's Comprehensive Annual Financial Report (CAFR). Per RCW and Council Policy, staff periodically updates the City's limitation of indebtedness schedule for both the Statutory and Policy limits.
- D. Local Improvement District (LID) administration: LID financing involves an improvement (e. g., widening and

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reconstructing NE 10th Street from 100th Avenue NE to 106th Avenue NE, LID# 280) where all benefited properties are assessed taxes to pay the construction cost. The cost of the project is partially financed by issuing LID bonds. Principal and interest on the debt will be paid from assessment tax collections throughout the life of the bonds. Finance staff oversees the LID contract (billing, collection, reporting and delinquency management functions outsourced), monitors LID assessment revenue collections, calculates LID debt pay-off amounts and arranges bond calls/redemptions.

E. Ongoing Due Diligence for Debt: Finance staff complies with SEC rules for the City's bond issues related to ongoing disclosures, and assures Debt Service Funds' reserves comply with arbitrage rules. They ensure compliance with all bond covenants (e.g., reviewing the annual Marina Finance Plan) and the recently added requirement by the U.S. Department of Treasury for post debt issuance compliance related to monitoring all outstanding tax-exempt debt.

F. Liaison to Bond Counsel/Financial Advisor and contracts administration: Finance staff reviews bond ordinances/resolutions, prepares agenda memos, assists in interpreting non-tax exempt debt and arbitrage, coordinates debt issuance and refinancing transactions, and develops components of Official Statements (financial, legal) for bond sales. They prepare the Request for Proposals (RFPs), select vendors, and monitor contracts.

G. Fiscal Agent/Arbitrage Compliance contract and interfund loan administration: Finance staff confirms semi-annual principal and interest payments and provides notification of LID bond calls to the Fiscal Agent. They provide annual expenditure and interest income data for active bonds, review, and approve fifth year anniversary arbitrage/yield restriction computations provided by an outside vendor. They also proactively monitor the General Fund and the General Capital Investment Program (CIP) Fund cash balances monthly to identify any temporary cash flow shortages that require the execution of an interfund loan.

H. Liaison with the Bellevue Convention Center Authority (BCCA): Finance staff attends monthly BCCA Board meetings representing the City, coordinates BCCA's quarterly Financial Oversight Committee (FOC) meetings, reviews the annual Finance Plan prior to adoption, reviews monthly, quarterly and annual financial reports, and coordinates with outside consultant the annual Forecast Study for the City's Transient Occupancy Tax (TOT) revenues. The BCCA's 1991 and 1994 Special Obligation Revenue Bonds are backed by the full faith and credit of the City and their debt is included in the calculation of the City's remaining available debt capacity required by Statute and Policy.

This proposal addresses the following factors for the Responsive Government outcome:

***Stewards of the Public Trust*:** 1) Manage public funds in a responsible manner, and 2) Manage risk, minimize liability, and provide for accountability.

The methods applied by the Debt Manager to accomplish this are mandated by the following:

- Securities and Exchange Commission (SEC) Rule 15c2-12 requires ongoing financial disclosures for the City bonds. The City has an obligation to meet these continuing disclosure standards.
- State RCW 35.43 – 35.50, 35.54 requires proper administration of LID assessment revenue collections and penalty assessments.
- RCW 35.54 and Federal Tax Reform Act of 2006 requires annual monitoring of fund balances in Debt Service Funds and CIP projects to assure that the City does not earn investment interest on bond proceeds over and above the borrowing costs (arbitrage), or if it does, excess earnings are rebated to the Internal Revenue Service.
- U.S. Department of Treasury rules and regulations imposed on issuers of tax-exempt debt for post-issuance compliance related to monitoring all outstanding debt obligations.

***Strategic Leadership*:** 1) Establish and help realize the Community Vision, and 2) Use the Community Vision to advance current and future community expectations.

• The foundation of the City's strategic capital planning process is the Community Vision. In accordance with the Policy, we provide expertise in managing: 1) capital needs of the community while minimizing tax burden,

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and 2) short- and long-term financial strategy for funding a variety of capital projects while protecting future generations (intergenerational equity) and maintaining future flexibility for Council.

This proposal also meets the Citywide Purchasing Strategies listed below:

- Provide the best value in meeting community needs: The City's Financial Advisors, Bond Counsel, Arbitrage/LID consultants are selected every four years through a fair, transparent, and equitable process.
- Provide for gains in cost savings and ensure that services are "right-sized": Most tasks are performed with only 0.40 FTE included in proposal 060.13NA and inexpensive operating costs.
- Ensure sound management of resources: The City's debt program is administered in a prudent and cost-effective manner by limiting debt to short-term obligations and utilizing long-term debt on an exception basis to achieve intergenerational equity. We provide low cost financing (e.g., interfund loans) to fund CIP projects thereby benefiting Bellevue's community with the goal of maintaining the City's AAA/Aaa bond ratings.
- Leverage collaboration or partnerships with external organizations: The City partners with the State of Washington Treasurer's Office to contract for fiscal agent services which has achieved cost savings by entering into a multi-year State contract with a fiscal agent.

It is prudent and cost effective to maintain the current funding level. The projected future growth and development in Downtown Bellevue, Bel-Red, and other areas of the City and the regional transit initiative require significant infrastructure capital projects that will be partially financed through the issuance of short- and long-term debt. In addition, The BCCA (component unit of the City) is in the process of bringing forward to Council a \$12.5 million capital enhancement project proposal that will initially be funded by the City issuing LTGO bonds and the annual debt service payments on the bonds will be financed by TOT revenues dedicated to the BCCA. Finance staff will also provide expertise in future executions of complex public/private partnerships in support of major capital developments and the establishment of Transportation Benefit Districts. In conclusion, the current and future workload related to debt administration justify maintaining the current funding level. The alternative is to utilize the City's Financial Advisors and Bond Counsel at a significantly higher hourly rate.

Consequence of not funding the proposal at all:

1. Legal:

- Potential loss of the tax-exempt status of City bonds.
- Potential litigation from bondholders for negligence on fiduciary obligations.

2. Customer Impact:

- Capital programs could suffer without adequate financing.
- Dissatisfied LID customers.
- Potential loss of the City's AAA/Aaa ratings – the City and stakeholders will suffer through higher financing costs.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
060.0016f	City's annual debt service as percent of total General Fund revenues	9.21%	9.88%	9.63%	21%	12%	12%	12%
060.0017f	City's net outstanding limited tax general obligation (LTGO) debt per capita	\$1,486.14	\$1,424.89	\$1,389.84	\$1,673.40	\$1,500.00	\$1,500.00	\$1,500.00
060.0047	Maintain Aaa bond rating	Yes						

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

N/A

5B: Are one-time expenditures included in this proposal?

No

5C: Are dedicated revenues included in this proposal?

Yes. Interfund revenues from the General CIP Fund, hotel/motel taxes, and moorage fees.

5D: Are changes to the existing service levels included in this proposal?

No

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	0.00	0.00	Expenditures	15,675,268	16,258,217
LTE	0.00	0.00	Personnel	0	0
Total Count	0.00	0.00	Supporting Revenue	15,682,066	16,264,434
			Rev-Exp Balance	6,798	6,217

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Section 1: Proposal Descriptors

Proposal Title:	Health Benefits Operating Fund	
Proposal Number:	080.01NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Human Resources
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	080.01NA	Budget Status: Recommended
Attachments:	0	Primary Staff: Michelle Robinson

Section 2: Executive Summary

The purpose of Health Benefit Fund reserves is to pay outstanding claims and fixed expenses in the event the self-insured medical and prescription drug plans were ever terminated, as well as a risk margin to help the plan withstand periodic high claims utilization and meet state funding requirements. The reserve amounts are calculated as a percentage of the budgeted active medical and prescription drug claims and fixed expenses, equaling 8 weeks of expenses. The City of Bellevue is required to establish reserves under State law.

Section 3: Responsiveness to Request For Results

The City of Bellevue offers a self-insured medical and prescription drug option to benefited employees. Self-insurance means the City of Bellevue pays for all covered charges (after any employee co-pays or deductibles have been applied), rather than paying an insurance company monthly premiums to cover health care costs.

There are four main categories of expenses that make up a self-insured plan:

1. Claims costs (funded through City and employee contributions).
2. Fees to pay a third party administrator (currently Premera) to maintain eligibility, process claims, negotiate provider discounts, offer case management / disease management services, prepare claims reports, etc.
3. Insurance for claims that go over a certain dollar limit, also known as “stop loss” insurance.
4. Reserves.

The purposes of Health Benefit Fund Reserves are to:

- Pay outstanding claims and fixed expenses in the event the self-insured medical and prescription drug plans were ever terminated (also known as claims Incurred But Not Reported, or IBNR). IBNR amounts are based on the timeframe it takes the third party administrator (currently Premera) to pay claims. The timeframe is used to estimate the amount of outstanding claims where services have been rendered but payment has not been requested from the City at any given period of time.
- Help smooth out, or stabilize, plan funding throughout the year, or year-to year as the plan experiences fluctuations in claims utilization (risk margin).

In Washington State, Chapter 200-110 WAC Local Government Self-Insurance Health and Welfare Program Requirements outline the standards for solvency. WAC 200-110-040 states that all self-insured medical benefits shall establish program reserves (1) in amount equal to eight weeks of program expenses plus and additional contingency reserve of at least eight weeks (for a total of 16 weeks) OR (2) the self-insured plan must obtain an independent actuarial study and fund to the actuarially determined program liability.

The City of Bellevue is in compliance with option (2), the self-insured plan must obtain an independent actuarial

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study and fund to the actuarially determined program liability. As of July 2014, Arthur J. Gallagher's Healthcare Analytics Consulting was retained to provide an estimate of its medical and prescription drug reserves for IBNR plus 16 weeks of fixed administrative services fees to pay the third party administrator.

The result of the actuarial analysis is to establish total reserves at \$1,214,000 without a risk margin and \$1,315,000 with a 10% risk margin (to reflect expected variability). This reserve amount is based on historical claims data, actual claims lag and enrollment fluctuations.

The result is approximately 5 weeks of claims and fixed expenses (\$263,000 per week times 5 weeks = \$1,315,000).

The length of time it takes incurred claims to be paid continues to decrease. The decrease in the length of time to pay incurred claims can be attributed to the increase in electronic claims submissions and provider improvements in filing practices.

Effective with the 2013-2014 budget, Council policy, through an administrative action, health fund reserves are based on these percentages, which total 8 weeks of program expenses in reserves:

1. 10% of medical claims in a year (approximately 5.2 weeks)
2. 4% of prescription drug claims in a year (approximately 2 weeks)
3. 7% (approximate) risk margin claims reserve. This reflects the difference between the IBNR amounts indicated under items 1 and 2 and the 8 week program expense requirement.

The reason the City of Bellevue's health benefit reserves are set at 8 weeks rather than the actuarial calculation of 5 weeks is to factor in the year-to-year fluctuations in claims utilization. The City of Bellevue's benefits broker agrees that this is a prudent approach based on the City's size.

On an ongoing basis, the ending Health Benefits fund balance is reviewed.

While there are legislative mandates that require the City of Bellevue to set aside reserves when offering a self-insured medical/prescription drug plan for the purpose of program liquidity in the event the plan is terminated, another equally important factor is fiscal responsibility to the City and employees. Sound business practices, such as maintaining compliance with regulatory requirements are part of the purchasing strategy of managing public funds in a responsible, fiscally sustainable manner. The short and long term benefits of this proposal are to maintain adequate program funding.

Claims utilization within any self-insured medical / prescription drug program is cyclical. It is prudent to have a sufficient reserves to provide a buffer to smooth out the ups and downs, thus alleviating the need to sharply increase the revenue required from the City and employees during high claims periods. A component of financial sustainability is to establish and maintain appropriate levels of reserves.

Funding at a lower level:

- See first point below under "Consequences of not funding the proposal at all"

Consequence of not funding the proposal at all:

- Legal: The City would be in violation of RCW 48.62 and WAC 200-110-040 as set forth by Local Government Self-Insurance Health and Welfare Program through the State of Washington Department of Enterprise Services. The state risk manager would take corrective action against the City to gain compliance in the area of

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program funding and liquidity requirements.

- Customer Impact: If there were no reserves, the City and employees could be subjected to large swings in premium increases from year to year and if the plan was terminated, any outstanding claims would not have funding to be paid.

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
080.0002	Employee Rating "I feel the City offers good benefits." (Employee Survey)	4.01	N/A	4.08	4.19	3.75	3.75	3.75

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

N/A

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

City Contributions (may change after we have more information), Employee Contributions, LEOFF1 interfund, COBRA, interest.

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	1.80	1.80	Expenditures	24,463,984	26,552,417
LTE	0.00	0.00	Personnel	208,449	215,946
Total Count	1.80	1.80	Supporting Revenue	24,671,868	26,767,650
			Rev-Exp Balance	-565	-713

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Section 1: Proposal Descriptors

Proposal Title:	Compensation Labor Relations Retirement Services and HRIS	
Proposal Number:	080.04NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Human Resources
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	080.04NA	Budget Status: Recommended
Attachments:	0	Primary Staff: Julie Howe, x2069

Section 2: Executive Summary

Central to the priority of Responsive Government is retaining quality and engaged employees, practicing fiscal responsibility, and improving customer service and communication throughout the City. Just as the priority of Responsive Government helps to form and reinforce the foundation and successful outcomes of other budget priorities, the Human Resources (HR) Department provides the foundation on which other Departments within the City can continue to grow and reinforce a positive and responsive relationship with the community. Labor Relations, Compensation/Classification, Retirement Administration and Policy Administration are areas within the HR Department that provide essential support and structure to the City, and it is through the close coordination of these areas that the City of Bellevue is able to promote a culture of innovation, reliable and responsive customer service, and community collaboration.

Section 3: Responsiveness to Request For Results

The labor relations program develops, implements, and oversees the City's relations with its non-represented employees and ten represented employee groups. Program staff (labor and compensation) researches and develops economic and non-economic bargaining proposals; manages and negotiates the City's labor agreements; oversees contract administration; facilitates resolution of contract grievances; and ensures Citywide compliance with state and federal labor and employment laws. Paramount to the development, facilitation and administration of these responsibilities is the staff's ability to foster positive communications between employees and management throughout the City. Staff acts as resources to both managers and employees in identifying workplace concerns and promoting adherence to the organization's cultural values.

The compensation and classification program ensures the effective management of general fund dollars that are allocated to employee compensation, with aims to enhance, cultivate and maintain the quality of Bellevue's workforce. Ongoing job analysis and comprehensive research and analytical review of market surveys and data obtained by interdepartmental collaboration and partnerships throughout the region, and the updating of the City's compensation and classification plans and policies, are a vital part of this process. Further innovations of the compensation program include employee recognition programs (merit), work life balance through paid time off programs and oversight and development of performance management programs. This proactive approach ensures that employee compensation is competitive and that costs are supported by sound labor market data. A strong compensation program benefits the organization in recruitment as well as retention and that given the turnover challenges presented with retirement, it is more important than ever that we are allocating our comp dollars where they will have the most value based on market data.

The retirement services program (RS) manages, maintains and provides retirement information and administration of mandatory (PERS, LEOFF, PSERS) and voluntary (MEBT 401K, 457 deferred compensation) retirement plans with timely, accurate and individualized reviews (over 210 individual employee reviews in 2012-2013). Educational campaigns are coordinated with outside vendors and governmental agencies to keep employees informed of regulatory changes and current financial planning issues. Workplace studies show a strong connection between employers providing retirement readiness strategies and employee workplace productivity. RS works with five committees and industry expert vendors to insure that the plans remain in

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compliance with Federal regulations, state mandates, local ordinances, contract regulations and legal requirements. RS also leads and coordinates complex efforts with seven inter-agency partner MEBT jurisdictions. In addition to providing support to the LEOFF I Disability Board and the Firemen's pension Board. The RS program ensures that complex inter-agency plans remain in compliance with various regulations communicates with plan participants and partner agencies on plan performance, and any plan changes as well as administers the plans in a cost efficient manner as possible in accordance with best practices.

Interwoven into all of the above is HRIS that provides the tools, materials, and technologies resources that enable an optimal service delivery and ensures accountability in furthering employee and public trust. The HRIS Business Process Analyst supports all HR functional areas at the administrative, operational and strategic level. The HRIS Analyst works with other HR team members, as well as internal customers, to provide data analysis and support utilizing technology to resolve City objectives. The HRIS Analyst ensures business processes are streamlined and efficient; maintains accurate data quality; partners with IT and Finance to regularly troubleshoot and manage changes to the system; and develops reporting tools and reports for the organization to inform and help make better business decisions.

The aforementioned programs provide the foundation to establish, cultivate, maintain, and enhance the quality and accountability of the Bellevue workforce. These programs are essential in creating a connected workforce and providing a common ground for management and employees to set expectations that are in line with the organization's priorities and responsibilities. Providing an environment where policies promote the equitable treatment of employees throughout the organization creates a cohesive environment where employees can grow and thrive. This type of environment allows for creative thinking and innovative problem solving; thereby creating a stronger connection inside the organization and within the community. Additionally, the efficient use of City resources enables departments to adapt to the changing job market and to attract and retain talented and dedicated employees. These HR programs enables the Human Resources Department to support engaged and productive employees, high quality, reliable and responsive customer service and fiscally responsible, cost effective and competitive wages, benefits and working conditions that are in compliance with the City policies and federal, state and local laws.

It is important to note that just over 50% of Bellevue's employees are represented by labor unions. The City is legally obligated to bargain with its unions over changes to wages, hours, and working conditions (RCW 41.56). For many City employees, i.e., police and fire personnel, if the City fails to reach agreement in contract negotiations, the City is required to submit unresolved issues to interest arbitration. Arbitration is a costly and time-consuming procedure. The City is further legally obligated to abide by any contracts reached with its unions. Beyond state labor laws, the City is obligated to comply with state and federal employment laws covering both employees represented by unions and those that are not represented. These laws are constantly changing and, as such, the City must monitor developments and revise its policies accordingly. Among the applicable laws are the Fair Labor Standards Act, Family Medical Leave Act, Americans with Disabilities Act, Age Discrimination in Employment Act, Washington Minimum Wage Act, Title 7 of the Civil Rights Act, Health Insurance Portability and Accountability Act – Privacy Regulations; Patient Protection and Affordable Care Act; Washington Family Care Act; the US Constitution, Washington Law against discrimination, Washington State Human Rights Commission Regulations and various state and federal equivalents.

This proposal is strongly related to the Health Benefits Operating Fund proposal in that the HR Program Administrator and Benefits Specialist are an integral part of this workgroup and complete the total rewards program offered by the City. The proposals were separated due to different funding sources.

If this proposal is not funded at the requested level (or funded at a lower level), the City could potentially experience:

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A potential for increased legal costs related to non-compliance of federal and state laws as well as a breach of labor contracts and other contracted agreements within its compensation, retirement and labor relations (negotiation) programs. As a result from non-compliance, the City could potentially suffer from high employee turn-over, difficulty filling positions vacated, lack of employee morale, absenteeism, productivity decline leading to poor customer service and increased costs. A reduction in HRIS services would result in a higher risk for fraud with no check and balance with Payroll staff which would erode employee and citizen trust; difficulty in gathering, processing, and analyzing data/information management uses to make informed decisions; a severe reduction in utilizing technological advances as HR will be without a technology advocate/liaison.

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Target</u>	<u>2015</u> <u>Target</u>	<u>2016</u> <u>Target</u>
080.0003	Turnover (ICMA Standard Methodology)	5.7%	5.3%	2.9%	3%	5%	5%	5%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

This proposal includes a request for an additional FTE at the Senior Compensation/Labor Relations Analyst level. This position will provide high level professional support in the areas of labor relations, contract administration and compensation. The position will provide the research and data support for effective bargaining, but also will help to lay the foundation and provide the professional analysis needed for a comprehensive review of the City's compensation/classification program. The City has historically used outside consultants to perform ad hoc classification and compensation reviews this results in disparate or perceived disparate treatment among employees resulting in employee morale issues. In addition, the City has historically used outside consultants to act as the City's lead negotiator. By using internal staff we are able to ensure that the City's philosophy and values are integrated leading to a cohesive work environment which helps to keep the organization competitive, able to attract, retain and motivate an engaged and diverse workforce, in an ever changing environment. With the addition of an FTE (at approximately \$140,000 each year), we are proposing to eliminate our consulting budget dedicated to labor negotiations of \$45,000 per year for a net increase of around \$95,000 per year or \$190,000 over the biennium.

5B: Are one-time expenditures included in this proposal?

NA

5C: Are dedicated revenues included in this proposal?

NA

5D: Are changes to the existing service levels included in this proposal?

The additional FTE will allow the department to lay the foundation and begin the first stages of a comprehensive compensation/classification review citywide. In addition to providing the support needed in the negotiation of 10 labor agreements.

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	6.00	6.00	Expenditures	3,935	-1,286
LTE	0.00	0.00	Personnel	812,099	840,010
Total Count	6.00	6.00	Supporting Revenue	0	0
			Rev-Exp Balance	-816,034	-838,724

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Section 1: Proposal Descriptors

Proposal Title:	Policy Administration/Employee Relations/Talent Acquisition		
Proposal Number:	080.06NA	Outcome:	Responsive Government
Parent Proposal:		Primary Dept:	Human Resources
Dependent Proposal:		Proposal Type:	Existing
Previous Proposal:	080.06NA; 080.03N	Budget Status:	Recommended
Attachments:	0	Primary Staff:	Kerry Sievers, x4581

Section 2: Executive Summary

The City of Bellevue is a government that “provides high quality service, excellent value, and is accountable for results.” Critical to success is the “human talent” needed to achieve these goals and the Human Resources policy framework that enables employees to be successful. This proposal ensures the City has the “human talent” necessary to efficiently manage and execute the many business lines and services that make up our community priority outcomes and ensures the development and administration of Human Resources policy and system best practices. The program also provides support in the areas of performance coaching, career development, and the transition and redeployment of personnel; counseling to ensure personnel actions are appropriate, timely, and consistent; recruitment and selection strategy development; oversight of complex medical/disability leave administration cases; and coaching to support high performance and mitigate complaints and legal challenges.

Section 3: Responsiveness to Request For Results

Policy Administration: Provides comprehensive management, development, and implementation of citywide Human Resources program policies and practices, and ensures the integration of the City’s vision and goals in all HR programs. Identifies current and future needs, ensures legal compliance, researches and evaluates best practices, and develops and implements policies to promote an engaged, responsible, and empowered workforce. Through all stages, promotes and administers equitable and inclusive processes by working collaboratively with managers and employees groups.

Employee Relations Management: Promotes and maintains collaborative work relationships between managers and employees regarding personnel issues such as employee complaints and performance issues. Prepares or oversees the development of documents related to coaching, structured performance plans, discipline and related communications to ensure equitable, consistent, and timely personnel actions. Advises managers toward successful resolution of employee issues that are in line with City policies, as well as federal and state laws. Provides transition, re-deployment and career development coaching to employees and managers. Other services include conducting investigations as required to ensure timely resolution to disputes, claims, and grievances (harassment, discrimination, etc.), and medical/disability leave administration, including guidance and case-management for complex medical/disability leave administration cases for all mandated federal and state leaves which include Family Medical Leave, Washington Family Care Leave, Washington Domestic Violence Leave, Washington Pregnancy Disability Leave, WA Disability Laws, Military Exigency Leave, etc.

Recruitment and Selection Management: Provides value added services for: (1) our customers seeking employment; (2) our hiring managers needing to fill positions; (3) our employees seeking opportunities for growth and development; and (4) our City leaders wanting to ensure a diverse and highly skilled workforce is accomplished through best business practices and adherence to federal, state and local laws and regulations. This program advises management and City leaders on significant trending issues that can have an impact on the City’s ability to attract and retain highly qualified staff. It also proposes creative solutions or remedies to mitigate impacts where appropriate.

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122 Requisitions to Fill Regular Status and LTE positions were approved by our CMO's Office in 2013. The cost to have "outsourced" the recruitment of these positions would have been over one million.

The Recruitment and Selection Management also includes:

Executive Searches – Though the City has traditionally used outside executive search firms to fill high-level recruitments, Senior HR Analysts have assisted in these recruitments and are working on developing skills to take on the primary role to fill these vacancies without hiring an outside firm if requested by the hiring manager. This would result in a more timely, personalized, and cost-effective service for the City. Savings could range between \$19K and \$28K per recruitment. NEOGov Cloud Automated Recruitment Platform – The HR Department joined the network of Cities, Counties, and the State using NEOGov's cloud computing platform to fully automate the Requisition, Recruitment, Selection, Testing, and Applicant Tracking to optimize our branding and reach a larger population of talent within the market place. This platform will enhance the service level provided, increase workflow efficiencies, and add value to the customers' experience both internally and externally. In addition, it will easily monitor adverse impact analysis throughout the recruitment and selection process. Civil Service – Serves as Chief Examiner/Secretary designee to the Civil Service Commission. Oversees the recruitment, selection, and placement of uniformed firefighters and police officers in Civil Service positions. Drug and Alcohol Testing – Manages the City's compliance with the Department of Transportation (DOT) drug testing provisions for entry into "safety sensitive" positions and quarterly random drug testing. Provides guidance for the drug and alcohol testing process to ensure compliance as required by DOT, union contract, HR Policies and Procedures, and the Department of Licensing. Emergency Management/EOC – Provides staff support for HR in the EOC, coordinating the staffing of shelters, and enrollment of emergency workers during crisis and times of need.

Senior HR Analysts providing the services of this proposal have well established partnerships with the departments to provide a level of technical HR support that allows employees and managers to effectively and efficiently address a myriad of staffing and employee relation issues. When personnel issues are resolved in a timely manner and vacancies filled with qualified hires, employees and managers can more quickly refocus on providing services and products to their customers and the community. This is the essence of the City's Mission, Vision, and Core Values. As a result, the primary outcome for this proposal is Responsive Government (RG) and this proposal supports its factors and purchasing strategies as follows:

Strategic Leadership: Help realize the community vision; coordinate opportunities that improve service delivery and reduce costs.

High Performing Workforce: Invest in continuous employee development and security; encourage workplace innovation; help employees understand how their jobs support the Community Vision; reduce skill and service gaps and support employee growth and development.

Customer-Focused Service: Ensure services are provided when needed; effectively respond to planned and unplanned events or conditions; demonstrate collaboration and reduce redundancies in service delivery; enhance professionalism and responsiveness to calls for service.

Stewards of the Public Trust: Manage risk, minimize liability, and provide for accountability; adaptively respond to improve performance and service delivery at least costs.

In summary, the services provided through this proposal, conforms to industry standards in all areas provided, ensuring value-added services to the organization. Senior HR Analysts remain updated in best practices and compliance changes to ensure information provided to the employees and managers is accurate and timely. A

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high level of trust with employees and managers is maintained. Senior HR Analysts are ethically responsible for promoting and fostering fairness and justice for all employees and candidates. The interests of the employees and managers are protected and professional integrity maintained by not engaging in activities that create actual, apparent, or potential conflicts of interest. Truthful communications and facilitating informed decision-making is maintained in the acquisition and dissemination of information. Additionally, Senior HR Analysts ensure the best people are hired to carry out the functions of the City.

Services provided by this proposal clearly fall within the purview of Responsive Government. It has an impact on optimizing all outcomes with a highly skilled and talented workforce, the ability to “ramp up” as staffing requirements change, to deploy high performing employees, and to timely address personnel issues.

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
080.0003	Turnover (ICMA Standard Methodology)	5.7%	5.3%	2.9%	3%	5%	5%	5%
080.0009	Percent of employees who complete their trial service period	71.4%	90%	86.6%	95%	90%	90%	90%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

NA

5B: Are one-time expenditures included in this proposal?

NA

5C: Are dedicated revenues included in this proposal?

NA

5D: Are changes to the existing service levels included in this proposal?

NA

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	6.00	6.00	Expenditures	154,380	158,394
LTE	0.00	0.00	Personnel	788,677	815,913
Total Count	6.00	6.00	Supporting Revenue	0	0
			Rev-Exp Balance	-943,057	-974,307

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Section 1: Proposal Descriptors

Proposal Title:	Human Resources Training Development & Succession Planning		
Proposal Number:	080.07NA	Outcome:	Responsive Government
Parent Proposal:		Primary Dept:	Human Resources
Dependent Proposal:		Proposal Type:	Existing
Previous Proposal:	080.07NA	Budget Status:	Recommended
Attachments:	0	Primary Staff:	Kerry Sievers/Rudy Lozano, x6108

Section 2: Executive Summary

Human Resources provides a variety of strategic, high quality, competency-based training opportunities for City employees. To ensure the ongoing support of a high performing workforce, the program must be sustainable, flexible, and evolve to meet future organizational needs. The focus of the program over the next two years will be to ensure alignment of all program elements with the competencies needed to build a successful workforce at each organizational level. Human Resources will work with a cross-departmental task force and integrate the priorities defined through the One City mission, vision, and values. A primary focus will be implementation of a succession planning program. In addition, Human Resources will continue the delivery of current training programs that focus on the organization's emphasis on employee engagement, leadership development, managerial effectiveness and customer service. Training to ensure compliance with a variety of employment laws will also continue.

Section 3: Responsiveness to Request For Results

This proposal focuses on Human Resources' ongoing design, management and delivery of training and development services in collaboration with all City departments. It enables the City to provide employees with the knowledge, skills and abilities needed to create our vision of a collaborative, innovative, future-focused organization with a commitment to excellence.

In collaboration with the City's cross-departmental Training and Education Task Force, Human Resources is building a training and development program for the City's future; one that will develop the skills necessary for strategic leadership, a high-performing workforce, a customer service focus, and fiscal responsibility. The Task Force is leading an effort to identify the competencies necessary for success in these areas at the general employee, first-line supervisor, mid-manager, and executive levels. Competencies will provide the foundation for a multi-faceted training and development program that will support movement towards the city's vision and ensure the development of strategic leaders through structured succession planning. The City will need to fill vacancies created by the 264 employees who will be eligible to retire from the City of Bellevue in the next five years and build the next generation of leaders. Staff will also work towards implementation of the competencies in performance evaluations, reward systems and selection criteria.

The training programs associated with this proposal, as defined in Attachment #080.70NA, will be evaluated against the new competencies and refined, expanded, or eliminated. New programs will be designed and implemented as needed. During the evaluation period, Human Resources will continue to deliver the training programs outlined in its current plan. While covering an array of topics, they are designed to promote an actively engaged workforce. The more engaged the workforce, the more innovative, collaborative, productive and efficient the organization. Research data reveals that a well-substantiated relationship exists between employee engagement – the extent to which employees are committed, believe in the values of the organization, feel pride in working for their employer and are motivated to go the extra mile – and business results.

Short term....

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Diverse classroom training modules will continue to be delivered in the short term while the evaluation, refinement and development of the citywide training and development program is completed. These programs can support immediate improvements in the areas of customer service, personal productivity, problem solving, and process improvement. Employees are provided with tools that they can apply in their daily work.

Long term....

A competency-based training and development program inclusive of classroom training as well as mentoring, stretch assignments, feedback, self-study, rotations, temporary roles and/or other experiential learning. A program that clearly outlines leadership expectations for employees at each level of the organization and ensures access to all. A program that identifies and develops internal people with the potential to fill key positions.

Current training programs are designed to provide long-term benefits in productivity, quality, empowerment, alignment, teamwork, liability reduction, professional development, business conduct and social responsibility. It is also a significant enhancement to recruitment and retention as it builds promotional and other growth opportunities for employees.

The primary outcome for this proposal is Responsive Government supporting the following factors:

Strategic Leadership: today's leaders must be able to see their employees from the "whole person" paradigm—body, heart, mind, and spirit—and manage and lead accordingly. Leaders must develop the mind-set, skill-set, and tool-set necessary to unleash the highest talent and capability of people against the organization's most important priorities. They must develop collaborative, cross-departmental partnerships and "see the big picture."

High Performing Workforce: research shows that the more engaged the workforce, the more innovative, productive and efficient the organization. A foundation in continuous improvement leads to a future-focus and innovation. Talent management and development strategies begin from the initial onboarding of new employees and expand to include programs that develop employees as the next generation of leaders through structured succession planning.

Customer-Focused Service: an effective training program's goal is to develop productive employees who add value to customer service while reinforcing what they already know about exceptional customer service. The right training programs develop skills and offer new methods and opportunities for creating a consistent positive customer service experience for each and every customer.

Stewards of Public Trust: highly ethical stewards of public trust maintain both a future focus and daily drive for continuous improvement. An established training function is able to leverage its capabilities using institutional knowledge to ensure employees are competently trained to perform their jobs resulting in greater likelihood of satisfaction and a desire to deliver exceptional customer services. Skilled employees constantly seek best practices and adjust services to eliminate waste while not compromising the quality of service, customer satisfaction and cost containment; constantly assessing performance measures to assure that the right level of services are in place. In collaboration with the One City Core Team human resources develops learning opportunities that are mapped to performance expectations and organizational mission and vision.

This proposal touches all levels of the organization in meeting the outcomes established by the Budget One Steering Team and endorsed by City Council.

Consistency and common goals for training and development will be achieved by developing collaborative partnerships with cross-departmental teams such as the Training and Education Task Force, One City Core

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Team, One City's Education sub-team. The Leadership Team will play a key role in working together to adopt citywide competencies and provide all employees access to developmental opportunities.

Employee training and development is legislated by contracts, personnel policies, and complex employment laws. The program enhances the city's customer focus by ensuring the efficient use of resources. Customer service and organizational leadership are keys to our success. Training our workforce empowers employees with the tools and skills necessary to deliver the best possible service to taxpayers.

If this proposal is not funded, supervisors, managers and employees will likely not possess the tools necessary to guide employees to achieve City priorities; cultural change to enhance the quality of customer service is unlikely to occur; employees will likely lack a full understanding of expectations. Employee engagement declines as evident in the 2009 Gallup poll on employee engagement when training does not occur.

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
080.0011	Number of training workshops facilitated/coordinated that meet organizational needs	91	60	35	113	N/A	N/A	N/A
080.0012	Employee satisfaction rating with training programs (scale 1 - 5)	4.89	4.91	4.92	4.88	4.95	4.95	4.95
080.0013	Percent of employees who agree that training is made available to them to do their jobs better (Employee Survey)	75%	N/A	73%	72%	80%	80%	80%
080.0014	Budget dollars saved using internal facilitators to deliver training versus using external facilitators	\$21,000.00	\$21,000.00	\$31,500.00	\$60,750	\$31,500	\$31,500	\$31,500

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

A limited term position, at \$108,500 per year or \$217,000 over the biennium, to manage the development of critical projects including succession planning, performance evaluation development and monitoring, and integration of competencies into recruitment and selection criteria.

5B: Are one-time expenditures included in this proposal?

NA

5C: Are dedicated revenues included in this proposal?

NA

5D: Are changes to the existing service levels included in this proposal?

NA

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	1.00	1.00	Expenditures	77,300	79,310
LTE	1.00	1.00	Personnel	224,239	259,316
Total Count	2.00	2.00	Supporting Revenue	0	0
			Rev-Exp Balance	-301,539	-338,626

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Section 1: Proposal Descriptors

Proposal Title:	Computer Technology Services	
Proposal Number:	090.01NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Information Technology
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	090.01NA	Budget Status: Recommended
Attachments:	0	Primary Staff: Dave Kelly, x7195

Section 2: Executive Summary

This proposal focuses on the effective delivery of technology services to City staff and to eCityGov Alliance customers. This includes: Help Desk services; just-in-time replacement of equipment/software (including purchasing and installation); technology training to increase staff productivity; desktop maintenance and troubleshooting designed to keep staff and customers engaged in their primary business lines; and state-of-the-art graphic design services designed to increase communication and branding of City programs. This proposal embraces the increase of mobile devices to improve the efficiency of field staff and for all staff to perform work from any location.

Section 3: Responsiveness to Request For Results

This proposal provides the following services to all City staff:

- Help Desk– Central location to receive answers to questions, resolve technology related problems, and request services for internal staff and eCityGov Alliance customers (please see eCityGov Alliance Fees and Services proposal for more information).
- Technology training/user adoption – Focusing on a variety of educational and learning methods to increase the effectiveness of enterprise investments in technology.
- Equipment and software purchasing - Development of standards; vendor selection; consulting; managing the asset database and replacement program; purchase; and installation.
- Ongoing management, maintenance, troubleshooting and security - Regular updates to enterprise applications and patches to ensure security and anti-virus protection. Equipment supported includes: computers, mobile devices, phones, printers and multimedia gear.
- Account maintenance – Creation and changes to over 1600 network accounts.
- Graphics design and visual communications - Materials developed by Graphics are used by departments to increase the community's understanding of what the City does and are vital communication tools used to promote community awareness, participation and engagement. They include print publications, marketing materials, displays, posters and banners for all City departments.
- Dedicated support for City Council and other public meetings.

All of these activities are directly related to the High Performance Workforce purchasing strategy by providing and supporting technology tools to support business processes and improve productivity.

Staff include an IT Manager, 8.5 End User Support Technicians, and 2 Graphics Designers. The .5 End User Support Technician is a full time position but the other .5 is in the eCityGov Alliance Fees and Services proposal. Financially, this proposal is a 1% increase over the 2014 amended budget, with only minor changes.

Performance Management: The activities performed under this proposal (e.g. fixing a broken computer, teaching a new application, helping a person work from home, producing a new brochure) all directly help staff use technology to perform work more effectively. Therefore, overall customer satisfaction is a major indicator of performance, in terms of quality and service. For CTS the satisfaction percentage was 87% for 2013, equal to 2012 and slightly below the 4 year average of 89%. For Graphic Services it was 94% for 2013, slightly higher

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than the 4 year average of 93.8%. These numbers are bolstered by surveys that are sent out to customers when they call the Help Desk or get a job completed by the Graphics Services staff, those satisfaction numbers were 97% and 100% respectively for 2013. These numbers are good but feedback has been received through surveys and directly which has indicated some decline in the level of communication and responsiveness to customers. This is partially related to a new work tracking system implemented in 2013 which has proved ineffective and is being replaced in 2014. Additional measures are listed in the Performance measures spreadsheet. There was a significant drop in First Call Resolution in 2013, this is largely due to the same problems with the new tracking system. It is so time consuming to enter a call, that quick problems are not being recorded and thus skewing the measure.

Themes and areas of emphasis for the 2015/2016 budget period:

Mobile Workforce – Over the last few years CTS has been actively assisting in preparing the framework for a mobile workforce, and this effort will continue over the next three years. There are currently over 600 mobile devices (smartphones and tablets) connected to the network, this is a 50% increase in 2 years. Some are City owned devices and some are personally owned. The City expects to add at least 200 City owned mobile devices in the next 2 years. CTS develops standards for new devices, evaluates applications, consults with staff on appropriate devices, installs equipment, and provides instruction, training and follow-up support. In 2013 this group evaluated and selected software that will improve our ability to manage the influx of mobile devices. Implementation of that software is now underway. The range of standard mobile hardware and operating systems has been expanded to meet specific application needs and business functions. This effort specifically relates to the factor of developing a “High Performance Workforce”. It also relates to the “Stewardship of the Public Trust” factor, and specifically “Balancing Benefit and Risk”. ITD has chosen to be more flexible in developing new standards and allowing pilot programs, which in some cases increases our exposure to risk, in order to encourage innovative efforts to improve processes. This requires working in parallel to reduce risk, while allowing mobile initiatives to move forward. CTS is also promoting less expensive mobile solutions than traditional ruggedized approaches which are far more expensive for limited benefit. This will improve “Financial Sustainability”. This also relates to Council priority 22 – “Identify and implement technologies that improve customer service”. When staff has better access to information in the field, they can respond to inquiries and problems more quickly and optimize their time.

Customer Service - CTS is currently in the process of replacing our system for tracking all requests for customer assistance. This system is used by all ITD staff to record work and make sure that customer service expectations are met. A new system put in place in 2013 has had significant deficiencies which have impacted customer service. The replacement system will help insure that no calls for service are misplaced; will improve communication and updates to customers; ensure proper escalation of calls according to the metrics in our Service Level Agreements; and improve the efficiency of Help Desk technicians. The new system will also allow City staff to submit and track their own requests, access a database of self-help information, and allow us to streamline the processing of specific types of request for services, e.g. ordering a new computer. This has been a difficult lesson but the Department, and CTS specifically, has moved quickly to change course in order to sustain a high level of Customer-Focused Service.

User Adoption – This is an area that was identified in the development of the most recent Enterprise Strategic Plan, and was supported by all departments. Specifically it is to undertake an effort to help City staff get the largest possible benefit from the enterprise technology systems which are currently available to staff. It will be focused on SharePoint, Lync, and the Microsoft Office Suite (Word, Excel, Outlook, and PowerPoint). ITD will be working with City staff to identify the most effective strategies for increasing knowledge in the use of these applications and directly applying that knowledge to business processes. Then implementing those strategies. CTS will have significant participation in this effort. An example of the type of strategies that will be employed

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is the enhanced consulting effort that has been provided for SharePoint with the most recent upgrade. Lessons learned from prior experience demonstrated that formal training was limited in effectiveness with SharePoint. Staff needed a knowledgeable analyst who could consult and work alongside them on the design and construction of new sites. Response to this effort has been very positive. This effort will respond to the “High performance Workforce” factor through staff that is “Well Trained and Equipped”, will improve “Customer Service” by “Delivering the Services Customers Want” and enhance “Stewardship” by maximizing the existing investment we have in technology systems. The Technology Business Systems (TBS) proposal addresses a staffing need related to the overall department effort related to user adoption.

Graphic Services – This unit continues to provide a high level of service and value to the City. The following is a quote received last year from a customer: “They consistently do great work, provide amazing customer service, and fulfill the IT mission of inspiring, innovating, and delivering. We can’t earn the \$5+ Million in recreation program revenue each year without the support of multiple departments. Without Graphics Services, we’d be stuck outsourcing much of our design work, would suffer from inconsistent application of design standards, and would see line staff focusing more on creating advertisements, and less on developing revenue-generating programs and keeping abreast of trends.” This work is a direct factor in their revenue generation. This speaks heavily to “Stewardship of the Public Trust” and “Financial Sustainability”.

Council priority 20 – Evaluate how the City can better provide hearing accessibility within the public meeting areas in the City. CTS will assist Civic Services in issuing an RFP and evaluating vendors, for a hearing loop system in the public meeting spaces.

Scalability: Further reductions to this proposal would require operational changes that would significantly impair customer service. A specific result would be reducing Help Desk hours of operation by a minimum of 1.5 hours per day. Additionally, we would have to scale back upgrades and implementation of other new projects.

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
090.0001	Overall customer satisfaction - Client Technology Services	90%	93%	87%	87%	90%	90%	90%
090.0002	First call resolution - Information Technology Department	58%	56%	59%	30%	45%	45%	45%
090.0004	Overall customer satisfaction - Graphic Services	95%	94.4%	92%	94%	90%	90%	90%
090.0042	Mean time to repair (MTTR) priority 1 - 4 targets met for customer service - Information Technology Department	89%	86%	84%	75%	80%	80%	80%
090.0047	Service request targets met - Information Technology Department	96%	94%	95%	88%	80%	80%	80%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

No new costs.

5B: Are one-time expenditures included in this proposal?

n/a

5C: Are dedicated revenues included in this proposal?

22.5% of expense is covered by Enterprise fund/restricted revenue.

5D: Are changes to the existing service levels included in this proposal?

n/a

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5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>
FTE	11.50	11.50
LTE	0.00	0.00
Total Count	11.50	11.50

<u>Operating</u>	<u>2015</u>	<u>2016</u>
Expenditures	162,166	162,490
Personnel	1,329,130	1,375,901
Supporting Revenue	335,151	345,545
Rev-Exp Balance	-1,156,145	-1,192,846

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Section 1: Proposal Descriptors

Proposal Title:	Application Development Services	
Proposal Number:	090.03NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Information Technology
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	090.03NA	Budget Status: Recommended
Attachments:	0	Primary Staff: Doug Dossett, x4087

Section 2: Executive Summary

This proposal focuses on building and maintaining innovative web and mobile applications for all City Departments who have technology needs that cannot be effectively filled by existing or purchased applications, and for the eCityGov Alliance (Alliance) as noted in proposal 090.10NA. Over 40 web and mobile applications have been developed since 2001 to assist staff in achieving their business goals and to provide services directly to the public. These applications enable citizens and staff to get information, transact business, and request services at anytime and anywhere.

Section 3: Responsiveness to Request For Results

The Information Technology Department's (ITD) Application Development Services produce custom applications to meet the unique requirements of the City and its constituents at the best value possible. In-house development is necessitated where purchased applications cannot meet business needs and hiring contractors would cost significantly more. The development team also provides on-going maintenance, upgrades and enhancements for all the applications it builds. Application developers have worked closely with department and regional customers to define and develop a wide variety of applications and services, including:

- Citizen-facing web applications and websites: The primary Internet tool for communicating to citizens is the City website. From this information-laden site, citizens can access interactive applications to view real-time traffic flow, report problems or request services.
- Intranet applications: The City has many custom developed internal web applications to enhance productivity, including the business tax and license system (Praxis) for Finance, project reporting system (PRS) for tracking Utilities and Transportation CIP projections, Parks asset inventory, a mediation tracking system for Planning and Community Development (Happy Neighbors), a customer assistance tracking system (CATS) for Development Services, and the motor pool reservation system for Civic Services used by all staff. Automating internal business processes has allowed departments to streamline work, increase productivity and capacity.
- System interfaces: With the increase in hosted solutions being purchase/licensed by the City and in looking to increase efficiencies in the way staff use existing systems, new interfaces and processes are being developed to move data between systems. Implementations have enabled archiving and reporting out of the new MyBellevue mobile application, automated document download between MyBuildingPermit.com and internal systems, updating data between GIS and enterprise systems such as the City's asset management system (Maximo).
- Geospatial Technology Services (GTS) support: Developers work with partners in GTS in helping build and maintain geographic information system databases, systems and software including the City's internal map browser (Mapshot) for access to geographical and map data, the land information system (LIS) for the central property and address database as well as desktop software and tools for a variety of GTS purposes..
- Mobile web and native applications: This is a newer area for the Application Development Services, but is already providing value in applications, including the smartphone application that lets staff book a conference room on the fly (Find an Empty Room), a Field Incident Reporting application for Police, and a searchable Bellevue Licensed Business Directory.
- Alliance web applications and sites: The team built the Alliance website and seven cross-boundary applications that allow citizens to apply for a job, look for recreational programs, and view property data across

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many cities. It allows business constituents to apply for permits, look for sale or lease properties, and respond to bids for many cities. In 2012-2013, these applications processed over \$4.3 million in permit fees and over 41,000 job applications.

This proposal includes application developers (4.50 FTEs) and an application developer lead (1 FTE) who supervises a total of 7 FTEs (see eCityGov Alliance proposal for other personnel not included in this proposal). While all the developers are managed as one group, the eCityGov Alliance proposal shows the cost and revenue for developing applications for the Alliance. Other expenditures in this proposal include software tools and training needed by a development team to produce websites and applications, yearly support licensing for the city-wide website content management system, and a subscription for an accessibility scanning service.

The application development workload is expected to increase with new demand for mobile application development and system integration with mobile and hosted solutions. This proposal maintains existing capacity and assumes that demand will begin to exceed capacity and that the team will focus on priority projects that are already in progress while maintaining and enhancing existing applications. It does not include staffing capacity for new major application development.

While this proposal is scalable in the number of developers employed, a reduction would result in an inability to finish projects in progress and new projects remaining could not be addressed until capacity has been reestablished. Productivity in multiple areas of service delivery would decline as well as user and community satisfaction levels.

Performance Management: while most of the services provided by Application Development Services help support the goals of Responsive Government, there are certain key measurements that represent the value in the organization. The first of these is overall customer satisfaction, where customers have rated services as good or excellent. The 2012 and 2013 numbers as reported in the annual ITD customer survey were at 83% and 79% respectively. Given the nature of the team's work both internally and regionally and to collect better satisfaction performance data, beginning in 2014 the team will be directly surveying customers and will be using that feedback as a new performance measure. Another key measure is mean time to repair, meaning how quickly the team is able to resolve issues relating to our applications. Performance has continued to improve in response times, maintaining 21.8 hours in 2012 and reducing to just under 17 hours in 2013. The target is 18 hours.

This proposal primarily supports the Responsive Government outcome's factors and purchasing strategies:

- **Strategic Leadership:** Through collaboration with the Alliance (eight partner cities and 27 subscribers) the team regularly work to strengthen overall performance, competitiveness and future success through strategic investments in application development efforts. Building alignment across jurisdictions provides efficiencies for partners, citizens and business customers. Developers also demonstrate leadership in technology innovation by presenting at regional forums, like the Association of County and City Information Systems (ACCIS) and Environmental Systems Research Institute's (ESRI) Northwest Users Group, and national forums, like the National Association of Government Webmasters (NAGW).
- **High Performing Workforce:** Using a variety of recognized software development best practices, and applying the appropriate processes for requirements, design, development, and deployment staff achieve successful projects that are on time, on budget, and meet the needs of customers. The Information Technology Infrastructure Library (ITIL), a set of IT best practices, is followed for change management, problem resolution, and problem response. Investments in training and staying current with development trends, such as in the mobile space, helps developers continuously improve their skills, and be innovative. Previously noted internal applications developed by the team, such as Praxis, PRS, Happy Neighbors, and CATS have positive staff productivity impacts by providing tools for employees to directly aid in the service of their customers.

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- **Customer-Focused Service:** The City Website and its applications provide a variety of information through the web, social media feeds, and email alerts to engage the community in the form or forum they are most comfortable using. The website offers the latest information to citizens and holds a large volume of reference materials on a wide range of subjects. Citizens are able to see real-time traffic flow and request service or report problems through the recently revised customer assistance portal in connection with the new MyBellevue mobile app. Web and mobile applications are available when citizens want to conduct business with the City, saving time and effort in accessing City services.
- **Stewards of the Public Trust:** All software built for the City containing critical data or financial transactions goes through rigorous security vulnerability screening and code reviews. As mentioned above, industry best practices are employed and the team continues to refine development processes to achieve the best balance between productivity and quality results.

This proposal addresses these citywide purchasing strategies:

- **Provide the best value in meeting community need:** by creating citizen-facing web applications serving Bellevue and neighboring cities and counties through work for the Alliance. The City Website received 1,638,100 visits in 2013. MyParksandRecreation is the highest visited Alliance web application, and it received over 195,000 visitors in 2013. MyBuildingPermit has the largest financial transactions at \$2.7M total for 2013. Providing these services and others online saves citizens trips to City Hall and provides consistent and predictable service delivery. Research by the Monitor Institute and Pew Research Center's Internet and American Life Project shows that citizens feel better about the overall quality of their community when they are provided with transparent access to information and are provided ways of interacting with government.
- **Provide for gains in efficiency and/or cost savings and ensure that services are "right sized":** comparisons to the market show that fully burdened costs for developers are significantly lower than equivalent contracted services. An in-house team also has the advantage of drawing on its knowledge of the City's business needs.
- **Leverage collaboration or partnerships with other departments and/or external organization:** by providing development services to the Alliance, Application Development Services actively collaborates with partner organizations to build and maintain applications to better serve citizens and people doing business in the region.
- **Are innovative and creative:** by creating web applications that have been recognized by external organizations, such as the Washington Technology Industry Association (WTIA).

This proposal supports the following Secondary Outcomes' factors and purchasing strategies:

- **Safe Community – Prevention, Planning & Preparation, and Community Involvement:** Developed applications that allow for requesting fire inspections through MyBuildingPermit and increase efficiency with a field incident reporting mobile app for Police.
- **Innovative, Vibrant and Caring Community – Opportunities for Citizen Interaction –** Developed applications that provide an online event calendar, mini-city hall customer tracking and searchable parks and trails information.
- **Healthy and Sustainable Environment – Air:** City services made available online save on community vehicle miles travelled and greenhouse gas emissions.
- **Economic Growth and Competitiveness – City Brand, Quality of Community:** Providing advanced integrated services such as MyBuildingPermit's online plan submittal and interface to Bellevue's P2I (paperless permitting initiative) systems help brand the City as a leader in this high-tech region.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
090.0006	Overall customer satisfaction - Application Development	N/A	82.6%	83%	79%	90%	90%	90%
090.0007	Mean time to repair (MTTR) priority 1 - 4 hours - Application Development	N/A	N/A	21.8	17	18	18	18
090.0094	Overall Project Satisfaction - Application Development	N/A	N/A	N/A	N/A	85%	85%	85%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

OpenText Licensing: content management system for City web site. Licensing previously cut as a cost savings measure and based on a website redesign using a different CMS. Reinstated due to redesign not being funded in 13-14 budget. \$20k per year.

SiteImprove subscription: Added in 2013 using money from Human Resources department for ADA related projects. Ongoing cost of \$6k a year added to this proposal. Service provides scanning of web sites to assist in ADA compliance and overall quality.

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

22.5% of expense is covered by Enterprise fund/restricted revenue.

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	5.50	5.50	Expenditures	89,518	88,576
LTE	0.00	0.00	Personnel	802,942	830,208
Total Count	5.50	5.50	Supporting Revenue	200,543	206,337
			Rev-Exp Balance	-691,917	-712,447

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Section 1: Proposal Descriptors

Proposal Title:	IT Department Management and Support		
Proposal Number:	090.05NA	Outcome:	Responsive Government
Parent Proposal:		Primary Dept:	Information Technology
Dependent Proposal:		Proposal Type:	Existing
Previous Proposal:	090.05NA	Budget Status:	Recommended
Attachments:	0	Primary Staff:	Rick Berman/Mollie Purcell x4890/x2831

Section 2: Executive Summary

This proposal provides strategic technology leadership within the organization and region, aligns strategic technology decisions with Council and Departmental business vision, and provides oversight over the operation of all business lines noted in other Information Technology Department's (ITD) proposals. These services are delivered in a manner that ensures the following are met: (a) the direction of the City Council and City Manager; (b) the goals of each Department proposal; and (c) adoption and application of core values and leadership philosophy at all levels of the organization.

Section 3: Responsiveness to Request For Results

Department Management (DM): technology leadership and department management consists of the Director (Chief Information Officer for the City- CIO), and two Assistant Directors (the Chief Operations Officer- COO and the Chief Technology Officer- CTO). DM is responsible for developing strategic and tactical plans and policies to effectively meet the short and long-term goals of the City including regional efforts to build partnerships that leverage sunk investments and/or defray internal City ongoing costs, complying with federal, state and city codes, and ensuring that efficient and effective professional standards, internal controls and policies/procedures are met. DM is also responsible for ensuring all ITD services are performed in an HPO manner, to agreed-upon service levels, projects and work plans are developed and coordinated, and standards for all services and business lines are developed and updated based on best practices for IT. The CIO is responsible for aligning technology and business strategy as well as the direction for existing and future lines of ITD business; all internal/external partnerships across the city, region, and country; Council-related activities; and Leadership Team initiatives. The COO is responsible for staff administration; all aspects of customer service/service level agreements; oversight of Client Services, GTS, and Application support; business process improvement; financial stewardship; and emergency management. The CTO is responsible for technology strategy, R&D, enterprise architecture and IT standards; oversight of network services and security; and regional partnerships.

DM work collaboratively to monitor long-term strategies, IT governance, strategic planning for business line development, and to determine and select technologies based on the City's IT strategic plan, enterprise architecture and citywide business needs. This includes the development of region-wide strategies and coordination of initiatives such as the eCityGov Alliance (Alliance), Community Connectivity Consortium (CCC), data center leasing, and NORCOM. DM is also responsible for developing and nurturing a department culture that supports the values and principles embodied within the One City initiative and Leadership philosophy including shared leadership, distributed decision making, proactive communication, and a future focused workforce.

Business Operations Services: The Business Operations component of this proposal provides financial and admin. support for operations, rates, replacement reserves and cable/franchise agreements. Consisting of a fiscal manager, a senior financial analyst, 50% of an admin assistant (see eCityGov Alliance proposal for the other 50%), and a 1040 franchise admin person, this team handles budget development and monitoring, financial planning, forecasting and analysis, rate modeling, accounts payable, billing, contract routing, council

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video final production and posting to the web, and cable/franchise customer complaint resolution. This team supports ITD management in all administrative and financial functions so ITD managers can concentrate on the technical parts of their jobs.

The results of partnerships and effectiveness efforts are spread across all ITD proposals. Additionally, revenue from the regional efforts, including data center leasing and the Alliance, further reduce customer rates.

This proposal is scalable in either the DM or Business Operations areas, however reducing it will have negative impacts on strategic technology direction, partnerships or shift work to others in IT.

Performance Management: while all proposal measures are used by ITD to support the goals of Responsive Government, there are a number of industry best practices that measure total IT resources and services with long-term goals. A significant measure of performance is Overall Customer Satisfaction with all of ITD services. Measuring both quality and service, ITD's performance of 87% of staff rating the department's work as good or excellent is below the target of 90%, but shows a positive increase from 85% in 2012, indicating the importance of supporting a High Performance Workforce and providing Customer-Focused Services. At the same time, balancing quality and service with fiscal stewardship, ITD uses two important measures to rate financial sustainability, an important component of Stewards of the Public Trust: IT Spending in relation to total enterprise expenditures was 2.33% in 2013, below the target of 3% and industry benchmarks for mixed (public and private) sectors (4.8%) and state/local government (4.5%); ITD spending per enterprise employee in 2013 was \$7,100 per employee, far below the target of \$7,130 and the industry benchmark for the mixed sector of almost \$12,000, and the state/local government benchmark of \$8,900. These two measures ensure that ITD's services are key to meeting the Responsive Government value of high quality services to our citizens at an excellent value.

*Citywide (CW)-Provide the best value in meeting community needs and Are a catalyst for increasing citizen participation and support** As the City's representative for the Alliance and CCC, DM seeks to eliminate redundant systems, create consistency in service delivery across city boundaries and add value through cost-sharing or revenue-generating relationships. The CIO serves as the Vice Chair of the Executive Board and the COO is the Co-chair of the Alliance Operations Board.

*CW-Provide for gains in efficiency and/or cost savings and Ensure that services are "right sized" and Leverage collaboration or partnerships with other departments and/or external organizations and Strategic Leadership-- Identify and foster cross jurisdictional partnerships and coordination opportunities that improve service delivery and/or reduce cost** Evidence for these strategies is evident in all ITD proposals. Our work, both internally and with regional partners, is designed to lower the total cost of service for Bellevue and provide unparalleled levels of service for citizens in the region: ITD is a leader in the use of cross jurisdictional partnerships to achieve the goals of the City and the region. In support of that, ITD is a founding member of the eCityGov Alliance and the CCC and is one of the few jurisdictions on the Eastside to provide data-center leasing to others; ITD's use of a strategic plan to guide the City's technology future is a best practice (70% of ICMA respondents use this tool-ICMA comparative data, 2012).

*CW--Are innovative/creative and High Performance Workforce--Engaged and empowered workforce and Continuous improvement and Innovation and Foster organizational learning, encourage continuous improvement and innovation and by communicating effectively and are Well Trained and equipped ** ITD's mission is Inspire, Innovate, and Deliver! ITD takes communication very seriously and utilizes staff meetings, surveys, and organizational development efforts to engage staff within the department and partners throughout the City to redesign processes, plan future strategic and tactical efforts, and mine ideas for research and innovation. Examples include the development of the department "core competencies" program and the

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City's Enterprise Technology Strategic Plan. IT management goes out of the way to recognize the One City goals of innovation, collaboration, and future focused via our employee-driven recognition program. Other evidence includes: Competency-based evaluation processes are aligned with an aggressive training program to methodically align tools, skills and professional development efforts within the department to support strategic initiatives within the City as well as maintain currency with technology trends and best practices. This is essential in a line of business that is as volatile and dynamic as technology; DM supports participation in professional organizations (a list can be supplied upon request); DM ensures that staff is equipped with appropriate technology in support of citywide services and for the appropriate amount of reserves to fund equipment replacement in the future. As the stewards of technology for the city, ITD looks outward to anticipate trends, analyze them, and work with our partners in making future decisions. ITD is a leader in the use of enterprise architecture planning (46% of ICMA respondents use this tool) and asset management plans (65% of ICMA respondents use this tool).

CW-Ensure sound management of resources and business practices and Consider short & long-term financial impacts* ITD has adopted ITIL (Information Technology Information Library, akin to business-side accreditation) as a best practice framework. A past ITIL assessment identified the technology governance structure within COB as one of the strongest and most mature in the public sector. This consists of an interdepartmental IT Governance structures, which used to be the ITGC and is now the Ops Policy Team, that collaboratively directs and manages policy and the investment portfolio (62% of ICMA respondents have a technology governance committee per ICMA comparative data, 2012), and an operational advisory board which coordinates short and long-term tactical impacts of technology changes. While there is no accreditation available, ITD employs industry best practices to ensure sound management practices are followed for program-related activities and Governmental Finance Officers Association standards for our financial practices.

Customer-Focused Service--Promote open and transparent access to information and services, and provide opportunities for feedback to decision makers and Spirit of Collaboration and Deliver Services the Customers Want* ITD leadership has greatly influenced the following: strategies are supported through the design of the Alliance portals, line-of-business "customer facing" applications, and Bellevue's webpage; through oversight of our graphics functions, ITD services support the community's ability to understand government and access city of Bellevue services; a guiding principle in working with our partners is to engineer best practices into our efforts and reduce ineffective processes. According to Gartner (a leading IT research firm) in their case study on the Alliance (July, 2009), a key finding is that "shared online service platforms have reduced the administrative burden on constituents...providing easier access to update information."

****Stewards of the public trust--Ensure that public funds are managed in an ethical, prudent, responsible, and fiscally sustainable manner and Acquire, develop and maintain assets to meet customer needs**** As an internal service fund, ITD must balance expenditures with resources. ITD is accountable to a number of oversight bodies, including the CMO, Finance department, the Ops Policy Team, and the state auditor. Fund policies ensure that ITD properly manages rates. ITD has successfully passed all audits and financial reviews. Research from Gartner in their IT Spending and Staffing Report, 2013 report shows that ITD manages funds responsibly.

Safe Community (Response and Planning & Preparation) and Improved Mobility (Existing & Future Infrastructure):** By providing a strategic direction to ensure our infrastructure is designed to withstand disasters and by managing an emergency management program within the Department. *Healthy and Sustainable Environment (Air):** Through ITD's work on its green data center, server virtualization and extended equipment lifecycles. ****Economic Growth and Competitiveness (Land, Infrastructure and Planning, Workforce) and Innovative, Vibrant, and Caring Community (Support Services; Opportunities for Citizen Interaction):** ITD partners with Parks to ensure connectivity at Community centers; through wireless services, such as Bellevue Connect, and fiber projects through the CCC, ITD "enables" business and community connections.

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This proposal includes an increase of 1.0 FTE to support on-going accounting work required by the city. No additional funding is being requested as this proposal is reducing existing M&O used for a similar business need, thereby creating efficiencies for the department.

Please note that a number of departments, across multiple outcomes, will be submitting requests for additional IT support. It is ITD's intent to evaluate all those requests that are approved through the Budget One process to determine the most effective manner to resource them. This may include professional services, temporary or limited term employees, or potentially full time employees.

This proposal provides strategic leadership and financial integrity of the department, direct support for all other outcomes and their associated proposals, and finds synergies across enterprise technology efforts, such as workforce mobility, to coordinate and find economies of scale. The concentrated breadth and depth of management and business oversight included in this proposal minimizes the need for other proposals to dilute their core focus. Additionally, this proposal supports the Council priorities of identifying and implementing technologies that improve customer service, and develop the Smart City strategy.

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
090.0008	Overall customer satisfaction - Information Technology Department	93%	91%	85%	87%	90%	90%	90%
090.0009	Information Technology Department spending in relation to total enterprise expenditures	2.43%	2.18%	2.36%	2%	3%	3%	3%
090.0010	Information Technology Department spending per City of Bellevue employee		\$6,061	\$6,744	\$7,139	\$7,300	\$7,500	\$7,700

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

No

5B: Are one-time expenditures included in this proposal?

No

5C: Are dedicated revenues included in this proposal?

Revenue from Investment Interest and Data Center leases. 22.5% covered by Enterprise fund/restricted revenue.

5D: Are changes to the existing service levels included in this proposal?

No

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	6.50	6.50	Expenditures	141,943	147,341
LTE	0.00	0.00	Personnel	994,572	1,028,184
Total Count	6.50	6.50	Supporting Revenue	363,696	374,242
			Rev-Exp Balance	-772,819	-801,283

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Section 1: Proposal Descriptors

Proposal Title:	Geospatial Technology Services (GTS)	
Proposal Number:	090.06NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Information Technology
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	090.06NA	Budget Status: Recommended
Attachments:		Primary Staff: Smitha Vijayan, x6053

Section 2: Executive Summary

The Geospatial Technology Services (GTS) program delivers high-quality data, solutions and mapping services using Geographic Information Systems (GIS). This program provides an organizational platform for visualizing and managing “location-based” information, enables an efficient “map-driven” mobile workforce, increases transparency through interactive web maps for citizens, and maintains a trustworthy repository of geographic information for the City. The proposal is based on a strategic roadmap to strengthen these services, leverage technology advances, build collaborative partnerships in the region and maintain a high-performance team.

Section 3: Responsiveness to Request For Results

GTS provides enterprise-level mapping services to all City departments and Bellevue citizens, which includes: (1) provision of desktop and web-based software and tools for visualizing, managing and sharing location-based information, (2) mapping, analysis and reporting using geographic information, (3) delivery and support of interactive web maps and targeted mobile solutions, and (4) maintenance of the City’s repository for geographic information including cadastral information such as addresses/ownership of parcels, streets, building footprints, etc. Through these services, GTS delivers Customer-Focused Service that is responsive to the geospatial needs of our user community.

In 2013, GTS delivered enhancements to MAPSHOT, the City’s enterprise web-mapping solution, as well as NWMaps, a regional map-based portal for citizens. These enhancements provided improved performance and functionality resulting in convenient, timely, and quality services to the community. The team also delivered interactive web maps to citizens to share information on CIP projects and sidewalk programs in their neighborhoods. Internally to the organization, GTS delivered web maps for Utilities and Transportation to optimize service delivery. On the mobile front, the team delivered targeted mobile solutions that empowered staff to streamline business functions such as inventorying assets to tracking the spread of New Zealand Mud Snails, an aquatic species that poses an environmental threat. The solution for tracking the spread of mud snails received recognition from our regional partners and won a national award from the Public Technology Institute for the innovative use of technology in the public sector. In 2013, the web/mobile solutions were accessed on average by 436 internal customers per month, a large percentage of which were MAPSHOT customers.

Last year, the GTS team delivered 517 (3,375 hours) requests for map information and products, a 9% increase in workload from 2012. In addition, GTS supported several City planning projects such as the Comprehensive Plan Update, the Bellevue Transit Plan Update, and the Transportation Facilities Plan EIS. Every year, the Team spends resources to update the City’s centralized repository for geographic information. GTS’s Address/Parcel Coordinator responded to 1,048 address changes (or new addresses) to support new permit activity in 2013. This was a 24% increase from 2012, and is in direct response to the increased development in the city.

Proposal Approach: This proposal increases the FTE count for this program by 1.0 without an increased monetary impact by shifting existing resources in M&O. The recommended approach is based on a strategic roadmap ensuring that the Team is responsive to our customer needs, and in alignment with the Enterprise

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Technology Strategic Plan. The roadmap includes five strategies, which were translated to action items that achieve the factors, sub-factors and purchasing strategies for Responsive Government. Collectively, these strategies and related action items, described below, achieve Strategic Leadership by establishing a sustainable path forward to build on our strengths and meet the challenges of tomorrow.

Promote GIS as a unified organizational platform for visualizing and managing location-based information: GTS is partnering with departments to migrate key departmental information to an accurate and unified GIS repository that breaks down departmental barriers by sharing data and services seamlessly. GTS is currently partnering with Utilities in a multi-year effort to migrate their systems (water, sewer, storm) to GIS. GTS is also enabling the migration of the Fire Department's dated pre-fire paper maps to a GIS format that can be efficiently accessed in the field. Similar efforts are underway with Transportation and Parks Departments. In 2015-16, the team will collaborate with the City Clerk's Office to add a map interface to SharePoint that enables location-based searches for documents. The team will leverage web-based tools and services already available via the enterprise license agreement with the vendor (Esri). Building on existing tools and services is a fiscally sustainable and prudent approach to deliver sophisticated mapping solutions while reducing the level of effort/cost, and achieving Stewardship of Public Trust.

Enable a high-performance mobile workforce: Mobile location-driven solutions enable a high-performance workforce by adding operational efficiencies to existing business processes. In 2015-16, GTS will collaborate with customers to provide the necessary tools and technologies to optimize service delivery in the field and be a high-performing workforce. Examples of such tools are targeted mobile solutions for inventorying of assets, condition assessment, inspection and so on that allow field staff to perform their daily operational functions more efficiently.

Use Maps to be open and transparent with our citizens: In 2014-15, GTS will deliver a citizen-facing web Map Gallery that provides Customer-Focused Service by providing the public open and transparent access to the City's map-based information and services. The content delivered via the interactive gallery, such as snow plow routes, zoning and land use, etc., will eventually replace the static maps currently available in the City's online Map Room. Also planned for 2015-16, is a self-help portal accessible by citizens and other agencies to extract and download City-owned geographic information.

Foster jurisdictional partnerships that improve service delivery and reduce costs: In 2015, the City will participate again in the regional consortium to purchase high-quality aerial imagery, which was determined to be fiscally prudent and sustainable for the participants. The funds for this project were already allocated as part of the 2013-14 budget, but will be transferred to the 2015-16 budget to accommodate the regional project timeline. In addition, the City will continue to partner with other agencies in the eGov Alliance to establish regional standards that facilitate the seamless provision of geospatial data and services among agencies that serve the regional community.

Enabling an organizational shift in the use of geospatial technology: The foundational piece for putting all of the above strategies in motion is enabling our organization to embrace GIS as an everyday solution. This involves providing the right tools and technologies that enable the workforce to optimize service delivery. This proposal includes re-allocating 0.25% of an FTE in 2015-16 specifically to implement a GIS training program that fosters adoption of mapping tools and services.

Proposed Performance Management Program: To be good Stewards of Public Trust, GTS has adopted an effective performance management program that supplements customer-driven metrics with monthly metrics for key service areas. These include: (1) Service Requests Target Met to assess the Team's performance in the handling of service requests, (2) Mean Time to Repair to continually build efficiencies in responding to issues

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impacting our customers, (3) Online Usage of External Facing Web Maps to measure the effectiveness of web maps and services being shared with citizens, (4) Uptime of GTS Map Services to ensure that the GTS web/mobile solutions are reliable. Collectively, these metrics will allow the team to optimize service delivery and be accountable to the GIS user community.

Benefits vs. Risks of Proposal: This proposal ensures that the services provided by GTS are sized right to strategically strengthen overall performance, competitiveness and future success, while being fiscally prudent. Not funding this proposal will result in a reduction of key mapping services required by our customers and citizens.

This proposal supports the following Secondary Outcomes: 1) Safe Community: GTS supports the Emergency Operations Center and Police’s Crime Analysis Unit through the provision of geospatial data, tools and services. Since 2013, the team has partnered with the Fire Department to convert their pre-fire information to an accurate GIS format that is mobile-ready. These efforts will be expanded to other areas for emergency response and planning. (2) Improved Mobility & Healthy and Sustainable Environment: GTS will continue to deliver targeted web/mobile solutions to the Transportation and Utilities Departments to add operational efficiencies in the field. (3) Economic Growth and Competitiveness: GIS will be the platform used for maintaining a comprehensive footprint of Bellevue’s Outside Plant Infrastructure (fiber), enabling the City to engage in regional partnerships where connectivity between agencies benefits the larger regional community. (4) Innovative, Vibrant and Caring Community: Citizen-facing interactive maps support an engaged and informed community by providing relevant and current map-based information to citizens and businesses.

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
090.0011	Overall customer satisfaction - Geospatial Technology Services	91%	86.5%	88%	N/A	90%	90%	90%
090.0012	Customer quality satisfaction - Geospatial Technology Services	90%	87.5%	89%	N/A	90%	90%	90%
090.0013	Customer timeliness satisfaction - Geospatial Technology Services	91%	85.5%	87%	N/A	85%	85%	85%
090.0014	Customer satisfaction of service requests - Geospatial Technology Services	N/A	N/A	N/A	97%	90%	90%	90%
090.0100	Service Request Target Met - Geospatial Technology Services	N/A	N/A	N/A	N/A	80%	80%	80%
090.0101	Mean Time to Repair (MTTR) Geospatial Technology Services	N/A	N/A	N/A	N/A	18	18	18
090.0102	Online usage of External Facing Web Maps	N/A						
090.0103	Uptime of GTS Map Services	N/A	N/A	N/A	N/A	99.9%	99.9%	99.9%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

No new costs other than inflation.

5B: Are one-time expenditures included in this proposal?

No.

5C: Are dedicated revenues included in this proposal?

22.5% of total expense will be covered by Enterprise Revenue.

5D: Are changes to the existing service levels included in this proposal?

No.

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5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>
FTE	6.00	6.00
LTE	0.00	0.00
Total Count	6.00	6.00

<u>Operating</u>	<u>2015</u>	<u>2016</u>
Expenditures	279,072	201,320
Personnel	749,431	775,415
Supporting Revenue	231,247	219,459
Rev-Exp Balance	-797,256	-757,276

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Section 1: Proposal Descriptors

Proposal Title:	Network Systems and Security		
Proposal Number:	090.08NA	Outcome:	Responsive Government
Parent Proposal:		Primary Dept:	Information Technology
Dependent Proposal:		Proposal Type:	Existing
Previous Proposal:	090.08NA	Budget Status:	Recommended
Attachments:		Primary Staff:	Jim Rawley/Gary Clesson, x7197

Section 2: Executive Summary

This proposal provides and manages the core technology infrastructure for the City to ensure a customer-focused result and to support a high performing workforce. The City depends on a high quality, reliable and secure IT infrastructure to conduct operations, provide services and communicate with the public and other organizations. The infrastructure (including network, servers, information security, systems and services) must operate 24 hours a day, 7 days a week and have the appropriate level of resiliency, security and protection to withstand disruptions, disasters and cyber attacks so that the City can provide services when most needed.

Section 3: Responsiveness to Request For Results

This proposal provides the network systems and security functions for the City at great value given the size and complexity of the City's needs. The IT infrastructure includes wired and wireless networks to enable the City's systems to connect and communicate, connectivity to external service providers for phone and internet, phone system infrastructure within City facilities, data center facilities that house the IT infrastructure equipment, servers that run all major applications in the City, databases that contain critical information for all departments, communications systems, such as email, voicemail and remote access, and IT security services necessary to protect all City information, but especially critical information (e.g., credit card numbers, bank information, social security numbers, law enforcement data, etc.) from cybercrime attacks, viruses and other threats. Without this infrastructure, the City cannot function to efficiently or effectively provide services to citizens.

This proposal enables the City to meet the following regulations and standards to protect critical data:

- Payment Card Industry (PCI) - Data Security Standard to prevent credit card fraud and compromise. Not meeting this standard could result in fines of up to \$50,000 per month and the removal of the City's ability to process credit card transactions. (Partnership with Finance and Parks)
- FBI Criminal Justice Information System (CJIS) security policies to protect law enforcement data. Non-compliance with the CJIS security polices could result in the Washington State Patrol disallowing our use of applications such as ACCESS and NCIC which are used by Police to run license plates, access want and warrant information, and obtain other critical law enforcement information. (Partnership with Police)
- Health Insurance Portability and Accountability Act (HIPAA) to protect health and medical information. Non-compliance with HIPAA could result in significant fines and/or lawsuits. (Partnership with HR)

This proposal includes efficiencies to reduce costs for the long-term yet still maintain current service levels. Through a workload assessment, ITD determined that additional network technician resources are warranted for a total of 10 FTE for this service. This proposal increases a part-time 0.56 FTE position to 1.0 FTE and upgrades it a level to meet workload demands and growing complexity of the infrastructure. Examples of infrastructure growth keeping up with expectations includes: server growth from 148 servers in 2011 to 296 today, 30% annual digital storage growth to 201 terabytes today, and 50 wireless access points in City Hall to 150 today, No additional funding is being requested as M&O funds are being shifted to cover this change, while still maintaining or increasing service levels.

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This proposal directly responds to the following factors:

- Strategic Leadership: “uphold the public interest”; “communicate with the right people at the right time”; and “identify and foster partnerships”. This proposal provides a variety of ways for the community to connect with the City through web, wireless, email and phone. Our public Wi-Fi service averages about 125 unique users each day. The City receives over 752,000 calls and 4.5 million emails each year. The applications, such as financial, permitting, etc., that run on the infrastructure handle millions of transactions annually. ITD also provides application hosting services to the eCityGov Alliance and data center co-location services to City of Kirkland, Overlake Hospital and NORCOM. The revenue from these hosting and co-location services covers all operational costs and is used to defray ITD overhead and rates. ITD plays a strong leadership role in numerous regional coalitions, including the Community Connectivity Consortium to leverage investments and share ongoing costs.
- High Performing Workforce: “foster organizational learning, encourage continuous improvement and innovation”; acquire, develop and maintain assets that support a high performance workforce”; “provide tools, materials, technologies and other resources that enable the workforce to optimize service delivery”. This proposal provides the infrastructure, connectivity, communications services for staff to perform their work in a reliable secure manner. Internet bandwidth usage, wireless traffic, storage capacity and other resources are regularly monitored to ensure that City services that rely on them are not impeded.
- Customer-Focused Service: “ensure services are relevant, efficient and effective”; “reduce redundancies in service delivery”; “promote open and transparent access to information”. ITD provides a variety of ways for the community to connect with the City. The City web and phone system site runs on servers in the IT infrastructure and phone and internet services are managed by the Network and Systems Security team. Responses to problems also follow industry best practices for incident management to reduce service impacts. ITD increases resiliency whenever cost effective during each replacement cycle to support high levels of expectations. Growth statistics, such as network storage growth at 30% annually and internet traffic growth over 35% annually, are evaluated for overall capacity planning and provisioning to ensure the City has what it needs immediately and long-term. Examples of recent improvements to respond to growing needs includes increasing the capacity of the City’s internet bandwidth to 1 gigabit per second, expanding and improving Wi-Fi coverage at City Hall, and adding additional storage for emails.
- Stewards of Public Trust: “acquire, develop and maintain assets to meet public needs”; “promote reasoned and responsible risk taking to encourage innovation while appropriately managing risk and minimizing liability”; “acquire, develop, and maintain assets to meet public needs”. ITD shows good stewardship with regular review and evaluation of equipment lifecycles and standards. All infrastructure equipment has sustainable replacement funding, per financial best practices. The information security program continually reduces risks in all IT systems. Reducing the risk of data breaches lessens the City’s financial liability from mandated notifications, fines and lawsuits. The average cost of a data breach is now estimated at \$5.4 M, and the estimated cost of data loss is now \$188 per record lost, according to the Ponemon Institute, a security research firm. In 2008, security risk assessments for Finance, Parks, Police and Utilities were performed and found about 130,000 critical records containing credit card numbers, social security numbers and bank accounts. A data breach consisting of these records could cost the City \$2.4 M, not including costs from lawsuits.

This proposal supports the Citywide purchasing strategies in the following ways:

- “Provide the best value in meeting community needs”; “are a catalyst for increasing citizen participation and support”. This proposal enables online transactions and access to information and provides free public Wi-Fi in the downtown core and at community centers and City Hall. The IT security program minimizes threats to citizens by securely processing over 180,000 credit card transactions with a value of about \$25.3 M in 2013.
- “Ensure that services are ‘right-sized’ through extensive system monitoring of performance, growth and capacity”. ITD monitors staffing benchmarks, such as Gartner, an IT research firm, “Staffing the Enterprise Network”. For servers, our ratio of 1 staff per 85 servers in 2011 has been stretched to 1 staff per 269 servers in

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2013. This has been achieved by increasing the percentage of virtual servers, automated monitoring and simplified storage provisioning. Smart technology investments, such as virtualization technology and storage area network, have allowed the Network Systems and Security Team to respond to needs in a cost effective way. Our consolidation of existing funding for temporary resources to add regular ongoing technical network support will allow us to continue to respond to network growth in a cost effective manner.

Other Outcomes supported:

- **Safe Community:** by providing a resilient network able to withstand disasters and wireless in the community with Bellevue Connect to connect citizens and city workers.
- **Improved Mobility:** by partnering with the Transportation Department to provide network engineering to build the ITS, which expands the City network into the street intersections
- **Healthy and Sustainable Environment:** through ITD's work on its green data center, server virtualization and extended equipment lifecycles. Green data center efforts deploy outside air cooling to take advantage of our temperate climate, improved airflow for optimal cooling of equipment, and raising data center room temperatures to reduce energy draw. The City's main data center at City Hall has a power user effectiveness (PUE) measure of 1.4. According to Gartner, in its whitepaper, "How to Use DCiE and PUE Metrics", a best-in-class data center has a PUE rating below 1.5 with a global average between 2.0 and 2.5.
- **Economic Growth and Development:** through wireless services, such as Bellevue Connect, and fiber projects through the Community Connectivity Consortium.

Several performance measures are used to ensure this proposal delivers cost effective services. Overall customer satisfaction for network services and security in 2013 was 86% of staff rating Network Services good to excellent, The network was available 99.94% of the time, just exceeding our target. These measures have dropped slightly from prior budgets partly from the strain of running critical operations with reduced resources. The number of data breaches continues to be zero, as in prior years. HIPAA compliance was again met.

Because of prior steps taken for cost efficiencies, scaling this proposal is difficult without cutting critical services or increasing security risks.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
090.0015	Overall customer satisfaction - Network Services & Security	93%	92.8%	89%	86%	85%	90%	90%
090.0016	Network uptime	99.99%	99.99%	99.97%	99.9%	99.9%	99.9%	99.9%
090.0017	Data breach incidents	0	0	0	0	0	0	0
090.0018	Health Insurance Portability & Accountability Act (HIPAA)	Yes						

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

Yes, an additional 0.44 FTE is included in the proposal (44K-2015, \$46K in 2016), but overall cost of this proposal has decreased.

5B: Are one-time expenditures included in this proposal?

No

5C: Are dedicated revenues included in this proposal?

22.5% of expense is covered by Enterprise fund/restricted revenue.

5D: Are changes to the existing service levels included in this proposal?

No

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	10.00	10.00	Expenditures	1,169,844	1,248,364
LTE	0.00	0.00	Personnel	1,448,457	1,497,805
Total Count	10.00	10.00	Supporting Revenue	588,951	617,510
			Rev-Exp Balance	-2,029,350	-2,128,659

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Section 1: Proposal Descriptors

Proposal Title:	Technology Business Systems Support		
Proposal Number:	090.09NA	Outcome:	Responsive Government
Parent Proposal:		Primary Dept:	Information Technology
Dependent Proposal:		Proposal Type:	Existing
Previous Proposal:	090.09NA	Budget Status:	Recommended
Attachments:	0	Primary Staff:	Bonnie Grant, x4065

Section 2: Executive Summary

This proposal provides business applications software and technical services that are critical to the City's ability to deliver the services our residents, workers and visitors expect. Technical services are focused on leveraging information technology to meet business needs and include the selection, purchase, implementation, and ongoing technical support of business applications. There is a strong partnership between these resources and the City's application owners and users. Project management plays a key role in the effective selection and efficient implementation of technology projects. This proposal also provides a resource to maximize technology investments through focus on user adoption providing services such as targeted learning and assistance. \$20K per year was reduced from professional services at the request of the results team. \$116K was reduced from 2015 for additional software licenses from departments per the Leadership Team.

Section 3: Responsiveness to Request For Results

Business applications are used by City staff to manage the work and information that enables them to provide excellent service to their customers. Increasingly business applications are used directly by external customers to communicate with the City and access services. For example, a visitor can report graffiti from a smartphone, a resident can pay their utility bill via the Internet, and a contractor can collaborate electronically with plan reviewers on their building plans.

Strong technical support is required to make certain these systems function accurately and reliably. This support ranges from assisting individual users who experience problems with the applications, maximizing application availability, making changes to support new regulations (e.g. Affordable Care Act), supporting business process improvement initiatives, and maintaining the vitality of the investments by performing regular upgrades as recommended by software vendors to ensure the users have the best technology and functionality available.

Technical support involves a partnership with the application users on functionality and technology possibilities. We work closely with the other Information Technology Department (ITD) divisions - Applications Development and Geospatial Technology Services - to deliver functionality that spans and integrates multiple applications.

There is also a strong collaboration with the software vendor to repair defects and to advocate on the City's behalf for new functionality including ensuring the vendor's roadmap is consistent with the City's application and technology portfolio. To ensure we are making the most effective use of our business applications, analysts participate in application-specific user groups and attend industry and product-specific conferences.

Centralizing this technical support function facilitates coordination and best practices across the portfolio of 36 applications. In 2013, as a process improvement initiative, a monthly change schedule was adopted for the major business applications to promote change management best practices. This improves application reliability for users and follows an Information Technology Infrastructure Library (ITIL) service management best practice (the industry's standard best practices).

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TBS regularly evaluates the outsourcing and hosting alternatives for the business applications. Often when selecting a new business application, hosted applications have become more cost effective. While the initial purchase of these applications is less expensive than an on-premise application, there is still a significant effort to implement them. This effort includes Project Management, vendor negotiation and management, and fulfilling integration and reporting requirements. Hosted applications implemented in 2013 included MyBellevue (a mobile app permitting citizens to communicate with the City) and the Performance Management system (Covalent).

For enterprise implemented applications such as the phone system software (Lync) and the enterprise collaboration software/Intranet (SharePoint), ITD piloted the benefits of investing in user adoption through targeted learning and assistance using a Business Analyst to accomplish this work. This has resulted in an increase in users' ability to take full advantage of the features and capabilities of these applications. Given the pilot's success, we will continue our investment in user adoption of technology. We will expand user adoption for business-line specific applications (e.g. JDE, Maximo) by collaborating with other departmental resources on user adoption best practices.

This proposal also provides Project Management services for the selection, negotiation, purchase and implementation of new business applications, custom development of new applications, significant upgrades and enhancements to existing applications, development of software and service contracts, and ongoing vendor management. Project Management Institute (PMI) best practices are followed for scoping, planning and execution of projects to better achieve expected outcomes. Absent effective project management, project budgets increase, implementations could be delayed and/or final products may not provide anticipated customer benefit. In addition, project managers mentor other members of ITD who may fulfill a project manager role in a smaller project and/or as a personal development opportunity.

Last year the Project Management program undertook three business process initiatives to improve the control of projects. These include improving processes that allow for on-time delivery, stronger change management, and better estimations. Each year, the program uses its performance metrics to target certain areas for process improvement and continues to refine its processes by de-briefing each project upon completion to apply lessons learned to future projects. A recent enhancement to the Project Activity Reporting (PAR) system automates the monthly reporting of projects and ensures consistency with project timekeeping. Resources: This proposal includes 1 IT manager, 1 team lead, 2 project managers, 8 systems analysts and 1 business analyst. This IT manager is also responsible for the Application Development program identified in Proposal # 090.03NA. Due to the 22% increase in the application portfolio from 2012 to 2014, a system analyst FTE is being added to maintain support for this increase in the application portfolio. A business analyst FTE is being added to support user adoption of City-wide applications such as Lync and SharePoint. No additional funding is being requested for these positions - ITD is shifting existing M&O funding used for a similar business need.

Scalability: The consequences of resource reductions will be application downtime, project delays, and reduced ability to support new business needs and functions.

Performance: To ensure application availability is maximized, Mean Time to Repair (MTTR) is measured and analyzed monthly. TBS performance for 2013 was 79% with a target of 80%. Overall customer satisfaction is a key indicator of performance for TBS. The rating for 2013 was 79% with a target of 90%. Continual efforts are made to meet the challenge of improving both the quality and timeliness of technical services within resource limitations. A new measure has been added for Project Management as a result of the process improvement initiatives which is "% of objectives met." This directly speaks to the ability to deliver what was expected by the customer. There was a change both in systems and processes which has impacted the "% of projects meeting

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schedule.” For 2013 the metric was 85%, with a target of 95%. With these new processes refined, a steady rise in the percent of projects completed on time is expected.

City-wide Initiative (CW) Strategic Leadership. The Paperless Permitting Initiative leveraged the City’s partnership with eGovAlliance to launch Paperless Permitting for all building permit types for customers. This alternative service delivery model for plan review has been enthusiastically adopted by the City’s contractors and residents and is projected to save our customers over 1 million sheets of paper annually and \$600,000 in paper and commute costs. A similar multi-jurisdiction collaboration is underway to select and negotiate a new Parks Registration and League system. Across the application portfolio internal collaboration between ITD and departments (e.g. the City’s Asset Management System (Maximo) supports 5 departments) occurs to improve processes. A recent example is the integration of the new MyBellevue citizen reporting application with Maximo for the automated creation and closure of work orders.

Responsive Government (RG) High Performance Workforce. The user adoption pilot was an opportunity to foster organizational learning in the SharePoint application. Users are applying the capabilities of SharePoint to improve and innovate within their work areas. User adoption has been identified as a priority by all departments in the Enterprise Technology Strategic Plan. As a team on the forefront of rapidly evolving technology, continuous learning is critical. Team members invest in learning in a variety of ways including: access to online research from the Info-Tech Research Group, and Gartner Research Services, targeted training in products and tools such as SharePoint; product-specific conferences such as InFocus (JDE) and SharePoint and industry-specific events such as Gartner Application Architecture, Development and Integration Summit.(RG) Customer-Focused Service. The Project Management program is often at the forefront of early and ongoing customer communication and stakeholder collaboration. A recent example of this is the MyBellevue mobile citizen reporting application where the Project Manager facilitated coordination among departments with variety of needs. MyBellevue promotes open and transparent access to information and services for people who live, work, play, and do business in Bellevue. The Project Management and Governance for SharePoint is another example of early and ongoing customer communication and stakeholder collaboration.

(RG) Stewards of the Public Trust. Investments in new business applications follow the City’s competitive process. Thorough development of requirements and evaluation of those against potential solutions ensures these selected assets meet public needs. These assets are maintained by investing in software maintenance including upgrades. TBS manages the annual software maintenance contracts and invoices for the enterprise so the City gets the best value across the portfolio. Continual enhancements for the business applications occur to accommodate new business needs including process improvements and regulatory changes.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
090.0019	Mean time to repair (MTTR) priority 1 - 4 targets met - Technology Business Systems	91%	82%	96%	79%	80%	80%	80%
090.0020	Overall Customer Satisfaction - Application Services	84%	85.4%	84.4%	79%	90%	90%	90%
090.0021	Projects reaching all objectives - ITD Project Management	N/A	86%	91%	100%	95%	95%	95%
090.0022	Projects completed on schedule - ITD Project Management	48%	14%	100%	82%	95%	95%	95%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

2015 annual software maintenance and hosting cost increase of \$116,326K from 2014 due to business departments additions to the portfolio in 2013 and 2014. This was reduced at the request of the Leadership Team. 2016 net increase of \$25,839 from 2014.

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

22.5% of expense is covered by Enterprise fund/restricted revenue.

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	13.00	13.00	Expenditures	809,083	835,617
LTE	0.00	0.00	Personnel	1,795,875	1,857,260
Total Count	13.00	13.00	Supporting Revenue	616,374	609,744
			Rev-Exp Balance	-1,988,584	-2,083,133

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Section 1: Proposal Descriptors

Proposal Title:	eCityGov Alliance Fees and Services	
Proposal Number:	090.10NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Information Technology
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	090.10NA	Budget Status: Recommended
Attachments:		Primary Staff: Rick Berman, x4890

Section 2: Executive Summary

Bellevue is a founding partner in the eCityGov Alliance (Alliance), an inter-local agency with a mission of providing web-based services to constituents. There are two parts to this proposal. First, as a partner, the City pays fees to the Alliance on behalf of the City and in return owns 34% of the Alliance intellectual property and assets and receives use of all Alliance services. Second, under the Alliance inter-local agreement, Bellevue provides IT and fiscal services for the Alliance. The Alliance pays for all support services provided by Bellevue.

Section 3: Responsiveness to Request For Results

The Alliance was formed in 2002 by a number of cities in the Puget Sound region to provide cost-effective web-based services which are deployed regionally. The portals include: MyBuildingPermit.com (MBP); NWMaps.net; MyParksandRecreation.com; NWProperty.net; SharedProcurementPortal.com; GovJobsToday.com; and HSConnect.net. Bellevue is a founding member.

Partnership Fee: as a partner, the City pays an annual flat fee to use and support 5 of the portals (MBP is paid for by DSD). Annual fees are set proportional to population and Bellevue's portion is 34% of total partner fees. The projected fees are \$225K in 2015 and \$235K in 2014. To reduce the impact on department rates, this fee is paid for by revenues generated by ITD's sale of services to the Alliance (see below). Partnership in the Alliance is no small thing. The City co-owns the intellectual property and also has a vote (based on our ownership percentage) on how to distribute or invest additional revenue. The City receives the benefit of the portals listed above at a significantly reduced cost (as compared to what the cost of individually developing and maintaining similar services – estimated at between 40-60% savings). In addition to the 8 Partner cities, the Alliance provides access to the web portals to other organizations through subscriber agreements.

Services to the Alliance: The inter-local agreement between the partner cities allows ITD to provide support and technical services to the Alliance. Additionally, we are the Fiscal Agent for the Alliance. These services are provided to the Alliance based on full cost recovery. We charge them for all salaries, benefits, M&O, and overhead. The services Bellevue provides to the Alliance are as follows): the Alliance Executive Director (ED) and 50% of an administrative assistant; software application development and maintenance; project management; business process improvement/analysis; help desk services, fiscal management, financial planning, budgeting, and accounting transactions.

Performance Management: investing in the Alliance enables stakeholders in Bellevue and the region to utilize high quality business technology. One example is MyBuildingPermit, where increases in on-line permit volumes by 14% and in transaction value by 71% indicates the importance of this region-wide tool to the development community. Local government's use of GovJobsToday increased by 25%, indicating this tool is effective in reaching a large pool of applicants while at the same time creating efficiencies. Taken together, it is clear that the Alliance is helping to achieve Customer-Focused Service in the areas of "Delivering the services customers want" and "Convenient, timely, and quality service," and also achieving Strategic Leadership by utilizing "Collaborative partnerships" and meeting Council's priority of implementing technologies that improve customer service.

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Citywide (CW)-Provide the best value in meeting community needs: This is done by eliminating redundant systems and creating seamless, cross-boundary web services. The goal is to provide users with convenient and consistent service, regardless of which city is responsible for providing it. A recent example is the addition of functionality to MyBuildingPermit.com that enables the submittal of building plans electronically.

CW-Provide for gains in efficiency and/or cost savings and CW-ensure that services are “right sized” and CW-leverage collaboration or partnerships with other departments and/or external organization: Utilizing the Alliance partnership provides Bellevue the benefit of lower costs and access to more services than it could otherwise afford on its own. Essentially, Bellevue pays 34% of the cost to develop and maintain alliance applications, but receives 100% of the benefit.

CW-Are innovative and creative and High Performance Workforce - continuous improvement and innovation: The multiple awards the Alliance has received from organizations like the John F. Kennedy School of Government at Harvard University, Association of Washington Cities, Alliance for Innovation and the Washington Technology Industry Association are evidence that these services are clearly innovative. Since ITD provides the services for the Alliance, this is another indicator that ITD fosters an environment of innovation.

CW-Ensure sound management of resources and business practices and CW-Consider short- and long-term financial impacts: The Alliance has a multi-level governance structure in place to ensure that strategic initiatives are achieved. Day-to-day operations are managed through partner/subscriber committees associated with each program area. The ED and project managers staff the committees which operate using a consensus-based decision making model. At the business and technical level, Partner cities staff an Operations Board. The Alliance Executive Board is made up of the chief executive officers of the Partner members and is the ultimate decision making body for the Alliance.

Customer-Focused Service (CFS) - Equitable, Accessible and inclusive services and Convenient, timely, and high quality service: The Alliance portals are more than just software applications. Associated with each offering is an extensive process reengineering and alignment which occurs in a highly collaborative environment, led by business owners from the member agencies. The structure ensures that the end product is streamlined and cost effective to the jurisdictions and is fair and equitable to citizens who use them. This customer-centric process design, together with the “one-stop shopping” for citizen services, work to deliver trust and credibility.

Customer-Focused Service (CFS) - Deliver the Services Customers Want and All Way Communications: By using the Alliance portals and business processes, citizens experience transparent and open government. A few examples include: MyBuildingPermit which provides on-line permit status and history; and the SharedProcurementPortal which provides online vendor and contractor services at no cost.

Strategic Leadership - Identify and foster cross jurisdictional partnerships and coordination opportunities that improve service delivery and/or reduce cost: Together with the evidence already stated, the Alliance meets this purchasing strategy. There are currently 8 Partners across the Puget Sound and another 32 subscribers.

CW-Ensure sound management of resources and business practices and Stewardship of the public trust - Well Designed and Maintained Assets, and High Performance Workforce - Well Trained and Equipped and CFS-Deliver the Services Customers Want and Convenient, timely, and high quality service: By partnering with the Alliance, we manage our resources in a manner that produces the best return on our investment. The performance measures noted in this proposal provide that evidence. Bellevue is a 34% owner of the Alliance assets. Additionally, many of the tools are used by staff and have created a number of efficiencies. These services are available 24x7 for citizens and staff.

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The Alliance benefits almost all other Outcomes (and their associate factors and purchasing strategies). ITD will be more than happy to provide that information and evidence at the RT's request.

The "Interlocal Agreement Establishing the eCityGov Alliance" was established in accordance with the Interlocal Cooperation Act, Chapter 39.34 of the RCW was passed by resolution in 2002 and revised in 2005 (Resolution #7238). Interlocals of this nature are created so that governments can partner and collaborate together, which is one of the primary purposes of the Alliance.

The Alliance has not only successfully improved customer service and shared services in Washington State, but it also serves as a model to other regions and is written about in case studies from Gartner Research and Microsoft and in books, such as Extraordinary Groups by Bellmand and Ryan. In doing so, the Alliance model provides constituents with convenient, user-friendly services in a way that is cost effective for each jurisdiction. In other words, the Alliance uses technology to drive good government. Additionally, the Alliance was noted for their work in the article Capitalizing on Collaboration (Digital Communities, November 2010).

ITD creates multiple efficiencies and cost savings by managing the services to the Alliance as part of on-going Departmental operations. Please see the Application Development, Department Management & Support, and Technology Business Systems Proposals for discussions on effectiveness and efficiencies. Please note that the Alliance's Executive Board reviews the Alliance budget in the May – July timeframe and additional investments may be proposed. ITD will notify the RT as soon as they have any additional information.

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
090.0023	MyBuildingPermit permit volumes	N/A	N/A	13,870	15,876	13,000	15,000	15,000
090.0024	MyBuildingPermit transaction amounts	N/A	\$1,050,344	\$1,599,042	\$2.7m	\$3.0m	\$3.3m	\$3.5m
090.0025	GovJobsToday submitted applications	N/A	23,888	20,659	20,835	N/A	N/A	N/A
090.0026	GovJobsToday posted job announcements	N/A	419	460	516	N/A	N/A	N/A

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

No

5B: Are one-time expenditures included in this proposal?

No

5C: Are dedicated revenues included in this proposal?

The Alliance is charged a fully "burdened" rate for services (cost plus overhead), which pays for the Partnership fee. If we don't provide these services, we will not receive the revenue. This revenue is restricted to the extent that it must pay for services to the Alliance.

5D: Are changes to the existing service levels included in this proposal?

No

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	6.25	6.25	Expenditures	194,840	253,459
LTE	0.00	0.00	Personnel	841,024	870,117
Total Count	6.25	6.25	Supporting Revenue	1,069,257	1,105,452
			Rev-Exp Balance	33,393	-18,124

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Section 1: Proposal Descriptors

Proposal Title:	Development Services Information Delivery	
Proposal Number:	110.01NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Development Services
Dependent Proposal:		Proposal Type: Enhancing
Previous Proposal:	110.01NA	Budget Status: Recommended
Attachments:	0	Primary Staff: Matthews Jackson x2729

Section 2: Executive Summary

The Development Services (DS) Information Delivery function will support the Responsive Government outcome by providing broad access to development services information regarding properties, public and private development projects, development and construction codes and standards, inspection and enforcement procedures, public records, permit processes, timelines, and fees. Service delivery is provided consistent with customer-driven service expectations that focus on quality, customer experience, timeliness, and predictability.

Section 3: Responsiveness to Request For Results

This offer proposes to provide DS information delivery with 13.45 FTEs that would provide expertise in building, clear and grade, fire, land use, transportation, and utilities development disciplines. This service would be provided largely free of charge to individuals who contact the City in person (approximately 9,000 visits in 2013), via electronic communication portals, and via telephone. The information delivery function would also offer self-assistance through staff developed training materials, bulletins, client handouts and website content that enables the community to do independent research without direct DS staff interaction during business hours, and 24 hours a day using web portals. The proposed FTE count represents portions of positions allocated to this proposal from the DS function as a whole. Planners, reviewers, and inspectors who contribute to delivering public information would also continue to be responsible for providing DS related policy development and review and inspection services.

The enhanced level of service is intended to deliver better quality permit applications from our customers. Anticipated cost increases are a result of higher development activity including additional visits to the Development Services Center, pre-application consultations, permit volumes, and more customer contacts with staff. In addition, the proposed level of service will help DS achieve identified performance measure targets as identified in Section 4. Customer service surveys indicate that 85.5% of the respondents in 2012 felt that they were clearly informed about DS review requirements after meeting with representatives of the individual disciplines in the permit center. In addition, 90.5% of the respondents felt that they were clearly informed about project submittal requirements, leading to better, more thorough applications for review. Experience has shown that the more complete information applicants receive prior to making their final application, the more thorough they are in making their applications. Thorough applications lead to fewer revision cycles during the review process and faster issuance of permits. This collaborative approach is the cornerstone of the DS goal to facilitate, as well as regulate, appropriate development in Bellevue.

Scalability: City Council has adopted a cost recovery policy for Development Services that captures development related services at 100% cost recovery from fees while other services such as public information, code enforcement, and land use (50% level) are supported by the General Fund. Scaling back resources for this function would adversely impact efficiency and effectiveness of development services, undermine the trust and confidence of the community, and negatively impact other budget outcomes. Also, scaling back resources assigned to the public information function of DS would result in longer wait times for customers at the DS Center in City Hall. The wait times for customers to speak with these staff people would lengthen beyond the 15 minute standard that we strive for. While the additional wait time cannot be quantified because it will

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depend on the customer count waiting and the complexity of the issues being dealt with by DS staff, it is safe to say that by reducing the staff assigned to the DS information delivery function, we would not be able to ensure that services will be provided when needed and/or expected based on past practice. This is especially true based on the increased permit volumes experienced during 2013/2014. This trend is projected to continue in the 2015/2016 timeframe. The current level of Development Services Public Information Delivery fosters the Bellevue brand as a good place to do business.

This offer would support Citywide purchasing strategies to provide the best value in meeting community needs for Information Delivery by utilizing cross department collaborations of staff from every review and inspection discipline. DS Information Delivery will advance the Responsive Government outcome through the following factors and strategies.

STRATEGIC LEADERSHIP. Partnering with the community is an essential component to realizing the Community Vision. This offer would foster community partnerships to achieve the Community Vision by delivering information and education regarding the content of the Comprehensive Plan and the development regulations that translate the City plans into actions at the review stage of the development process.

HIGH PERFORMANCE WORKFORCE. Experience has shown that staff learning is enhanced by engaging in the education of others. Continuous learning is a key factory in a high performing workforce. DS staff would educate the community regarding the Vision articulated in the Comprehensive Plan, which would help staff better understand how their jobs support the Community Vision. By using DS staff to deliver a range of services, their jobs will be more challenging and fulfilling. This variety will support retention of engaged and valued staff.

CUSTOMER-FOCUSED SERVICE. Delivery of DS Information offered in this proposal will be governed by service expectations developed by staff from all levels of DS based on customer feedback. Offering a range of opportunities for the community to access DS Information will increase the community's understanding of government by delivering information regarding properties, projects, permit and enforcement procedures, development services, and fees. The DS Center that is staffed by professionals from all review disciplines is a model of cross department collaboration. Tailored information would be provided via e-mail and telephone, and self- help materials would be available 24/7 through a variety of portals.

STEWARDS OF THE PUBLIC TRUST. This offer will foster community acquisition of knowledge regarding their property, applicable regulatory controls on their property, and the location of city owned infrastructure on or near their property, or in the vicinity of a development project that they are undertaking. As such, the DS information delivery function will reduce the risk of inadvertent code violations that can compromise neighborhood livability or create risk for users of structures not built to code. The information delivery function will also help reduce potential of infrastructure damage when development projects are undertaken.

This offer also supports purchasing factors in other outcomes by; preventing non-compliance with City codes and ordinances (SAFE COMMUNITY); by providing to developers and tenants information regarding the Commute Trip Reduction program and other ways to reduce single-occupancy vehicle trips (IMPROVED MOBILITY); by providing information regarding storm water runoff BMPs, protecting critical areas and habitat, and promoting sustainable building techniques (HEALTHY AND SUSTAINABLE ENVIRONMENT); providing information regarding minimum property maintenance expectations and reducing the number of code violations (QUALITY NEIGHBORHOODS); increasing awareness of City services related to property and development and how to improve the built environment (INNOVATIVE, VIBRANT & CARING COMMUNITY); and providing vital information to those in the building and real estate industries as well as property owners and tenants (ECONOMIC DEVELOPMENT & COMPETITIVENESS).

This proposal will provide significant short and long term benefits through DS cross department collaboration, inter-city partnerships, and agreements with trade associations. DS is a member of the eCityGov Alliance that was formed in 2001 by cities in the Puget Sound region as an inter-local agency with a mission of providing web-

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based services to their constituents. Within the eCityGov Alliance, the MBP (MyBuildingPermit.com) portal was created as a collaborative, cross-jurisdictional web service. MBP provides tip sheets and other information based on common codes and standards.

Information delivery provides significant support to other development services activities such as review services (proposal number 110.03NA) and Inspection services (proposal number 110.04NA). Providing timely and comprehensive information to clients results in more complete application submittals, which in turn reduces the amount of time required to review plans and reports. Ultimately, the reduction of revision requests that results from quality submittals has a direct and positive influence on the length of project review. Inspection services benefit from homeowners, developers, and contractors who are more knowledgeable about city codes, standards, and processes. These efficiencies all contribute to lowering the costs of delivering permit review and inspection services. In addition, information delivery is a vital part of supporting paperless permitting. Paperless permitting allows applicants to apply for all DS permits through an online portal and it is critical to provide up-to-date information and instructions to developers, architects, and engineers so that they can become effective users of the paperless permitting processes.

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
110.0001	Customers who agree that permit center clearly informed them about the plan and document requirements of all the reviewing departments	85%	85%	86.5%	N/A	90%	90%	90%
110.0002	Customers who agree that they were given enough information to submit a complete application for review	89%	88.7%	90.5%	N/A	95%	95%	95%
110.0003	Customers who agree that information about project submittal requirements - permit type, plans, documents, and fees, was clear	86%	91.9%	88.8%	N/A	95%	95%	95%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

Other expenditures are for ongoing operating costs including a small budget for outside professional services as needed.

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

Fee-based revenue for Building and utility rate revenue for Utilities. General tax collections fund Land Use, Transportation and Fire.

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	13.45	13.50	Expenditures	104,285	75,939
LTE	0.00	0.00	Personnel	1,775,300	1,842,618
Total Count	13.45	13.50	Supporting Revenue	723,881	755,912
			Rev-Exp Balance	-1,155,704	-1,162,645

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Section 1: Proposal Descriptors

Proposal Title:	Policy Implementation Code Amendments & Consulting Service	Outcome:	Responsive Government
Proposal Number:	110.02NA	Primary Dept:	Development Services
Parent Proposal:		Proposal Type:	Enhancing
Dependent Proposal:		Budget Status:	Recommended
Previous Proposal:	110.02NA	Primary Staff:	Michael Bergstrom
Attachments:	0		

Section 2: Executive Summary

The Policy Development function of Development Services (DS) supports the Responsive Government outcome by implementing adopted City plans (e.g., Downtown Livability, Eastgate/I-90) and state and federal mandates (e.g., Shoreline Management Act, Critical Areas Update, NPDES) through amendments to codes, standards, and procedures. It aligns regional plans (e.g., Eastlink) with the Community Vision and values by providing development-related consulting advice. Delivering on Policy Development commitments to respond to community priorities maintains public trust and ensures delivery of customer-focused service. This proposal includes internal staff time, outside professional services (as needed), and code and policy implementation. Core service reductions with increasing workload will affect turnaround and response times to public inquiries and policy development projects.

Section 3: Responsiveness to Request For Results

The DS Policy Development function is supported with 8.78 FTEs to provide technical expertise in the building, clear and grade, fire, land use, transportation, and utilities development review disciplines to respond to Council and community priorities by amending codes, standards, and procedures, and by consulting on projects of regional and local significance. The proposed FTE count includes portions of positions allocated to this proposal from the DS function as a whole. Anticipated cost increases are a result of higher development activity including additional public visits to the permit center, pre-application consultations, permit volumes, and more customer contacts with staff. The DS Code & Policy Development Work Program embodies a wide range of tasks, from State and Federal mandated updates (Shoreline Master Program, Critical Areas Update, Building and Fire codes, NPDES) to community-driven priorities (e.g., residential-room rentals). In between are many Council and staff priorities, including wireless communication facilities code review, Bel-Red 5-year update, and many more. To respond to these priorities, and others that emerge over the budget cycle, requires a commitment of staff resources and support professional services. A key to facilitating Development Services' goal of fast, predictable, and "One City" delivery of services is having updated City policies, codes, standards, and procedures. Scaling back resources for this function will impact citizens, developers, and staff. It will impact DS staff's ability to respond to state and federal mandates and Council's high priority matters. It will impact citizens who view code amendments as necessary to maintain stability, vitality, and quality of life, and developers who seek assistance with developments requiring resolution of regulatory conflicts. These services are often essential to making an individual project viable, and the economic development implications of failing to deliver these services when needed are significant. These amendments foster prosperity, ensure a competitive business climate, supports developers who take extraordinary financial risk, and creates job opportunities. Reducing this proposal will impact economic development at a critical time, as the building sector regains momentum. They would substantially undercut purchasing strategies important to the Economic Growth and Competitiveness Outcome. They would also affect the end user, since increased cost of development would be passed on to the end user. This would further impact opportunities to capitalize on the economic recovery. Supporting revenue includes fees collected for Building Division staff activities and \$414,325 from utility rates per Council-adopted cost recovery policy for DS that captures development-related services at 100% cost recovery from fees. The General Fund bears the cost of providing public information and policy and code development for Land Use, Fire, and Transportation staff. As a result, \$1,972,637 of this

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proposal is supported through general tax revenue. DS Policy Development advances Responsive Government through the following factors/strategies: Strategic Leadership: The proposed work is visionary, as it anticipates and responds to evolving needs and challenges. It cultivates values by aligning city services and products with the values of the community and reflects strategic planning by building on past successes and addressing areas of improvement. The work assesses conditions and needs, aligns actions that are consistent with same, and deploys strategic plans to implement those actions. It relies on collaboration by engaging multi-discipline professionals, City leadership, and the community in developing and implementing effective responses to achieve desired outcomes.

High Performing Workforce: Policy development would be accomplished using DS staff. These in-house experts are trained to draft code that is tailored to community needs, achieve desired results, and capable of being administered. The process of drafting code that staff will ultimately administer during permit review provides valuable training that will also help employees understand how their jobs support the Community Vision. Staff is empowered to suggest innovations when a code or standard is not achieving its intended result.

Customer-Focused Service: The work reflected in this proposal is driven by and responds to customer needs and desires, whether those customers are the general public, elected officials, or governmental agencies. Customer-focused service in the development process is defined by timeliness, consistency, and predictability. The code & policy work program docket is continually updated to make sure it is relevant to community priorities. Policy & code development is carried out collaboratively, engaging stakeholders and decision makers alike. Effective outreach and communication ensures accessibility and equitable participation by all concerned. When DS staff is used to draft the codes, standards, and processes that they will administer, they have a deeper understanding of its underlying rationale, creating consistency and predictability in its application.

Stewardship of the Public Trust: Development codes, standards, and processes are continuously re-examined to verify that community values are achieved and that the appropriate balance is struck between competing priorities of neighborhood livability, public and private asset protection, business vitality, property rights, safety, environmental protection, and permit process efficiencies, and between benefit and risk of the policies and codes developed. The services offered in this proposal helps ensure that priorities are balanced and do not tip inappropriately to any one stakeholder or beneficiary, so that public trust in government remains high.

This offer supports Citywide Purchasing Strategies to provide the best value for meeting community needs, achieving organization objectives, and realizing the Community Vision by leveraging cross-department collaboration. Similar work provided by consultants or attorneys costs from \$300 to \$400/hour. DS staff can accomplish this work at a lower cost and more efficiently because DS staff are familiar with codes and plans.

DS Policy Development advances Other Outcomes through the following factors/strategies: Safe Community: Regular updates of technical codes (building, fire, utility, and transportation) ensure that losses due to unplanned events are avoided or mitigated through preventative measures. Improved Mobility: Transportation code updates provide relevant standards for safe infrastructure design for all users, and address emerging ideas such as sustainability best practices that incorporate context sensitive solutions. IVCC/Quality Neighborhoods: The DS Policy Development work program will include amendments that support specific IVCC purchasing strategies (e.g., innovative housing) and that facilitate maintenance and development of Quality Neighborhoods by protecting existing neighborhood character (e.g., noise code, residential room rentals). Healthy and Sustainable Environment: Environmental code updates respond to state and federal mandates and to evolving community environmental values. They will support water quality, protect properties from flooding hazards, and conserve natural resources. Economic Growth and Competitiveness: Code and process improvements will foster appropriate development and advance Bellevue's business-supportive reputation.

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The proposed 8.78 FTE count represents portions of positions allocated to this proposal from the entire DS function. Planners, reviewers, and consultants who contribute to the Policy Development work program would also be responsible for providing related DS information delivery and review services (Proposals 110.01NA and 110.03NA). In addition to being related to the broader DS function as a whole, this proposal is related to major City-wide initiatives. Where City-wide Budget One proposals include estimated policy development support needed from DS, the FTEs and costs have been included in those proposals (e.g., Eastlink Overall and Tunnel). If the City-Wide proposals are funded, identified DS personnel needs would be met with new staff.

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Target</u>	<u>2015</u> <u>Target</u>	<u>2016</u> <u>Target</u>
110.0004	Code amendment appeals upheld by the Growth Management Hearings Board	100%	100%	100%	100%	100%	100%	100%
110.0006	Code amendments initiated by Council and presented for public hearing within the Council adopted timeline	100%	100%	100%	100%	100%	100%	100%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

Other expenditures are for ongoing operating costs including small budget for outside professional services.

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

Building: fee-based revenue; Utilities: utility revenue; Land Use, Transportation, and Fire: general taxes.

5D: Are changes to the existing service levels included in this proposal?

Reduction of existing LTE policy planner and general fund maintenance and operation expenditures.

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	9.78	9.78	Expenditures	58,713	59,537
LTE	0.00	0.00	Personnel	1,405,143	1,451,730
Total Count	9.78	9.78	Supporting Revenue	488,516	504,753
			Rev-Exp Balance	-975,340	-1,006,514

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Section 1: Proposal Descriptors

Proposal Title:	Development Services Department Management & Support	
Proposal Number:	110.05NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Development Services
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	110.05NA	Budget Status: Recommended
Attachments:		Primary Staff: Mike Brennan

Section 2: Executive Summary

This proposal provides strategic leadership, management and general support to the Development Services Department (DSD) and the development services line of business spanning four departments. These resources benefit all functions of development services and could not logically be assigned across all development services proposals.

Section 3: Responsiveness to Request For Results

This proposal provides strategic leadership, management, and general support for the DSD as well as the Development Services (DS) line of business which includes staff from Fire, Transportation, and Utilities. Resources funded through this proposal will: Provide department leadership, manage department operations, and implement programs/projects to carry out City Council and City Manager policies and direction; Develop plans and policies to meet the City's commitment to deliver fast, predictable, quality, and One-City development services; Provide timely, accurate and relevant information to support the City's decision making process; Assure compliance with State law and City Code; Assure efficient and effective work methods, professional standards, internal controls, and personnel policies/procedures are met; Assure interdepartmental collaboration and coordination to achieve unified One-City results; Provide public information; Coordination of Development Services training program; Provide administrative staff support for department management. The supporting revenue reflects the portion of department management funded through development fees and utilities support for .5 FTE Training and Employee Development Coordinator. A portion of this proposal is supported through general tax collections reflecting the oversight and management of those functions not supported through development fees (e.g. policy development, public information, code compliance).

Positions included in this proposal:

Department Director (1.0 FTE): Provides direction, leadership, and general oversight to the DSD and ensures collaboration of all related development services provided throughout multiple departments (e.g. Fire, Transportation, Utilities). Represents the City of Bellevue on regional boards/committees promoting seamless service delivery of development services throughout the region.

Assistant Director of Business Services (1.0 FTE): This position provides direction and oversight of Permit Processing, Administrative Support, Business Systems, Financial Services, and the DS Training Coordinator. The Training Coordinator position (1.0 FTE) is split half time between all DS and the Utilities Department to coordinate employee training and professional development. The DS portion of this position ensures compliance with mandatory training requirements, coordinates training offerings to our customers, manages the professional development program, and coordinates ongoing training for codes, processes, and delivery of exceptional customer service. The Utilities portion of this position is similar in scope and is funded by the Utilities Department.

Senior Administrative Assistant (0.5 FTEs): Provides executive-level administrative support to the DSD Director and three Assistant Directors. In addition, this position provides day-to-day administrative support to the Land Use Division.

This offer supports Citywide purchasing strategies by leveraging collaboration with other departments through

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staff from every review and inspection discipline (including building, clearing and grading, fire, land use, transportation & utilities). This proposal also leverages partnerships with external organizations such as the eCityGov Alliance (myBuildingPermit.com) as well as ensure sound management of resources through strong forecasting and response strategies and continuously seeking improvement opportunities that ensure sound business practices.

DSD management and support will advance the Responsive Government outcome through the following factors and strategies:

Strategic Leadership. This proposal builds upon, participate in and leverage local and regional partnerships and relationships by continuing membership in the eCityGov Alliance and will maximize collaboration to increase efficiency through a leadership role in the enhancements of the MyBuildingPermit.com web portal for delivery of permits and customer information. The DSD Director has fostered cross jurisdictional partnerships through work on the MyBuildingPermit.com web portal operations board. This proposal also helps realize the Strategic Leadership goal through facilitating sustainable development in Bellevue through the land use process.

High Performing Workforce. This proposal will continue investment in continuous employee development, training, wellness, and security through the work of the Training Coordinator. Providing DS staff with the tools and training to deliver on transformational and highly visible projects contributes to positive perceptions of Bellevue as a great place for business and development. DSD management's vision of paperless permitting, in partnership with the eCityGov Alliance, will encourage innovation as processes are re-engineered to become more effective.

Customer Focused Service. This proposal will ensure services are provided when needed and/or expected by forecasting when the demand for services will change and when resources should be added or reduced to align with that demand. The success was evident by the way the City was able to respond to the fast upswing and downturn of the last development cycle. Processes will continue to be timely and predictable and are monitored as part of the day-to-day operations. Weekly and monthly management reports are reviewed to ensure timelines within each discipline remain at acceptable levels. DSD manages services from four departments as a single line of business, demonstrating collaboration and reducing redundancies in service delivery (e.g. project management, billing, inspection scheduling). The training and organizational development program not only provides required technical training courses, it also focuses on improving the quality of how staff performs their jobs. Providing clear expectations and training for staff enhances professionalism and responsiveness and builds on employees' capacity to handle conflict, communicate effectively, and manage time constraints.

Stewards of Public Trust. This proposal will manage funds in a responsible, fiscally sustainable manner through economic forecasting and aligning resources with demand. DSD management solicits and analyzes performance feedback in three ways. Customer comment cards are available for all clients to immediately comment on their experience with the permitting process. An annual customer survey is sent out to anyone who had applied for was issued a permit and is analyzed with consistent data dating back to 2002. Inspection services customers have the ability to participate in an online survey providing department management with more immediate feedback on performance of inspection staff.

Development services also advances several other outcomes because of the services that are provided to those who live, work, and play in Bellevue: Economic Growth & Competitiveness (partnerships with regional jurisdictions through the eCityGov Alliance, businesses and associations such as Master Builders Association, and builds Bellevue's reputation of second-to-none customer service through continuous improvement); Improved Mobility (accommodating growth through implementation of development codes and policies); Quality Neighborhoods (protecting the quality and character of neighborhoods through code compliance); and Healthy & Sustainable Environment (protection of natural spaces and performing inspections supporting NPDES).

Development Services, in partnership with the ECityGov Alliance EPlan project, designed and implemented the

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Paperless Permitting Initiative (P2I) which supports end-to-end online and paperless application processing. The P2I project re-engineered internal business processes and created consistency between jurisdictions with the leveraging of existing technologies to allow customers to submit plans, pay fees, and receive approvals without having to come to City Hall, on their own schedule, and from any anywhere with an Internet-connected device.

Development Services Management oversaw the collaboration between City Departments (Development Services, Fire, Transportation, and Utilities), 13 other jurisdictions in the region through MyBuildingPermit.com (MBP), our citizens, and our customers in the development community. Ongoing collaboration ensures that the needs of our customer and city business are met.

This proposal supports the work of other Development Services proposals of Review Services, Inspection Services, Information Delivery, Policy Implementation, Code Amendments & Consulting Services, Financial Management and Code Compliance. Oversight of development services across multiple departments provides consistent management directives and service delivery that would otherwise have to be managed with costs expended by individual departments.

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
110.0013	Customers rating Bellevue as a good to excellent place to live measured by survey of residents	N/A	94%	95%	95%	95%	95%	95%
110.0015	Customers rating inspection/review services as very good or good	87%	90%	89.9%	N/A	80%	80%	80%
110.0016	Bellevue development review and inspection process customers who responded with "well" compared to other cities relating to efficiency and customer service	80.6%	85.5%	83.9%	N/A	80%	80%	80%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

New costs reflect a budget for association dues paid to eGov alliance and are based on a percentage of fee revenue. As a member of the alliance, Bellevue has paid eGov dues, however, they were not previously budgeted. The eGov dues are budgeted for the amount is \$384,489 for the biennium.

5B: Are one-time expenditures included in this proposal?

N/A

5C: Are dedicated revenues included in this proposal?

Funding from development fees, utilities and general tax collections.

5D: Are changes to the existing service levels included in this proposal?

None

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	3.50	3.50	Expenditures	313,114	307,275
LTE	0.00	0.00	Personnel	483,140	499,608
Total Count	3.50	3.50	Supporting Revenue	710,672	722,190
			Rev-Exp Balance	-85,582	-84,693

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Section 1: Proposal Descriptors

Proposal Title:	Development Services Financial Management	
Proposal Number:	110.06NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Development Services
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	110.06NA	Budget Status: Recommended
Attachments:		Primary Staff: Teri Jones

Section 2: Executive Summary

The Development Services Department (DSD) Financial Management team has financial responsibility for the Development Services line of business and two departments: DSD and the Department of Planning & Community Development (PCD). Fiscal management responsibilities include forecasting, budget and accounting, fee development, and customer billing.

Section 3: Responsiveness to Request For Results

This proposal supports the Citywide purchasing strategies by collaborating with other department financial staff in establishing budgets, fees, and monitoring results thereby reducing or eliminating duplicative services; considering short- and long-term financial impacts through financial/workload forecasting and budget monitoring; ensuring sound management of resources through internal controls forecasting and response strategies and continuously seeking improvement opportunities that ensure sound business practices.

The DSD Financial Management team is comprised of 5.0 staff members who, in collaboration with DS departments (Fire, Transportation and Utilities), Finance, and Planning & Community Development perform the following primary functions:

Budget Development and Monitoring: State law (RCW 35A-34) requires development of an annual or biennial budget and requires filing of quarterly reports showing expenditures and liabilities against each budget appropriation and revenues received. The DS Financial Management team develops and monitors the budget for the Development Services Fund, the Department of Planning & Community Development, A Regional Coalition for Affordable Housing (ARCH fund), and the Housing Trust Fund. The biennial budget is developed every two years with technical adjustments made off cycle. Staff prepare a quarterly report (including performance matrix and workload monitoring) consolidating the financial performance of DSD, Fire, Transportation, and Utilities development services. Ad hoc monitoring and financial reports are prepared when necessary.

Forecasting: On an annual basis the DS Financial Management team develops and maintains a six-year financial forecast comparing projected revenues to baseline costs. This forecast serves as an early indicator of changes in development activity and its impact on DS resources. Preparing a six-year forecast allows DS management to effectively respond to planned and unplanned conditions. Other forecasting tools, focusing more on a two-year timeframe, include major projects/pipeline report and a workload forecast. Information from these forecasts feed into the projections of the six-year financial forecast. The major project/pipeline report tracks permitting activity of large projects in the City. This assists DS staff in projecting short-term changes in revenue collections as well as assisting the City's Finance Department to project collections of property, sales, and B&O taxes. The workload forecast is prepared, based on projected application levels and the size and scope of major projects. This forecast information is used to indicate when staffing adjustments will be made to respond to changes in development levels ensuring resources are in alignment with demand for services.

In recent months, the DS Financial Management team assumed the responsibility of forecasting and monitoring key DS indicators such as permit timelines, volume statistics, valuations, commercial improvements and

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reinvestments, and single family investment and reinvestment.

Fee Development: The DS Financial Management Team performs an annual cost of service study to ensure hourly rates and permitting fees reflect the cost of providing those services. Staff research fees from other jurisdictions in the region to ensure that Bellevue's fees remain competitive.

Accounting and Reporting: The DS Financial Management team is responsible for the billing function of the AMANDA permit system that encompasses all of permit services for the Development Services, Fire, Transportation, Utilities and Survey cost centers. Financial staff process monthly billing for the hourly charges of the five departments and the collection of all fees by cost center that are associated with development activity. Staff also assists in the preparation of the City's Consolidated Annual Financial Report (CAFR) and support the Finance Department during the annual audit by providing financial data for DSD, Planning & Community Development, ARCH, and the Housing Trust Fund.

The supporting revenue reflects the portion of financial management funded through development fees. A portion of this proposal is supported through management of those functions not supported through development fees (e.g. policy development, public information, code compliance, PCD support).

DS Financial Management will advance the Responsive Government outcome through the following factors and strategies.

Strategic Leadership. This proposal helps realize the Community Vision by supporting DS's facilitation of strategic planning in Bellevue through permit application forecasts and workload projections to ensure that financial resources are available and that staffing levels are adequate to support the development activity.

High Performing Workforce. This proposal will continue investment in continuous employee development, training, wellness, and security by ensuring funding is available not only for training and development for DS staff, but also for the ongoing operations of DS through timely and accurate forecasting.

Customer Focused Service. This proposal will ensure services are provided when needed and/or expected by forecasting when the demand for services will change and when resources should be added or reduced to align with that demand. The success was evident by the way the City was able to respond to the fast upswing and downturn of the last development cycle. Processes will continue to be timely and predictable and are monitored as part of the day-to-day operations. Quarterly management reports are prepared that illustrates financial performance as well as productivity, timeline performance, and economic indicators. DS financial services are managed as a single line of business, demonstrating collaboration and reducing redundancies in service delivery (e.g. financial reporting, rate setting, budget development, and billing). DS Financial Management equips the organization with information and tools to effectively respond to planned and unplanned conditions through workload and financial forecasting, maintenance of a sustainable financial model, timely and accurate reporting, and knowledgeable staff available to consult DS Staff and clients.

Stewards of the Public Trust. This proposal will promote trust, accountability, and credibility with the public through sound financial management that protects public investment and ensures clients pay for the services they receive. DS Financial Management increases opportunities for the public to understand its government and access information by sending out timely billing statements that clearly state the services for which the client is paying. Staff responds to client's questions within 24 hours to resolve any billing discrepancies. Timely and accurate monitoring and reporting optimizes transparency and openness of results achieved from government actions.

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DS Financial Management also advances several other outcomes through the services they provide to several departments throughout the City: Economic Growth & Competitiveness (supporting the development process, ensuring development fees are reasonable so clients pay for the services they are provided, and supporting the City's ability to track economic conditions); Safe Community (financial support of inspection services); Innovative, Vibrant & Caring Community (budget and financial management support for ARCH – affordable housing). The cross-departmental nature of the DS Financial Management group meets City wide goals to provide the best value in meeting community needs and provide gains in efficiency and cost savings.

The Development Services financial model was established to create holistic management of the line of business. Resources are required to manage the cross-departmental budget, workload forecasting, and rates/fee development. The proposed level allows for continuing the successful management of development services citywide, financial support for the Department of Planning & Community Development, and the centralized financial administration of ARCH.

The financial management model of the Development Services line of business enables the City to maintain a proactive position to respond to changes in development levels. The DS financial management is able to identify the impacts of increased application levels during and economic upturn as well as the impact of carrying unnecessary costs during an economic downturn that would cause a premature draw on reserves.

Activities in this proposal support the work of Development Services proposals in other outcomes for all Development Services departments. This proposal is the financial management activity for all four departments across the line of business of development services. The expertise of this financial management activity does not exist in all four departments and the cost to support development services finances would otherwise have to be performed by another financial group or more costly consulting firms.

Additionally, per the following RCWs, it is prudent to maintain the financial management of development services within one work group. RCW 43.09.210 dictates that separate accounts shall be kept for each department, public improvement, undertaking, institution, and public service industry under the jurisdiction of every taxing body. RCW 82.02.020 and related case law, dictates that reasonable fees can be charged to cover the costs (both direct and indirect) of processing permit applications. These costs include staff time, facilities operations, and technology systems. Fees collected for permitting activity cannot be used to fund general governmental activities (e.g. public safety, parks, etc.) or those fees are deemed to constitute an illegal tax.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
110.0017	Billing is processed on time by the 10th of each month	Yes						
110.0018	Fees are regionally competitive	Yes						
110.0019	Operating expenditures remain in alignment with revenue projections	Yes						

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

There are no new costs other than inflation included in this proposal. This proposal reflects ongoing operating costs including a small budget for outside professional services as needed.

5B: Are one-time expenditures included in this proposal?

None

5C: Are dedicated revenues included in this proposal?

Funding from development fees, utilities and general tax collections.

5D: Are changes to the existing service levels included in this proposal?

N/A

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	5.00	5.00	Expenditures	69,500	71,000
LTE	0.00	0.00	Personnel	557,692	577,402
Total Count	5.00	5.00	Supporting Revenue	528,998	547,228
			Rev-Exp Balance	-98,194	-101,174

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Section 1: Proposal Descriptors

Proposal Title:	Development Services Mobile Workforce	
Proposal Number:	110.10NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Development Services
Dependent Proposal:		Proposal Type: Enhancing
Previous Proposal:	110.08NA	Budget Status: Recommended
Attachments:	0	Primary Staff: Doug Fox

Section 2: Executive Summary

This proposal is the 3rd & last phase continuation of the Paperless Permitting Initiative (P2I) funded solely by the DS Services Fund. In the P2I project, Development Services (DS) and Information Technology (IT) designed and implemented end-to-end online and paperless application processing. P2I focused on paperless permit submittal intake and review functions. Mobile Workforce (MW) completes the project via enhanced inspection functions through the development of a mobile platform, including software, hardware and connectivity that will provide field staff with similar, equivalent or enhanced levels of access and functionality to inspection related information, e-plans, applications and tools currently only available to them while in the office. Increased levels of access and functionality translates to increased service levels to customers through increased two way access to inspection staff and via access to permit related information making for a more efficient & effective mobile workforce & improved customer experience.

Section 3: Responsiveness to Request For Results

OVERVIEW:

The DS P2I project Phase 1 & 2 has been highly successful and Phase 3 MW relies on and completes the project by placing tools currently only available in office into the field in the hands of staff. This proposal covers the work required to continue the design, implementation and support of field access to COB systems, functions and information. The design and evaluation of mobile software and hardware solutions are currently underway and was partially funded through P2I Phase 3 (110.08NA). Training, purchasing and implementation will require additional funding to complete the work started in P2I.

The MW project meets many of the Citywide Guiding Principles by equipping, training & empowering our staff with the tools & knowledge to provide added capacity for increased accessibility and responsiveness to our customer's needs. It represents a major advancement beyond outdated and inefficient inspection methods and processes and furthers our goal of meeting our City's commitment to continuous improvements, innovation, efficiency gains and sound business practice.

Funding for MW is available through DS reserves and annual ongoing post project costs will be funded through DS reserves, fee rate increases and/or a combination of both as well as projected and yet unrealized efficiency gains. Reserves for these purposes are accumulated through an operations fee and a portion of technology improvement fees included in development fees.

Customer Focused Service: Ensure services are relevant and effective. With the exception of our field staff, city employee's and most inspection service customers already operate in a technology based business & communications environment where they are able to review, exchange and process information throughout the day. Moving field staff to technology based inspection services aligns the City's inspection services with how our customers (internal & external) operate now and into the future.

This proposal reflects continued collaboration between City Departments (Development Services, Fire, Transportation, Utilities, Code Compliance, IT, and City Clerk's Office). Ongoing collaboration with the

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Information Technology Department and DS field staff insures that this project continues to maximize our current investments and continues to create solutions that meet internal and external customer wants, expectations and business needs.

This proposal inherently supports and is aligned with the work of the other Development Services proposals of Inspection Services (Safe Community), of Information Delivery (Responsive Government) and Review Services (Economic Growth and Competitiveness) by providing new tools to enhance the current customer-focused service delivery and reach our goals of Fast, Predictable and One City.

Efficiency Objectives:

Improve access and timeliness of communication between office and field staff and between field staff and customers (e.g. email, response to code interpretations, inspection questions & inquiries) Inspection staff will have the ability to access and manage email throughout the day instead of being limited to the 1 hour window in the morning where they are also expected to make and receive customer phone calls. Customers could email inspector any time during the day and the inspector would be able to read and respond instead of having to wait until they are back in the office later that day or the next day. Increase access to other enterprise applications, such as Mapshot (Multi-layer GIS based geographic parcel viewer), AMANDA Timekeeping (DS timekeeping system), BlueBeam (DS electronic plan review system), Outlook (Email and Calendar management system), Lync (Computer integrated phone system), etc. Capture data once at source & reduce duplicate entry of information: Projected increase in capacity of 400-600 hours annually of DS inspection staff time at a value of \$20,000 - \$36,000 to be applied to other inspection related activities, customer service and assistance. (Efficiency increase in the time it takes to enter inspection results.) Identify related efficiency gains in other aspects of the organization (e.g. administrative activities, general support functions) MW will result in a reduction in inspection results scanned by support staff: Projected increase in capacity of 1,000 hours annually of administrative time for a savings of \$43,000 that can be applied to other inner office needs, support functions, customer service, and inspection services support. Provide access to static inspection related information while in the field (e.g. codes, inspection records, project records, GPS mapping, etc.) Reduction in calls to and from the field between field staff and admin: Projected increase in capacity of 400 hours annually of administrative time at a dollar value of \$17,000 to be applied to other administrative inspection support functions and customer assistance. Reduce paper usage: Projected decrease of 137,000 printed sheets of paper/year at a savings of ink and paper of \$5,300. (Inspection requests: 55,000 pages @ \$400, Carbonless Copy Inspection Notices: 82,000 pages @ \$4,300, Ink: 6 Cartridges @ \$600) Mobile device and smart phone will serve as field device and office device where appropriate maintaining and in some cases reducing overall hardware and IT costs. Create a forward looking platform and employee skill set that is conducive to future enhancements resulting from technology advancements (e.g. timekeeping, performance measure workload data gathering, communications, language translation, mobile apps, etc.) Access to electronic codes and amendments in field will lead to improved consistency with the User Groups Reduced reliance on code books and documents in the field. MW will provide the tools to quickly search electronic formats for use by staff and customers. Fewer paper code books in field and in office translates to a significant reduction in paper consumption, less money spent on book purchases and less space required in office for document storage.

Effectiveness Objectives:

Address customer need for quicker two-way access to inspection staff (email access, inspection results access; ability to share info & links to local, state, national codes & information, MyBuildingPermit.com, etc. Improve consistency of service delivery & customer experience; responsive & accessible (permit holders, citizens, etc.) Legible correction notices with typing or writing to text conversion on notices (clearer communication) Improve accuracy in reporting of regulatory requirements (e.g. improved customer access to inspection results, notices and related codes, standards, & guidelines) Value added User Group tool (System and hardware serve the business need and are user friendly)

Technology platform for future enhancements and efficiency gains:

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Keeping field staff current with technology advances and our customer's technology skills. Mobility and access anytime and anywhere is the way our customers (internal & external) and the business environment is evolving. Office space savings: Fewer books & less hardware, sets the stage for the option of remote offices (deploy from home), means less floor space devoted to staff who may only be in office a short period of time. Smaller office space: A projected savings of \$350/year/field inspector in DS lease space for a total savings at current staffing levels of \$9,500/year and an increase in inspection staff office area capacity of 28%. Opens the door for the potential use of language translation applications Opens the door for video based educational mini PSA type customer focused presentations

Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Target</u>	<u>2015</u> <u>Target</u>	<u>2016</u> <u>Target</u>
110.0031	Mobile workforce scanning resource reduction	100%	100%	100%	100%	100%	58%	20%
110.0032	Mobile workforce results posted vs. IVR results posted	N/A	N/A	N/A	N/A	15	15	15

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

The total project cost is \$514,123. This total includes a \$127,200 contingency fund (approx. 25%). This total also includes \$100,000 previously allocated under P21 Phase 3 for a total in new costs of \$414,123. The annual ongoing Costs are \$185,426. This budget includes 0.30 FTE for an IT Systems Analyst 2 or the equivalent in professional services as part of the project costs in 2015 and annual ongoing costs in 2016.

City Council has adopted a cost recovery policy for Development Services that captures development related services at 100% cost recovery from fees while other services such as public information and code enforcement are supported by the General Fund.

5B: Are one-time expenditures included in this proposal?

Software and Hardware \$310,000.

5C: Are dedicated revenues included in this proposal?

Development Services reserves will fund 2015 implementation costs and in 2016, ongoing costs (\$171,290) for Building, Fire, Transportation and Utilities will be funded through reserves, fee rate increases or a combination of both. The Code Enforcement portion of 2016 ongoing costs (\$14,136) are general funded per the City Council cost recovery policy for Development Services.

5D: Are changes to the existing service levels included in this proposal?

None

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	0.00	0.00	Expenditures	514,123	171,290
LTE	0.00	0.00	Personnel	0	0
Total Count	0.00	0.00	Supporting Revenue	514,123	171,290
			Rev-Exp Balance	0	0

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Section 1: Proposal Descriptors

Proposal Title:	Comprehensive & Strategic Planning Core Services	
Proposal Number:	115.01NA	Outcome: Responsive Government
Parent Proposal:		Primary Dept: Planning & Community Developmt
Dependent Proposal:		Proposal Type: Existing
Previous Proposal:	115.01NA	Budget Status: Recommended
Attachments:	0	Primary Staff: Paul Inghram

Section 2: Executive Summary

This proposal provides the City's foundational planning and public engagement necessary to establish land use regulations, adopt city policy and to comply with the state Growth Management Act. This proposal allows the City to listen to the community and update City policy, plans and regulations in response to the community's changing needs, using an open public process. This proposal maintains the Comprehensive Plan, responds to public requests for amendments, and supports the actions of the Planning Commission. This allows the City to use a predictable, legal process that engages the community to develop and advance the over-arching policy framework that guide's the City's growth and development and to adopt corresponding zoning and land use regulations.

Section 3: Responsiveness to Request For Results

This proposal provides the core staffing and functions that are essential for the City to be able to conduct the basic and required planning and public engagement activities necessary to maintain the Comprehensive Plan and the community's adopted Vision, have an appropriate public process for periodic policy and code amendments and to comply with state law. These include:

- 1) maintaining the Comprehensive Plan, the city's foundational policy document, consistent with public input and with state law, regional policy, and City Council direction. This includes processing public requests for plan amendments and regular City-initiated updates as warranted by specific issues;
- 2) responding to public requests for planning, policy and development information and assistance, including being a resource to the development community and responding to requests for population, employment and demographic information;
- 3) staffing the City's Planning Commission in its advisory role to City Council, including the Commission's role as one of the City's primary opportunities for the public to engage in policy issues; the City conducts about two Planning Commission meetings every month;
- 4) coordinating with other departments, outside agencies and developers to work toward the Community Vision;
- 5) monitoring the City's progress toward meeting it's housing goals for development of affordable housing opportunities;
- 6) representing the city's views and interests in regional planning and decision-making – staff serve on multiple technical committees and support City Council members on standing regional committees;
- 7) maintaining current population and employment forecasts and analyses of demographic and economic information that support City operations;

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8) supporting other departments (e.g. City Manager, City Council, DSD) in analyzing existing plans and policies relative to state, federal and regional issues and legislation;

9) engaging in and serving in leadership roles on citywide initiatives (e.g. One City, Budget One); and

10) giving presentations to City Council, staff, commissions, neighborhood, business, and social service organizations, and educational institutions on Bellevue's plan, Vision and changing demographics and economic trends.

Under the Growth Management Act (GMA – RCW 36.70A) Bellevue (and most cities) are required to adopt and maintain a comprehensive plan that coordinates planning for land use, transportation, housing, infrastructure, and other elements to accommodate projected growth for the next 20 years. In order to maintain the relevance and effectiveness of those plans, the GMA also requires that cities' plans be consistent with county and regional growth plans and policies, be updated on a regular basis, and provide for citizen requests to amend the plan. State law requires regular monitoring of development activity to ensure adequate capacity for projected growth.

State law enables creation of a planning commission (RCW 35.63) and City Code (BCC 3.64) mandates specific duties for it. Under city code, the Planning Commission is required to review and recommend actions relating to the adoption or amendment of the Comprehensive Plan as well as land use ordinances and regulations. If the Comprehensive Plan is found to be out of compliance with GMA requirements, Bellevue would lose eligibility for some state funding grants and low-interest loans from the Public Works Trust Fund (this could affect transportation, utilities and parks projects that rely on these sources for funding).

This core service is proposed to maintain levels that experienced mid-bi budget reductions in 2012 and is the minimum level necessary to carry out what is a citywide function. A lower level would jeopardize the ability to respond to public and Council requests for amendments, information and assistance, to support the Planning Commission and its role as a conduit of public engagement, and to represent and protect the City's interests at the local, regional, state and federal levels.

PRIMARY OUTCOME: RESPONSIVE GOVERNMENT

The most pertinent factor for this proposal is STRATEGIC LEADERSHIP because the adopted Community Vision is embodied in the Comprehensive Plan and this proposal is about ensuring its realization. The activities of this proposal support strategic actions by the City Council and other departments relying on informed decisions, investment choices, and resource allocations for the short and long term by anticipating where growth can most efficiently be accommodated, directing appropriate levels of investments and resources to those areas, and tracking how effective those decisions are. The inter-jurisdictional nature of this proposal also fosters collaborative partnerships across jurisdictions and coordination opportunities that improve service delivery and/or reduces cost by influencing federal, state and regional investments that leverage local benefits.

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CUSTOMER-FOCUSED SERVICE is addressed through the inherent nature of the planning processes contained in this proposal. This proposal supports an open, transparent public process because of the importance of involving the community in decisions that could affect them. One of the core functions contained in this proposal is staffing the Planning Commission, whose key role is to engage the public on policy issues involving the City's future and represent the perspective of multiple community interests. The process engages the community in decision-making through mailers, website information, community meetings, Planning Commission and City Council meetings and public hearings.

STEWARDS OF THE PUBLIC TRUST is encompassed in this proposal because the Comprehensive Plan and these core activities that support it are predicated on making conscious choices about the trade-offs between actions to achieve the community's desired Vision and available funding. Other than the budget, the Comprehensive Plan is the only City document that requires a level of coordination and collaboration of virtually every City department. The very nature of the Comprehensive Plan is to capture the "big picture" of how the City wants to grow and the most efficient way of making that happen. It allows the City to make the most cost effective choices that lead to its desired long-term outcomes in a coordinated manner.

SECONDARY OUTCOME: INNOVATIVE, VIBRANT AND CARING COMMUNITY

Planning Commission meetings and public meetings for planning projects provide a key opportunity for citizens to be engaged in decisions that affect the future of the City, consistent with CITIZEN INVOLVEMENT and OPPORTUNITIES FOR CITIZEN INTERACTION. The Comprehensive Plan includes policies that support basic services, relationships with other agencies, cultural programs and the city's diversity as called for in SUPPORT SERVICES. The proposal also supports developing and implementing policies about the BUILT ENVIRONMENT that address future growth and development, demographics, the location of development, creating a sense of place, and maximizing our investments in the community, especially physical improvements to the urban and natural environment.

SECONDARY OUTCOME: ECONOMIC GROWTH & COMPETITIVENESS

The LAND, INFRASTRUCTURE AND PLANNING purchasing strategy states that it is seeking proposals that "advance long-range economic growth strategies and plans that achieve the City's vision for the future as articulated in the Comprehensive Plan." This proposal directly responds to that request as well as the COSTS & CAPITAL and CITY BRAND purchasing strategies. The efforts of this proposal maintain regional relationships and involvement in regional planning, which puts Bellevue in position to receive federal and regional funding. The Comprehensive Plan is also the place where various departments' capital planning initiatives come together in the Capital Facilities Element. And, ultimately, successful planning involves the community, businesses, developers and other stakeholders working together to help make Bellevue a great community that enhances both the quality of life for its citizens and the return on investment for its businesses.

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SECONDARY OUTCOME: QUALITY NEIGHBORHOODS

SENSE OF NEIGHBORHOOD IDENTITY is addressed through having an established process that allows the public to be engaged in setting the City's long-range plans to guide growth and change to their neighborhoods (the Comprehensive Plan includes fourteen neighborhood area plans).

CITYWIDE PURCHASING STRATEGIES

The Comprehensive Plan is the only City document other than the budget that spans virtually every City department. The very nature of the Comprehensive Plan is to capture the "big picture" of how the City wants to grow, how to plan for capital facilities and City services that serve the City's future needs. The Transportation, Park and Community Services, and Utilities departments are directly involved in updates to the Comprehensive Plan ensuring coordinated, efficient provision of City investments.

Planning Commission meetings are one of the City's primary opportunities for the public to engage with the City government on major policy decisions. State law requires a Planning Commission, but if it were possible to not have Planning Commission meetings, the City would need to conduct a range of other, potentially more costly, public outreach meetings or a greater burden of public meetings would fall on the City Council. Similarly, the data developed for this proposal, such as collecting Census data, population and employment growth forecasts, and other key data about Bellevue is used for a wide range of City projects and informs planning for Transportation, Utilities and other projects. Without that data and analyses from PCD, projects would develop growth projections, land use forecasts or other analyses separately in a less efficient, uncoordinated and more costly manner.

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Section 4: Performance Measures and Targets

<u>Code</u>	<u>Performance Measure</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>	<u>2016 Target</u>
115.0001	Percent of residents who agree or strongly agree that Bellevue is doing a good job planning for growth in ways that will add value to residents' quality of life	85%	76%	83%	76%	75%	75%	75%
115.0002	Number of Planning Commission meetings held	20	15	19	19	18	20	20
115.0065	Percent of residents who agree that the City is doing a good job of looking ahead and seeking innovative solutions to regional and local challenges.	82%	76%	80%	78%	75%	75%	75%
115.0066	Percent of residents who agree that the City promotes a community that encourages citizen engagement.	85%	83%	79%	80%	80%	85%	85%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

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5B: Are one-time expenditures included in this proposal?

None

5C: Are dedicated revenues included in this proposal?

5D: Are changes to the existing service levels included in this proposal?

None

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	3.00	3.00	Expenditures	41,570	44,833
LTE	0.00	0.00	Personnel	400,461	414,199
Total Count	3.00	3.00	Supporting Revenue	0	0
			Rev-Exp Balance	-442,031	-459,032

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Section 1: Proposal Descriptors

Proposal Title:	One City	Outcome:	Responsive Government
Proposal Number:	150.02NA	Primary Dept:	Miscellaneous Non-Departmental
Parent Proposal:		Proposal Type:	Existing
Dependent Proposal:		Budget Status:	Recommended
Previous Proposal:	150.02NA	Primary Staff:	Ann McCreery x6837
Attachments:	0		

Section 2: Executive Summary

This proposal supports the work of One City, established in 2007, restructured in 2009, and continuing to the present time. With the goal of supporting our journey to becoming a high-performance organization, One City teams work closely with the City Manager's Office (CMO), the Leadership Team (LT), and the departments to support and sustain culture change in the City. Our high performance journey encourages a culture of shared leadership and decision making, collaboration, employee engagement and empowerment, transparent and effective communication, innovation, and maintaining both a long- and short-term vision. Our major focus is on developing a workforce that is prepared and empowered to deliver the best possible outcomes for Bellevue's citizens and other stakeholders.

Section 3: Responsiveness to Request For Results

Overview. One City is an organization-wide change effort that includes shared leadership and decision making by employees who are closest to, and most knowledgeable about, the work. We encourage employee empowerment and engagement, transparent communication and all-way feedback at all levels of the organization to encourage innovative solutions that benefit our citizens and stakeholders. The work is championed by the City Manager and coordinated by the Core Team working closely with the LT. One City draws its workforce from all departments, which contribute employee time and effort to the Core Team and three sub-teams, including (1) Education, with a focus on developing goals, objectives, and curriculum for Foundations of One City training, and coordination with external groups such as Bellevue College; (2) Outreach, with a focus on disseminating information about One City, communicating the work and initiatives of the Core and sub-teams, reinforcing learning and culture change, recognition of employee actions and contributions, and reporting on outcomes; and (3) Assessment and Improvement, with a focus on measuring internal change, building the One City on line knowledge center, and delivering training and facilitation for management-based tools such as process improvement. Since 2009 the organization development specialist in the CMO has coordinated and supported this work. One City team members also serve on joint and ad hoc task forces in the city and support their departments' One City teams.

Outcomes. One City has seen a number of successful outcomes since 2009, including:

Quarterly meetings with the LT to plan, coordinate, evaluate, and improve their shared work; Stabilization of the One City team structure; Significant advances in high performance factors in most of the departments, as measured by the Employee Survey; The development of a Bellevue-specific Foundations curriculum and training of 175 managers and employees throughout the organization in 2013-14 that focuses on how employees can interact to promote a high-performance organization; The Foundations staff curriculum was pilot-tested successfully in 2014 and plans are underway to roll it out to all employees during 2014-15; Development of strategies that sustain areas where we do well and support continuous improvement in areas such as communication and feedback, valuing employees, understanding and managing favoritism, leadership decision making and visibility, and sharing leadership; Training of over 400 employees in process improvement, both from the standpoint of facilitating projects, and the use of tools to implement improvement projects in the departments; Updating of the One City SharePoint site and creation of a knowledge center for process improvement and other areas promoted by One City that is accessible to all employees; Efforts designed to support the awareness and knowledge created by training and extend the culture of high performance further

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into the city, such as outreach stories, videos, and examples on InsideVue, presentations and discussions to the Large Management Team and other venues, and a quarterly forum for employees who have been through the training and wish to continue their education and practical discussions about how to apply the principles; By focusing on shared leadership and creating more efficient and effective processes, One City has supported teams, departments, and employees throughout the organization to manage the effects of loss of resources in previous years and the need to “do more with less;” In collaboration with the LT, One City has created an internal strategic plan that will be rolled out in 2014 and applied in 2015-16; Conducted a best practices study of what departments are doing to adopt the high performance culture; incorporated into training and disseminated to employees seeking to adopt best practices; Throughout the past year of uncertainty related to change in City Management and administration, One City has maintained and expanded its work in training and raising awareness, continued effectiveness and efficiency, and focused on ways to ensure that One City reaches out to all city employees. 2015-16 Plans. The city and its environment anticipate continuing change in coming years. One City is about helping to create a nimble and adaptive organization that can respond to unanticipated consequences. The energy devoted to this process must be continually recharged in order to sustain it and produce a positive, cumulative effect on organization performance. Major focus areas planned for 2015-16 include::

1. Implement the regularly updated work plans to ensure continuation of previous successes; (Work plans are posted online on the One City SharePoint site and are available on request.)
2. Ensure there are links between the internal One City efforts and the needs of citizens, as measured and addressed by the performance measures and Citizen and Budget Surveys;
3. Continued support to city-wide Foundations training and follow up on high performance, as well as process improvement linked to performance management;
4. Continue support to implement the One City Goal, designed to support the city’s Mission, Vision, Core Values, and Leadership Philosophy; (The revised One City Goal is posted on our SharePoint site or available on request.)
5. Support strategies to address communication and other areas measured by the Employee Survey. While many areas show significant improvement, all require attention to sustain the level of improvement and others continue to require proactive attention and assessment of progress;
6. Support strategies to align the city’s systems and functions to support the goals and objectives of One City. These may include alignment of leadership and structure, communication, results measurement, organization performance management, team dynamics and synergy, consistency of actions and messages throughout the organization, reward and recognition systems, and links to other training and development efforts;
7. In 2014 One City is exploring a partnership with the newly-formed Diversity Initiative in the city, and this will continue in 2015-16. The natural synergy between these two groups can be tapped to help increase training and awareness of cultural competence as part of One City training and other strategies intended to contribute to changing the culture of the city.

Budget Request. Sponsored by the CMO, the One City budget has historically been supported by MND. One City does not request discrete FTE, but instead draws its workforce from all departments, which contribute employee time and effort to the teams and implement the work. The budget is requested to support training in process improvement, Foundations of One City (i.e., high performance principles and practices), and other areas that support the city’s Mission, Vision, Core values, and Leadership Philosophy. The budget also supports continued measurement of internal change through the Employee Survey. In 2015-16, the budget will further support strategies to push the effort to all segments of the organization, reinforce learning, and recognize and share One City successes in the departments.

Purchasing Strategies. Because it is a city-wide effort that involves all departments and touches on many outcomes, One City addresses a wide array of purchasing strategies. However, its major focus is on Responsive Government, with an emphasis on strategic leadership, an engaged and empowered work force, customer focused service, and stewardship of the public trust.

Strategic Leadership

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One City is about furthering the city's internal strategic vision and preparing the organization to be nimble and adaptive to changing internal and external environments. One City is designed to encourage strategic leadership at all levels, and operate as a collaborative model of employee development. The Core Team consists of one representative from each department who help to prioritize, design, and coordinate One City's work, and attend the sub-team meetings to participate in implementation. They share their departments' perspectives in a way that makes the One City effort more than the sum of its parts, that is, a design for the whole city. They help to communicate the One City efforts to their departments, educate and support them in learning about high performance organizations, and rolling out information such as Foundations training and the Employee Survey. Many of the members of the Core Team have moved on to become "investors" and continued supporters, passing their team assignments to different employees who bring new skills and interests to this initiative, helping to refresh the effort and be innovative and creative in their strategies. Sub-teams have expanded their scope to the departments and increased the number of participants in an effort to include employees with a broad variety of knowledge and skills. The Core Team now meets with the LT, LMT, and the Employee Committee with the goals of collaborating on strategy, direction, and making our joint efforts as focused and efficient as possible. One City forms strategic partnerships internally with groups such as the Chief of Communication and PIOs, Diversity and other initiatives, and in the departments' One City teams. It draws its work force from department volunteers with expertise in the areas needed to do its work and effect change. These include representatives to the Core Team and all sub-teams, trainers, communication, performance measurement, and process improvement experts. One City supports strategic planning by working jointly with the Leadership Team to pull together all the factors that contribute to our internal organizational strategic plan. High Performance Workforce

One City's major goal is to support the achievement of the city's Mission and Vision through the development of awareness about what high performance is through training, knowledge, support and consultation in the departments, and in 2015-16, taking action to ensure that high performance is reinforced and practiced throughout the city. By the end of 2014, 80% of managers and staff will have been trained in HPO, and we will turn our attention to training the remaining 20% of employees, establishing regular follow-up for new employees, creating an advanced curriculum, as well as follow up and reinforcement. As a result of One City efforts throughout the city, all performance measures in the Employee Survey that address the high performance workforce have risen significantly since 2008 city-wide. To help ensure the delivery of high-quality, efficient, and effective service, One City trains, facilitates, and supports employee understanding and actions that can achieve this in an innovative way. Continuous process improvement is an approach that prepares employees to implement the general purchasing strategies of eliminating lower-valued activities, right-sizing services, leveraging collaboration, being innovative and creative, eliminating duplicative services, and ensuring sound management of resources and business practices. Trained over 400 managers, project teams, and facilitators in process improvement and followed up by improving its web site that captures projects, resources, materials, and other support. One City's trained facilitators are available across departments at their request, and have completed or engaged in hundreds of projects over the past 24 months. The average responses of employees to survey questions about frequency of participation in ways to improve efficiency, effectiveness, and incorporate citizen preferences show a steady increase since 2008. One City revamped the Employee Survey in 2010 to collect and report its results by section of the Leadership Philosophy, and continues to lead this process. In 2014, One City conducted a short, interim survey to check on progress on leadership, management, and communication, as well as factors that contribute to employee favoritism, and the belief that they are valued by the city. These items were selected based on a low average rating across the city, and high importance to employees. While most of the items improved or stayed the same in 2014, a few of them declined. We will continue our collaborative efforts with the LT and departments to bring these factors into line with our targets and benchmarks. Customer Focused Service

All of the One City efforts are focused on outcomes of excellent customer service. It is an essential element in all of the One City training, including Foundations and Process Improvement, and is a focus of discussion and motivation for everything we do. We link our work to the needs and requirements of both internal and external

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customers. To promote the new City Manager and the continuation of One City, we are planning an all-hands meeting for the fall of 2014 and expect to follow this up by continuing to coordinate annual all-city conferences with a focus on disseminating best practices in high performance and what we are doing at the city to improve customer services in 2015 and 2016. The purpose is to ensure that all internal customers are knowledgeable and linked to One City as we go forward. Stewardship of the Public Trust

One City Efforts in process improvement are designed to teach and promote sound business practices and processes, evaluate value to the customer, and are linked to performance management. High performance is similarly focused on achieving strategic goals and objectives of importance to the city, meeting the needs of external customers, and the measurement of everything we do to ensure that we are providing the best value for the customer. All of our measures are compared with national benchmarks.

Section 4: Performance Measures and Targets

Code	Performance Measure	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
		Actual	Actual	Actual	Actual	Target	Target	Target
040.0009	Employee satisfaction with Bellevue as a place to work (Employee City-wide Survey)	N/A	N/A	4.01	4.1	3.3	3.3	3.3
040.0107	Percent of managers trained in Foundations of One City principles and tools	N/A	N/A	N/A	74%	90%	90%	90%
040.0108	Percent of non-management employees trained in Foundations of One City principles and tools.	N/A	N/A	N/A	4%	90%	90%	90%
040.0109	Percent of employees who agree/strongly agree they are engaged in their work	N/A	N/A	N/A	66%	65%	65%	65%

Section 5: Requested Funding

5A: Are any new costs other than inflation included in this proposal?

The costs are equivalent to what was requested in past budget processes.

5B: Are one-time expenditures included in this proposal?

NA

5C: Are dedicated revenues included in this proposal?

NA

5D: Are changes to the existing service levels included in this proposal?

NA

5E: Budget Summary

<u>FTE/LTE</u>	<u>2015</u>	<u>2016</u>	<u>Operating</u>	<u>2015</u>	<u>2016</u>
FTE	0.00	0.00	Expenditures	30,000	30,000
LTE	0.00	0.00	Personnel	0	0
Total Count	0.00	0.00	Supporting Revenue	0	0
			Rev-Exp Balance	-30,000	-30,000