



CITY OF BELLEVUE

2017–2018 BUDGET
2017–2023 CAPITAL INVESTMENT PROGRAM PLAN

COUNCIL ACTION: DECEMBER 2016
PUBLISH DATE: APRIL 2017





For complete Budget Summary information: www.bellevuewa.gov



City of Bellevue, Washington

Acknowledgements

2017-2018 Adopted Biennial Budget

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Police Department
Transportation Department
Utilities Department

*New Councilmember appointed March 20th 2017, sworn in April 3rd 2017
**Resigned and appointed to State House of Representatives January 2017



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Bellevue
Washington**

For the Biennium Beginning

January 1, 2015

A handwritten signature in cursive script, reading "Jeffrey R. Emery".

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of Bellevue, Washington for its biennial budget for the fiscal biennium beginning January 1, 2015.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communication device.

This award is valid for a period of two years only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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April 25, 2017

The Honorable John Stokes
Members of the City Council
Residents and Stakeholders of the City of Bellevue

Dear Mayor Stokes, City Councilmembers, Residents and Stakeholders of Bellevue,

Attached is the Adopted Budget, which includes the **2017-2018** Operating Budget and the **2017-2023** Capital Investment Program (CIP). The budget is balanced and maintains current city services without raising property taxes. It also provides service enhancements to address City Council priorities and reflects the community's vision for Bellevue. The community was involved in the budget process through surveys such as biennial budget, annual performance and business surveys, public meetings and direct communications. Through resident and stakeholder engagement combined with Council's thoughtful direction, this budget is reflective of prudent fiscal planning as our city prepares for challenges in coming years.

The overall 2017-2018 biennial budget totals \$1.5 billion, which includes \$1 billion in total operating budget expenditures, \$65 million in special purpose expenditures, and \$412 million for the 2017-2018 portion of the General and Utilities CIP.

On the operating side, the Adopted Budget grows the city's reserves in order to position the city for the challenges of delivering high-quality municipal services during unprecedented growth, the increasing urbanization of Bellevue. The CIP continues existing programs, includes funding for discrete Council priority projects, and prepares the city in the event that additional resources are secured for transportation infrastructure.

Some highlights from the 2017-2018 budget include:

- Assumes tax rates at current levels, without any increase;
- Continues to fund the Council 2016-2017 priorities, including increased funding for economic development, smart cities, Eastside Rail Corridor and early implementation of the Grand Connection; and completes Phase I of Meydenbauer Park and Downtown Park Circle;
- Additional funding towards community investments in Eastside Pathways and for a Multi-Cultural Feasibility Study, and a new affordable housing contingency held until further direction by Council;
- Meets many of the city's infrastructure priorities, including maintaining existing infrastructure, parks levy projects, transportation and mobility improvements, and neighborhood programs;
- Grows the city's reserves by 1.5% to better position the City for anticipated shortfalls in the Operating Budget in the mid-term and to protect the city in the case of an economic downturn; and
- Adjusts Development Services rates to account for inflation, and increases Utility rates by 4% to address aging infrastructure, wholesale costs and implementation of automated meter reading.

Long Range Financial Planning Efforts

The Adopted Budget reflects the long range financial planning effort that began in 2016. The City Council took considerable time and effort in 2016 to review the fiscal condition of the general CIP. As a result of that work and an assessment of the infrastructure needs that are required to maintain Bellevue's quality of life, Council acted to place voters two measures on the November ballot. As passed by voters in November, the measures will address some of the infrastructure backlog that the city faces. In addition, the City Council has directed staff to continue to pursue a Transportation Infrastructure and Financing Innovation Act (TIFIA) loan from the federal government. If secured, the loan will assist with the creation of the BedRed Street Network – a total of 12 multimodal roadways planned to support the new BelRed neighborhood.

While we expect to review the long range financial outlook for the Operating Budget in greater depth next year, the Adopted Budget grows our reserves in order to allow for flexibility in responding to our mid-range forecast. The principle drivers influencing this forecast are:

- population, employment and economic growth, which will require more complex and urban services;
- depletion of the Law Enforcement Officers and Fire Fighters Plan 1 (LEOFF 1) Medical Reserve by 2019. When the fund is exhausted the city will begin to "pay as you go" at an estimated annual cost of \$2,300,000; and
- expiration of the annexation sales tax credit in 2022, reducing revenues to the city's General Fund by \$1,000,000 annually.

Our current forecasts show General Fund expenditures exceeding revenues by 2020. The Adopted Budget ensures that we have adequate time to identify the right set of strategies to address this forecast, and I look forward to working with you next year on that challenge.

Conclusion

The city's combined budget is an important document, where the community's vision and needs are translated into the resources, personnel and projects needed to support those efforts. This Adopted Budget presents a strong operational plan to support the services of the city and a capital program that responds to the most urgent needs. The budget I present to you underscores the city's commitment to strategic fiscal stewardship and innovation.

This Adopted Budget is reflective of our hard-working, dedicated employees who are committed to delivering on Bellevue's reputation as "the city where you want to be." I want to thank members of the Results Teams, the staff of the Budget Office, the members of my office, the Leadership Team, department fiscal managers and all other employees who contributed to the success of the 2017-2018 Budget One process. As a community, we are working together to ensure Bellevue is ready for the future by making fiscal decisions that position us well as our city prospers and grows.

Sincerely,



Brad Miyake
City Manager



CITY OF BELLEVUE 2017–2018 EXECUTIVE SUMMARY

**COUNCIL ACTION: DECEMBER 2016
PUBLISH DATE: APRIL 2017**





INTRODUCTION

The adopted 2017-2018 operating and the 2017-2023 capital investment program (CIP) includes the resources needed to maintain current operations, build new key infrastructure, add carefully targeted investments, and address Council’s two-year priorities. The budget is based on Council’s vision to be “the city where you want to be.”

In the most recent business and resident surveys, Bellevue continues to earn high marks regarding the value of services for tax dollar, the overall quality of life, and the overall quality of services. Bellevue continues to be recognized by many outside organizations. Bellevue is ranked #1 in 2016 for quality of life in the US by Niche, ranked the #3 safest

city in America by Smart Asset, and #4 of the top 10 downtowns by Livability.com, among others.

The city continues to face financial pressures in future years with (1) the continued robust population and employment growth requiring more complex and urban services; (2) the forecasted depletion of the Law Enforcement Officers and Fire Fighters Plan 1 (LEOFF 1) Medical Reserve, necessitating “pay as you go” by 2019 at an estimated annual cost of approximately \$2,300,000; and (3) expiration of the annexation sales tax credit in 2022, reducing revenues to the city’s General Fund by \$1,000,000 annually. The adopted budget builds reserves to help address these future issues.

2017-2018 Budget Highlights

The adopted operating budget provides a blueprint for the continuation of quality city operations for 2017-2018; the city’s capital investment plan sets forth a strategy for ongoing progress in meeting the city’s long-term infrastructure needs. Highlights include:

- Balancing and maintaining current operations
- Projects modest growth in total operating budget of 7.8 percent for the biennium (includes General Fund, utilities funds, and other operating funds)
- Funds Council priorities such as increasing funding for economic development, smart cities, eastside rail corridor and early implementation of the Grand Connection; and completes Phase I of Meydenbauer Park and Downtown Park Circle
- Grows city reserves to help prepare for known future events
- Ensures debt obligations are paid
- Adjusts Development Services rates to account for inflation and staffing costs, and Utility rates by 4 percent in 2017 and 2018 to address aging infrastructure and wholesale costs
- Makes continued progress in meeting infrastructure priorities, including maintaining existing infrastructure, parks levy projects, transportation and mobility improvements, and neighborhood programs



BUDGET SNAPSHOT

- ◆ **2016 Population:** 139,400
- ◆ **2016 Daytime work force:** 150,579
- ◆ **Minority population:** 50 percent
- ◆ **Foreign-born population:** 39 percent
- ◆ **2017-18 total budget:** \$1.513 billion (includes the first two years of the capital plans)
- ◆ **2017-18 total operating budget:** \$1.035 billion
- ◆ **2017-23 total General Capital Investment Plan:** \$485 million
- ◆ **2017-23 total Utilities Capital Investment Plan:** \$221 million
- ◆ **Estimated total FTEs (2018):** 1,342
- ◆ **Local Sales tax rate (2017):** 0.85 percent
- ◆ **Local B&O tax rate (2017):** 0.1496 percent
- ◆ **Property tax rate (2017):**
 - Regular Levy 0.784
 - Natural and Parks 2008 Voted Levy 0.081
 - Fire Facilities 2016 Voted Levy 0.125
 - Transportation 2016 Voted Levy 0.15
 - Total Property Tax Rate (\$/\$1,000 AV) 1.14

HIGH PERFORMANCE CITY

City residents and businesses can assess the effectiveness of city budgets and policies through the results of statistically valid surveys, conducted to ensure that the city hears from a cross-section of its residents.

Survey results show that people who call Bellevue home are very satisfied with the city, their neighborhoods, and delivery of municipal services. The following highlights are provided from the city’s 2016 Performance Survey and 2015 Business Survey. More than 500 households were interviewed in a mixed-mode address-based methodology, via online, landline, or cell phone and more than 900 businesses were interviewed via telephone and the web. The overall results can be projected across the whole city. The surveys, as well as other reports relating to Bellevue’s budget and overall performance, can be found on the city’s website at http://www.bellevuewa.gov/citizen_outreach_performance.htm.

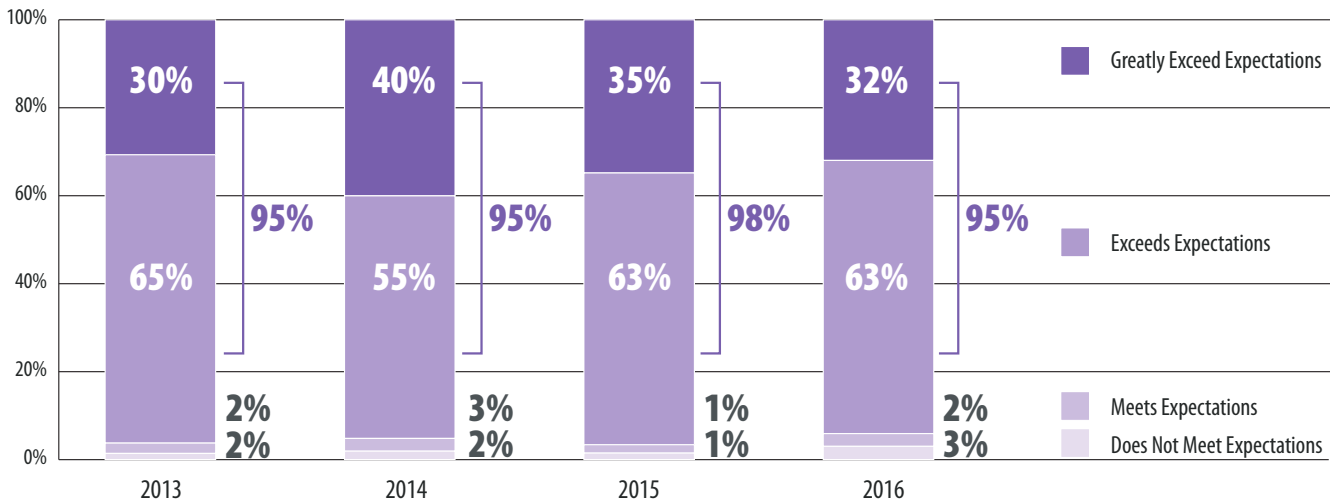
- **Quality of life:** For ninety-five percent of Bellevue residents, their quality of life exceeds their expectations with thirty-two percent saying that the overall quality of life in Bellevue greatly exceeds their expectations, and sixty-three percent saying the quality of life exceeds their expectations.
- **Heading in the right direction:** Seventy-nine percent of Bellevue residents and sixty-nine percent of Bellevue businesses feel the city is headed in the right direction.

- **Great place to live and operate a business:** When asked whether Bellevue is the same as, better, or a worse place, to live than other cities and towns, ninety-two percent of Bellevue residents believe Bellevue is a better or significantly better place to live than other cities and towns. Seventy-four percent of businesses believe Bellevue is a significantly better or somewhat better place to operate a business compared to other cities.

...the strength of Bellevue’s economy is better than that of other cities in the Puget Sound Region

- **Quality of city services:** Ninety-one percent of residents and sixty-six percent of businesses saying the quality of city services exceeds or greatly exceeds their expectations.
- **Bellevue Economy:** At ninety-two percent, nearly all businesses feel that the strength of Bellevue’s economy is better than that of other cities in the Puget Sound Region. Businesses across all sectors, size, and age are in relative agreement with this statement.

**2016 Performance Survey
Overall Quality of Life in Bellevue**



COUNCIL VISION AND STRATEGIC TARGET AREAS

In April 2014, the Bellevue City Council adopted a Vision, Strategic Target Areas, and two-year Council Priorities. In April 2016, Council adopted new priorities for 2016 and 2017 based on the Vision and Strategic Target Areas. The 2017-2018 Adopted Budget makes strong headway into funding and implementing these priorities.

Council Vision
Bellevue 2035 - The City Where You Want to Be
 Bellevue welcomes the world
 Our diversity is our strength
 We embrace the future while respecting our past

The 2017-2018 Adopted Budget continues to fund and implement the two-year priorities. The table below highlights a few of the funded proposals showing relationship to the Strategic Target Areas.

Council Strategic Target Areas:	Examples of Budget Implementation:
 <p>Economic Development BELLEVUE IS KNOWN AS A HUB FOR GLOBAL BUSINESS.</p>	<p>— Economic Development Strategy Implementation</p>
 <p>Transportation and Mobility GETTING INTO, AROUND, AND THROUGH BELLEVUE IS A GIVEN.</p>	<p>— Multiple proposals in the general capital investment program, including capacity projects and congestion relief measures.</p>
 <p>High Quality Built and Natural Environment BELLEVUE HAS IT ALL.</p>	<p>— Meydenbauer Phase I completion — Downtown Park Circle completion — Smart Cities Implementation including Advanced Meter Reading</p>
 <p>Bellevue: Great Places Where You Want to Be BELLEVUE IS THE PLACE TO BE INSPIRED BY CULTURE, ENTERTAINMENT, AND NATURE.</p>	<p>— Grand Connection early implementation — Civic Center Plan — Eastside Rail Corridor</p>
 <p>Regional Leadership and Influence BELLEVUE WILL LEAD, CATALYZE, AND PARTNER WITH OUR NEIGHBORS THROUGHOUT THE REGION.</p>	<p>— Intergovernmental Relations/Regional Issues focused on leveraging partnerships</p>
 <p>Achieving Human Potential BELLEVUE IS A CARING COMMUNITY WHERE ALL RESIDENTS ENJOY A HIGH QUALITY OF LIFE.</p>	<p>— Diversity Initiative implementation — Winter Shelter</p>
 <p>High Performance Government BELLEVUE IS CHARACTERIZED BY HIGH PERFORMANCE GOVERNMENT.</p>	<p>— Hearing accessibility within public meeting areas of the city — Electronic records for emergency medical services</p>

FINANCIAL RISKS ON THE HORIZON

The city continues to plan for the future and embarked on a long range financial planning effort in 2016 that will continue into 2017. The operating forecast beyond the biennium presumes that there are no additional FTEs added and that LTEs expire at the end of their term. In addition, the forecast also includes several known events (LEOFF 1 funding conversion, and elimination of the sales tax annexation credit) that impact operating revenues and expenses.

Principle known drivers in the out year forecast are:

Robust Land Use, Population, and Employment Growth

The city continues to experience growth that over time will require more complex and urbanized services. With the assumption of flat staffing levels in the out-year forecast, it is unlikely that existing staffing will be able to keep pace with additional service needs over time. As the city grows, without an increase in staffing or other measures, the outcome will be a degradation of existing service levels.

LEOFF 1 Medical Reserve

The Law Enforcement Officers and Firefighters Plan 1 (LEOFF 1) medical reserve, which set aside funding to pay for the city's liability, is forecasted to be fully depleted in 2019. The city will begin to pay for its liability as a "pay as you go" option increasing the city's General Fund exposure by an estimated \$2,300,000 annually. This increase is included in the out year General Fund forecast.

Annexation Sales Tax Credit

The annexation sales tax credit, partially offsetting costs to provide services in the 2013 Eastgate Annexation area, will expire in 2022. The result is reduced revenue to the city's General Fund by approximately \$1,000,000 annually.

Affordable Care Act

The "Cadillac Tax" of the Affordable Care Act goes into effect in 2020. Early estimates, as calculated by the city's benefits provider, show potential cost of \$410,000 annually if the city did not take steps to reduce premium rates to below the tax trigger. The current forecast assumes that the city will take proactive actions to eliminate the potential impact.

Additional risks to the out year forecast that require constant monitoring include:

Legislative and Regulatory

As the State of Washington implements the "McCleary" funding for schools, and as King County continues to grapple with a structural deficit in growth in expenditures outstripping revenues, the impact to the city must be watched. The city risks losing state shared revenues and being impacted by downstream effects of reduced services from the County.

Economic Recession

While the economy has maintained growth for several years since the Great Recession ended in 2009, history says that the time between recessions has never been longer than 10 years (Source: National Bureau of Economic Research). Revenue growth may not be sustained and a dip in the economy looms in the future.

Costs of Maintaining and Operating New Infrastructure

While major maintenance and renovation projects are contained within the CIP, minor maintenance is funded with operating funds. The city has a policy that addresses funding for minor maintenance on existing infrastructure. As the city builds new infrastructure, there are limited mechanisms to ensure additional maintenance and operations funding for new facilities. Over time, this places increasing pressure on the operating budget.



ECONOMIC OUTLOOK

Regional Economy:

Washington State and the Puget Sound region continue to outperform the nation, with strong home price growth, job growth, personal income growth and population growth. Personal income in Washington State grew 4.8 percent from 2015 to 2016, and ranked 4th among all states in the nation. (Source: U.S. Bureau of Economic Analysis). Global Insight economists expect the growth to moderate in 2017. Construction growth, which helped strengthen Washington State and the Puget Sound in the past few years, is expected to taper off as the residential and commercial development projects that began a few years ago are slated to finish by 2017. (Source: IHS Global Insight).

Risks

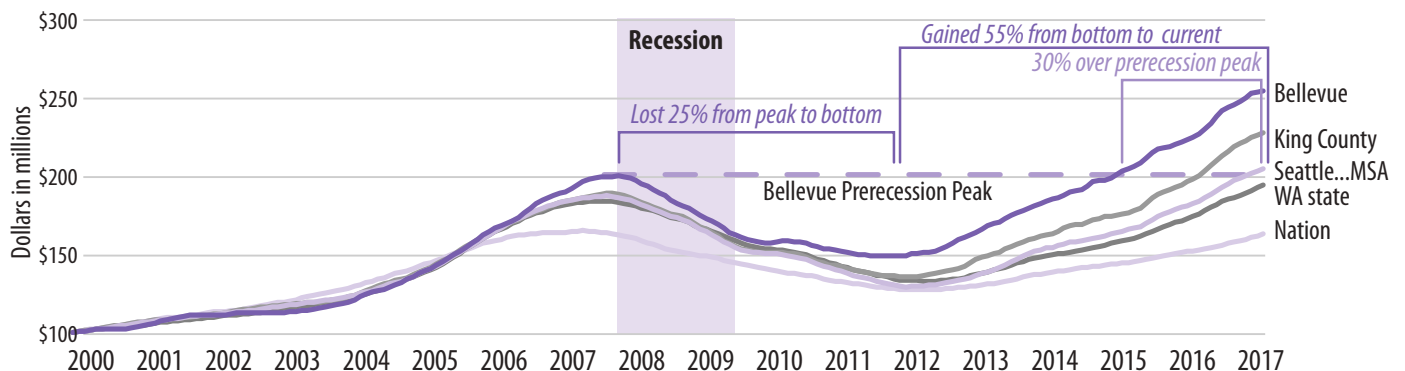
Bellevue is experiencing strong economic growth, yet as always, there are many risks to Bellevue's economy which must be watched, including:

- The financial conditions of other nations may impact Bellevue due to our connection to the global economy. China continues its gradual slowdown.
- Trends in consumer spending with auto sales starting to level out post-recession and the shift to greater online purchases from traditional brick and mortar store fronts may impact sales tax growth for the city.
- The affordability of housing is a challenge to many who desire to move here, which impacts the labor force in various industries.

Bellevue Economic Indicators

- As of 1st quarter 2017, there are 10 major development projects in review, 7 projects under construction, and 6 projects in the pipeline in downtown Bellevue. In the Bel Red District, there are 7 projects in review including two East Link stations, 3 projects under construction including the GIX building, and 2 project in the pipeline including the REI building. (Source: *City of Bellevue 2017 1st Quarter Major Projects List*)
- As of February 2017, Bellevue's unemployment rate is 3 percent, significantly lower than the nation's 4.5 percent and state's 4.9 percent. (Source: *Bureau of Labor Statistics*)
- Bellevue's home price rebounded faster than the rest of the nation and has exceeded its prerecession level by 30 percent as of February 2017. Since the end of the recession, Bellevue's home prices increased 55 percent, more than double the U.S. 24 percent increase. (Source: *Zillow Research*)
- Bellevue's sales tax growth slowed in the fourth quarter of 2016. Comparing to the total sales tax growth of 5.1%, the fourth quarter of 2016 sales tax only grew by 0.2% as compared to the same period in 2015.

Comparison of Median Home Prices • Compound Annual Growth



BUDGET OUTCOMES

The budget is a policy document establishing an operational plan to provide continuing services and to set the strategy for continued progress in meeting the city’s capital investment needs. The 2017-2018 budget adopted by Council totals \$1.513 billion. This biennial budget includes a 2-year appropriation for operations (\$1.035 billion), special purposes (\$65 million) and capital investments (\$413 million). See the table below for definitions and examples of governmental fund types.

The city uses “Budget One” to develop the 2017-2018 budget. Budget One is a process that identifies the community’s priorities (called outcomes), prioritizes services to meet those outcomes, and funds those services with the available monies. Budget One encompasses all funds of the city.

The City Council validated the six outcomes as:

Economic Growth and Competitiveness (EGC) – investments are intended to plan for growth that will add value to the quality of the city and create a competitive business environment.

Healthy and Sustainable Environment (HSE) – focuses on preserving natural spaces and providing a healthy environment and safe and healthy utilities.

Improved Mobility and Connectivity (IMC) – focuses on existing and future infrastructure, traffic flow, built environment and travel options to create a network that connects people to the places they want to go.

Quality Neighborhoods and Innovative, Vibrant, and Caring Community (QN/IVCC) – creates a “sense of community” by maintaining neighborhoods that support families and provides convenient access to day-to-day activities. Promotes community engagement and fosters diversity and creativity in city-provided services.

Responsive Government (RG) – fosters a culture of fiscal stewardship, reflects sound business practices, and ensures efficient deployment of programs that are necessary to deliver services.

Safe Community (SC) – focuses on maintaining a safe place to live, learn, work and play through operations that prepare the community and respond to safety and health needs.

Budget One guiding principles

Foremost among the Council’s long-term budget policies is that quality service programs be offered by the City of Bellevue. Other guiding principles include:

- ◆ A focus on services that deliver outcomes important to the community and that are responsive and accessible to all;
- ◆ Position Bellevue to realize opportunities and enhance the city’s image;
- ◆ An examination of the entire budget, not just incremental changes from the last budget;
- ◆ A commitment to innovation, efficiency, and sound business practice;
- ◆ A focus on citywide, not department, priorities;
- ◆ A long-range strategic approach to an affordable and sustainable budget; and
- ◆ If expenditure reductions are necessary, service elimination is preferable to poor or marginal quality programs.

Definitions and Examples of Governmental Funds

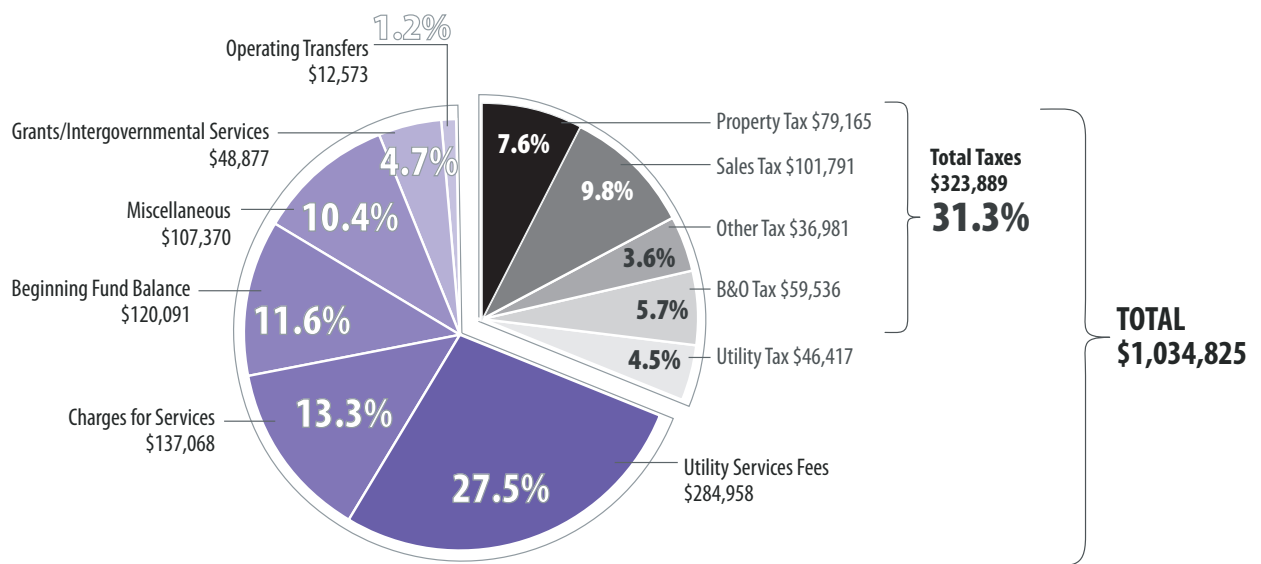
Fund Types	2017-2018 Adopted Appropriation	What does it buy?
Operational Funds (General Fund, utility funds, other enterprise funds, and internal service funds)	\$1,034,825,000	Operating functions such as Police, Fire, Parks, Community Development, Transportation, Development Services/Permitting, Water, Storm and Surface Water, and Wastewater. Administrative operations such as City Council, City Manager, Technology, City Clerk, City Attorney, Finance, Service First Information, Fleet and Facilities.
Special Purpose Funds	\$65,221,000	These needs are funded by restricted money dedicated for a special purpose, such as grants, donations, debt service, firemen’s pension, and housing.
Capital Investment Funds (General and utilities including reserves)	\$412,811,000	Provides for major public facility improvements for items such as park development, transportation roadways, signals, and sidewalks, and water and sewer pipes.

TOTAL OPERATING RESOURCES

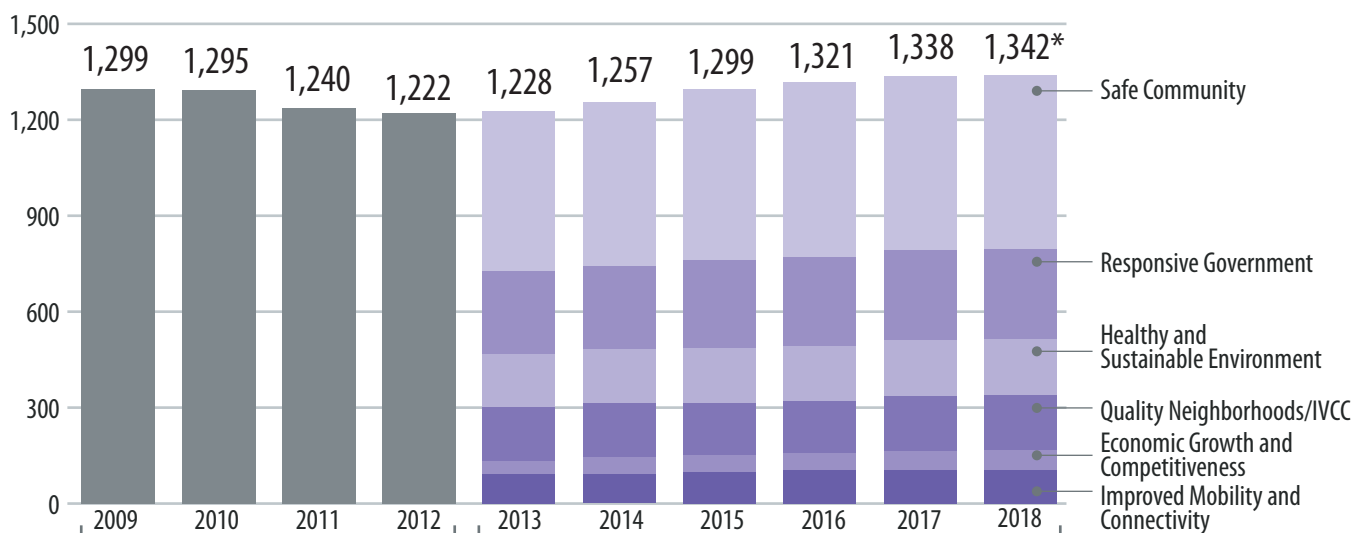
The city's adopted budget is funded through a diverse collection of resources. Many of the resources received are dedicated to a specific purpose and cannot be spent on non-related services or programs. For example, rate revenues received from water service can only be used for that purpose and cannot be used to pay for general services or other types of utility services. Similarly, funding received from Development Services permits can only be used for services related to delivering permits. See the pie chart below for a break-out of operating and budget resources.

The City of Bellevue is a full service city which provides most municipal services directly, including police, fire, transportation, parks, legal, information technology, permitting, finance, facility, human resources, city planning, and utilities. The 2017-2018 adopted budget maintains current operations, proposes new investments in carefully targeted areas and continues to implement the Council's two-year priorities adopted in April 2016. New investments include increased funding for economic development, smart cities, workforce development, and other core services.

2017–2018 Total Operating Resources (\$000)



2009–2018 Total Existing and Adopted FTEs



2009 to 2012 shows total FTEs

2013 to 2018 shows FTE count by Outcome

*2016 to 2018 Change is 20.94 FTE, 8.1 in the General Fund and 12.84 in other funds

GENERAL FUND

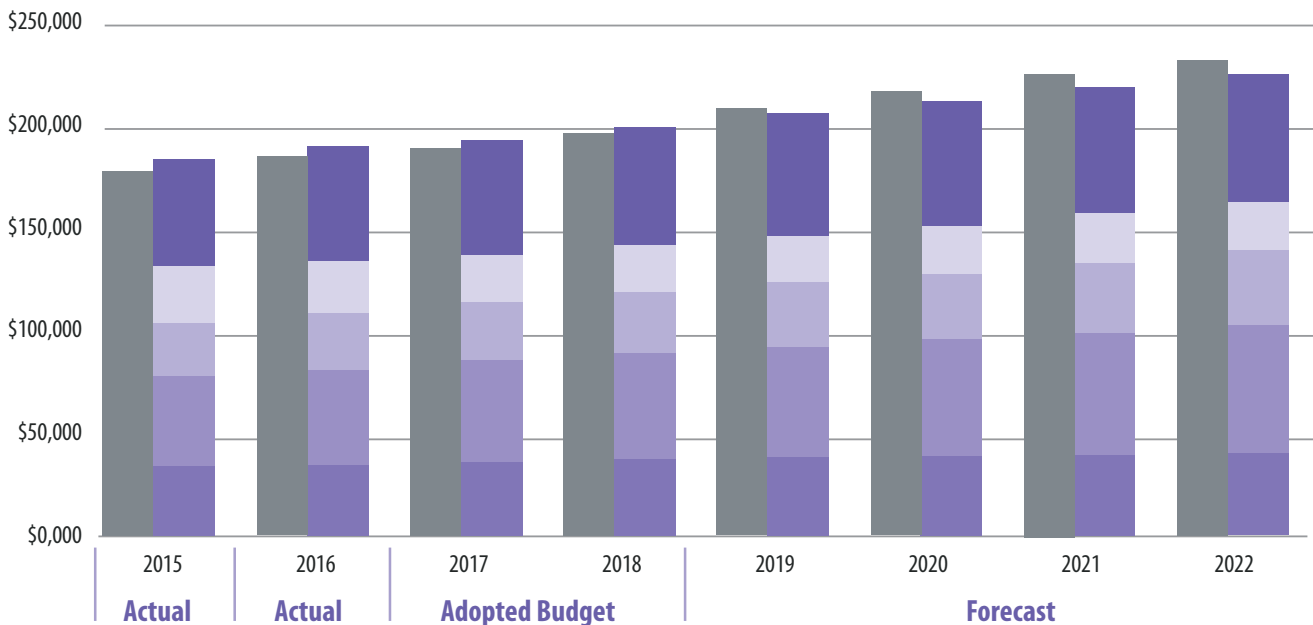
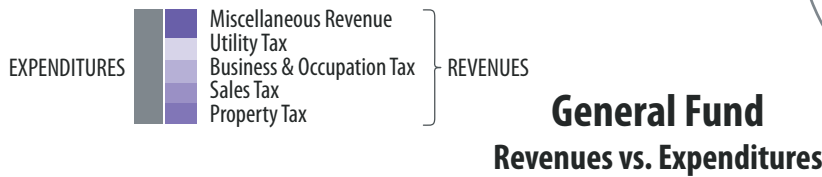
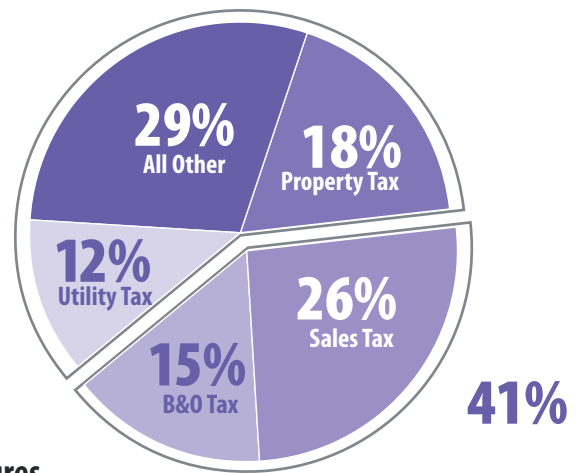
The General Fund adopted budget total appropriation for the 2017-2018 biennium is \$429 million. The General Fund supports the majority of city operations including Police, Fire, Transportation, Parks and Community Services, Planning and Community Development, and various administrative functions such as City Council, City Manager, City Clerk, City Attorney, and Finance. The General Fund also provides resource support to other funds including Utilities, Development Services, Information Technology, and Civic Services (Fleet/Facilities).

The General Fund is funded through a combination of general taxes, utility taxes, intergovernmental charges, charges for services, and other revenue. This budget includes no councilmanic tax increase. The combination of sales and business and occupation tax (B&O) combined accounts for 41 percent of the General Fund, up by 2.0 percent from 2015-2016. Sales tax and B&O tax are the city's most volatile revenue streams and heavily react to changes in the economy. The increase in the percentage over 2015-2016 is primarily due to the decreased reliance on utility taxes. Utility taxes remained level in aggregate for the past several years, and the city is forecasting a continuation of this trend. Cellular and telephone taxes continue to

decline, whereas other utility taxes are increasing. The shift to place greater reliance on sales tax and B&O is an area that requires regular review to ensure that the city is fiscally prepared for an economic downturn.

As noted in the bar chart below, the General Fund forecast anticipates revenues to exceed expenditures in the near term (years 2017 and 2018). The revenue forecast assumes no changes in rates for major tax components such as sales tax, business and occupation tax, property tax, or utility taxes. The expenditure forecast assumes no additions or reductions in workforce, and does not restore previous reductions. As noted in the *Financial Risks* section, it does include impact from the conversion of LEOFF 1 and the sales tax annexation credit. The adopted budget builds reserves to help address these future issues.

Adopted Budget General Fund Revenue



GENERAL CAPITAL INVESTMENT PROGRAM (CIP)

(Full 7 year Program)

The 2017-2023 Adopted General Capital Investment Program (CIP) prepares and serves as a catalyst for future development within a constrained budget.

The Adopted 2017-2023 totals \$485 million. The CIP plan accomplishes the following:

- Advances the Council Priorities and adds new discrete project funding. Examples include early implementation of the Grand Connection, completing the Downtown Park and Phase I of Meydenbauer Bay Park.
- Ensures debt obligations are met, and prepares the city for a Transportation Infrastructure Financing and Innovation Act (TIFIA) loan.
- Maintains existing infrastructure in alignment with Council policy, and increases the Overlay program starting in 2022 by \$1 million annually to address needed residential work.
- Fulfills general government capital responsibilities including developing a long range property and facilities plan to leverage the city's investment in property to meet the community's need in a comprehensive and integrated way.
- Provides for transportation and mobility improvements.
- Keeps the Parks Levy commitment and provides other quality of life amenities.
- Provides for neighborhood programs such as the Neighborhood Enhancement Program.
- Provides an Affordable Housing contingency for future council action.

Concerns and Recent actions to address

In 2014, Council had a significant amount of discussion regarding the city's capital investment strategy, including the gap between the large list of unfunded, capital projects and the existing revenue streams. The conclusion reached in 2014 noted that there remained a large potential projects list throughout the city totaling an estimated \$1.2 billion (2014\$), with the acknowledgement that the list is neither complete nor validated beyond the near term. Based on the existing revenue stream, approximately \$400 million (2014\$) is estimated to be available over the next 20 years for all discretionary projects (i.e. projects other than debt and ongoing maintenance), leaving a gap of \$800 million over the 20 years. This analysis was updated in 2016 and the conclusions reached were the same.

In 2016, the City Council took considerable time and effort to review the fiscal condition of the general capital investment program. In response Council acted by placing two ballot measures on the November ballot. As passed by voters in November, the measures will assist in addressing some of the infrastructure backlog that the city faces. In addition, Council has directed staff to continue to pursue a Transportation Infrastructure and Financing Innovation Act (TIFIA) loan from the federal government. If secured, the loan will assist with the creation of the Bed-Red Street Network – a total of 12 multimodal roadways planned to support the new Bel Red neighborhood.



UTILITY RATES

Bellevue’s utility rates are competitive and will continue to be competitive in the future with the Council adopted financial policy to proactively plan and prepare for infrastructure replacement and renewal. The Adopted Budget includes the utility rate increases for 2017-2018 shown in the chart below.

Wholesale costs drive increases

The cost of purchasing water and payment for wastewater treatment services by King County represent the single largest cost centers for the water and sewer utilities. Increases in these costs are significant drivers for the proposed water and sewer rate increases and represent a 1.8 percent increase in 2017 and a 0.7 percent increase in 2018 to the combined utility bill (shown in table below).

Operational efficiency and the prudent management of the utilities financial resources has been and will continue to be a priority. The adopted 2017-2018 Utilities budget includes minimal new programs.

Aging Infrastructure

Utilities owns, operates, and maintains over \$3.5 billion of infrastructure assets, with over 1,500 miles of pipeline to provide clean and safe drinking water; safely convey wastewater away from homes and businesses; and safely manage storm and surface water runoff to protect property and the environment. This

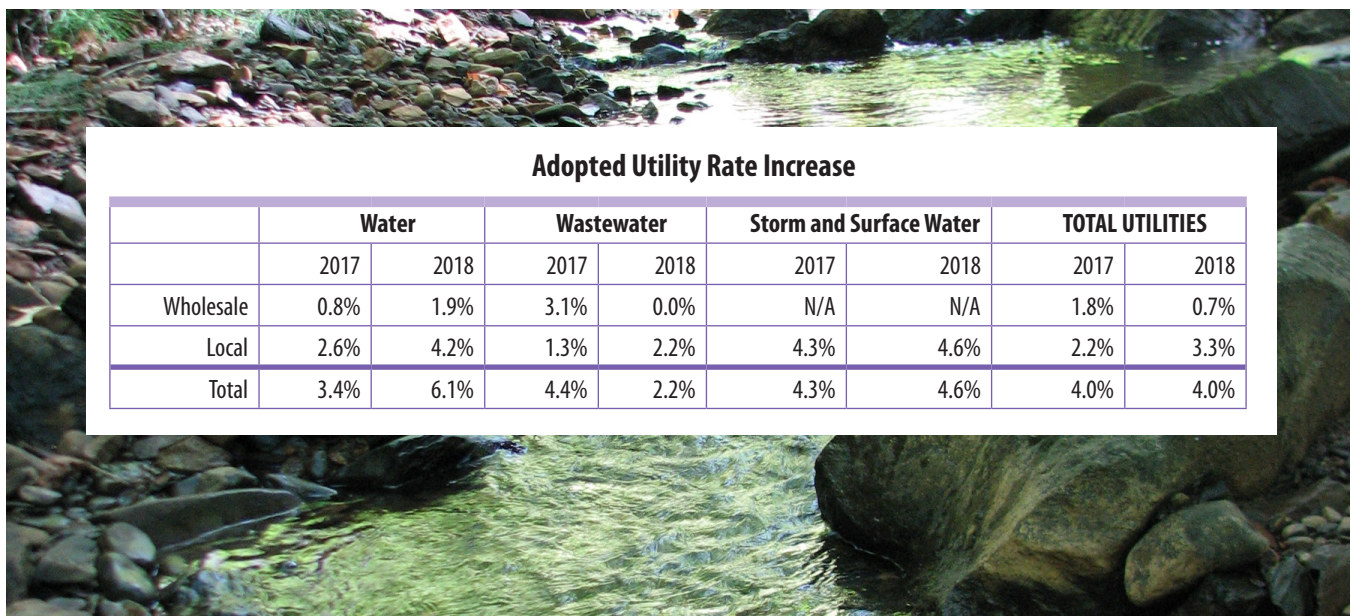
infrastructure was primarily constructed in the 1950s and 1960s, and most of the assets are well past midlife. As the infrastructure ages, it becomes less reliable and more failures occur. As a result, the cost to operate, maintain, rehabilitate, and replace the various assets increases.

Over the next 75 years, approximately \$2.4 billion will be needed to renew or replace infrastructure within the three utilities. System renewal is and will continue to be the most significant driver of the Utilities CIP.

New Initiative: Advanced Metering Infrastructure (AMI)

In 2017, following completion of a comprehensive study, the Utilities department will begin a 3-year effort to migrate the city’s water meter infrastructure from manually read water meters to advanced technology that uses radio or cellular signals to securely measure and transmit water usage information. This initiative will be funded using existing resources within the Water and Sewer utilities and will not have an impact upon rates.

Migrating to AMI technology will enable customers to have access to real-time water usage information, facilitate proactive leak detection in both private and public water systems, and reduce labor costs for performing manual meter reads.



	Water		Wastewater		Storm and Surface Water		TOTAL UTILITIES	
	2017	2018	2017	2018	2017	2018	2017	2018
Wholesale	0.8%	1.9%	3.1%	0.0%	N/A	N/A	1.8%	0.7%
Local	2.6%	4.2%	1.3%	2.2%	4.3%	4.6%	2.2%	3.3%
Total	3.4%	6.1%	4.4%	2.2%	4.3%	4.6%	4.0%	4.0%

DEVELOPMENT SERVICES FUND

There continues to be high interest in major project development in Bellevue. Several new major projects are in the review process and additional projects are under construction or have recently obtained permits that allow construction to proceed. Examples of major projects include Lincoln Square Expansion, Center 425, and GIX in the Spring District. The Sound Transit East Link light rail project began construction in 2016 and is anticipated to spur long-term commercial and residential development in the city.

The construction valuation for issued permits, considered a key barometer of development activity, was a record high level for Bellevue in 2015. This is due primarily to the increase in the number of new major projects, and a strong interest in single family residences, single family alterations, and tenant improvements. Valuation from major projects is a category that is a significant driver of the forecast in the early years and is anticipated to decrease in the latter forecast years.

The timing of the construction of these projects will play a role in the level staffing needed in Development Services to support major project activity. Staffing levels for review, inspection, and support services have increased in prior budgets to meet the growing demand for permit review and inspection services, especially in anticipation of the East Link construction. The existing staffing level is anticipated to continue through the 2017-2018 budget, with budget authority for up to an additional 8.15 FTE over the next biennium if necessary to meet increases in demand

For 2017-2018, Development Services rates are adjusted annually to ensure that fees keep pace with the cost of providing services, and to sustain adequate resources to meet demand through the development cycles. All rate and fee adjustments are made in accordance to cost recovery objectives established by City Council policy.

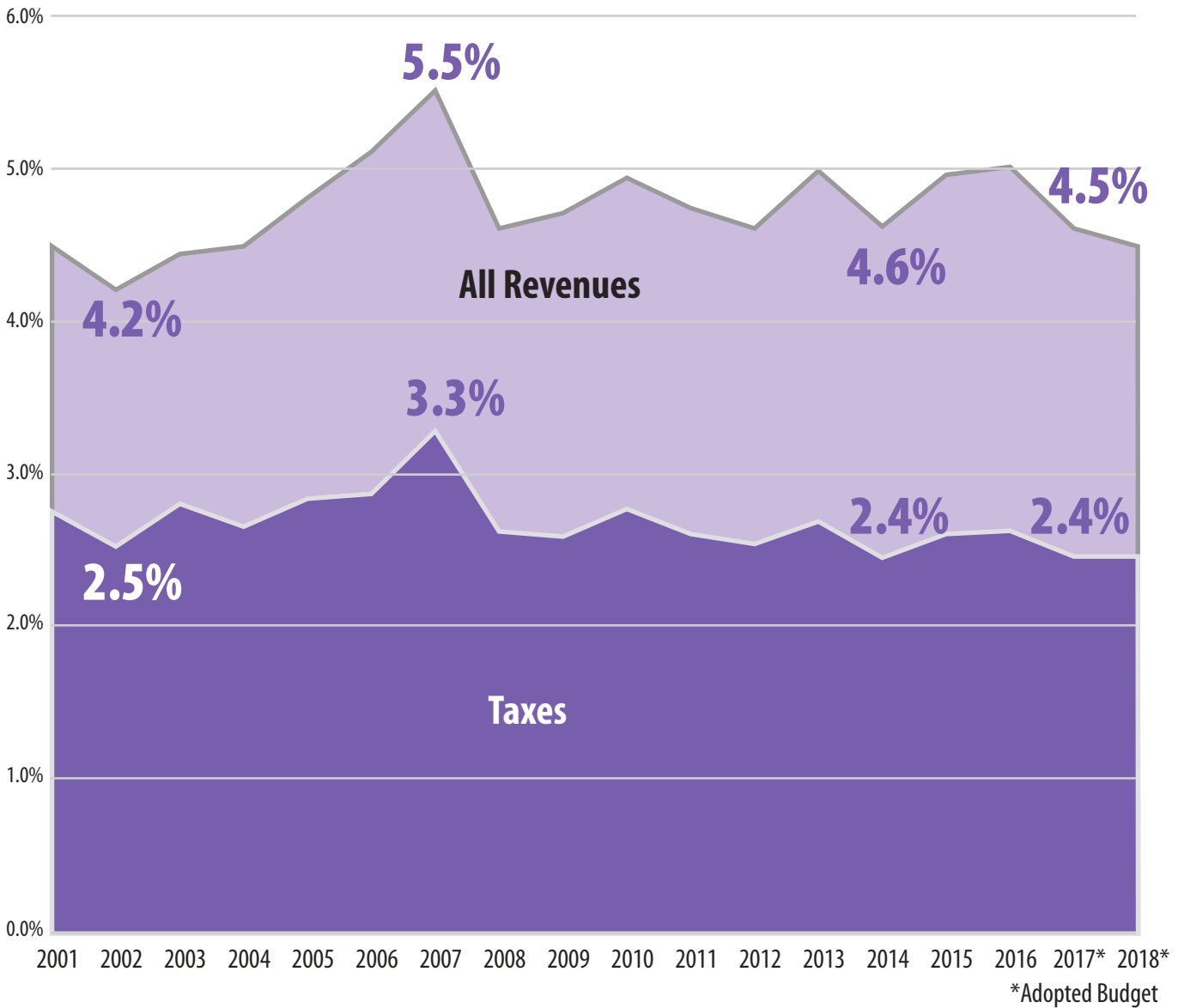


BUDGET OVERVIEW

Price of Government

The Price of Government is defined as the sum of all taxes, fees, and charges collected by all sectors of government divided by the aggregate personal income of that government’s constituents (Source: www.fiscalexcellence.org). The Price of Government for Bellevue, illustrated below, shows all revenues as a percent of personal income ranges between 4.2–5.5 percent. This does not include transfers or revenues from one city department to another to avoid double-counting.

Price of Government
City of Bellevue 2001-2018



A special thank you to the City Manager’s Office, Leadership Team, Results Teams, Budget Office, department fiscal contacts, proposal writers, Graphics Services, and all city employees who deliver the needed services to our community.





For complete Budget Summary information: www.bellevuewa.gov



About Bellevue

This chapter provides information about the City of Bellevue, its form of government, management structure, location, population, and business climate. This information will aid the reader in understanding Bellevue's service programs and means of providing these services. Budgetary values have more complete meaning when placed in this context.

A. Form of Government and Organization

The City of Bellevue is a noncharter optional code city. It was incorporated as a third class city on April 1, 1953. On June 1, 1970, however, Bellevue elected to become an optional code city and be governed under the provisions of the Optional Municipal Code of the Revised Code of Washington. Optional code city status increases the city's operating authority by extending to it the powers of all four city classifications which exist in Washington law.

From its incorporation, Bellevue has maintained a Council-City Manager form of government. The City Manager is appointed by the Council as the chief executive officer of the city and is responsible to the Council for the proper administration of all city affairs. Councilmembers are elected at large by Bellevue voters, and each serves a four-year term. Councilmembers are part-time officials who exercise the legislative power of the city and determine city policy. Bellevue has a seven-member Council, one of whom is elected by his or her fellow members to serve as Mayor for two years. The Mayor serves as chairperson of the Council, makes appointments to Council committees, and presides over weekly Council meetings. The Mayor has an equal vote with other Councilmembers.

The offices of City Clerk, City Treasurer, and Chief of Police are subordinate positions required by State statute. They are established by the Council and appointed by the City Manager. The City Clerk is responsible for keeping public records, and the City Treasurer is responsible for the receipt, disbursement, and custody of public monies. Though the City Clerk position, by statute, can include the duties of Treasurer, the City of Bellevue has established both positions, with the City Treasurer being defined as the Finance Director. All officers and/or department directors of the city are appointed by the City Manager.

The following pages contain several different organization and responsibility charts. These charts illustrate the city's management organization from different perspectives.

Figure 3-1 presents an organization chart that shows the reporting relationships that currently exist.

Figure 3-2 presents a functional organization chart showing the principal activities for which each organization is responsible. These functional responsibilities are shown in detail in the department organization charts presented in the departmental chapters of the Budget.

Figure 3-3 lists the current Councilmembers and department directors.



About Bellevue

Figure 3-4 presents and describes the array of advisory boards and commissions.

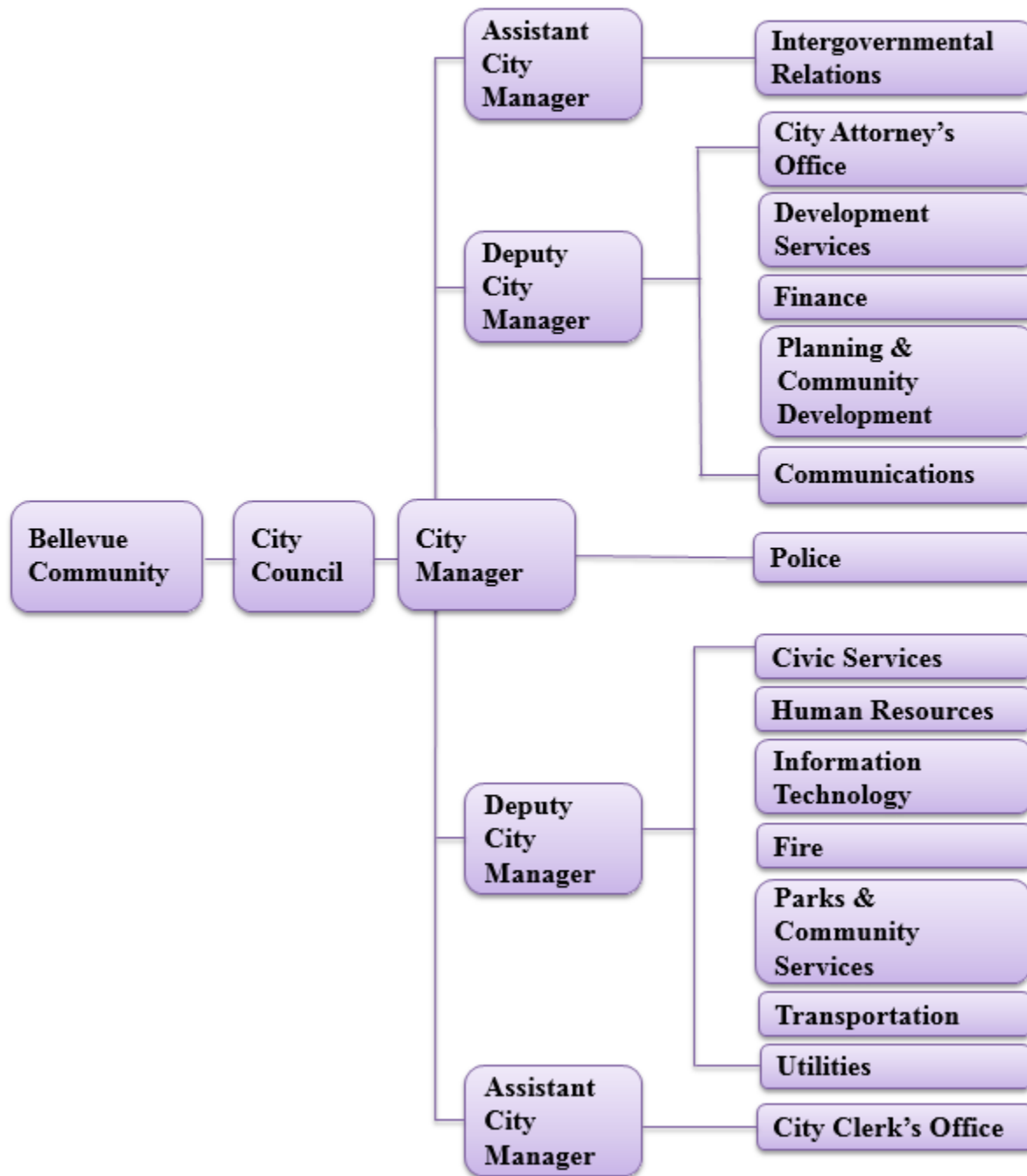
Figure 3-5 shows the age distribution of Bellevue's population from 1970 through 2015.

Figure 3-6 shows key demographic characteristics over the past three U.S. Census periods.

Figure 3-7 summarizes other trends for 2012 through 2016.

Figure 3-1 City of Bellevue Hierarchical Org Chart

City of Bellevue Administrative Structure 2017-2018





About Bellevue

Figure 3-2 Principal Activities

<p>City Attorney</p> <ul style="list-style-type: none"> • Legal support for City Council, all departments, and boards and commissions • Prosecution • Litigation • Risk Management 	<p>Finance</p> <ul style="list-style-type: none"> • General supervision over the city's financial affairs
<p>City Clerk</p> <ul style="list-style-type: none"> • City Council support • City records and documents • Hearing Examiner staffing • Community Council staffing 	<p>City Manager</p> <ul style="list-style-type: none"> • city administration • Intergovernmental relations • Media relations • Publications
<p>Human Resources</p> <ul style="list-style-type: none"> • Personnel services, recruitment, selection • Matters of personnel policy • Compensation and classification • Workforce diversity • Staff training 	<p>Fire</p> <ul style="list-style-type: none"> • Fire suppression and rescue services • Fire prevention and education • Emergency medical services • Disaster preparedness • Hazardous materials emergency management
<p>Civic Services</p> <ul style="list-style-type: none"> • Service First Public Service Desk • Facilities services • Mechanical and electronic equipment repair 	<p>Development Services</p> <ul style="list-style-type: none"> • Development review and permitting • Clearing and grading permitting and inspection • Code enforcement
<p>Parks & Community Services</p> <ul style="list-style-type: none"> • Administration of city parks and recreation programs • Youth Link • Human services • Human Services Commission staffing • Probation • Park planning and development • Park Board staffing 	<p>Planning and Community Development</p> <ul style="list-style-type: none"> • Rezones • Affordable housing • Citywide policy coordination • Comprehensive planning • Community outreach • Planning Commission staffing • Economic and demographic statistical analysis • Community development functions of CIP • Arts program and Arts Commission staffing • Enhance the economy • Business development and retention • Redevelopment of small neighborhood centers • Promote tourism and international trade
<p>Information Technology</p> <ul style="list-style-type: none"> • Management of city's computer and telecommunications systems • Telephone systems management • Computer applications programming • Geographic information systems (GIS) 	<p>Utilities</p> <ul style="list-style-type: none"> • Water, sewer, storm and surface water, and solid waste utilities • Private utility franchising • Utility billing • Environmental Services Commission staffing
<p>Police</p> <ul style="list-style-type: none"> • Policing functions • Police-related community programs • Park patrol • Public safety communications center 	<p>Transportation</p> <ul style="list-style-type: none"> • Street maintenance • Transportation planning, design, construction management, and operation • Transportation Commission staffing



About Bellevue

Figure 3-3 Current Councilmembers and Directors

Elected City Council

Mayor John Stokes
 Deputy Mayor John Chelmeniak

Council Conrad Lee
 Jennifer Robertson
 Lynne Robinson
 Ernie Simas*
 Vandana Slatter**
 Kevin Wallace

Appointed Administrative Staff

City Manager Brad Miyake
 Deputy City Manager Mary Kate Berens
 Deputy City Manager Nathan McCommon
 Director of Intergovernmental Relations Joyce Nichols
 City Attorney Lori Riordan
 Assistant City Manager/City Clerk Kyle Stannert
 Development Services Director Mike Brennan
 Civic Services Director Nora Johnson
 Finance Director Toni Call
 Fire Chief Mark Risen
 Human Resources Director Kerry Sievers
 Chief Information Officer (Interim) Sabra Schneider
 Parks & Community Services Director Patrick Foran
 Planning and Community Development Director (Interim) Dan Stroh
 Police Chief Steve Mylett
 Transportation Director Dave Berg
 Utilities Director Nav Otal

*New Councilmember appointed March 20th 2017, sworn in April 3rd 2017

**Resigned and appointed to State House of Representatives January 2017



About Bellevue

Figure 3-4 Advisory Boards and Commissions

Arts Commission

Number of Members:	7
Appointed By:	Mayor. Confirmed by City Council.
Purpose/Comments:	To perform the necessary functions in order that Bellevue may provide leadership in the Arts and to advise the City Council on matters of the Arts. The Board meets once a month, and staffing is provided by the Planning and Community Development Department.

Bellevue Convention Center Authority Board

Number of Members:	7
Appointed By:	City Manager. Confirmed by City Council.
Purpose/Comments:	To govern the affairs of the Bellevue Convention Center Authority (BCCA), which was established by City Council action on December 4, 1989. All corporate powers of the BCCA are exercised by or under the direction of the Board of Directors. The BCCA Board meets monthly, and staffing is provided by Meydenbauer Center staff.

Building Code Board of Appeals

Number of Members:	7
Appointed By:	City Manager
Purpose/Comments:	1) To hear appeals of any order issued by the city related to the Uniform Building and related codes; 2) to determine the suitability of alternative materials or methods of construction; and 3) to make recommendations to the City Council for new legislation related to the city's building codes. The Board meets when convened to hear appeals filed with the City Building Official, and staffing is provided by the Planning and Community Development Department.



About Bellevue

Civil Service Commission

Number of Members: 5

Appointed By: City Manager

Purpose/Comments: 1) To provide for, formulate, and hold competitive tests to determine the relative qualifications of persons who seek employment for the position of Police Officer or Firefighter with the City of Bellevue; 2) to provide for promotion on the basis of merit; 3) to give uniformed personnel tenure; and 4) to provide for a commission to investigate, by public hearing, suspensions, demotions, and discharges.

The Board meets quarterly and as needed, and staffing is provided by the Human Resources Department.

Disability Board

Number of Members: 5

Appointed By: Membership includes: two city staff people, appointed by the Mayor; one firefighter elected by the city's firefighters; one law enforcement officer elected by the city's law enforcement officers; and one member of the public appointed by the other four members.

Purpose/Comments: To act upon, approve, or deny firefighters' and law enforcement officers' claims for disability leave/retirement or medical benefits.

The Board meets once a month, and staffing is provided by the Risk Management Office.



About Bellevue

Environmental Services Commission

Number of Members:	7
Appointed By:	Mayor. Confirmed by City Council
Purpose/Comments:	<p>To act in an advisory capacity to the City Council regarding city water, sewer, storm and surface water, and solid waste utility programs. The Commission makes recommendations to the Council as needed regarding short- and long-term planning, rates and rate structures, annual budgets, bond issues, and other policies directly related to utility functions.</p> <p>The Commission meets at least once a month, and staffing is provided by the Utilities Department.</p>

Human Services Commission

Number of Members:	7, plus city staff from the Police and Parks & Community Services Departments, appointed as ex-officio members by the City Manager
Appointed By:	Mayor. Confirmed by City Council.
Purpose/Comments:	<p>To make recommendations to the City Council regarding human services issues, such as the community's needs, policy development, and the allocation of local and federal funds.</p> <p>The Commission meets once a month and is staffed by the Parks & Community Services Department.</p>

Library Board

Number of Members:	7
Appointed By:	Mayor. Confirmed by City Council.
Purpose/Comments:	<p>1) To serve as a liaison between the libraries and the community; and 2) to cooperate with the local, regional, and national trustees associations to participate in library matters.</p> <p>The Board meets once a month, and staffing is provided by the local libraries.</p>



About Bellevue

Parks & Community Services Board

Number of Members: 7

Appointed By: Mayor. Confirmed by City Council.

Purpose/Comments: The Parks & Community Services Board advises the City Council on policies regarding parks and open space issues such as park planning; design and construction; development, redevelopment and renovation; enterprise management; and natural resources, land stewardship, and environmental education. The Board also advises the City Council on policies regarding community services issues such as recreation opportunities for a wide range of interests, ages, and abilities; cultural diversity; community centers; Parks & Community Services Department-related special events; and probation services.

The Board meets once a month, and staffing is provided by the Parks & Community Services Department.

Planning Commission

Number of Members: 7

Appointed By: Mayor. Confirmed by City Council.

Purpose/Comments: To make recommendations to the City Council regarding land use issues such as Bellevue's Comprehensive Plan, Subarea Plans, land use management ordinances, potential annexations, etc.

The Commission meets once a week, and staffing is provided by the Planning and Community Development Department.

Transportation Commission

Number of Members: 7

Appointed By: Mayor. Confirmed by City Council.

Purpose/Comments: To advise the City Council on transportation issues and to make recommendations to the City Council regarding transportation facility plans and related transportation capital investment projects.

The Commission meets weekly and is staffed by the Transportation Department.

B. Location, Population, and Business Climate

History

The area where Bellevue now stands was densely wooded and sparsely settled before 1900. Native American tribes in the region favored the coast to the west and the plains east of the mountains. In 1867 coal was discovered in the Coal Creek area, and white settlers began to arrive as extensive mining got underway at the Newcastle Coal Mine. William Meydenbauer and Aaron Mercer, wealthy adventurers from Seattle, proceeded to stake large claims in the area in 1869.

Over the next 40 years, other white settlers, including Civil War veterans awarded homesteads for their service, settled in the area. Logging, almost by necessity, joined mining as an early occupation as the settlers needed to clear land for their farms. During the late 1800s, the area got a post office and a schoolhouse, and in the 1880s, the village was named Bellevue.

With the turn of the century, Bellevue prospered as a farming community, especially with new Japanese immigrants who produced the bulk of strawberries and vegetables harvested in the area. The town's agrarian success was celebrated with the first Strawberry Festival in 1925.

In 1940, with the construction of the first floating bridge across Lake Washington, an influx of new residents arrived. After the United States entered World War II, however, the federal government sent Japanese-Americans, who had put Bellevue on the agricultural map, to internment camps. This was a great loss to the community.

A Growing City

Spanning an area of 4.7 square miles near Meydenbauer Bay, the City of Bellevue incorporated in 1953, with a population of 5,950. Development continued in areas east of the city, including the building of the Lake Hills planned community, which brought hundreds of new families to the area. Construction of the Evergreen Point Floating bridge also facilitated further growth. The young city proceeded to annex neighboring areas, growing to span over 28 square miles and reaching over 61,000 in population by 1970.

About Bellevue

During the 1970s and 80s, annexation and population growth continued, but at a slower pace. Instead, employment growth took off with the number of jobs quadrupling. For the first time, in 1990, the number of jobs in Bellevue, 89,910, surpassed the number of residents, 86,874.



Over the last couple of decades Bellevue has grown beyond its “suburban” status to become a thriving metropolitan city that is home to many of the world’s leading high-tech firms. Today Bellevue has an estimated population of 139,400 (the fifth largest city in the state), and an equally large employment base of 150,500 jobs. By 2035, Bellevue is projected to have over 160,000 residents and nearly 193,000 jobs.

Location

Strategically located at the intersection of Interstate 90, State Route 520, and Interstate 405, Bellevue is both the geographic center and the economic anchor of the Eastside. It is 11 miles from Seattle to the west, 28 miles from Everett to the north and 36 miles from Tacoma to the south. Bellevue is also about three hours north of Portland, Oregon, and three hours south of Vancouver, Canada.

A “City in a Park”

With the Cascade Mountains to the east, the Olympic Mountains to the west, and Mount Rainier to the south, Bellevue is surrounded by natural beauty. When viewed from the air, Bellevue clearly fulfills its image as a “City in a Park.” Lying between Lakes Washington and Sammamish, interlaced with miles of urban forests, open streams, wetlands, freshwater lakes, and foothills rising to almost 1,500 feet,



Bellevue is blessed with a rich natural environment. The city treasures and protects these natural places, maintaining more than 2,700 acres – nearly 13 percent of its land area – in city-owned open space, including natural areas and developed parks, greenbelts, and wetlands. Even in the heart of the downtown business district, Bellevue’s Downtown Park provides a green respite, an informal gathering place and a popular location for special events

About Bellevue

and celebrations. Abundant vegetation softens the impacts of commercial areas and blends them into the natural environment.

Bellevue provides residents and visitors with a wealth of year-round outdoor recreation opportunities, including sailing, fishing, hiking, canoeing, kayaking, bicycling, golf, and water skiing.



Quality Neighborhoods

Visitors to Bellevue often remark that the city feels “safe and clean.”

Residents and businesses value well-maintained homes and properties. The city places a high priority on maintaining public infrastructure, opting to ensure that existing facilities are in good condition before building new ones. Bellevue is also a safe place, with relatively low crime rates for a community of its size.

In 2016, there were more than 58,000 households residing in Bellevue. Residents choose from a variety of housing types and living environments, ranging from quiet, older neighborhoods to new high-rise communities in Downtown, to modern view homes on Cougar Mountain near Bellevue’s southern edge. Convenient and family-friendly neighborhoods offer excellent schools and neighborhood amenities. Senior and assisted housing are also available for residents who wish to stay in Bellevue as their housing needs change.

A Vibrant Downtown

Downtown Bellevue is among the Northwest’s most distinctive business districts, featuring a successful mix of office towers, stores, theatres, restaurants and hotels, along with such institutions as the Bellevue Arts Museum, the Bellevue Regional Library, and the Meydenbauer Convention Center. Over 50,000 jobs are located Downtown and an increasing number of people (13,900 in 2017) live in Downtown, where new apartments and condominiums are coalescing into true urban neighborhoods. A majority of the city’s future growth is planned to occur downtown as the neighborhood continues to redevelop.



A Strong Economy

As part of a large and complex metropolitan region of 4.0 million people, Bellevue is a hub for information technology, aerospace, business services, and retail companies. Microsoft, T-Mobile, Expedia and Boeing are some of its largest employers.

About Bellevue

The city also has three of the premier health care providers in the region, Overlake Hospital, Kaiser Permanente, and Children's Hospital, located just east of Downtown, in Bellevue's medical district.

The Global Innovation Exchange (GIX), a global partnership between the University of Washington and Tsinghua University, two major research universities, with early support from Microsoft, will be launching its first degree programs in the fall of 2017. GIX is located in Bellevue's Spring District in the BelRed subarea.

Meydenbauer Convention Center attracts over a quarter of a million people to the city each year. The Port of Seattle, the seventh largest container port in North America, is less than 20 minutes from Downtown Bellevue. The city is less than half an hour from the Seattle-Tacoma International Airport and several commuter airfields, which provide links to other cities in the Pacific Northwest as well as international destinations.

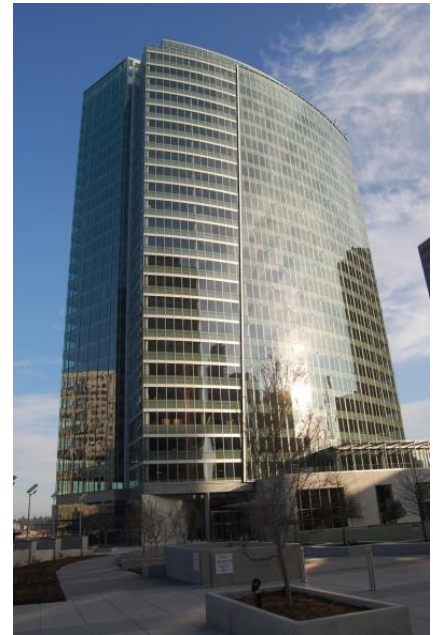
Downtown's luxury shopping centers, the Bellevue Collection, and the Shops at the Bravern, pull in tourists from all over the world. Bellevue's current daytime population is estimated at 224,000, and Bellevue ranks second in the state for retail sales and second in King County for property values (as measured by assessed valuation).

Bellevue Schools and Higher Education

Bellevue's strong economy is directly related to Bellevue being one of the most highly educated communities in the nation, with 66 percent of its adult residents having achieved a Bachelor's Degree or higher in 2015. The city's schools are also consistently rated among the best in the country, which attracts families to the city.

With a total enrollment of 19,974 students in 2016-2017, the Bellevue School District includes 15 regular elementary schools, one Spanish Immersion elementary school, one Mandarin dual language elementary school, five regular middle schools, four regular high schools and two alternative middle/high schools. Two of Bellevue School District's regular high schools were awarded gold medals by the U.S. News and World Report's 2016 ranking of Best High Schools.

Bellevue is also home to Bellevue College, the third largest institution of higher learning in Washington. While the majority of Bellevue College students come from communities throughout the greater Puget Sound region, many students come from all over the world, including 1,800 international students from more than 70 countries. Bellevue College had an average quarterly enrollment of 18,100 students for the 2015-2016 enrollment year.



About Bellevue

Climate

Mild winters and cool summers characterize Bellevue. High temperatures in July average about 75° F (24° C) compared to an 86° F (30° C) United States average, while low temperatures in January average 36° F (2° C) compared to a 23° F (-5° C) United States average. Average rainfall in the region is about 41 inches per year compared to 24 inches in San Francisco, 38 inches in Chicago, and 49 inches in Boston.

Demographics

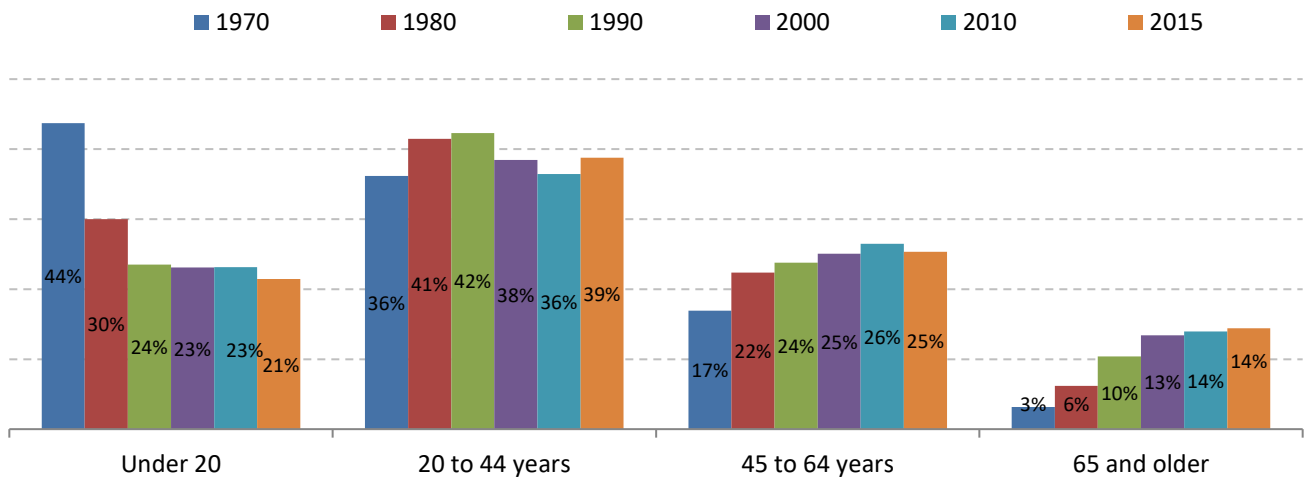
Bellevue's estimated population as of April 1, 2016 was 139,400, and it is projected to reach 160,400 by 2035. As the city has matured over the decades and its population has grown, Bellevue has become more diverse socially, culturally and economically.

Between 2000 and 2010, Bellevue's population growth consisted solely of foreign-born residents, so that in 2015, about 39 percent of Bellevue's population were foreign-born. About two thirds of Bellevue's foreign-born population were from Asia, another 16 percent were from Europe, ten percent were from Latin America, three percent were from Northern America and Africa, and one percent were from Oceania. With the influx of immigrants from around the world, Bellevue's population has become more culturally diverse, moving towards a plurality of races. In 2015, minorities comprised over 50 percent of Bellevue's population, up from 15 percent in 1990. About 42 percent of Bellevue's population speaks a language other than English at home, and 95 different languages are spoken by children enrolled in the Bellevue School District.



As the city matured, so did its residents, creating greater diversity in the age distribution of the population. In 1970 over 41 percent of Bellevue's population was under the age of 18, and just three percent were 65 or older. By 1980 young adults had become the largest age cohort in Bellevue and remain so today. Yet after peaking in 1990, their proportion has declined over the decades as the older workforce (45 to 64) and older adults (65 plus) increased in size more quickly. As baby boomers continue to age, the proportion of older adults in Bellevue is expected to increase, further evening out and diversifying the age distribution within the city. Nationwide, older adults are projected to comprise over 20 percent of U.S. residents by 2030, and if projections hold true, by 2056, for the first time, the population 65 and older would outnumber people younger than 18 in the U.S.

Figure 3-5 Age Distribution of Bellevue’s Population, 1970 – 2015



Sources: U.S. Census Bureau, 1970, 1980, 1990, 2000 and 2010 Census and 2015 American Community Survey; 1970 and 1980 pulled from Minnesota Population Center. National Historical Geographic Information System: Version 2.0. Minneapolis, MN: University of Minnesota 2011.

Figure 3-6 Summary of Key Demographic Trends

Demographic Characteristics	1990 Census	2000 Census	2010 Census/ ACS*	2015 ACS*
Median age	35.4	38.2	38.5	37.4
Percent of population age 65 or older	10%	13%	14%	14%
Percent of a minority race or ethnicity	15%	28%	41%	50%
Percent Asian	10%	17%	28%	34%
Percent population foreign born*	13%	25%	33%	39%
Percent of population (age 5+) that speak a language other than English at home*	14%	27%	38%	42%
Percent of adults (age 25+) with a Bachelor’s degree or higher*	46%	54%	59%	66%
Percent of employed in management, business, science, and arts occupations*	40%	53%	60%	61%
Household median income (in 2015 inflation adjusted dollars)*	\$76,759	\$84,200	\$87,499	\$98,804
Percent of individuals with incomes below poverty*	6%	6%	7%	7%

* Note: Not all American Community Survey estimates are directly comparable to decennial census figures.

Source: US Census Bureau, 1990, 2000, 2010 Census and 2015 American Community Survey.



About Bellevue

Figure 3-7 Other Trends

	2012	2013	2014	2015	2016
Unemployment rate	5.7%	4.4%	4.1%	3.7%	3.9%
Assessed Value (billions)	\$31.0	\$32.7	\$36.0	\$41.3	\$44.4
Total Budget All City Funds (millions)	\$793.2	\$748.8	\$789.1	\$916.2	\$869.3

Sources: Bureau of Labor Statistics, Local Area Unemployment Statistics, King County Assessor, City of Bellevue amended budget.



Council 2-year Priorities with New 2017-2018 Investments Noted

In April 2016, the Bellevue City Council revised the Vision, Strategic Target Areas, and 2-year Council Priorities. The 2017-2018 adopted budget makes headway into funding and implementing the priorities. Below, the table sorted by the Strategic Target Areas, highlighting the 2-year Priorities and Budget Proposals that most directly address those Priorities. Staff acknowledges that there are many other proposals that have ties to the priorities; this focus is on those with the most direct tie. *Existing proposal amounts are the full biennial amount. Staff notes that not 100% of the costs are directly tied to a council priority.*

Strategic Target Area: Economic Development				
	City Council Priority	Operating or CIP	Existing Budget Proposal	New/Enhancement
1	Implement the Bellevue Economic Development Plan, specifically addressing the two-year goals of the Plan	Operating	<ul style="list-style-type: none"> 115.15NA Economic Development Core Program & Strategy Implementation (\$1.5M) 	<ul style="list-style-type: none"> 115.15NA additional in professional services (\$200K biennium)
		CIP	<ul style="list-style-type: none"> G-105 Competitiveness and Collaboration (\$500K 2015-2021) 	<ul style="list-style-type: none"> G-105 Competitiveness and Collaboration (\$296K Recosting)
2	Create a regional economic development strategy that attracts, supports, and retains global talent, business, and employers within the region by recognizing the value of public and private regional networks and pipelines in order to build an excellent quality of life and strong economy in which individuals, companies, and communities can flourish	Operating	<ul style="list-style-type: none"> 115.15NA Economic Development Core Program & Strategy Implementation (\$1.5M) 	<ul style="list-style-type: none"> 115.15NA additional in professional services (duplicate from CP-1)
		CIP	<ul style="list-style-type: none"> G-105 Competitiveness and Collaboration (\$500K 2015-2021) 	<ul style="list-style-type: none"> G-105 Competitiveness and Collaboration (duplicate from CP-1)

Strategic Target Area: Transportation and Mobility				
	City Council Priority	Operating or CIP	Existing Budget Proposal	New/Enhancement
3	Continue to execute on our transportation capital plans for future growth and mobility of the city, including projects in Downtown, BelRed, Wilburton, and other growth areas	Operating	<ul style="list-style-type: none"> 130.13NA Long Range Transportation Planning (\$1.2M) 130.30NA Traffic Safety and Engineering (\$3.4M) 130.33NA Transportation CIP Delivery Support (\$7.7M) 	-



Council 2-year Priorities with New 2017-2018 Investments Noted

Strategic Target Area: Transportation and Mobility				
	City Council Priority	Operating or CIP	Existing Budget Proposal	New/Enhancement
		CIP	<ul style="list-style-type: none"> Many projects within the 2015-2021 CIP continued into the 2017-2023 CIP (\$101M for 2015-2021) 	<ul style="list-style-type: none"> Multiple new transportation projects with new funding adds for 2017-2023 (\$18.4M)
4	Continue to implement projects in the neighborhoods, with a focus on safety and connectivity and a particular emphasis on sidewalks, crosswalks, and traffic calming	Operating	<ul style="list-style-type: none"> 130.11NA Intelligent Transportation Systems (ITS) (\$1.5M) 130.33NA Transportation CIP Delivery Support (\$7.7M) 	-
		CIP	<ul style="list-style-type: none"> Multiple transportation projects focusing on neighborhoods (\$32M for 2015-2021) 	<ul style="list-style-type: none"> PW-M-7 Neighborhood Traffic Safety Program (\$773K 2yr - 2022-2023 add) PW-W/B-56 Pedestrian and Bicycle Access Improvements (\$1.0M 2yr - 2022-2023 add) PW-W/B-76 Neighborhood Sidewalks (\$2.6M 2yr - 2022-2023 add)
5	Advocate with state DOT and regional agencies for acceleration of the I-405 improvements, completion of SR 520, including Bellevue projects (i.e. NE Sixth Street, 124th Avenue Northeast Interchange, braided ramps)	Operating	<ul style="list-style-type: none"> 040.07NA Intergovernmental Relations/Regional Issues (\$1.3M) 	-
		CIP	-	<ul style="list-style-type: none"> PW-R-192 124th Avenue NE at SR 520 (\$250K New)
6	Continue the permitting on light rail and implement plans to mitigate construction impacts to our residents and businesses	Operating	<ul style="list-style-type: none"> 110.03NA Development Services Review Services (\$16.1M) 130.07DA East Link Overall (\$1.6M) 130.33NA Transportation CIP Delivery Support (\$7.7M) 	-
		CIP	<ul style="list-style-type: none"> PW-R-159 East Link Analysis and Development 	<ul style="list-style-type: none"> PW-R-159 East Link Analysis and Development (\$581K Recosting)
7	Advocate for improved transit service in Bellevue and Eastside in the Metro Long Range Transit Plan	Operating	<ul style="list-style-type: none"> 040.07NA Intergovernmental Relations/Regional Issues (\$1.3M) 130.36NA Transportation Implementation Strategies (\$1.9M) 	-
		CIP	-	-

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Council 2-year Priorities with New 2017-2018 Investments Noted

Strategic Target Area: High Quality Built and Natural Environment				
	City Council Priority	Operating or CIP	Existing Budget Proposal	New/Enhancement
8	Assess the unique housing needs of our city and region, and create an Affordable Housing Strategic Action Plan by 2016 and implement it in 2017	Operating	<ul style="list-style-type: none"> • 115.10PA ARCH Administration and Trust Fund Contribution (\$1.2M) • 115.12NA PCD Department Management and Support (\$1.3M) 	-
		CIP	-	<ul style="list-style-type: none"> • G-108 Supplemental Housing Trust Fund Investment (\$80K New) • G-109 Affordable Housing Contingency (project total of \$3.5M, \$500K annually)
9	Construct phase one of Meydenbauer Bay Park and complete the Downtown Park circle and gateway by the end of 2018	Operating	-	-
		CIP	<ul style="list-style-type: none"> • P-AD-87 Downtown Park Development (Levy) (\$12M for 2015-2021) • P-AD-94 Inspiration Playground at Downtown Park (\$4.1M for 2015-2021) • P-AD-92 Meydenbauer Bay Phase 1 Park Development (\$13M for 2015-2021) • P-AD-100 Gateway/Entry to Downtown Park (\$3.0M) 	<ul style="list-style-type: none"> • S-69 Meydenbauer Bay Lakeline replacement (\$3.4M in Sewer Utility) • D-59 Downtown Park (\$173K in Stormwater Utility) • P-AD-92 Meydenbauer Bay Phase 1 Park Development (\$4.2M Recosting)
10	Bring a “smart city” strategy to the Council for its consideration for inclusion in the 2017/2018 budget	Operating	<ul style="list-style-type: none"> • 090.08NA Network Services and Security (\$5.7M) • 115.24NA Environmental Stewardship Initiative (electric vehicle program) (\$777K) • 130.11NA Intelligent Transportation Systems (ITS) (\$1.5M) • 130.24NA Signal Operations and Engineering (\$1M) • 140.25NA Utilities Telemetry and Security Systems (\$1.5M) 	<ul style="list-style-type: none"> • 070.31NA Electronic Records for Patient Care (\$123K onetime) • 130.500NA Telecommunications and Franchise Advisor (Small Cell Program) (\$291K biennium)
		CIP	<ul style="list-style-type: none"> • G-93 Community Network Connectivity (\$50K in 2015-2021) • PW-M-20 Minor Capitol – Signals and Lighting (\$226K in 2015-2021) • G-38 Expanded Community Connectivity (\$250K 2015-2021) 	<ul style="list-style-type: none"> • 140.69A Advanced Meter Infrastructure Implementation (\$23.1M funded in Water and Sewer) • G-38 Expanded Community Connectivity (\$1.3M Scope)

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Council 2-year Priorities with New 2017-2018 Investments Noted

Strategic Target Area: High Quality Built and Natural Environment				
	City Council Priority	Operating or CIP	Existing Budget Proposal	New/Enhancement
11	Complete the Downtown Livability code amendment project in 2016	Operating	<ul style="list-style-type: none"> • 115.12NA PCD Department Management and Support (\$1.3M) • 130.13NA Long-Range Transportation Planning (\$1.2M) • 110.02NA Policy Implementation Code Amendments & Consulting Service (\$3.6M) 	-
		CIP	-	<ul style="list-style-type: none"> • CD-37 – Downtown Community/Livability (\$4.2M New)

Strategic Target Area: Bellevue: Great Places Where You Want To Be				
	City Council Priority	Operating or CIP	Existing Budget Proposal	New/Enhancement
12	Create a civic center plan integrating City Hall, the metro property, convention center expansion, and the Transit Center	Operating	-	-
		CIP	-	<ul style="list-style-type: none"> • CD-41 Civic Center Plan (\$550K New)
13	Establish the vision for the “Grand Connection” as the signature piece of the growth corridor between downtown Bellevue through Wilburton to the Eastside Rail Corridor and into BelRed <ul style="list-style-type: none"> • Establish the land use plan for Wilburton 	Operating	<ul style="list-style-type: none"> • 115.12NA PCD Department Management and Support (\$1.3M) • 130.13NA Long-Range Transportation Planning (\$1.2M) 	-
		CIP	<ul style="list-style-type: none"> • CD-33 Grand Connection/Land Use Wilburton Zoning (\$1M in 2015-2021) 	<ul style="list-style-type: none"> • CD-44 Wilburton Grand Connection Implementation (\$3.5M)
14	Work with the county to complete the first mile of the Eastside Rail Corridor from the Kirkland border to SR520 trail	Operating	<ul style="list-style-type: none"> • 130.04NA Department Management and Administration (\$3.5M) • 130.13NA Long-Range Transportation Planning (\$1.2M) 	-
		CIP	<ul style="list-style-type: none"> • G-103 Eastside Rail Corridor (\$1M in 2015-2021) 	<ul style="list-style-type: none"> • G-103 Eastside Rail Corridor (\$1.5M, includes \$1M of recosting)

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Council 2-year Priorities with New 2017-2018 Investments Noted

Strategic Target Area: Regional Leadership and Influence				
	City Council Priority	Operating or CIP	Existing Budget Proposal	New/Enhancement
15	Use the principles of regional leadership and influence in our stated partnership initiatives and evaluate success annually	Operating	<ul style="list-style-type: none"> 040.07NA Intergovernmental Relations/Regional issues (\$1.3M) 	-
16	Create and implement a plan for securing greater levels of grant funding, including regional projects	Operating	<ul style="list-style-type: none"> 040.07NA Intergovernmental Relations/Regional issues (\$1.3M) 	-
		CIP	-	-

Strategic Target Area: Achieving Human Potential				
	City Council Priority	Operating or CIP	Existing Budget Proposal	New/Enhancement
17	Build on the higher education opportunities in Bellevue and find ways to expand them <ul style="list-style-type: none"> Leverage the opportunity that GIX brings Support Bellevue College in its effort to establish more baccalaureate degrees Support Bellevue College in its efforts to develop student housing 	CIP	<ul style="list-style-type: none"> 115.15NA Economic Development Core Program & Strategy Implementation (\$1.5M) 	-
18	Implement the Diversity Plan and bring forward a concept for a multicultural center to the Council for consideration for inclusion in the 2017/2018 budget	Operating	<ul style="list-style-type: none"> 100.15NA Bellevue Diversity Initiative: Cultural Competence & Equity (\$1M) 	<ul style="list-style-type: none"> Funds a study to provide a public outreach process that assesses the interest and needs specifically related to cross cultural programming which would encompass the full spectrum of diversity. (\$50K)
19	Bring a budget proposal forward to support Eastside Pathways and a plan for further partnership opportunities to achieve their goals	Operating	<ul style="list-style-type: none"> Funding to Eastside Pathways to further partnership opportunities to achieve their goals. (\$400K in 2017-2018) 	-

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Council 2-year Priorities with New 2017-2018 Investments Noted

Strategic Target Area: Achieving Human Potential				
	City Council Priority	Operating or CIP	Existing Budget Proposal	New/Enhancement
20	Working with regional partners, establish an Eastside permanent winter homeless shelter to be ready for the winter of 2018/2019	Operating	<ul style="list-style-type: none"> • 115.03NA Planning & Development Initiatives (Permanent Men’s Shelter) (\$2.2M) • 115.10PA ARCH Administration and Trust Fund Contribution (Permanent Men’s Shelter) (\$1.2M) • 100.04NA Human Services Planning (\$14.3M) 	<ul style="list-style-type: none"> • 100.04NA Human Services Planning (\$150K additional for Winter Shelter) Funding and Regional Collaboration

Strategic Target Area: High Performance Government				
	City Council Priority	Operating or CIP	Existing Budget Proposal	New/Enhancement
21	Complete implementation of hearing accessibility within the public meeting areas in the city	Operating	<ul style="list-style-type: none"> • 045.22PA Facilities Services Project Management (\$1.6M) 	-
		CIP	<ul style="list-style-type: none"> • G-04 Hearing Accessibility for Public Spaces (\$240K in 2015-2021) 	<ul style="list-style-type: none"> • G-04 Hearing Accessibility for Public Spaces (\$240K Scope)
22	Develop and implement proactive communication strategies for Council engagement with the community, including holding Council meetings in the community	Operating	<ul style="list-style-type: none"> • 115.08PA Neighborhood & Community Outreach (\$1.7M) • 020.01NA City Clerk's Operations (\$2M) 	-
23	Identify and implement technologies that improve customer service with the City of Bellevue	Operating	<ul style="list-style-type: none"> • 060.45NA Finance Business Systems (\$1.3M) • 070.06NA Fire Prevention (\$1.9M) • 070.14NA Fire Community Outreach & Education (\$645K) • 090.01NA Computer Technology Services (\$2.1M) • 090.03NA Application Development Services (\$2.7M) • 090.09NA Technology Business Systems Support (\$6.5M) • 110.13NA Paperless Permitting Enhancements (\$348K) 	<ul style="list-style-type: none"> • 070.31NA Electronic Records for Patient Care (\$123K one time)
		CIP	<ul style="list-style-type: none"> • G-59 Finance/Human Resources Systems (\$14.6M in 2015-2021) • G-94 Enterprise Application Reserve (\$4.9M in 2015-2021) 	<ul style="list-style-type: none"> • 140.69A Advanced Meter Infrastructure Implementation (\$23.1M funded in Water and Sewer)

**Existing proposal amounts are the full biennial amount. Staff notes that not 100% of the costs are directly tied to a council priority. **Those proposals identified as the primary direct relationship are listed within each Council Priority. There are ancillary proposals not listed above that are related to the Council Priorities.*



Council 2-year Priorities with New 2017-2018 Investments Noted

Strategic Target Area: High Performance Government				
	City Council Priority	Operating or CIP	Existing Budget Proposal	New/Enhancement
24	Establish a long-range financial strategy that includes options that respond to the future operating and capital needs of the city	Operating	<ul style="list-style-type: none"> 060.19NA Budget Office (\$2.2M) 	-

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Reader's Guide and Glossary

Understanding a municipal budget and its specialized terminology can be a challenge. This Reader's Guide has been developed to make review of the City of Bellevue's budget easier. It highlights the type of information contained in each chapter, describes some parts in detail, presents a glossary of commonly used budget terms, and gives directions for locating additional budget information.

The Reader's Guide is organized into the following sections:

A. 2017-2018 Budget Process

This section describes the Budget One process used by Bellevue to develop the City's budget.

B. Budget Document

This section identifies the format and information presented in the 2017-2018 Budget document.

C. Basis of Accounting and Budgeting

This section discusses the basis of accounting used to present budget information.

D. Glossary

This section provides definitions for many of the terms used in the budget document.

E. Locating Additional Budget and Financial Information

This section provides a list of other resources and documents containing information about the City's finances.



Reader's Guide and Glossary

A. 2017-2018 Budget Process

Building on the development of the 2011-2012 Budget, the City has used a “budgeting for outcomes” (also known as “priorities of government”) process called "Budget One" to develop the City’s budget. The 2017-2018 budget continues the use of this budget process.

Budget One is a process that:

- 1) identifies the community’s broad priorities, referred to as “Outcomes”;
- 2) prioritizes services to meet those Outcomes; and
- 3) Funds those services within available revenue.

Budget One puts the emphasis on community expectations for government services, not how the City is organized (departments). The process is designed to focus on results and priorities. The budget process shifts the emphasis from paying for costs to buying results. It puts identified community priorities first and is designed to emphasize accountability, innovation and partnerships.

This budget, as in years past, continues with the overall Budget One guiding principles. Foremost is the Council’s long-term policy that quality service programs will be offered by the City of Bellevue.

Other guiding principles include:

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



Reader's Guide and Glossary

Budget One Process Calendar

The 2017-2018 Budget One Process (for both Operating and CIP budgets) consists of:

Milestone/Process Point	2016 Month	Status
Budget Survey of businesses	Survey conducted in September through November; report published February 16	Completed
Budget Survey of citizens	Survey conducted in February; report completed April 7	Completed
Performance Measures Survey	Survey conducted in February/March; report completed May 16	Completed
Council validates the community Outcomes that will frame 2017-2018 Budget, as well as the 2017-2023 Capital Investment Program (CIP) Plan.	February 1	Completed
Staff Results Teams develop Cause and Effect Maps and Requests for Results (RFR's) for each Outcome.	January - March	Completed
City Council provides policy direction and priorities during a Workshop for the development of the budgets.	4-hour Budget Workshop March 28	Completed
Service providers or proposal writers (which could be a cross-section of departments, work teams, partnerships, etc.) request funding from Results Teams in alignment with the Outcomes.	April	Completed
First Public Hearing	June 6	Completed
Second Public Hearing	July 18	Completed
Results Teams' recommendations go to the Leadership Team for a comprehensive review across Outcomes.	May - June	Completed
Leadership Team recommends a budget to City Manager.	August	Completed
The City Manager presents his proposed budget to the Council	October 17	Completed
Third Public Hearing	November 21	Completed
Council reviews, deliberates, and adopts a final 2017-2018 Budget and 2017-2023 CIP.	October to December	Completed

Why Budget for Outcomes

The Budget One process examines all City services and projects in relation to community values and priorities as defined by City management and the City Council. The overarching goal of Budget One is to produce a budget that effectively and efficiently provides government programs that produce the results that matter most to the community. The Budget One approach challenges the traditional budgeting and is focused on producing positive outcomes for all Bellevue stakeholders.



Reader's Guide and Glossary

Budgeting for outcomes (Budget One) increases accountability by placing the focus on achieving results. This drives the organization to track performance and assess whether we are delivering the results citizens expect.

The Budget One process allocates money to the community results, called Outcomes that are important to residents and stakeholders. City staff members then write proposals to cross-departmental, Outcome-based review teams called Results Teams. Results Teams evaluate and rank proposals based on evidence of what works to achieve the desired Outcomes.

Each Result Team ranks proposals for their Outcome, prioritizing proposals based on the criteria in their Outcome's Request for Results. Additionally, Results Teams provide a metric analysis, focusing on ensuring that each proposal has strong performance measures that provide a clear line of sight to what the proposal is trying to accomplish. Results Teams present their rankings to the City's Leadership Team of department directors, who look across the Outcomes with the goal of addressing the overall needs of the City. The Leadership Team forwards the combined recommendations to the City Manager. The City Manager then submits his recommendations as a preliminary budget to the Bellevue City Council for their review and approval.

The Bellevue City Council adopted seven Outcome areas during the 2011-2012 Budget One process that reflect Bellevue citizens' highest priorities. These Outcomes were validated by Council with two minor exceptions. Council combined the Quality Neighborhoods and Innovative, Vibrant, and Caring Community Outcomes and added the theme of connectivity to Improved Mobility. The Outcomes are described as follows:

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



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The City Manager selected staff from throughout the organization to serve on Results Teams (RTs). These teams – representing citizens – created cause-and-effect maps that graphically displayed the logic model for delivering municipal services. Using information such as budget and performance survey data, past performance, industry standards, leading practices and other relevant benchmarks to assess service levels and delivery, they developed purchasing strategies for each Outcome that departments used as a guide for developing funding proposals to achieve results that matter most to the community.

In June, RTs completed their evaluation, performance metric analysis, and ranked list of proposal based on the criteria in their Outcome's Request for Results. Results Teams provided their ranking recommendation to the City's Leadership Team of department directors in May and June 2016. In July and August, the Leadership Team worked to balance proposals across Outcomes with an eye toward citywide priorities and provided their recommendation for funding to the City Manager.

The City Manager presented the preliminary budget to the City Council on October 17, 2016. Council adopted the budget on December 5, 2016.

B. Budget Document

The 2017-2018 Budget and 2017-2023 CIP Plan

The 2017-2018 Budget and 2017-2023 CIP Plan is designed to provide the reader with a comprehensive look at Bellevue's Budget. It is organized both by Outcome and department, and includes summaries relating to the Forecast, resources and expenditures, staffing, department organization, and the Capital Investment Program (CIP) Plan. The following is a description of each section of the document.

Chapter 1 – Transmittal Letter

The Budget Transmittal Letter presents the City Manager's message on the 2017-2018 Budget and the 2017-2023 CIP Plan to the Mayor, Councilmembers, residents, and other stakeholders. The City Manager's transmittal letter highlights priorities and issues for both operating and CIP budgets.

Chapter 2 – Executive Summary

The Executive Summary presents a high level summary of the key components of the 2017-2018 Budget.

Chapter 3 – About Bellevue

The chapter provides background information about the City of Bellevue, such as its form of government and organization, location, population, and business climate.

Chapter 4 – Council Priorities



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Council Priorities presents the priorities of the Bellevue Council. The Council approved a long-term vision, called "Bellevue 2035 – The City Where You Want To Be" at its May 19, 2014 Regular Session. The vision introduction reads: "Bellevue welcomes the world. Our Diversity is our strength. We embrace the future while respecting our past."

Council adopted two year priorities for 2016-2017 in April 2016. This section shows the Council's two year priorities of their seven strategic target areas in relationship to proposals recommended for funding in this budget.

Chapter 5 – Reader's Guide, Glossary

The Reader's Guide provides an overview and glossary of definitions. The Glossary provides the definition of terms and acronyms used in this document.

Chapter 6 – Stakeholder Summary

The Stakeholder Summary section presents an overview of the 2017-2018 stakeholder outreach process leading up to the adoption of the budget.

Chapter 7 – Forecast

The Forecast predicts the resources (income) and service level expenditures (spending) for major City operations and enterprise funds. A forecast is a mid-range look into the future that tries to anticipate what spending and resources will be, and what actions the City may need to take now based on those predictions.

Chapter 8 – Resource and Expenditure Summaries

This chapter provides an overview of resources and expenditures through graphic presentations of tax and fee revenue and spending by fund, department and outcome.

Chapter 9 – Operating Budget by Outcome

This chapter provides an overview of each of Bellevue's community outcomes:

- Economic Growth and Competitiveness
- Healthy and Sustainable Environment
- Improved Mobility and Connectivity
- Quality Neighborhoods/Innovative, Vibrant and Caring Communities
- Responsive Government
- Safe Community

It contains summary information on the strategies adopted by the Results Teams. Each Outcome's Results Team decided which strategies will most impact achievement



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of the Outcome. Departments and cross-departmental teams wrote proposals to the Results Teams on how best to achieve the desired outcomes relating to the purchasing strategies, and Results Teams ranked them, recommending top-ranked proposals.

In this chapter, you will find Cause and Effect Maps that list the strategies that influence Outcome achievement. Each Outcome's section includes a list of key indicators that measure overall Outcome results. Additionally, this chapter contains proposal rankings by Outcome, a listing of proposals that were recommended for funding, proposal summaries and a list of performance measures for each proposal.

Chapter 10 - CIP

This chapter provides information about the General and Utilities Capital Investment Program (CIP) Plans. It provides a balanced seven-year forecast through 2023.

Chapter 11 – Department Information

This chapter provides an organizational chart of each departments' major activities, information regarding the departments' objectives for the 2017-2018 budget and major accomplishments in the 2015-2016 biennium, and overview of departmental expenditures by category and by fund, a comparison of budgeted staffing levels between 2015 through 2018, and 2015 and 2016 actual expenditures and 2017-2018 Adopted Budget expenditures.

Chapter 12 – Appendix

This chapter contains the Financial Policies for the city and past budget related ordinances.

***Note:** Complete versions of each proposal and of the 2017-2018 Budget document are available on the City's internet and in hard copy at Bellevue Regional Library and City Hall. Please see Section E of the Reader's Guide for more information on accessing these documents.*

C. Basis of Accounting and Budgeting

The City budgets and accounts for all funds on a modified accrual basis. The "basis" of either accounting or budgeting refers to the timing with which the City recognizes revenues and expenses. Under modified accrual, expenditures are recognized when goods are received or services are executed, and revenues are recognized when they are measurable and available; provided that payments for expenditures are made, and revenues are collected, within a 60-day period thereafter.

At year-end, the City also prepares financial statements on the modified and full accrual basis, as required by the State-prescribed Budgeting, Accounting, and Reporting System (BARS), and by generally accepted accounting principles (GAAP). These financial



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statements are presented in the City's Comprehensive Annual Financial Report (CAFR). CAFR requirements include the Park Enterprise and Land Purchase Revolving Funds as part of the General Fund, and separate utilities funds into water, sewer, and drainage components and all other budget funds have equivalent CAFR funds.

D. Glossary

The following are definitions of some of the more common terms one may encounter in reviewing this budget document.

Adopted Budget: A plan of financial operations, legally adopted by the City Council, providing an approved level of expenditures and a means of financing them for a given fiscal period.

Amended Budget: The amended budget is the authorized type and level of services, in place as of the last budget amendment ordinance, adjusted for reorganizations so that costs are comparable to the new biennial budget. They represent the adopted budgets plus additional appropriations resulting from City Council decisions made throughout the year and any reorganizations.

Appropriation: A legal authorization granted by the legislative body (City Council) to make expenditures and to incur obligations for specific purposes. For operating fund budgets, appropriations lapse at the end of each fiscal biennium. For non-operating/special purpose funds such as the Capital Investment Program Funds, appropriations do not lapse but continue in force until fully expended or until the purpose for which they were granted has been accomplished, abandoned, or revised by the City Council.

Assessed Valuation (AV): The tax value of both real (land and buildings) and personal property as determined by the King County Assessor's Office for the purpose of calculating property taxes.

Asset: Resources owned or held by a government that have monetary value.

Balanced Budget: The budget is in balance when revenues plus available resources are equal to or greater than planned expenditures plus reserves. The requirement for a balanced budget is found in the **RCW 35A.34.120**.

BARS: The acronym "BARS" stands for the Budgeting, Accounting, and Reporting Systems prescribed by the State of Washington.

Base Budget: Cost of continuing the existing levels of service in the current budget biennium.

Basis: This refers to the method of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: generally accepted accounting principles (GAAP), cash, or modified accrual. The City budgets and accounts for all funds on a modified accrual basis. This means that: 1) expenditures are recognized when goods are received or services are executed, and 2) revenues are recognized when they are measurable and available; provided that payments for expenditures are made, and revenues are collected, within a 60-day period thereafter.



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Beginning Fund Balance: A revenue account used to record resources available in one fiscal biennium because revenues collected were in excess of the budget and/or expenditures in the prior fiscal biennium.

Biennial Budget: The financial and operating plan for the City that establishes a two-year appropriation in accordance with Washington State law.

Bond: A long-term “IOU” or promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are typically used to finance capital projects.

Budget: A financial operating plan for a given period which displays the estimated expenditures to provide services or to accomplish a purpose during that period together with the estimated sources of revenue (income) to pay for those expenditures. Once the fund totals shown in the budget are appropriated by the City Council, they become maximum spending limits.

Budget – Preliminary and Adopted: The City Manager submits to the City Council a recommended expenditure and revenue level for all City operations for the coming biennial year as the Preliminary Budget. When the City Council agrees upon the revenue and expenditure levels, the Preliminary Budget becomes the Adopted Budget, funds are appropriated, and legal expenditure limits are established.

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

Budget One: The term used for the City of Bellevue’s budgeting for outcomes-based budget process; the term was first used in development of the 2011-2012 Budget.

Capital Asset: Property that has an initial useful life longer than one year and that is of significant value. The useful life of most capital assets extends well beyond one year and includes land, infrastructure, buildings, renovations to buildings that increase their value, equipment, vehicles, and other tangible and intangible assets.

Capital Expenditure: An outlay that results in, or contributes to, the acquisition or construction of a capital asset.

Capital Investment Program (CIP): The CIP is a major planning tool of the City of Bellevue in which needed improvements to the City's facilities and infrastructure are identified, prioritized, priced, and discussed with the City Council and public. Funding from a variety of sources, including local taxes, is matched with the costs of these projects. After the City Council has reviewed and approved the program, these projects are implemented. The CIP covers a seven-year period and is updated every two years.

Capital Project: Major construction, acquisition, or renovation activities that add value to a government’s physical assets or significantly increase the useful life.

Cause and Effect Maps: A visual representation of the pathway to a desired Outcome. Using words and/or images, it helps viewers understand the cause-effect connection between funding, activities and an Outcome. Cause and Effect Maps are included in the Request for Results.



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Chart of Accounts: A list of expenditure, revenue, and other accounts describing and categorizing financial transactions.

CIP: The acronym "CIP" stands for Capital Investment Program. It is a seven-year plan of capital improvements approved by the Council on a biennial basis. This plan is a blueprint which City staff can follow in implementation of the listed projects.

Comprehensive Annual Financial Report of the City (CAFR): The City's annual financial statement prepared by the Finance Department.

Constant or Real Dollars: The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point in time in the past.

Consumer Price Index (CPI): A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services: Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

Credit Rating: The credit worthiness of a governmental unit as determined by an independent rating agency. The City of Bellevue is rated by two rating agencies: 1) Moody's Investors Service, and 2) Standard and Poor's.

Debt Service: The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Deficit: The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

Department: A basic organizational unit of City government responsible for carrying out a specific function.

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence.

Development-Related Fees: Those fees and charges generated by building, development, and growth in a community. Included are building and street permits, development review fees, zoning, platting, and subdivision fees.

Direct Services Overhead: Costs for centrally-provided internal services which can be identified to specific departments and which departments can control how much of the service they use (e.g., postage, word processing, long-distance phone charges).

Disbursement: The expenditure of monies from an account.



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Distinguished Budget Presentation Awards Program: A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Double Budgeting: The result of having governmental funds or departments purchase services from one another rather than from outside vendors. When internal purchasing occurs, both the “buyer” and the “seller” of services must have a budget. The “buyer” has to budget the expenditure and the “seller” has to have resources in its budget to provide the service. This type of transaction results in higher budget values because the same expenditure or revenue dollar is budgeted twice, once in each fund's budget. This document shows the budget with (gross) and without (net of) double budgeting.

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Enterprise Fund: Separate financial accounting entity used for government operations that are financed and operated in a manner similar to business enterprises and for which preparation of an income statement is desirable.

Expenditure: Payment for goods and services. Under the modified accrual basis, expenditures are recognized when goods are received or services are rendered; provided that payments for expenditures are made within a 60-day period thereafter.

Expense: Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

Financial Policy: A government’s conscious decision on the financial direction it wants to take regarding revenue, spending, and debt management in relation to government services, programs, and capital investment. Financial policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Biennium: In accordance with Washington State Law (RCW 35A.34), a fiscal biennium is the period from January 1 of each odd-numbered year through December 31 of the next succeeding even-numbered year (i.e., January 1, 2017 - December 31, 2018).

Fiscal Year: A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City of Bellevue’s fiscal year is the same as the calendar year.

Fixed Assets: Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

Full-Time Equivalent (FTE): The acronym "FTE" stands for Full-Time Equivalent and represents the measure by which the City accounts for its staffing. A regular City employee working a standard 40-hour week is counted as 1.0 FTE; a regular City employee working fewer than 40 hours per week is counted as a portion of an FTE (e.g., 30 hours a week is counted as 0.75 FTE).

Fund Balance: The difference between resources and expenditures.



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Fund: Governmental accounting systems are organized and operated on a fund basis. A fund is an independent financial and accounting entity with a self-balancing set of accounts in which financial transactions relating to resources, expenditures, assets, and liabilities are recorded. Funds are established to account for the use of restricted revenue sources and, normally, to carry on specific activities or pursue specific objectives. Funds may be established by the State Constitution, State statute, City Charter, City ordinance, or Finance Director.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

General CIP Revenue: Revenue dedicated to CIP use. General CIP Revenue is derived from real estate excise tax, portions of local optional sales tax and business and occupation tax, interest earnings on unexpended balances, and miscellaneous unrestricted revenues. General CIP Revenue is allocated to each non-utility program area based on overall priorities.

General Fund: A central fund into which most of the City's general tax revenues and discretionary resources are pooled and which is allocated to support many of the operations of City government.

General Obligation (GO) Bond: This type of bond is backed by the full faith, credit, and taxing power of City government.

Grants: A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantor.

Indirect Services Overhead: Cost of centrally-provided internal support services for which there is a citywide benefit that cannot be readily identified to specific departments (e.g., financial services).

Infrastructure: The physical assets of a government (e.g., streets, water, sewer, public buildings, and parks).

Interfunds: Transactions between individual funds of the City of Bellevue (rather than transactions between the City and private companies, other governments, or vendors). Funds are budgeted in both the service providing and service receiving departments (see, "Double Budgeting"). Examples of interfund revenues include equipment rental charges, self-insurance premiums, and contributions for debt service obligations.

Intergovernmental Revenue: Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Leadership Team: The City's administrative decision-making body consisting of all Department Directors, the Deputy City Manager, and the City Manager.

LEOFF 1: The acronym "LEOFF I" stands for Law Enforcement Officers and Firefighters I retirement program.

Levy: To impose taxes for the support of government activities.



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Limited-Term-Employee (LTE): The acronym "LTE" stands for Limited Term Employee and represents an individual hired full- or part-time for a specific project or purpose with an employment period not to exceed three years.

Line-Item Budget: A budget prepared along departmental lines that focuses on what is to be bought.

Long-Term Debt: Debt with a maturity of more than one year after the date of issuance.

M&O (Maintenance and Operating) Costs: An expenditure category that represents amounts paid for supplies (e.g., office supplies, repair and maintenance supplies, minor equipment, and software), and other services and charges (e.g., ongoing contracts, professional services, communications, rent, utilities, and intergovernmental services).

Mandate: A legal requirement that a jurisdiction provide a specific service at a specific level.

Modified Accrual: The basis of accounting used by the City of Bellevue to recognize revenues and expenditures. The "basis" of either accounting or budgeting refers to the timing with which we recognize revenues and expenses. Under modified accrual, expenditures are recognized when goods are received or services are executed, and revenues are recognized when they are measurable and available; provided that payments for expenditures are made, and revenues are collected, within a 60-day period thereafter.

Net Budget: The legally adopted budget less double-budgeted items such as interfund transfers and interdepartmental charges.

Non-Operating/Special Purpose Fund: A budgeting, accounting, and reporting entity established to receive revenues typically of a non-continuing nature and to make expenditures for non-continuing projects or programs. It usually has a short-term life, after which the fund will be disbanded. Although budgets may be established on an annual or biennial basis, appropriations are non-lapsing and continue from biennium to biennium.

Obligations: Amounts which a government may be legally required to pay out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

Operating Costs: See M&O Costs.

Operating Expenditure: The cost of personnel, materials, and equipment required for a department to function.

Operating Fund: Operating funds have biennially-established balanced budgets which lapse automatically at the end of the fiscal biennium. These funds carry on the traditional service operations of a municipality.

Operating Revenue: Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Operating Transfers: Amounts transferred from one fund to another to assist in funding the services for the recipient fund.



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

Output: An output is a unit of a product or service produced through activities and programs (e.g. number of clients lunches served, tons of waste collected, or the number of applications processed).

Pay-As-You-Go Basis: A term used to describe a financial policy by which outlays are financed from current revenues rather than through borrowing (in the case of capital expenditures) or reserve building (in the case of retirement funds).

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

In Chapter 8—Operating Budget Proposal Summary, Performance Measure Actuals or Targets may show as blank due to new measures that have not yet collected data or measures that are still being reviewed for data trends.

Personnel: Expenditure category that represents amounts paid for employees (e.g., salaries and overtime pay) and their benefits.

Policy: A policy is a guiding principle which defines the underlying rules that direct subsequent decision-making processes.

Program: A group of related activities and projects which seek to accomplish a common objective.

Project Cost: An estimate of the resources required to complete the capital project as described on the project description page. Many of the project costs shown in the CIP Plan are preliminary in nature since no significant engineering has been done which would allow for more specific estimates to be produced. Most cost estimates are produced using rule-of-thumb approximations as opposed to specific lists of materials.

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

Public Hearing: A public hearing is a specifically designated time, place, and opportunity for citizens, community groups, businesses, and other stakeholders to address the City Council on a particular issue. It allows interested parties to express their opinions and the City Council and/or staff to hear their concerns and advice.

Purchasing Strategies: A set of actions chosen to achieve an outcome. A strategy is based on an understanding (or assumption) of the cause-effect connection between specific actions and specific Outcomes. Purchasing strategies are included in the Request for Results.



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RCW: The acronym “RCW” stands for Revised Code of Washington which is Washington State Law.

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

Result: A result is the Outcome of a program, service, set of activities, or strategy. It describes the impact of a service, set of activities, or strategy. Synonymous with “outcome.”

Results Teams (RT): Interdepartmental teams responsible for determining a set of ranked and optimized budget proposals to achieve an Outcome. There is one result team for each Outcome. The teams set purchasing strategies, create Request for Results, rank proposals, and make initial funding recommendations to the Leadership Team.

Reserve: An account used either to set aside budgeted resources that are not required for expenditure in the current budget biennium or to earmark resources for a specific future purpose.

Resolution: A special or temporary order of a legislative body requiring less legal formality than an ordinance or statute.

Resources: Total dollars available for appropriation, including estimated revenues, interfund transfers, other financing sources such as the sale of fixed assets, and beginning fund balances.

Restricted Revenue: A revenue is considered restricted when its receipt is either based upon the reasonable expectation that fees or charges paid to the City will be utilized to provide a specific product, service, or capital asset to the payer, or their receipt is directly tied to an expenditure. Revenue is also considered restricted when voters or the City Council have designated it for a specific purpose by ordinance or resolution. Revenues not designated restricted are considered unrestricted.

Revenue: Sources of income received during a fiscal year, operating transfers from other funds, and other financing sources such as the proceeds derived from the sale of fixed assets.

Revenue Bond: A type of bond backed only by the revenues from a specific enterprise or project, such as a utility.

Revenue Estimate: A formal estimate of how much revenue will be earned from a specific revenue source for some future period, typically a future fiscal year.

Source of Revenue: Revenues are classified according to their source or point of origin.

Special Purpose/Non-Operating Fund: A budgeting, accounting, and reporting entity established to receive revenues typically of a non-continuing nature and to make expenditures for non-continuing projects or programs. It usually has a short-term life, after which the fund will be disbanded. Although budgets may be established on an annual or biennial basis, appropriations are non-lapsing and continue from biennium to biennium.



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Supplemental CIP: In 2007, the City Council adopted the Supplemental CIP plan which represents high priority capital projects that focus on the following priority areas: 1) Downtown Implementation; 2) Transportation Capacity and Congestion; and 3) Neighborhood Investments. Funding for these projects is provided by limited tax general obligation bonds.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

TIFIA: Transportation Infrastructure Finance and Innovation Act (TIFIA) is a loan provided by the federal government. TIFIA is not grant funding, but is a loan with favorable terms for the City.

Uncommitted Resources: The net resources available after meeting the estimated cost of providing existing levels of service which may be used to support new or qualitatively expanded service programs or resource reductions.

Undesignated Fund Balance: The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

Unrestricted Revenue: Revenues not designated restricted are considered unrestricted (see, "Restricted Revenue").

User Charges: The payment of a fee for direct receipt of a public service by the party who benefits from the service.

Utility Services: A term used to describe services provided by Bellevue's three self-supporting utility funds: Sewer, Storm and Surface Water, and Water.

Variable Cost: A cost that increases/decreases with increases/decreases in the amount of service provided, such as the payment of a salary.



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E. Locating Additional Budget and Financial Information

In addition to the 2017-2018 Budget document, the City of Bellevue publishes other information about the City's finances. Some of the more important documents that might be of interest include:

The Comprehensive Annual Financial Report (CAFR) presents the year-end financial status and results of operations for each of the City's funds, as well as various statistical and demographic information about the City of Bellevue. Each year's CAFR can be found on the City's Finance Department home page at http://www.bellevuewa.gov/financial_reports.htm.

Quarterly Monitoring Reports discuss the status of operating and CIP resources and expenditures each quarter including a year-end projection of probable outcomes. Quarterly Monitoring Reports can be found on the City's Finance Department home page by scrolling down to Quarterly Monitoring Reports: http://www.bellevuewa.gov/financial_reports.htm.

Performance Survey, Budget Survey, and Business Survey reports discuss the results of scientifically conducted surveys of residents' and business opinion on City performance and budget priorities. Performance, Budget, and Business Survey reports are located on the City's Performance page at: http://www.bellevuewa.gov/citizen_outreach_performance.htm.

The Annual Performance Report shows selected performance measures for all departments. This document shows target and actual performance for the year, whether actual performance has met or exceeded targets, and it describes steps being taken to improve performance. Please see the City's Performance page at: http://www.bellevuewa.gov/citizen_outreach_performance.htm.

The 2017-2018 Budget document, complete proposals for the 2017-2018 Budget and other financial reports can be found online at <http://www.bellevuewa.gov/finance.htm>.

Hard copies of the 2017-2018 Budget document can also be found at this location:

Service First Desk, City Hall, 450 110th Avenue N. E.

Requests for any of these documents or inquiries about other financial programs of the City of Bellevue should be directed to:

Ms. Toni Call
Finance Director
City of Bellevue
P.O. Box 90012
Bellevue, WA 98009-9012
Phone: (425) 452-7863
Fax: (425) 452-6163

or
Mr. David Baldwin
Budget Division Manager
City of Bellevue
P.O. Box 90012
Bellevue, WA 98009-9012
Phone: (425) 452-2017
Fax: (425) 452-6163



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Stakeholder Summary Public Outreach for the 2017-2018 Budget

Public Engagement

The 2017-2018 budget process includes options for public engagement. Below is a status of each engagement option:

Budget Process Public Involvement Website is available at:

<http://www.bellevuewa.gov/budget-public-involvement.htm>

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

Statistically Valid Budget and Performance Surveys

- **Budget Survey:**

http://www.bellevuewa.gov/pdf/Finance/2016_Budget_Survey_Report.pdf

In preparation for the new budget, the City conducted a budget survey. The survey was designed to provide a statistically valid tool to enhance the City's knowledge of residents' perceptions about the City and to better understand community priorities and expectations regarding City services. This survey has been conducted every other year since 1998.

- **Performance Survey:**

http://www.bellevuewa.gov/pdf/Finance/2016_Bellevue_Performance_Survey_Report.pdf

The city conducts a performance survey annual to measure the performance of the city. The methodology for the Performance Survey is the same as in the Budget Survey.

- **Business Survey:**

http://www.bellevuewa.gov/pdf/Finance/2015_Business_Final_Report.pdf

The city conducted business survey in 2015 for the first time. It will be done every other year. The survey addresses Bellevue's key metrics, attitudes about operating and owning a business, starting a business, and questions relating to taxation.

Public Hearings in June, July and November

- The City Council holds three public hearings on the 2017-2018 budget to provide stakeholders multiple opportunities to officially comment on the operating and capital budgets. Two public hearings, one in June and the other in July, are held prior to the submission of the Preliminary Budget to the Council, and offer residents and other stakeholders the opportunity to let the Council know what issues are important to them. The third hearing, in November after the Council receives the Preliminary Budget, provides interested parties the chance to address new budget proposals and comment on significant budget issues.
- Summaries of the June, July and November public hearings are presented in this section.



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Public comment at all Council meetings

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

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

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

E-mail/Contact Councilmembers: Council@bellevuewa.gov

Comments to the full Council may be emailed to the address above or submitted by phone to the Council Office at 452-452-7810 (to leave message).

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

- **Presentations to Neighborhood Groups, Business Associations and Others**
The Finance Department will give presentations about the budget upon request to any group. Please contact us (425-452-5281) or at the email above.
- **Information Provided Upon Request**
Finally, the Finance Department responds to any communication received regarding the budget process. Please contact us (425-452-5281 or at the email above).



Stakeholder Summary Public Outreach for the 2017-2018 Budget

PUBLIC HEARINGS TESTIMONY (paraphrased)

June 6, 2016 (source: adopted Council Meeting Minutes, letters) (paraphrased)

1. Alexa Volwiler, Board member of the Cascade Bicycle Club, expressed support for expanded bike infrastructure and facilities in Bellevue.
2. Blake Trask, speaking on behalf of the Cascade Bicycle Club, expressed support for increasing investments in Bellevue's bike network beyond the Transportation Commission's recommended plan.
3. Marc Berejka, Director of REI's government affairs program, noted that REI has a letter of intent to relocate its campus to the Spring District in Bellevue. The company looks forward to creating a sustainable, visionary campus and to contributing to a livable, transit- and bike-friendly environment with a healthy natural environment.
4. Pamela Johnson, representing the Bridle Trails Community Club, expressed support for the funding request by the Parks and Community Services Board. She requested the continued completion of projects in the 2008 parks levy package and the creation of a coordinated plan for preserving the tree canopy. She said both the built and natural environments are important for healthy development. She encouraged the City to join King County's One Million Trees campaign.
5. Steve Kasner expressed strong support for the City's system of parks and open space and connections throughout the community. He asked the City to remove from the Transportation Facilities Plan (TFP) the SE 16th Street (148th Avenue to 156th Avenue) transportation project that would provide bike facilities. He noted that every other east-west road in East Bellevue has bike facilities. He said Microsoft traffic causes congestion in East Bellevue, and residents are interested in projects to improve traffic throughput at NE 8th Street and 148th Avenue. He said signal lights at 148th Avenue and Main Street will be replaced this year.
6. Patrick Bannon, President of the Bellevue Downtown Association (BDA), expressed appreciation for the business survey and the outreach conducted by the City as an early element of the budget process. He said transportation and mobility projects continue to be a high priority for the business community. He expressed support for the work over the past year by the City's Economic Development Office.



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7. Letter from Pete Parsons, CEO of Bungie, offering support for the Bicycle Rapid Implementation Plan (BRIP) and associated CIP investment priorities and strong encouragement for emphasis of protected bike paths whenever possible.

July 18, 2016 (source: adopted Council Meeting Minutes, letters) (Paraphrased):

1. Ted Dezember, King County Housing Authority, encouraged approval of the budget request for the Eastside Pathways program. He said the King County Housing Authority serves 1,000 students in Bellevue in public housing, Section 8 housing, and in traditional housing voucher programs.
2. Colleen Turner, Bellevue Schools Foundation, spoke in support of funding for Eastside Pathways.
3. Sue Baugh expressed support for Eastside Pathways, a partnership of more than 40 organizations working to have a positive impact on the lives of children and youths. She said the organization's collective impact model has been successful in addressing problems in a more efficient and effective way than traditional approaches. She said the Eastside Pathways program is consistent with the City's diversity initiatives. Ms. Baugh submitted her comments in writing as well as letters from Tim Mills, Superintendent, Bellevue School District and Amy Morrison Goings, President of the Lake Washington Institute of Technology.
4. Amanda Sherry, Imagine Housing, thanked the City for its participation in A Regional Coalition for Housing (ARCH) and for its financial assistance to Imagine Housing to provide services. She said continued funding is needed to enable ARCH to develop additional affordable housing options.
5. Madeline Stein said she is a steering committee member for the New Bethlehem Project, which has contributed many volunteer hours and nearly \$475,000 toward helping families experiencing homelessness. The effort will create a family day center in Kirkland across the street from Lake Washington High School. Ms. Stein said more than 370 St. Louise parishioners, including 255 Bellevue residents, signed letters requesting assistance from the City for the New Bethlehem Project's family day center. Ms. Stein submitted copies of the letters from Bellevue residents, which indicate their commitment to volunteering and donating funds to the project.
6. Angela Murray, Executive Director of The Sophia Way, thanked the City for supporting the Eastside Housing Trust Fund through ARCH and requested increased funding this year. She said The Sophia Way recently released three women from its programmatic shelter into homelessness because there is not sufficient affordable housing on the

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Eastside. Ms. Murray commended the Council for developing an affordable housing strategy. She asked the Council to support the recommendation of the Human Services Commission to approve funding for three programs assisting homeless women on the Eastside. Ms. Murray requested a modest increase in funding to extend the weekly operation of the day center to include weekends. She said there are no weekend daytime services for women on the Eastside.

7. Mike Nielsen, former Executive Director of what is now Imagine Housing, said he spent nearly 40 years working in the areas of behavioral health and affordable housing. He currently serves as a Board Trustee for a countywide crisis clinic. He said he is increasingly concerned about the affordability of housing in Bellevue. He encouraged the Council to increase funding to the ARCH Trust Fund. He said the 24-hour crisis line received 9,000 calls from Bellevue residents, including 200 youth, last year.
8. Vicky Clarke, Cascade Bicycle Club, expressed support for non-motorized transportation projects including the Eastside Rail Corridor, Bicycle Rapid Implementation Plan, and the Grand Connection. She thanked the City for its work to invest in bicycle infrastructure and amenities.
9. Joel Ing, Shelter Resources, Inc., thanked the Council for supporting ARCH and its important housing projects. He said Bellevue's support is critical to the regional efforts.
10. Len Brannen, Shelter Resources, Inc., said ARCH is one of the more progressive organizations in the country for achieving housing goals. He encouraged the Council's continued support.
11. Michelle Plesko expressed support for expanding bicycle infrastructure, noting that she and her four children use bikes as much as possible. She said bikes provide an affordable transportation option if facilities are safe, comfortable, and convenient.
12. Steve Kasner, representing the East Bellevue Community Council, noted that he distributed three documents to the City Council. He said the Lake Hills area represents more than 10 percent of Bellevue's population. He encouraged the Council's support of a proposed project to improve traffic at 148th Avenue and NE 8th Street. He said there are no CIP projects specifically for the Lake Hills area. He said the EBCC does not support Transportation Facilities Project 158 in East Bellevue. He said an additional sidewalk is not needed in that project location. However, a bike connection to the Lake Hills Greenbelt would be useful. Mr. Kasner observed that the sidewalk project funds could be better spent elsewhere. He is pleased that the Fire Facilities and Neighborhood Transportation levies will be presented on the fall ballot. He encouraged the City to continue working toward the redevelopment of the Newport Hills Shopping Center.



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13. Letter from Mark Mader, President and CEO of Smartsheet, stating that the Bicycle Rapid Implementation Plan (BRIP) is an important and necessary step to address lack of bicycling infrastructure to safely commute to the Bellevue central business district and stating specific projects that would directly improve access to Smartsheet's downtown Bellevue offices.

November 21, 2016 (source: adopted Council Meeting Minutes, letters) (paraphrased)

1. Diana Thompson spoke on behalf of the Bellevue Network on Aging and encouraged hearing accessibility in Bellevue. She thanked the Council for providing the looping technology in City Hall and at the Bellevue Youth Theatre and noted that Bellevue residents of all ages have hearing loss. She asked the Council to fund the proposal to expand hearing assistive technology in public buildings.
2. Yimin Chen spoke in support of studying the feasibility of creating a multicultural center in Bellevue. The center would be a hub for cultural exchange to bring the entire community closer together, and would have a positive impact on property values, tourism, and a sense of community identity.
3. Prannay Pradeep, a sophomore at Interlake High School, spoke in support of establishing a multicultural center in Bellevue to bring the community together under one roof. He said this region is a melting pot and he noted the slogan that "Bellevue Welcomes the World."
4. Tom Brooke, a Redmond resident, spoke in support of a multicultural center in Bellevue, noting the importance of being aware of our neighbors around the world. He said he has lived outside of the United States for a number of years and believes the center has the potential to bring people together.
5. J.D. Yu spoke about the Guan Yin statue relocation. He said the proposal provides the opportunity to make the statue culturally correct and to increase its visibility.
6. Dr. Bang Huang said it is important to properly relocate and display the Guan Yin statue.
7. Cooper Engst, representing Wright Runstad & Company, noted a letter recently sent to the Council. He said it is critically important to fund the completion of the Spring Boulevard Zone 2 project (between 120th and 124th Avenues); 120th Avenue NE, Phases 2 & 3; the 124th Avenue NE project; and the Wilburton Trestle project.
8. Marc Berejka, representing REI, spoke about maximizing the sustainability of the new REI headquarters site in the Spring District. He encouraged funding for Spring



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Public Outreach for the 2017-2018 Budget

Boulevard projects and said he is excited about the potential for public-private partnerships.

9. Judy Faast, representing Hopelink, thanked the Council for its commitment, leadership, and partnership with Hopelink. She encouraged the Council to increase its contribution to the ARCH (A Regional Coalition for Housing) Trust Fund to provide critical affordable housing in north and east King County.
10. Patrick Bannon, President of the Bellevue Downtown Association (BDA), thanked the Council for presenting a balanced capital plan and for its support of the neighborhood transportation and public safety levies. He asked the Council to fully fund the Bellevue Way SE HOV project and the NE 6th Street extension project and requested continued engagement in Sound Transit 3 (ST3) planning and a continued focus on moving economic development priorities forward.
11. Julie Miller, President of the Bellevue Arts Museum (BAM) Board of Trustees, encouraged the City's continued support of the museum and listed the economic impact and quality of life benefits for the community.
12. Barbara Sherland, Secretary of the BAM Board of Trustees, requested the City's support of the museum to avoid insolvency and to maintain the arts fair, museum, performances, youth education, and other activities. The five key components of BAM's business model over the next 16 months are: 1) a \$9 million fundraising campaign, 2) increased revenue and decreased expenses, 3) renovation of the facility through a grant from Kemper Development Company, 4) the potential sale of the building's air rights to Kemper Development Company, and 5) requested long-term support from the City through an annual \$250,000 commitment over the next 10 years to underwrite education programs.
13. Mitch Smith, Vice President of the BAM Board, urged the Council to support the funding request for the Bellevue Arts Museum.
14. Mike Schwartz, representing the YWCA, thanked the Human Services Commission for its funding recommendations supporting two YWCA programs: YWCA Family Village permanent supportive housing and YWCA Eastside employment services. He thanked the Council for its ongoing support of A Regional Coalition for Housing (ARCH) and asked the Council to consider increasing its financial contribution to ARCH.
15. Angela Murray, Director of the Sophia Way program in Bellevue, requested an increased financial contribution to the ARCH Housing Trust Fund. She described the difficulties in finding affordable housing for the women served by the program.



Stakeholder Summary

Public Outreach for the 2017-2018 Budget

16. David Bowling, Executive Director of Congregations for the Homeless, thanked the Council for the City's ongoing support, including funding for the Eastside winter shelter at Lincoln Center. He encouraged the Council's continued support of programs addressing homelessness and affordable housing.
17. Enrica Hampton, representing the Kinderling Center, thanked the Council for its funding and spoke about the importance of supporting community services. She thanked the Human Services Commission for its 2017-2018 funding recommendation.
18. Joy Scott, representing the Housing Development Consortium of Seattle-King County, said the organization works with partners across King County and has joined with eight Eastside nonprofit service providers to urge a tripling of the ARCH Eastside Housing Trust Fund for the 2017-2018 budget cycle. She thanked the City for its participation in ARCH and for its ongoing contributions.
19. Mvrad Khan, a resident of Yarrow Point, asked the Council to provide funding for a squash program for both adults and youth. He commented that squash tournaments benefit tourism and provide economic impact for the community.
20. David Allen, a resident of Woodridge Hill, thanked the Council for providing the neighborhood hiking trail and asked the Council to provide funding for the development of the Eastside Rail Corridor, including the Wilburton Trestle.
21. David Sturtevant, representing the Mountains to Sound Greenway Trust Board and Executive Committee, spoke in support of the City's commitment to developing the Eastside Rail Corridor.
22. Vicky Clarke, East King County Policy Manager for the Cascade Bicycle Club, encouraged more funding for the City's Bicycle Rapid Implementation Plan. She asked the Council to provide funding for the development of the Eastside Rail Corridor trail across the Wilburton Trestle and the Wilburton Gap over I-405.
23. Courtney Landoll, representing the Trust for Public Land, noted that she is a member of the Eastside Greenway Alliance as well. She spoke in support of funding to continue to develop trail connections to I-90, the Factoria area, NE 8th Street, and the Wilburton Trestle.
24. Michelle Hilhorst, Co-Chair of the Newport Hills Community Club's parks committee, said she was pleased to see that the Tyler property is under consideration for funding. She thanked the Parks and Community Services Board for proposing that the project be included in the budget. She noted the importance of parks and preserving green space during the current high level of development activity.



Stakeholder Summary

Public Outreach for the 2017-2018 Budget

25. Lei Wu complimented the Council for its fiscal responsibility. She encouraged the Council to provide adequate funding for studies of proposed projects, including public involvement activities.
26. Letter from Gina Yarwood, YWCA Family Village Director, thanking Council for past support and for the recommendations from the Bellevue Human Services Commission and noting the two YWCA programs that receive funding from Bellevue- YWCA Family Village Permanent Supportive Housing and YWCA Eastside Employment Services. She thanked Council for their strong commitment to Eastside Housing Trust Fund (ARCH) and encouraged an increase in the level of support.
27. Email from David Plummer, requesting Utilities Department operating budget reductions, Utility CIP budget reductions and removal of the Utility Department's proposed AMI system.



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Forecast Introduction

The following sections present the General Fund and Enterprise Funds financial forecasts for the 2017-2022 forecast period. Each Fund's proposed expenditure budget has been developed through the Budget One Process. The Budget One process is focused around the Outcomes that citizens value. Resource projections have been developed using current economic assumptions. Included in these forecasts are discussions of forecasts assumptions, key drivers, and a long-term outlook. Additionally, any risks or key issues have been identified.

- Economic Outlook
- General Fund Financial Forecast 2017-2022
- Utility Funds Financial Forecast 2017-2022
- Development Services Financial Forecast 2017-2022
- Parks Enterprise Fund Forecast 2017-2022



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Executive Summary:

- ***The Puget Sound Region continues to outperform the nation.***
- ***Bellevue employment, personal income, and home prices have rebounded faster than the nation.***
- ***Overall, the City’s forecast assumes a modest growth of tax revenues over the next few years.***
- ***Risks:***
 - ***Global/National: China, Europe, and uncertainties on upcoming federal policies.***
 - ***National economic indicators grew slower in 2016 than 2015.***
 - ***The shifting in people’s spending habit from retail stores to online purchase may impact the sales tax collection in the future.***

Economic Outlook:

Global Risks on the Horizon

Although the global financial crisis is now seven years behind us, the world’s economy is still struggling to regain momentum. Growth continues to falter in advanced economies and, while there is considerable divergence of performance across emerging market and developing economies, their overall growth remains below potential. (Source: World Bank Group: Global Economic Prospects JUNE 2016 Divergences and Risks)

Real GDP Growth Annual estimates and forecasts						
	2013	2014	2015	2016	2017	2018
World	2.4	2.6	2.4	2.4	2.8	3
United States	1.5	2.4	2.4	1.9	2.2	2.1
Euro Area	-0.3	0.9	1.6	1.6	1.6	1.5
Japan	1.4	-0.1	0.6	0.5	0.5	0.7
United Kingdom	2.2	2.9	2.2	2	2.1	2.1
China	7.7	7.3	6.9	6.7	6.5	6.3
East Asia and the Pacific	7.1	6.8	6.5	6.3	6.2	6.1
Middle East and North Africa	2	2.9	2.6	2.9	3.5	3.6

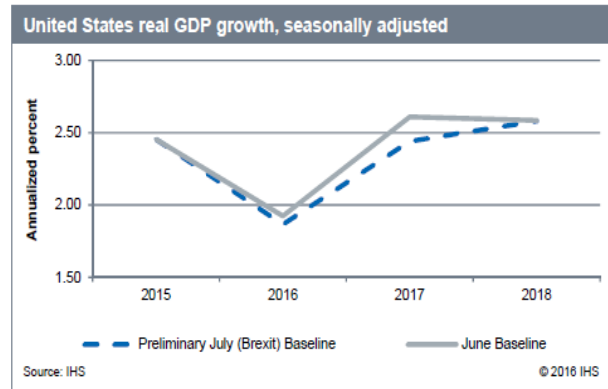
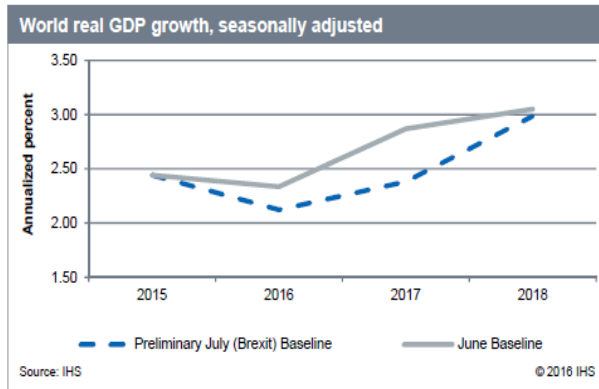
Source: World Bank and Haver Analytics.

Note: Aggregate growth rates calculated using constant 2010 U.S. dollars GDP weights.

2017-2018 Economic Outlook

China continues its gradual slowdown and rebalancing, as reforms are implemented and their impact is calibrated by policy easing.

Brexit has a significant economic and political impact on both the UK and EU. Eurozone GDP growth will take an appreciable hit from the UK exit vote. IHS Global Insight forecasted Eurozone GDP growth to slow in 2017. The US economy may feel the impact with reduced trade growth coupled with a stronger currency, offset by commodities and interest rates staying “low for longer”. In the end, Brexit is forecasted to temporarily reduce global growth by 0.3% to 0.5% in 2017. (Source: IHS Global Insight, Assessing the Impact of Brexit -June 29, 2016)



U.S. Economy

The U.S. economy added 287,000 net new jobs in June 2016, the largest monthly increase since October 2015 and a major turnaround after May data showed the smallest increase in jobs since September 2010 (Source: U.S. Bureau of Labor Statistics). However, the initial estimate of second quarter GDP growth was a disappointing 1.2%, with first quarter GDP growth revised down to 0.8%.

The Current Population Reports released in September show that after a brutal economic recession and years of stagnation, real median household incomes rose from \$53,718 in 2014 to \$56,516 last year. That's a 5.2% rise — the first statistically significant increase since 2007, but the median household income in the nation still remains lower than it was in 2007 (Source: U.S. Census Bureau).

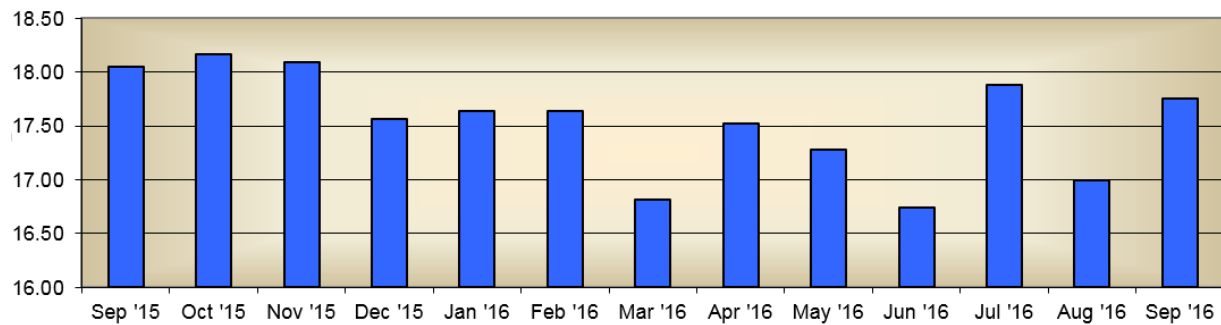
For the nation, earnings grew in 22 of the 24 industries; Health care, construction, and professional services were the leading contributors to overall growth in personal income (Source: U.S. Bureau of Economic Analysis). United States home values have gone up 5.4% to \$187,000 over the past year and Zillow predicts they will rise 2.9% within the next year (Source: Zillow Research (<http://www.zillow.com/research/>)). However, the median home value in United States is still lower than its peak in 2007.

Although national auto sales grew 66 consecutive months beginning in September 2010, in 2016 there have been five months of decline. The softening of auto retail sales amid low interest rates, relatively cheap gas, and automakers pushing more aggressive incentives may be an indicator

2017-2018 Economic Outlook

that further growth in this cycle will be challenging. The U.S. automotive market continues to show signs of little growth. As shown in the chart below, total sales of light vehicles (i.e. personal cars, trucks) are declining in 2016.

Total U.S. Light Vehicle Retail Sales (SAAR, Mil. Units)



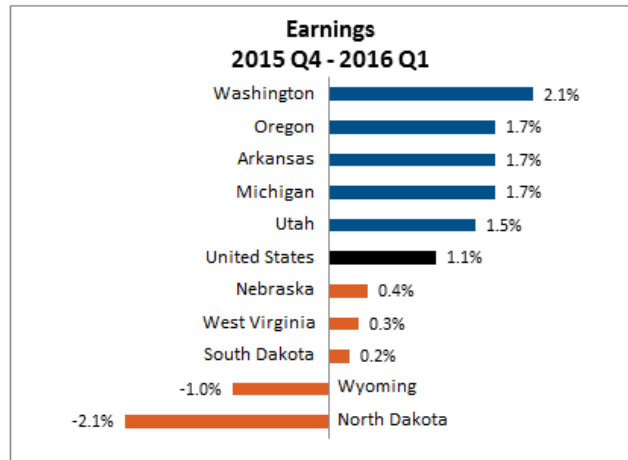
Source: *Power Information Network® (PIN)* from J.D. Power

Overall, although the national economy continued its weak pace of growth in the first two quarters, economists believe the economic recovery will continue at a moderate pace. Solid gains in employment, real disposable income, and household net worth will support consumer spending, and business fixed investment will recover, led by gains in information technology, industrial equipment, and commercial structures. However, foreign trade will be a drag on real GDP growth through 2018 because of a strong dollar and sluggish growth in major export markets (Source: IHS Global Insight). The Federal Reserve is normalizing monetary policy, but recent weakness in the economy has caused them to delay raising interest rates. Global Insight still expects that the Federal Reserve will raise the rates once by 0.25% this year (Source: IHS Global Insight).

Local Economy:

The Washington State and Puget Sound region had strong home price growth, job growth, personal income growth and population growth compared to the nation. Personal income in Washington State grew 2.1%, almost double the national earning growth, and faster than any other state, largely due to stock grants in the information sector (Source: U.S. Bureau of Economic Analysis). Global Insight economists expect the growth to moderate after a strong first half of 2016. Weak manufacturing performance and overall softer employment growth in the state and country is expected to limit growth. Construction growth and building - which helped Washington State and Puget Sound become so strong in the past few years - will begin to taper off as the tremendous amount of residential and commercial development projects that began a few years ago are slated to finish by the end of 2016 -2017. Growth will still be strong compared to the US, but may not be as pronounced (Source: IHS Global Insight).

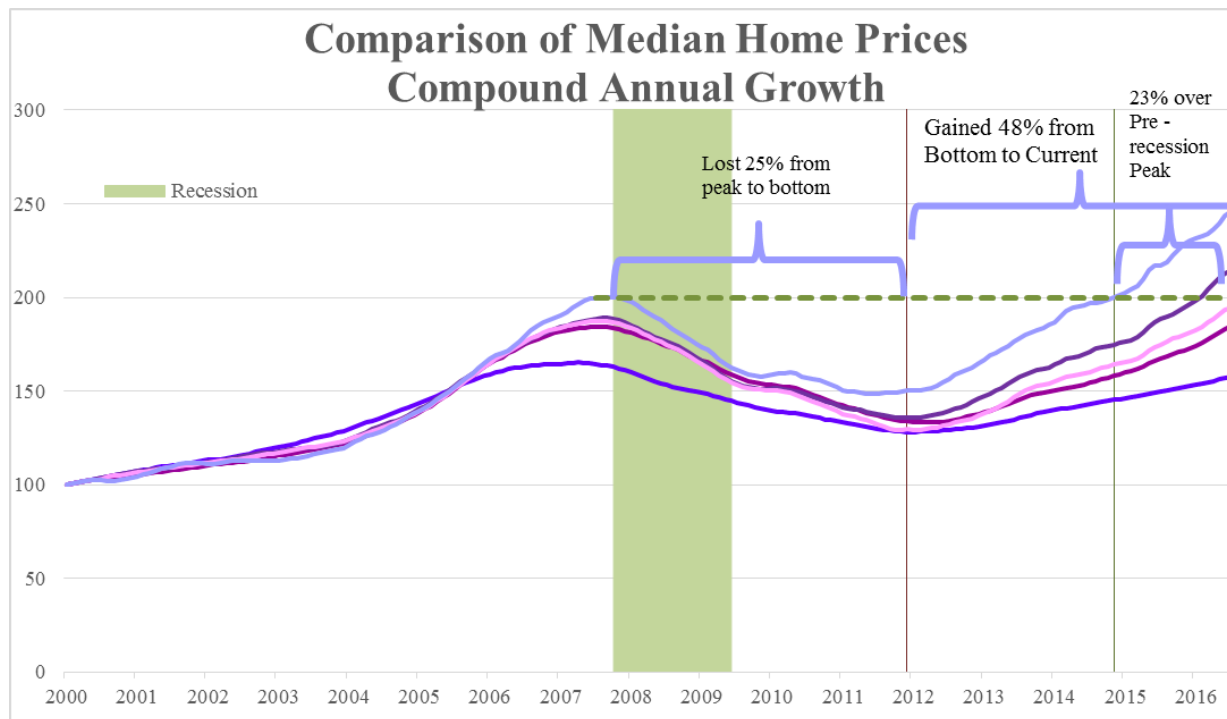
2017-2018 Economic Outlook



Source: Bureau of Economic Analysis, June 2016 News Release.

Bellevue Economy:

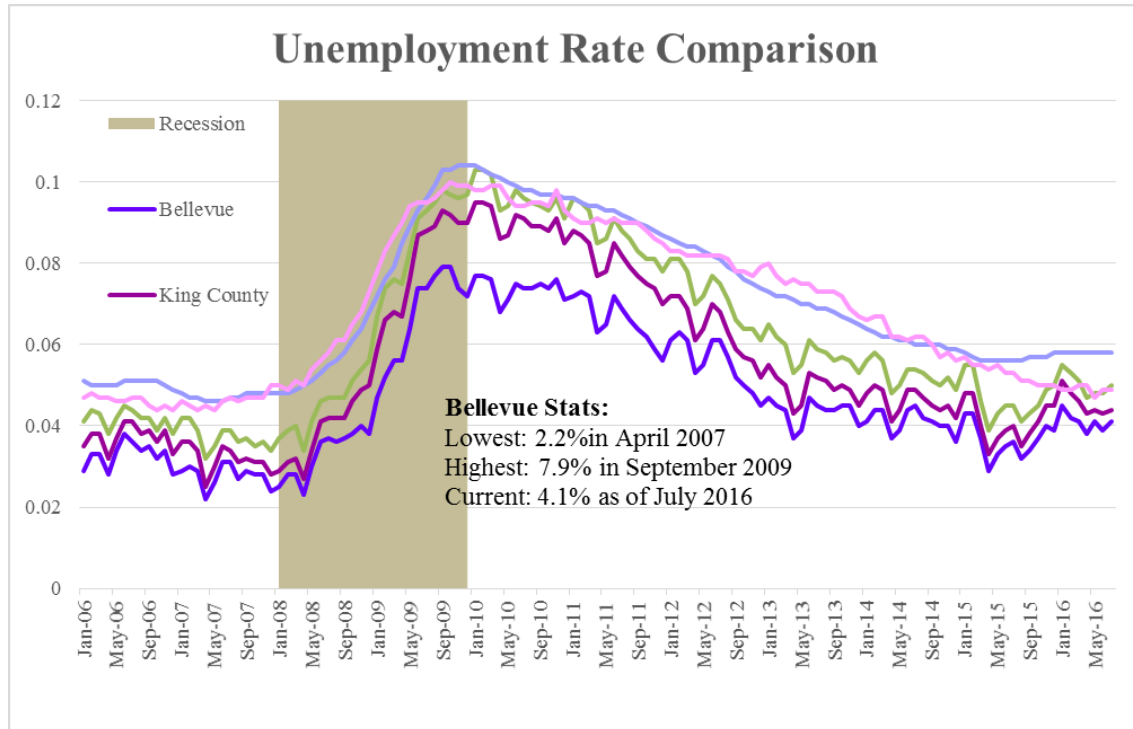
As one of the top destinations for domestic movers right now, Bellevue home prices have rebounded much faster than the nation. The median home value in Bellevue is \$716,900 by the end of June 2016. Bellevue home values have gone up 12.3% over the past year and Zillow predicts they will rise 6.8% within 2017 (Source: Zillow Research (<http://www.zillow.com/research/>)). On the other hand, Global Insight economists expect the home price growth should stabilize over the next few quarters, but will still be high. Affordability is a major concern in the Seattle Metro Area and it is unlikely to ease given strong wages in the metro area’s expanding technology and information sector.



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

2017-2018 Economic Outlook

Bellevue added a total of 1710 jobs in the first two quarters of 2016 and our average monthly unemployment rate is currently 4.1%, lower than the nation rate of 4.9% and Washington State at 5.8% (Source: U.S. Bureau of Labor Statistics). Economists generally believe full employment is considered when unemployment is at 3%. Bellevue's current unemployment rate is significantly closer to full employment than the nation as a whole.



Source: U.S. Bureau of Labor Statistics



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2017-2022 Financial Forecast General Fund

Executive Summary:

- *The 2017-2022 forecast shows moderate revenue growth.*
- *2016 revenues came in above budget due to solid B&O tax growth.*
- *No councilmanic tax increase is assumed in the forecast.*
- *Sales Tax growth is forecast for 2017 and 2018 at 6.0% and 4.4%, respectively. Seattle and King County are forecasting 2.7%, 5.1% for 2017 and 2.1%, 5.2% for 2018.*
- *B&O tax growth is expected to grow at 5.3% for 2017 and 6.2% for 2018.*
- *Assuming no changes in rates for major tax components, the General Fund forecast is forecasting revenues to exceed expenditures in the near term (years 2017 and 2018), the out year forecast reflects the reverse.*

General Fund¹ Revenue Discussion

The City’s mix of revenue consists of Property Tax, Sales Tax, Business and Occupation Tax (B&O Tax), Utility Tax, user fees, state-shared revenue, as well as other smaller revenue sources. These revenue sources fall into essentially five categories: Property Tax, Sales Tax, Business and Occupation Tax (B&O Tax), Utility Tax, and the catch all “all other” revenue.

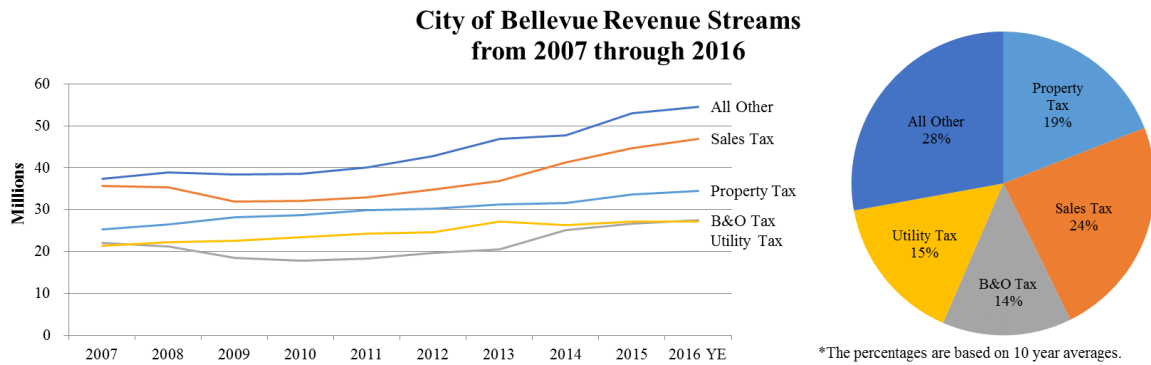
Overall, the City’s General Fund forecast assumes a modest growth of tax revenue for the next few years, recognizing that the Puget Sound area’s economy will continue to grow at a moderate pace. Sales tax is a good indicator of economic activity, and has been growing faster as the economy continues to recover. Each of these revenue streams grow at different rates, some very slowly like Property Tax (based on new construction), and some at a greater rate such as Sales and B&O Taxes. Due to these differing growth rates, the relative impact of one revenue stream that may be growing at a rate greater than the others is offset by other revenue streams growing at a much slower rate. Sales and B&O Taxes, combined, comprise 41% of total General Fund revenue in 2017 and are very sensitive to economic conditions. These taxes are forecasted to grow between 2% and 6% but, when combined with all other revenue streams including those less sensitive to economic conditions, are likely to grow at a rate slightly less than CPI. This means that for Sales and B&O Taxes to affect total revenue growth by 1%, Sales and B&O Taxes would have to grow by approximately an additional 3%.

Chart 1 shows a 10 year history of the growth of the five major sectors in the general fund, and the pie chart shows a 10 year average of their proportionate share of the general fund.

¹ Note: While other sections of this book include restricted general fund in the overall total for the General Fund, this forecast section is for unrestricted portion of the General Fund only.

2017-2022 Financial Forecast General Fund

Chart 1

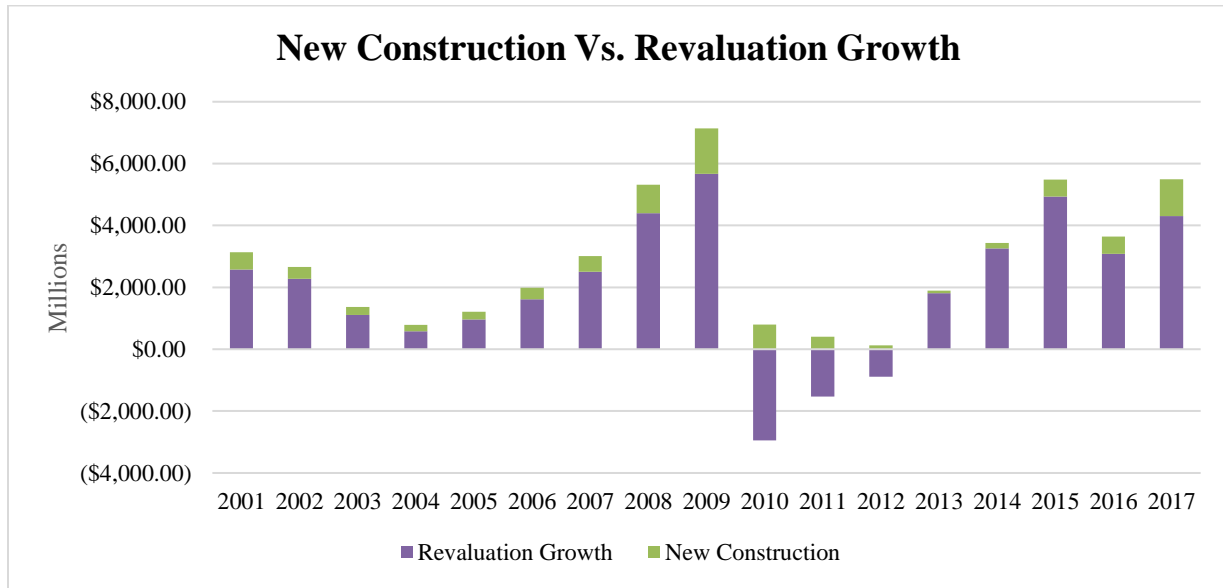


General Property Tax

Property tax was increased 3% in 2015 consisting of the statutorily allowable 1% to help pay for the transfer to the Capital Investment Plan Fund to address infrastructure needs, then 1% increase 4 additional firefighters and a 2% increase utilizing Banked Capacity with an equal offsetting reduction in the sales tax in 2016 to to fund the balance of the cost associated with the addition of firefighters approved in December 2014. Historically before 2015, the City has not taken its allowable annual Property Tax increase of either the lesser of 1 percent or the implicit price deflator (IPD) consistently. Rather than taking that increase the City has chosen to bank that allowable increase (known as “banked capacity”) for future use. Currently, Bellevue has \$8.6 million in banked capacity available.

Aside from Property Tax increases and annexations, new construction is generally the only allowable increase in the Property Tax levy. New construction varies year to year depending on the level of development activity fueled by a growing economy. Historically since 2010 new construction contributes approximately 1 percent to the property tax revenue and within that time frame the annual increase to the General Property Tax revenue has ranged from 0.8 percent to 4.7 percent. Downtown development of high-rise buildings has been the catalyst of the disproportionately high amounts of new construction.

2017-2022 Financial Forecast General Fund



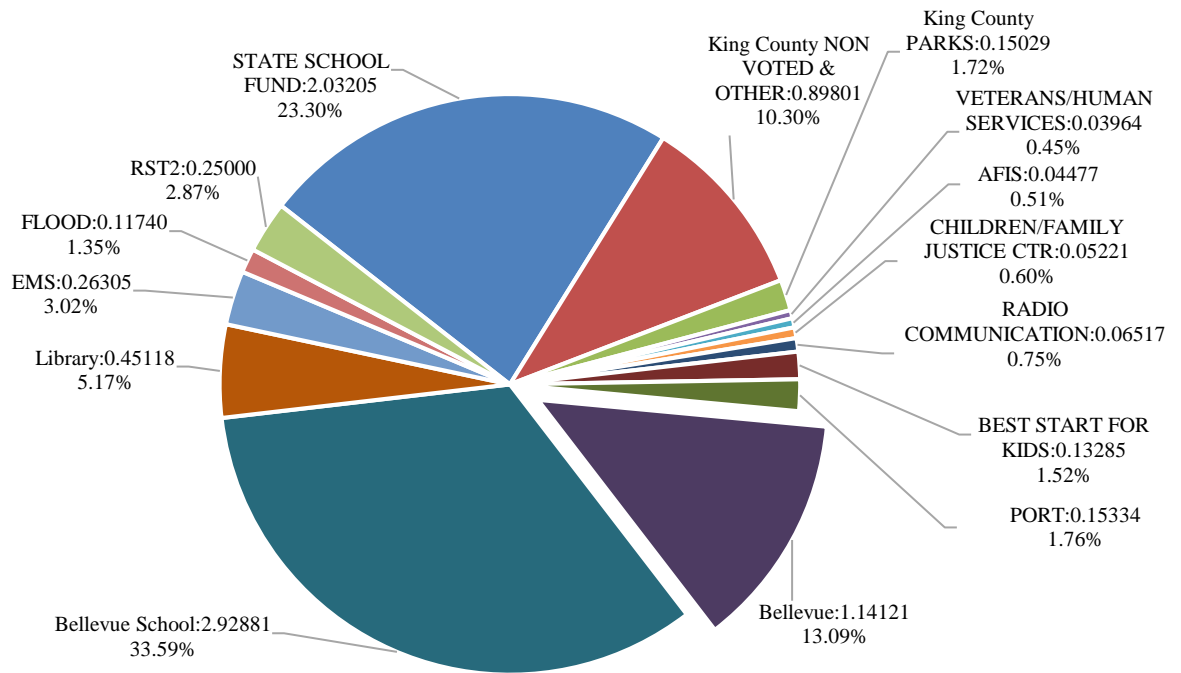
Revaluation growth and new construction are the two components contributing to the total assessed value growth. The lagged impact of an economic downturn was not shown in assessed value until the Great Recession was over in 2009, and the impact lasted for three years before the construction started to pick up.

General Property Tax is levied as a dollar amount on the value of real and personal property. The tax rate is calculated by dividing the levy amount by the assessed value. This method for determining property tax means the rate may fluctuate depending on assessed value.

Bellevue’s Property Tax is one of the lowest in King County. In 2017, only 13 percent of a property owner’s tax bill was collected by the City of Bellevue, and the remaining 87 percent was remitted to King County, the State, schools, and other taxing jurisdictions.

2017-2022 Financial Forecast General Fund

2017 Levy Rate Distribution



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

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

2017-2022 Financial Forecast General Fund

Retail Sales/Use Tax

The City collects 0.85 percent tax on retail goods and services. Sales Tax revenue is the most volatile revenue the City’s General Fund collects. During the recession, Sales Tax collections fell 21 percent from their peak in 2007 to the trough of the recession in 2010. Chart 2 shows the Sales Tax growth since 1999, and is shown compared to the Consumer Price Index (CPI) to demonstrate the magnitude of growth and volatility.

Chart 2

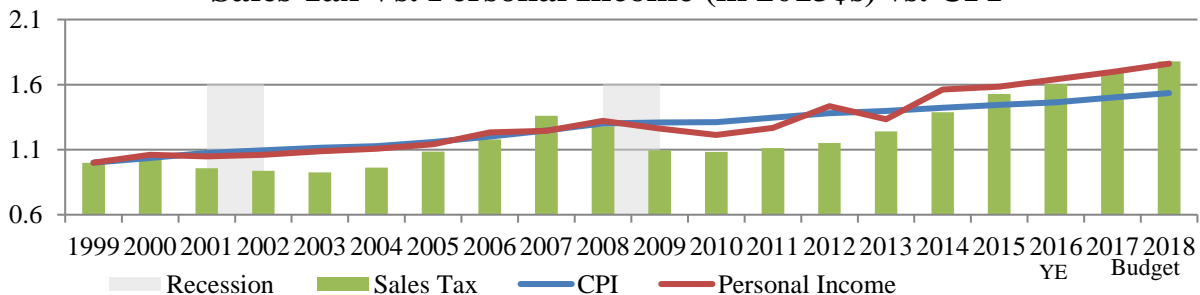
Sales Tax Annual % Increases compared to CPI



Personal expenditures dropped greatly through the recession and so did sales tax as a result of this change in behavior. In nominal dollars the City is recovered above its prerecession sales tax peak. However the annual sales tax growth rates are still lower than the prerecession peaks from 2005-2007. Chart 3 shows the difference in growth between personal income and sales tax growth. What is notable from this chart is that personal income has recovered more quickly than sales tax growth from 2009-2015 as a result of people’s personal spending habits changing after the recession. Now seven years after the recession, most economic indicators have recovered to pre-recession levels, and the sales tax forecast for 2017-2018 shows a similar trend with personal income growth forecasted by Puget Sound Economic Forecastors.

Chart 3

Sales Tax Vs. Personal Income (in 2013\$\$s) vs. CPI





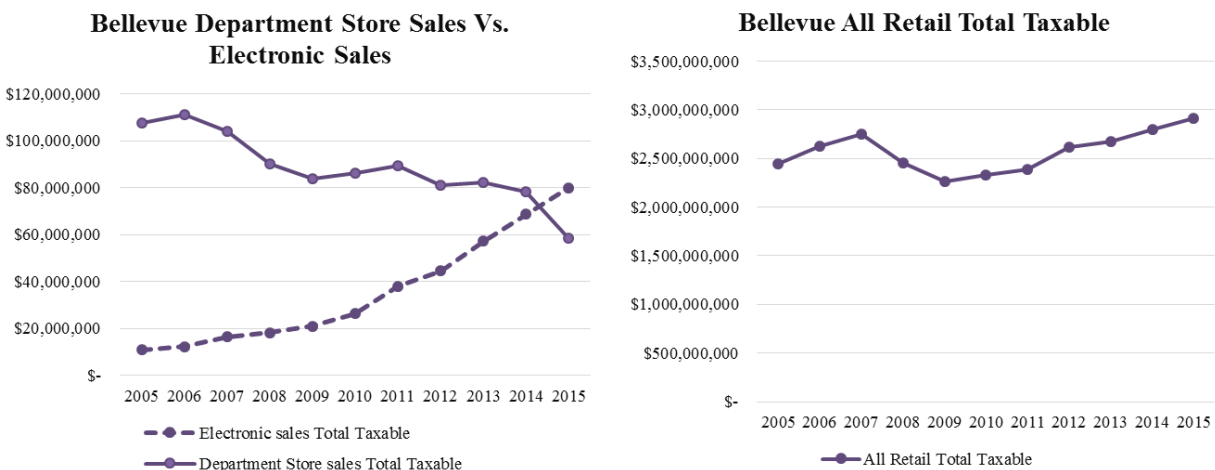
2017-2022 Financial Forecast General Fund

Sales Tax is reported to the City by sectors. The major sectors for Bellevue are retail sales, construction, and auto sales, which together comprise 60 percent of sales tax revenue; all other retail sales tax sectors make up the balance. Construction has been slowly increasing over the last few years after the recession and recently has started to show stronger growth. Construction of buildings grew at nearly 64 and 34 percent in 2014 and 2015, slowed in 2016 at 3.9%, and projected to be slow down in 2017 and 2018 as the nine major projects currently under construction in downtown Bellevue will finish in the next year (between 2016-2017) (Source: City of Bellevue Development Services 2016 Q2 Major Projects List).

Due to the increasing level of growth, construction is now contributing to the overall increase in sales tax revenues. Construction was a driving force in the City’s revenue growth leading up to the recession of 2007. Before the recession, construction accounted for 22 percent of sales tax revenue, but only 14 percent in 2013. Although the construction share of sales tax has increased to 16%, having such a large portion of the City’s revenue subject to this volatility presents challenges due to the economic sensitivity of the construction industry.

Retail sales is a broad category that is comprised of both durable and non-durable goods. The Great Recession has had a profound effect on the City’s sales tax collections. On a nominal dollar basis the City has recovered, but on a real dollar basis this is not the case. In the seven years since the pre-recession peak, purchasing power has eroded, meaning a dollar today does not buy as much as it did in 2013. Chart 3 compares growth of personal income and sales tax in 2013 dollars. The chart indicates that sales tax growth has lagged compared to personal income growth due to the change in purchasing habits after the recession.

As the public’s spending habits shift from purchases in retail store locations to online stores, the sales tax share for department stores has been decreasing as the electronic shopping category of sales tax increases. As shown in the chart below, the electronic sales has been increasing its share of sales tax, but the department stores shows the reverse. In 2015, the total taxable sales of electronic shopping increased 17.9% where department store taxable sales decreased 25.3%. (Source: King County sales tax database)



Source: King County sales tax database



2017-2022 Financial Forecast General Fund

The table below provides a comparison of the City’s Sales Tax forecast to Seattle, King County, and Washington State. Bellevue is showing slightly stronger growth in near term, and in the long run, Bellvue’s forecast is comparable with King County and Washington state. This forecast is based on the best information available at this point in time and, as the forecast extends to the out years, the margin of error increases.

	2017	2018	2019	2020	2021	2022
Bellevue	6.17%	4.39%	4.63%	3.92%	4.12%	4.69%
Seattle*	2.68%	2.07%	N/A	N/A	N/A	N/A
King**	5.12%	3.12%	3.45%	2.77%	3.90%	4.55%
Washington State***	3.20%	4.40%	4.50%	4.10%	3.90%	N/A

* Seattle sales tax growth rate is calculated from Seattle's 2017-2018 proposed budget

**King County sales tax growth rate from King County's August 2016 forecast

***Washington State Final September 2016 forecast published by Washington State Economic and Revenue Forecast Council

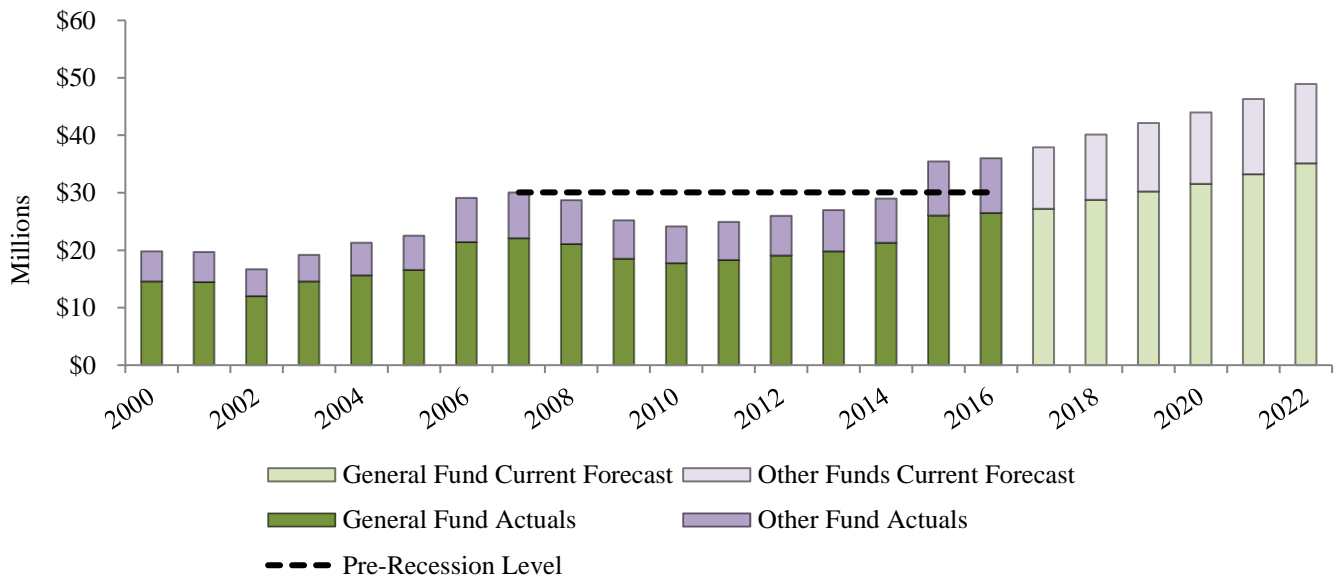
2017-2022 Financial Forecast General Fund

Business & Occupation Tax

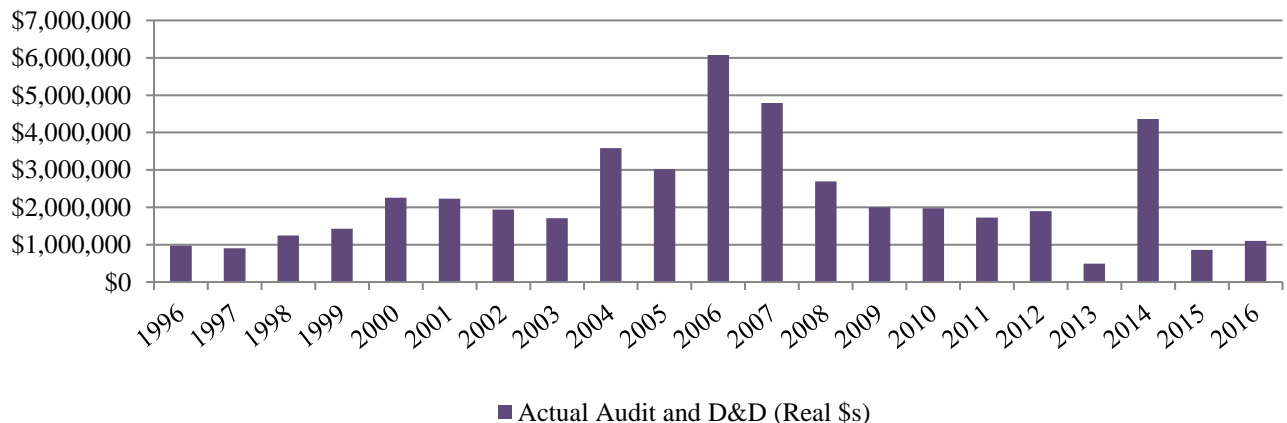
Business and Occupation (B&O) Tax is made up of two parts, gross receipts and square footage taxes. This revenue, like Sales Tax, is subject to volatility brought on by economic risk. During the recession, B&O Tax collections fell 20 percent from the peak. Over the last 10 years, B&O Tax accounted for 14 percent of the City’s General Fund revenue. B&O returned to pre-recessionary levels in 2014 as reflected below in Chart 5. The City continually monitors the B&O taxbase and as well as audit findings that may require either a refund to the tax payer or an additional payment to the City. Audit revenue is highly volatile and has ranged from several hundred thousand dollars to nearly \$4.4 million.

Chart 5

B&O Tax Actuals and Forecast



B&O Audit and D&D Revenues





2017-2022 Financial Forecast General Fund

Utility Tax

Utility Tax is collected from eight types of utility services: electric, natural gas, garbage, telephone, cellular phone, water, sewer and storm water. Aside from telephone and cellular phone taxes, Utility Taxes are fairly stable, rarely declining from year to year. Utility taxes remained level in aggregate for the past several years, and the city is forecasting a continuation of the trend. On a disaggregated level, cellular and telephone taxes continue to decline, whereas other utility taxes are increasing. Overall, the utility tax's share in general fund has been decreasing over 2015-2016. The shift to place greater reliance on sales tax and B&O is an area that requires regular review to ensure that the City is fiscally prepared for an economic downturn. A couple areas of note:

- In the last few years electric and natural gas utility tax collections have flattened out due to conservation efforts and mild weather patterns.
- Telephone and cellular phone taxes have been on the decline and are expected to decline further due to households abandoning landlines and wireless phone companies shifting the proportions of the bill more towards the untaxed data and away from voice service.

Other Revenue

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

Intergovernmental revenues consist of revenues collected from other entities for services provided by Bellevue (e.g. Fire EMS services, etc.). State funding, sometimes referred to as State-Shared Funds, consists of distribution from State taxes such as the Marijuana Excise Tax, Liquor Excise Tax and Liquor Board profits. Marijuana Exercise Tax and Multi-modal distributions are the two new Intergovernmental revenues to the city. State distributes 30% of the total Marijuana Exercise Tax to cities and counties with a cap at \$15 Million in 2018 and 2019 then \$20 Million each year thereafter; 70% of the distribution will be on a per capita basis with 60% going to counties, and the remaining 30% will be based on the proportional share of the total marijuana revenues generated.



2017-2022 Financial Forecast General Fund

General Fund Forecast

The General Fund forecast is forecasting revenues to exceed expenditures in the near term (years 2017 and 2018), the out year forecast reflects the reverse. The revenue forecast assumes no changes in rates for major tax components such as sales tax, business and occupation tax, property tax, or utility taxes. The expenditure forecast assumes no additions or reductions in workforce. The forecast does include the impact from the conversion of LEOFF 1 Medical to “pay as you go” and expiration of the sales tax annexation credit.

As displayed in Table 2 below, the City’s ending fund balance for 2016 is 20%. Since the fund balance percentage is based on revenue, which will continue to grow, a 5 percent growth in total revenue, the City must add approximately \$1.4 Million per year to simply maintain its current fund balance level.

As with all forecasts, this is a best estimate of the future. It represents the collection of all fiscal information known as of March 2017. The forecast is updated three times per year, in March (early look for the next year), in July (post final CPI-W announcement), and in September/October (as related to the Preliminary Budget or Mid-Biennium Update before Council).

The current forecast shows the City’s expenditures will exceed revenues in the out years primarily due to the growth of service needs, LEOFF 1 Medical converting to “pay as you go”, and the expiration of the annexation sales tax credit. The preliminary budget builds reserves to help to assist in addressing these out year issues for the near term. If there is no change in the forecast, the City will need to either 1) Reduce cost, 2) Increase new revenues; and/or 3) Amend the financial policies to adjust the revenue distribution between funds such as sales tax or B&O tax.



2017-2022 Financial Forecast General Fund

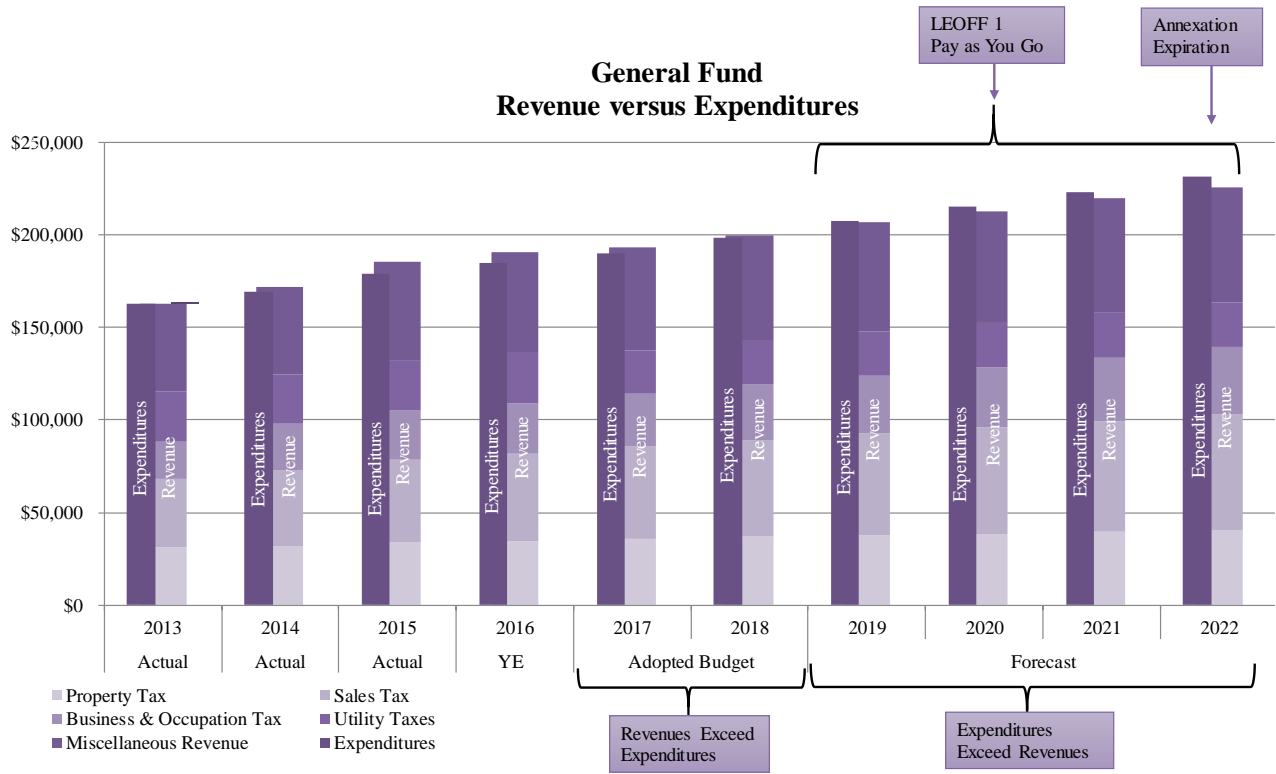
Table 2

	YE	Adopted Budget		Forecast			
	2016	2017	2018	2019	2020	2021	2022
Beginning Fund Balance	\$32,092	\$38,085	\$41,026	\$42,639	\$41,876	\$39,407	\$35,645
Revenue							
Property Tax	\$34,520	\$35,710	\$36,804	\$37,665	\$38,497	\$39,329	\$40,150
Sales Tax	46,962	49,802	51,988	55,136	57,579	60,161	63,064
Business & Occupation Tax	27,414	28,874	30,662	31,195	32,538	34,246	36,164
Utility Taxes	27,169	23,262	23,154	24,079	24,137	24,283	24,422
Miscellaneous Revenue	54,589	54,056	55,839	57,272	58,638	60,138	60,661
Over Collection	0	1,500	1,500	1,500	1,500	1,500	1,500
Total Revenue	\$190,653	\$193,205	\$199,948	\$206,847	\$212,889	\$219,657	\$225,961
%Δ Total Revenue	2.9%	1.3%	3.5%	3.5%	2.9%	3.2%	2.9%
Expenditures							
Personnel	\$113,670	119,965	124,528	130,244	136,105	142,230	148,630
Maintenance & Operations	70,990	71,999	75,537	79,066	80,954	82,889	84,873
Under Expenditure	0	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)
Total Expenditures	\$184,661	\$190,264	\$198,366	\$207,610	\$215,359	\$223,419	\$231,803
%Δ Total Expenditures	-0.4%	3.0%	4.3%	4.5%	3.7%	3.7%	3.8%
Revenue Less Expenses	\$5,993	\$2,941	\$1,582	(\$763)	(\$2,470)	(\$3,761)	(\$5,842)
Ending Fund Balance	\$38,085	\$41,026	\$42,608	\$41,876	\$39,407	\$35,645	\$29,803
EFB as a % of Revenue	20.0%	21.2%	21.3%	20.2%	18.5%	16.2%	13.2%

Notes:

- This forecast assumes a net zero impact for ACA, we are watching national events for further information.
- LEOFF 1 Medical “Pay as You Go Begins in 2018 \$462k and 2019 at \$2.3m/year, contained within O&M Expense Line
- Annexation Sales Tax Mitigation of approximately \$1m/year within Miscellaneous Revenue expires in 2022.
- Assumes that Labor Distribution reduces in tandem with LTEs expiring.
- Assumes no increases in taxes in 2016 or the forecasted years.
- Weighted Average Personnel growth rate is between 4.3-4.5% through 2019 to 2022, it assumes increase in COLA in alignment with the King County economic forecast
- Miscellaneous Revenue growth rate between 2016 and 2017 can be attributed to the following one-time revenues; Court reconciliation payment, photo enforcement, and one-time false alarm registration fees.
- 2017 and 2018 beginning fund balance and ending fund balance have been adjusted in the forecast above to reflect the actual 2016 ending fund balance

2017-2022 Financial Forecast General Fund



2017-2022 Financial Forecast Development Services Fund

Executive Summary:

- The Development Services Fund supports delivery of development review, inspections, land use, and code enforcement services.
- The Development Services Fund 2017-2022 forecast reflects a high level of development activity in the early years. In response to the workload for the high development activity and the East Link project, Development Services shows a modest increase in staffing levels in the early forecast years.
- In subsequent years of the forecast, development activity is anticipated to return to a more moderate level.

Background

There continues to be high interest in major project development in Bellevue. Several new major projects are in the review process and additional projects are under construction or have recently obtained permits that allow construction to proceed. Examples of major projects off note include Lincoln Square Expansion, Center 425, and GIX in the Spring District. The Sound Transit East Link light rail project began construction in 2016 and is anticipated to spur long-term commercial and residential development in the city.

The construction valuation for issued permits, considered a key barometer of development activity, was a record high level for Bellevue in 2015. This is due primarily to the increase in the number of new major projects, and a strong interest in single family residences, single family alterations, and tenant improvements. Valuation from major projects is a category that is a significant driver of the forecast in the early years and is anticipated to decrease in the latter forecast years.

The timing of the construction of these projects will play a role in the level staffing needed in Development Services to support major project activity. Staffing levels for review, inspection, and support services have increased in prior budgets to meet the growing demand for permit review and inspection services, especially in anticipation of the East Link construction. The existing staffing level is anticipated to continue through the 2017-2018 budget, with budget authority for up to an additional 8.15 FTE if necessary to meet increases in demand.

2017-2022 Outlook

Office vacancy rates in Downtown Bellevue are a key indicator to developers interested in developing new office space. The downtown vacancy rate at Q2 2016 was at 11.9%, a slight increase from the previous quarter due mainly to the completion of office construction. Additional office space is anticipated to become available over the forecast period as major projects complete construction. The number of land use design review applications (an early indicator of development activity) point to a continued strong interest in building major projects in Bellevue. As such, major project activity will continue to impact the early years of the forecast.



2017-2022 Financial Forecast Development Services Fund

After experiencing growth not seen since before the economic downturn, single family development has slowed in 2016, however, single family applications are anticipated to remain steady in the early forecast period spurred on by continuing low interest rates. Tenant improvements remain a strong category of permit activity, not only in the number of applications but in the value of projects represented by the applications. The level of activity is expected to continue thru the early years of the forecast with the addition of new office buildings in the downtown and Bel-Red area.

As a result of the aforementioned variables, the early forecast years reflect revenue collections for the development of several new major projects. In the latter years, major project activity is anticipated to continue at a reduced level.

2017-2022 Financial Forecast (in \$000)

	2017	2018	2019	2020	2021	2022
Beginning Reserve	\$ 16,736	\$ 15,779	\$ 14,429	\$ 12,710	\$ 11,940	\$ 11,828
Resources:						
Building Fees	\$ 11,155	\$ 11,148	\$ 10,418	\$ 9,922	\$ 9,633	\$ 9,538
Land Use Fees	2,225	2,305	2,134	2,033	1,973	1,954
Fire, Transp. & Utilities Fees	6,910	7,083	6,559	6,246	6,064	6,004
sub: Development Services Fees	\$ 20,291	\$ 20,536	\$ 19,111	\$ 18,201	\$ 17,671	\$ 17,496
Gen Fund Subsidy	\$ 4,144	\$ 4,288	\$ 4,204	\$ 4,121	\$ 4,101	\$ 4,060
Other Revenue/Interest	304	312	309	305	299	297
Total Resources	\$ 24,739	\$ 25,135	\$ 23,623	\$ 22,628	\$ 22,071	\$ 21,853
Expenditures:						
Building	\$ 10,067	\$ 10,674	\$ 10,166	\$ 9,326	\$ 8,716	\$ 8,462
Land Use	3,809	3,947	3,724	3,416	3,223	3,191
Fire, Transp. & Utilities Dev Svcs	5,693	5,831	5,553	5,095	4,806	4,759
Code Compliance	993	1,028	1,038	1,049	1,054	1,064
Administrative/Shared Costs	4,711	4,860	4,719	4,369	4,242	4,159
Technology Initiatives	423	145	143	142	142	144
Total Expenditures	\$ 25,696	\$ 26,485	\$ 25,343	\$ 23,397	\$ 22,183	\$ 21,779
Ending Reserves	\$ 15,779	\$ 14,429	\$ 12,710	\$ 11,940	\$ 11,828	\$ 11,902

Figures may not foot due to rounding

Forecast Drivers and Assumptions

1. Several major mixed use development projects (Centre 425, Lincoln Square Expansion, and Spring District Building 16 & Residential, Spring District Parcel 14 GIX Building) are assumed to be in construction in the early years of the forecast. Additional major projects are the ELEV8 (FKA International Plaza), Four 106 (FKA Fana), One 88 (FKA Bosa), Holiday Inn Express, Bellevue Hotel, Bellevue Square SE Expansion, 888

2017-2022 Financial Forecast Development Services Fund

Bellevue Tower, Bennet Elementary and Wilburton Elementary Schools, and Tillicum Middle School.

2. The demand for major project activity remains high as several new projects are in the review process and are assumed to continue through the 2017-2018 budget years and as such, permit activity for tenant improvements of new office buildings will remain strong. Interest in major projects, new single family homes and existing remodels is anticipated to slow in later forecast years.
3. The forecast reflects staffing levels anticipated to meet the demands of the construction activity as well as the East Link project. Consistent with the long-range financial planning effort, changes in resource levels are continually assessed and modified to accommodate the workload and maintain service levels. All staffing levels will be adjusted to meet the review and inspection demands.
4. Development fees are reviewed annually and may be adjusted to assure they are set accordingly to meet cost recovery objectives endorsed by Council. This forecast assumes that rates will grow at an average rate of inflation.

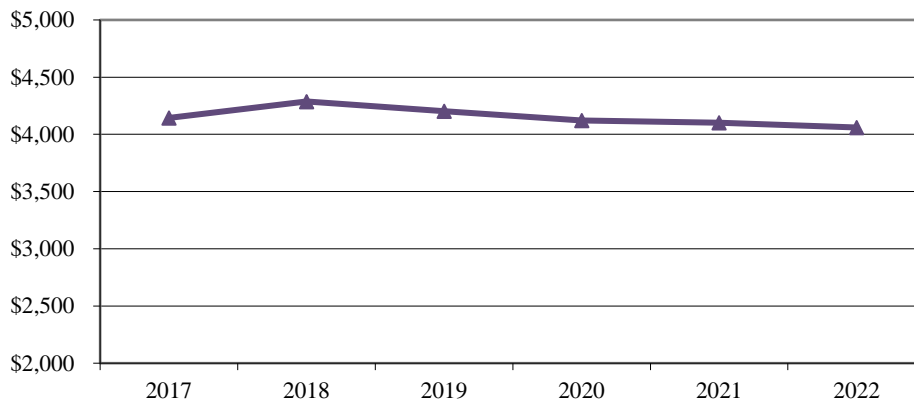


2017-2022 Financial Forecast Development Services Fund

General Fund Subsidy

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

General Fund Subsidy Forecast 2017-2022
(\$ in Thousands)



The General Fund contribution to the Development Services Fund is expected to grow slightly in the early forecast period as policy and code update work continues. In later years, the contribution is expected to decrease, consistent with projections for cost savings due to anticipated decline in development activity.



2017-2022 Financial Forecast Development Services Fund

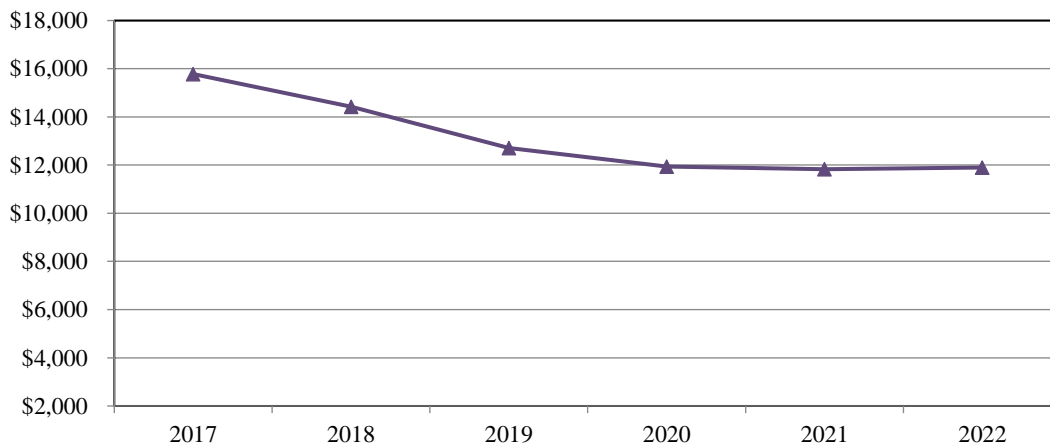
Development Services Fund Reserves

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

Development Services Fund reserves are anticipated to be approximately \$16.7 million through 2016. This reflects the most recent rapid development growth in Bellevue and staffing costs to meet the demand. As development activity slows, the fund level is assumed to decline through 2022. Reserves will be drawn upon as it will be necessary to maintain sufficient staff to complete the review and inspection of projects in construction.

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

Development Services Fund Forecast 2017-2022
(\$ in Thousands)





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2017-2022 Financial Forecast Parks Enterprise Fund

Executive Summary:

- The Parks Enterprise Fund forecast assumes that user fee revenue can continue to recover program expenditures over the forecast period.
- The Parks Enterprise Fund continues to meet reserve requirements and fund capital improvements at the golf course, such as driving range improvements completed in 2015.

Background

The Parks Enterprise Fund accounts for the services provided by the Enterprise Program within the Parks & Community Services Department. These services include golf, tennis, aquatics, adult sports, and facility rentals. Enterprise Programs are fully supported through user fees but attempt to serve all residents regardless of ability to pay through the use of scholarships.

Parks Enterprise Fund Reserves

Parks Enterprise Fund reserves will be managed within the targeted level of 2-months operating expenses, ranging between \$1.0M and \$1.3M over the forecast period. This reserve helps ensure the fund meets cash flow needs during the winter months when golf course revenues are low.

Enterprise Capital Improvements

The Parks Enterprise program funds the Enterprise Facility Improvements Project (CIP project P-R-2), including capital projects at the Bellevue Golf Course to enhance player services and the financial performance of the course. Capital transfers in the early years of the financial forecast will fund the golf range construction project completed in 2015.



2017-2022 Financial Forecast Parks Enterprise Fund

Parks Enterprise Fund 2017-2022 Financial Forecast (In \$000)

	2017	2018	2019	2020	2021	2022
	Budget	Budget	Forecast	Forecast	Forecast	Forecast
Resources:						
Beginning Fund Balance	\$898	\$1,033	\$1,179	\$1,290	\$1,366	\$1,354
Program Revenue	6,626	6,837	6,973	7,113	7,255	7,400
General Fund Subsidy	0	0	0	0	0	0
Total Resources	\$7,525	\$7,869	\$8,152	\$8,403	\$8,621	\$8,754

	2017	2018	2019	2020	2021	2022
	Budget	Budget	Forecast	Forecast	Forecast	Forecast
Expenditures:						
Personnel	\$2,140	\$2,219	\$2,285	\$2,354	\$2,425	\$2,497
M&O	2,825	2,893	2,966	3,040	3,116	3,194
Interfund Transfer	1,227	1,278	1,310	1,343	1,377	1,411
Capital Transfer	300	300	300	300	350	350
Total Expenditures	\$6,492	\$6,691	\$6,862	\$7,037	\$7,267	\$7,452

Reserves:						
Ending Fund Balance	\$1,033	\$1,179	\$1,290	\$1,366	\$1,354	\$1,302

Note: Columns may not foot due to rounding.

2017-2022 Financial Forecast Utilities Funds

Water, Sewer, and Storm & Surface Water Funds

Executive Summary:

The Utilities Department operates as an enterprise within the City structure and functions much like a private business entity.

- *The Department does not receive any General Fund funding and relies primarily on rates to fund its operating and capital programs.*
- *The adopted rates presented herein are designed to generate sufficient revenues to fund the Utilities 2017-2018 budget, which include operations, asset replacements (e.g., vehicles), capital investment programs (CIP), and the long-term infrastructure Renewal and Replacement (R&R) requirements.*

The Utilities Department faces the following key challenges and constraints in the 2017-2018 biennium:

1. Challenges

- a. Capital infrastructure is aging. Utilities operates a highly capital-intensive business, and the Department’s ability to deliver quality services to its customers is dependent on the ability of each system to function on demand, every day of the year.
- b. Supporting economic growth. Additional infrastructure capacity is needed to support development and population growth.
- c. Issaquah assumption. Effective January 1, 2017, the City of Issaquah will assume delivery of water and sewer services to about 1,000 utility customer accounts in the South Cove/Greenwood Pointe area. The City of Issaquah annexed this area in 2006 and under the annexation agreement, the City agreed to eventually provide water and sewer services to this area. In 2015, the City Council approved Resolution No. 8981 authorizing Issaquah’s assumption of these customer accounts.
- d. Operational efficiency. We are mindful of the need to operate efficiently and continually evaluate business processes to seek opportunities to effectively deliver services in a more cost-effective manner.

2. Constraints

- a. Fixed cost structure. Utility operating expenditures are largely fixed, with the majority of these costs used to pay financial obligations, including payments to external and internal service providers and taxes.
- b. Legal mandates. Utilities must comply with State and Federal mandates, such as the National Pollution Discharge Elimination System (NPDES), to protect drinking water and surface water quality.



2017-2022 Financial Forecast Utilities Funds

Within this context, the 2017-2018 Utilities budget is prepared with the following guiding principles:

1. Operational efficiency
 - The Department continues to focus on controlling on-going operational expenses, finding efficiencies, and otherwise minimizing costs that impact local rate increases.
2. Fully fund wholesale cost increases so local programs are not degraded
3. Smart cities
 - The Department will begin implementation of Advanced Metering Infrastructure (AMI). Funding for this initiative, which totals \$23.1 million and 1.0 FTEs, will be from existing water and sewer reserves and will not require any increase in rates.
4. Address regulatory/workload demands
 - The Department will add 1.75 FTEs to support preventative maintenance activities in the Stormwater program to meet regulatory requirements and to support increased workload demands in the Water program.
5. Support of the CIP
 - The Department will add 1.25 FTEs to support the delivery of the current and proposed CIP.

ADOPTED 2017-2018 UTILITY RATES

The following table summarizes the rate adjustments necessary to support the adopted 2017-2018 budget for the Water, Sewer, and Storm and Surface Water utilities by rate drivers.

	<u>WATER</u>		<u>SEWER</u>		<u>STORM</u>		<u>TOTAL</u>	
	<u>2017</u>	<u>2018</u>	<u>2017</u>	<u>2018</u>	<u>2017</u>	<u>2018</u>	<u>2017</u>	<u>2018</u>
Wholesale	0.8%	1.9%	3.1%	0.0%	0.0%	0.0%	1.8%	0.7%
Local								
CIP/R&R	1.5%	3.1%	0.7%	0.7%	3.2%	3.8%	1.4%	2.1%
Taxes/Interfunds	0.2%	0.8%	0.0%	0.8%	0.0%	0.4%	0.1%	0.7%
Operations	0.2%	0.3%	0.0%	0.7%	1.1%	0.4%	0.2%	0.5%
Issaquah Assump	<u>0.7%</u>	<u>0.0%</u>	<u>0.6%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.5%</u>	<u>0.0%</u>
Local subtotal	2.6%	4.2%	1.3%	2.2%	4.3%	4.6%	2.2%	3.3%
Total Rate Increase	<u>3.4%</u>	<u>6.1%</u>	<u>4.4%</u>	<u>2.2%</u>	<u>4.3%</u>	<u>4.6%</u>	<u>4.0%</u>	<u>4.0%</u>

Minor differences may exist due to rounding

The total monthly utility bill for the typical single-family residential customer for water, sewer, and storm and surface water services is \$156.74 in 2016. With the above proposed rate increases, the total monthly utility bill for the typical single-family resident would increase by 4.0% or \$6.30 in 2017 and 4.0% or \$6.51 in 2018.



2017-2022 Financial Forecast Utilities Funds

The following section provides further detail on the key rate drivers for the 2017-2018 Utilities budget.

Payments to External Service Providers

Wholesale Costs

The single largest cost center for the Utilities Department is wholesale costs, which include payments to the Cascade Water Alliance (Cascade) for the purchase of water supply and regional capital facility charges and payments to King County for wastewater treatment. Combined, these expenses total \$111.2 million for the 2017-2018 biennium, or approximately 39% of the total budget for the Utilities Department.

The cost from Cascade to purchase water supply is projected to increase from \$19.1 million, in 2016 to \$19.6 million¹ in 2017 and \$20.4 million in 2018. The impact of this cost increase to the Bellevue retail water rate is 0.8% and 1.9% in 2017 and 2018, respectively.

The cost from King County for wastewater treatment is projected to increase from \$32.0 million in 2016 to \$33.6 million in 2017 and 2018.² The impact of the cost increase to the Bellevue retail sewer rate is 3.1% in 2017, with no increase in 2018.

To ensure local operations and the CIP are not degraded, the Department's 2017-2018 budget is consistent with the Council-adopted financial policy which directs rate increases necessary to fund wholesale costs be passed directly through to the customer.

Issaquah Assumption

As discussed above, as approved by Council Resolution No. 8981, effective January 1, 2017, the City of Issaquah will assume delivery of water and sewer services to about 1,000 utility customer accounts in the South Cove/Greenwood Pointe area. The assumption is estimated to result in an annual net revenue loss to the water and sewer utilities of \$260,000 and \$280,000, respectively, or an equivalent impact to water and sewer utility rates of 0.7% and 0.6%, respectively.

Local Costs

CIP / R&R

Outside of wholesale costs discussed above, the next largest cost driver for the Utilities Department is the CIP and the cost to renew and replace infrastructure in the future, representing approximately 28% of the total budget for the Utilities department, or approximately \$78M for the 2017-2018 biennium. Utilities infrastructure has a replacement value of over \$3.5 billion, and most of the systems are well past their mid-life. As a result, the systems used to deliver

¹ The 2016 amount excludes water supply cost of \$0.3 million for the South Cove/Greenwood Pointe area to be assumed by the City of Issaquah effective January 1, 2017.

² The 2016 amount excludes King County wastewater treatment cost of \$0.5 million for the South Cove/Greenwood Pointe area to be assumed by the City of Issaquah effective January 1, 2017.



2017-2022 Financial Forecast Utilities Funds

water, convey wastewater, and manage stormwater runoff are experiencing more failures, and the cost to maintain, operate, rehabilitate, and replace this infrastructure is increasing. To minimize costs and optimize the integrity of the utility systems, the Utilities Department has developed a strategic 75-year asset management plan to systematically set aside funding for the future renewal and replacement of these assets. Consistent with Council-adopted financial policy, this long-term funding strategy is also designed to smooth future rate increases and provide for intergenerational equity.

Major projects supported by the 2017-2023 CIP include small diameter water main replacements (\$70.3M), water pump station repairs (\$15.3M), sewer system pipeline major repairs (\$14.2M), sewer pipeline replacements (\$11.7M), sewer pump station improvements (\$7.4M), storm system conveyance repairs and replacements (\$10.4M), storm system flood control program (\$8.4M), and Lower Coal Creek flood hazard reduction (\$7.3M). CIP projects to support utility capacity to accommodate growth include West Operating Area water storage availability (\$1.6M), and constructing a new water inlet station (\$5.2M).

Taxes/Internal Service Provider Payments

Taxes and interfund payments represent approximately 14% of the total budget for the Utilities Department, or approximately \$38M for the 2017-2018 biennium. The amount of taxes paid is based upon the amount of revenue collected and the tax rates assessed by the State and cities. No changes to the current State and city tax rates are assumed in the adopted budget. Interfund payments represent costs that Utilities pays to the General Fund for support services. The portion of the rate increase attributable to taxes and interfund payments is less than 1% within each utility.

Operations

Operating costs include personnel, supplies, and professional service expenses that are necessary to carry out the daily functions of the Utilities Department. This cost category totals \$54.3M, or about 19% of the Utilities budget for the 2017-2018 biennium. The portion of the rate increase attributable to ongoing operating costs is less than 1% for the water and sewer utilities and about 1% in 2017 and less than 1% in 2018 for the storm utility.

New Initiative – Advanced Metering Infrastructure (AMI)

The Utilities capital budget includes funding to support one major new capital investment - AMI. Utility water service to customers is currently measured using water meters. These meters are manually read once every two months. Information from these reads form the basis of the current bi-monthly water and sewer utility billings. Over the past several years, the Utilities Department has evaluated the feasibility of migrating to an advanced technology that uses radio or cellular signals to securely measure and transmit real-time water usage information. AMI technology enables customers to have easier access to real-time water usage information, facilitates more proactive leak detection in public and private water systems, and reduces labor costs for performing manual meter reads.

Implementing AMI now is financially feasible and without impact to rates. The estimated cost (\$23.1M) for AMI will be shared between the water (70%) and sewer (30%) utilities as both



2017-2022 Financial Forecast Utilities Funds

utilities use metered water usage data for utility billing and operational needs. The AMI investment will be funded using \$6M water operating reserves from recent extraordinary water sales and \$17.1M from water and sewer infrastructure renewal and replacement (R&R) reserves. The Utilities forecast includes no increase in rates as a result of the planned AMI investment. The R&R reserves will be replenished over time by anticipated cost savings and revenue gains from the AMI investment.

2017-2022 Financial Forecast

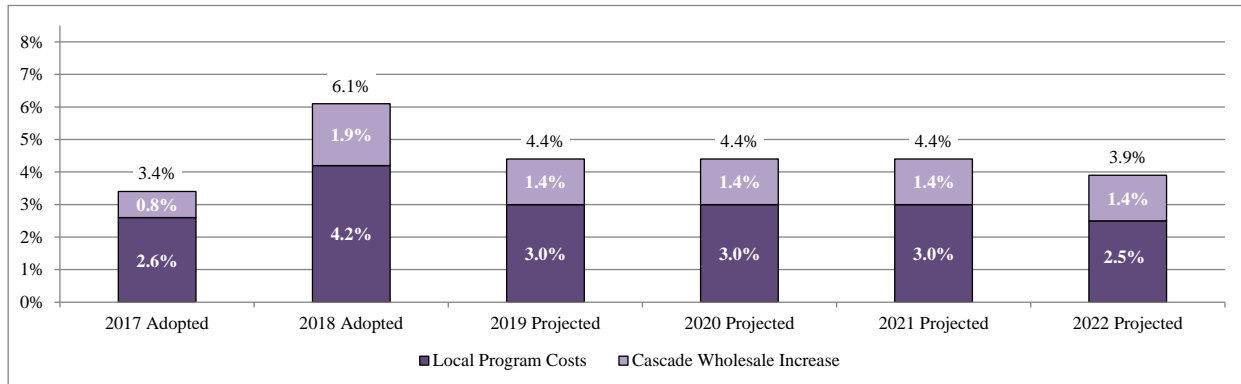
The following pages provide a more in-depth discussion of the individual rate drivers and forecasted rate adjustments through the year 2022 for the water, sewer, and stormwater utilities.



2017-2022 Financial Forecast Utilities Funds

WATER UTILITY FUND 2017 - 2022 Rate Forecast

ADOPTED AND PROJECTED RATE INCREASES



Impact to Monthly Bill for a Typical Residential Customer						
	2017	2018	2019	2020	2021	2022
Prior Year Bill	\$58.44	\$60.42	\$64.13	\$66.96	\$69.94	\$73.00
Increase:						
Cascade Wholesale						
Purchased Water	0.47	1.17	0.92	0.96	0.96	0.99
Local	<u>1.51</u>	<u>2.54</u>	<u>1.91</u>	<u>2.02</u>	<u>2.10</u>	<u>1.83</u>
Total	<u>\$1.98</u>	<u>\$3.71</u>	<u>\$2.83</u>	<u>\$2.98</u>	<u>\$3.06</u>	<u>\$2.82</u>
Projected Bill	\$60.42	\$64.13	\$66.96	\$69.94	\$73.00	\$75.82

Minor differences may exist due to rounding. 2015 reflect water cost-of-service adjustments.

Key Rate Drivers

- **Wholesale Costs**

Drinking water for the City of Bellevue is provided by the Cascade Water Alliance. Cascade costs are increasing primarily due to water purchase costs from Seattle. Per City financial policy, the wholesale cost of purchased water services are passed directly through to the ratepayer. Retail rate impacts of the projected increases in Cascade's wholesale costs to Bellevue are 0.8% for 2017 and 1.9% for 2018. Beyond that, the anticipated retail rate impacts due to Cascade's projected cost increases to the City of Bellevue average 1.4% per year for 2019 through 2022.

- **Capital Program**

The 2017-2023 Water Capital program includes \$112.6M (excluding AMI which is discussed below) to preserve and protect system assets. The Water utility is in active system replacement and the majority of the capital program (\$103.4M) will be invested to replace existing aging infrastructure. Significant projects include small diameter water main replacement and water pump station repair and replacements. Capital costs will require rate increases of 1.5% in 2017 and 3.1% in 2018, and an average of about 2.5% per year thereafter. Higher rate increases are required in 2017-2020 to bring rate revenues to levels sustainable to fund the Water CIP. During this period, R&R reserves are used to subsidize the Water CIP.

- **Taxes/Intergovernmental**

Taxes and interfund payments to other City departments will require rate increases of about 0.2% in 2017 and 0.8% in 2018. Increases for the remainder of the forecast period will average less than 0.1%.

- **Operations**

Projected operating costs will require rate increases of about 0.2% in 2017 and 0.3% in 2018, and an average of about 0.2% per year thereafter. Personnel costs are relatively flat with small increases associated with merit and PERS cost increases consistent with projections for other City departments.

- **Issaquah Assumption**

The Issaquah Assumption is estimated to result in a net annual loss of water revenue in the amount of \$260K. To address the anticipated revenue shortfall an increase in water rates of about 0.7% is needed in 2017.

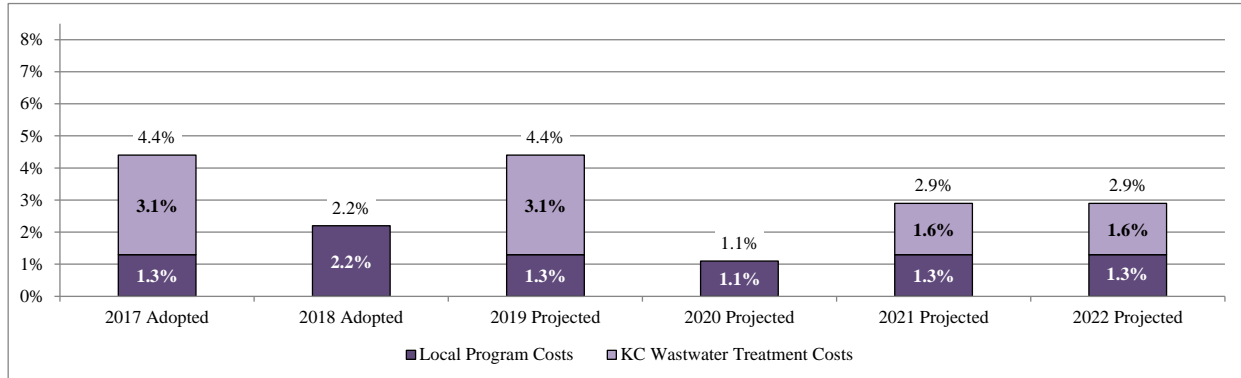
- **Advanced Metering Infrastructure**

The Utilities Department will begin implementation of AMI. The total cost of the AMI project is \$23.1M and will be funded \$16.2M from the water utility and \$6.9M from the sewer utility. The water utility share will be fully funded through existing sources of revenue (no impact to rates), and include available reserves in the water utility (\$6.M) and available reserves in the water renewal and replacement (R&R) program (\$10.2M).

2017-2022 Financial Forecast Utilities Funds

SEWER UTILITY FUND 2017 - 2022 Rate Forecast

ADOPTED AND PROJECTED RATE INCREASES



Impact to Monthly Bill for a Typical Residential Customer						
	2017	2018	2019	2020	2021	2022
Prior Year Bill	\$75.35	\$78.68	\$80.38	\$83.88	\$84.82	\$87.27
Increase:						
KC Wastewater Treatment	2.35	0.00	2.47	0.00	1.33	1.36
Local	0.98	1.70	1.03	0.94	1.12	1.18
Total	\$3.33	\$1.70	\$3.50	\$0.94	\$2.45	\$2.54
Projected Bill	\$78.68	\$80.38	\$83.88	\$84.82	\$87.27	\$89.81

Minor differences may exist due to rounding

Key Rate Drivers

- **Wholesale Costs**

Per King County, the Wastewater Treatment Division's costs are increasing primarily due to ongoing debt service and capital program costs. The wholesale wastewater treatment rate is established by the County for a two-year period starting 2017, and per City financial policy, are passed directly through to the ratepayer. The retail rate impacts of the projected increases in wastewater treatment costs to Bellevue are about 3.1% in 2017, 3.1% in 2019, and 1.6% for 2021-2022.

- **Capital Program**

The 2017-2023 Sewer Capital program includes \$41.0M in investments (excluding AMI which is discussed below). The Sewer utility is beginning systematic asset replacement, most of the capital program (\$39.1M) will be invested to replace existing aging infrastructure. Significant projects include sewer system pipeline major repairs, sewer pump station improvements and sewer system pipeline replacements. The remaining sewer capital investment includes the addition of on-site power generation for three high priority pumping stations (\$1.0M). Capital costs, including transfers to the R&R account, will require rate increases of about 0.7% each year in 2017 and 2018, and an average of 0.7% per year thereafter.

- **Taxes/Intergovernmental**

Taxes and interfund payments to other City departments will require a rate increase of about 0.8% in 2018 and an average of 0.3% per year thereafter.

- **Operations**

Operating costs will require a rate increase of about 0.7% in 2018 and an average of 0.3% per year for the remainder of the forecast period. Personnel costs are relatively flat with small increases associated with merit and PERS cost increases consistent with projections for other City departments.

- **Issaquah Assumption**

The Issaquah Assumption is estimated to result in a net annual loss of sewer revenue in the amount of \$280K. To address the anticipated revenue shortfall an increase in sewer rates of 0.6% is needed in 2017.

- **Advanced Metering Infrastructure**

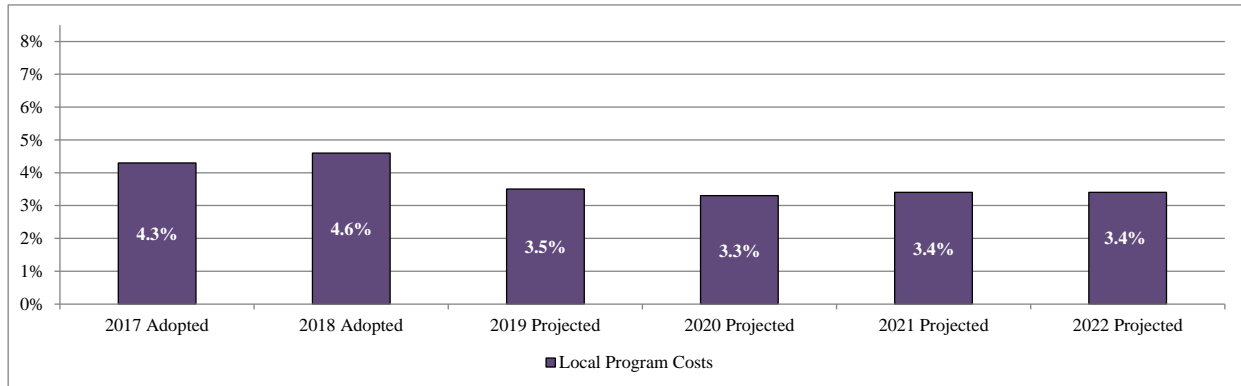
The Utilities Department will begin implementation of AMI. The total cost of the AMI project is \$23.1M and will be funded \$6.9M from the sewer utility with the remaining \$16.2M from the water utility. The sewer utility share will be fully funded from available reserves in the sewer renewal and replacement (R&R) program (no increase to rates).



2017-2022 Financial Forecast Utilities Funds

STORM AND SURFACE WATER UTILITY FUND 2017 - 2022 Rate Forecast

ADOPTED AND PROJECTED RATE INCREASES



Impact to Monthly Bill for a Typical Residential Customer						
	2017	2018	2019	2020	2021	2022
Prior Year Bill	\$22.95	\$23.94	\$25.04	\$25.91	\$26.80	\$27.71
Increase	<u>\$0.99</u>	<u>\$1.10</u>	<u>\$0.87</u>	<u>\$0.89</u>	<u>\$0.91</u>	<u>\$0.94</u>
Projected Bill	\$23.94	\$25.04	\$25.91	\$26.80	\$27.71	\$28.65

Minor differences may exist due to rounding

Key Rate Drivers

- **Capital Program**

The 2017-2023 Stormwater Capital program includes \$43.9M in investments. \$26.8M of the Stormwater utility capital investments are for environmental preservation and include stream restoration for the Mobility and Infrastructure Initiative, mitigating flood hazards, and constructing fish passage and stream improvement projects. The remaining capital investments include enhancing current pipeline video inspection efforts to evaluate current infrastructure condition, storm system conveyance repairs and replacement, and replacing the NE 8th Street culvert at Kelsey Creek. Capital costs, including transfers to the R&R account, will require rate increases of about 1.7% in 2017 and 2.3% in 2018 and an average of about 2.4% per year thereafter. As previously approved by Council, a 1.5% rate increase is required each year in 2017 and 2018 for the Mobility and Infrastructure Initiative.

- **Taxes/Intergovernmental**

Taxes and interfund payments to other City departments will require a rate increase of about 0.4% in 2018, and increases averaging about 0.4% per year thereafter.

- **Operations**

Operating costs will require rate increases of about 1.1% in 2017, 0.4% in 2018, and about 0.7% per year thereafter. Personnel costs are relatively flat with small increases associated with merit and PERS cost increases consistent with projections for other City departments.



Resource Summary

This chapter illustrates 2017-2018 budget resources primarily through the use of graphic presentations. Text describing the graphic presentations is included to highlight some of the key information presented.

This Resource Summary is organized into the following sections:

A. Total City Budget Resources

Figure 8a-1 presents the adopted 2017-2018 resource budget for all City funds and contains a comparison to amended 2015-2016 resources. All comparisons in this section compare the 2017-2018 adopted budget to the 2015-2016 amended budget.

Figure 8a-2 includes specific information on each of the taxes levied to support City services. Included for each tax are the maximum allowable rate, the current City rate, the 2017 and 2018 budgets, and supplemental information.

Figure 8a-3 compares Bellevue property tax to other local jurisdictions.

Figure 8a-4 displays historical property tax information for comparison purposes. Official property tax records are maintained by the King County Assessor's Office.

Figure 8a-5 displays a typical distribution of property tax dollars for Bellevue taxpayers, as well as an estimate of property tax bills for Bellevue home owners.

NOTE: This section compares the adopted 2017-2018 budget to the amended 2015-2016 budget. This section differs from the Forecast section (earlier in this chapter) in that the Forecast compares 2015 actuals and 2016 year-end.



Resource Summary

A. Total City Budget Resources

Figure 8a-1 presents the 2017-2018 resource Budget for all City funds and contains a comparison to amended 2015-2016 resources. All comparisons in this section compare the 2017-2018 adopted budget to the 2015-2016 amended budget.

The City has many revenue sources across all funds, from general government to enterprise funds. Generally revenue remains fairly consistent with the largest fluctuation happening in the most economically driven revenue streams of Sales and Use Tax and Business and Occupation tax.

Many of the resources received are dedicated to a specific purpose and cannot be spent on non-related services or programs. For example, rate revenues received from water service can only be used for that purpose and cannot be used to pay for general services or other types of utility services.

There are several revenue streams that are restricted including but not limited to Development Services permits revenue, Property tax revenue received from the voter-approved Parks Levy, and revenue generated by utility rates. As noted in figure 8a-1, taxes make up 27.8 percent of the total 2017-2018 adopted biennial budget. The remaining 72.2 percent is a collection of beginning fund balance, utility rates, and other sources.

Sales tax is the most volatile revenue stream for the City and comprises 9.2 percent of total resources. In prosperous economic times Sales tax growth is quite strong; in 2007 sales tax grew 16.6 percent with construction leading the way. In poor economic times sales tax may drop precipitously as illustrated by a 15.2 percent drop in 2009. Over the last 15 years sales tax has averaged 3.8 percent including both the booms and the busts. Sales tax has been on the rise the last few years but not at the growth seen in the years leading up to the Great Recession.

Property Tax makes up 5.7 percent of the City's total resources which can be seen in Figure 8a-1. This budget includes no councilmanic increase in Property Tax. The total property tax levy rate in 2016 was \$0.94 per \$1,000 Assessed Value (AV). The 2017 rate is \$1.14 per \$1,000 AV and includes two voter-approved levies from November 2016, one for Fire Facilities infrastructure, and one for Transportation Connectivity and Congestion. Levy rates for 2018 are expected to dip due to increases in AV related to new construction.

Business & Occupation Tax is 5.4 percent of the City's resources and performs similar to sales tax but the tax base is somewhat more expansive giving it slightly more stability than sales tax. Unlike sales tax, B&O tax is based on gross receipts for retail sales or calculated by square footage for those companies that don't necessarily have gross receipts but performs other activities such as management activities of a headquarters or a corporate campus.

Utility Taxes include electric, natural gas, water, sewer, storm drainage, garbage, and telephone utility activity. City-run utilities such as water, sewer and storm drainage, have grown consistently from year to year and were only minimally affected by the recession. Electric and Gas, have had little or no growth. The flat electric and natural gas tax collections could be due to



Resource Summary

more energy efficient appliances, as well as more energy efficient building design. Telephone and cell phone services have been going through systemic changes that have resulted in declining collections and are expected to decline further. More and more people are discontinuing landline telephones services and data plan on cell phones bills are exempt from tax, resulting in reduced utility tax collections.

Other taxes include hotel/motel, Real Estate Excise (REET), Criminal Justice Sales, Admissions, Gambling, and Leasehold Excise Taxes, as well as tax penalties. The City has an abundance of large buildings in the downtown area, as well as in Eastgate. When these buildings sell, they contribute significant REET dollars to the City.

Beginning Fund Balance (BFB) is the second largest category of resources at \$297 million or 19.7 percent of total City resources. The General Fund's Budgeted 2017 beginning fund balance is \$34.4 million¹ or 11.6 percent of total Beginning Fund Balance. Similar to other resources, fund balance often is restricted to fund only certain types of expense. As an example, the Sewer Utility fund balance can only be used to fund expenses that support the Sewer Utility. Conversely, the General Fund balance can be used for any purpose.

Utility Service Fees are the third largest category of resources making up 19.1 percent of total City resources. Utility Service Fees can only be used to support the specific utility for it was collected. As an example water service fees cannot be used to support sewer operations. This revenue category is made up of water, sewer, and storm and surface water service fees. These revenues are projected to grow by \$20.6 million over the 2017-2018 biennium, primarily attributable to water, sewer, and storm drainage rate increases.

Operating Transfers, 8.4 percent of total resources, are anticipated to increase \$9.5 million or 8.0 percent from 2015-2016 to 2017-2018. Operating Transfers are a transfer between funds. An example of an operating transfer would be a transfer from an operating fund to a capital fund to support future or present capital projects. Another example is a transfer from a capital fund to an operating fund when an operating fund FTE works on a capital project.

The Grants/Intergovernmental Services category includes revenues from Federal and State Grants, Interlocal contributions [from entities such as Sound Transit (\$3.8 million), King County (\$7.0 million), and the Point Communities (\$7.0 million)], and other revenues from governmental or granting organizations.

Debt financing is another revenue source for the city, Council has directed staff to continue to pursue a Transportation Infrastructure and Financing Innovation Act (TIFIA) loan from the federal government. If secured, the loan will assist with the creation of the Bed-Red Street Network – a total of 12 multimodal roadways planned to support the new Bel-Red neighborhood.

This budget does not include the impacts of a TIFIA loan, a future supplemental appropriation will be presented to council if the loan is secured.

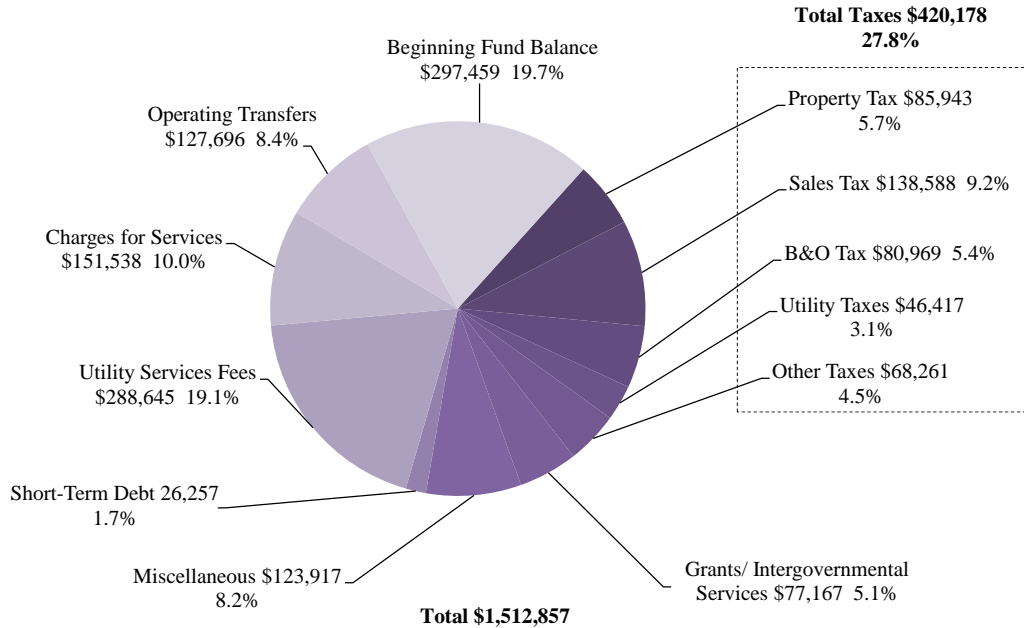
¹ Excluding Restricted General Fund



Resource Summary

Figure 8a-1

2017-2018 Total City Budget Resources
\$000



Comparison to 2015-2016 Budget

	2015-2016 Amended Budget	2017-2018 Adopted Budget	\$ Change	% Change
Taxes				
Sales Tax	\$118,660	\$138,588	\$19,928	16.8%
Property Tax	81,335	85,943	4,607	5.7%
Business & Occupation Tax	66,963	80,969	14,006	20.9%
Utility Taxes	55,946	46,417	(9,530)	(17.0%)
Other Taxes	64,553	68,261	3,707	5.7%
Total Taxes	\$387,457	\$420,178	\$32,720	8.4%
Beginning Fund Balance	\$248,060	\$297,459	\$49,400	19.9%
Utility Services Fees	268,046	288,645	20,599	7.7%
Miscellaneous	140,573	123,917	(16,656)	(11.8%)
Short-Term Debt	0	26,257	26,257	100.0%
Long-Term Debt	102,691	0	(102,691)	(100.0%)
Charges for Services	144,180	151,538	7,358	5.1%
Operating Transfers	118,217	127,696	9,479	8.0%
Grants/Intergovernmental Services	113,726	77,167	(36,559)	(32.1%)
Total Resources	\$1,522,949	\$1,512,857	(\$10,093)	(0.7%)

Figures may not foot due to rounding.



Resource Summary

Figure 8a-2
Summary of Locally Levied Taxes

Though revenues are forecasted to exceed expenditures in the near term (years 2017 and 2018), the out year forecast reflects the reverse. The revenue growth cannot be sustained and a dip in the economy looms in the future. This figure includes specific information on each of the taxes levied to support City services. Included for each tax are the maximum allowable rate, the current City rate, the 2017 and 2018 adopted budget, and supplemental information.

1. Sales Tax (RCW 82.14.030)

Sales tax is imposed on the sale of most goods and some services. This tax is remitted to the State by businesses and in turn, the State provides the City with a portion of this revenue on a monthly basis. The total sales tax rate is now 10.0 percent in Bellevue and the City receives 0.85 percent of this rate. A half percent sales tax increase effective April 1, 2017 was approved by voters in November 2016 for Sound Transit 3 expansion of the regional public transit system.

Growth in sales tax revenue is driven by growth in sales at retail outlets, direct expenditures by households and businesses, and development activity. Sales tax revenue support activities of the General Fund, General CIP Fund and Housing Fund. The current method for splitting the sales tax between the General Fund and the General CIP fund is for the General Fund to equal 75 percent plus incremental increases in operations and maintenance minus the bond payment for \$10 million CIP debt. The current policy for the General Fund and the CIP Fund is:

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

With the issuance of \$79.1 million in debt in 2015, of which \$10 million allows the city to redirect sales tax to address infrastructure and neighborhood needs, the current sales tax split is shown below:

General Fund Sales Tax Calculation	General CIP Sales Tax Calculation
Gross Sales Tax x 75%	Gross Sales Tax x 25%
Plus CPI on M&O	Less CPI on M&O
Less \$10 million Bond Debt Service	Plus \$10 million Bond Debt Service
Less Budgeted Sales Tax Associated with East Link Light Rail Construction ²	Plus Budgeted Sales Tax Associated with East Link Light Rail Construction ²
= General Fund Portion of Sales Tax	= General CIP Portion of Sales Tax

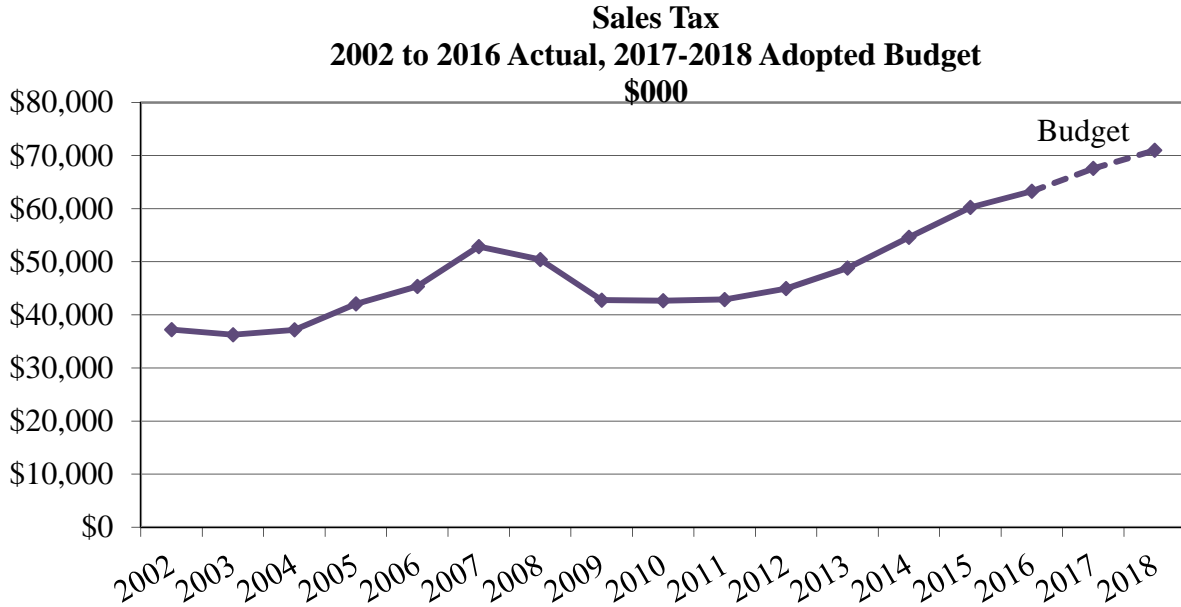
² In alignment with the Amended and Restated MOU, the seven year CIP from 2017-2023 includes \$4 million in construction sales tax from East Link construction activity in the city. This increase has been programmed into the 2017-2023 CIP.



Resource Summary

Historical Collections & Trends

Sales Tax collections grew significantly from 2003 to 2007, primarily due to increases in development activity and consumer spending (retail and services sectors growth). Sales tax collections for 2008 and 2009 reflect the decline in development and taxable retail activity experienced during the recession. Sales tax collections recovered well in the past two years. Projections for the 2017-2018 biennium reflect the continued growth in sales tax collections as the economy grows.



Maximum Rate:	1.0 percent ³
Current Rate:	1.0 percent ³
2017 Budget:	
General Fund	\$49,802,304
General CIP Fund ⁴	17,744,219
Housing Fund	<u>100,000</u>
Total 2017 Sales Tax	\$67,646,523
2018 Budget:	
General Fund	\$51,988,423
General CIP Fund ⁴	18,964,926
Housing Fund	<u>100,000</u>
Total 2018 Sales Tax	\$71,053,349

³ 15 percent of the sales tax revenue produced by the City's 1 percent sales tax rate is allocated to the County with the remaining 85 percent retained for City use.

⁴ 2017-2018 includes \$1.5 million in construction sales tax from East Link construction activity in the city in alignment with the Amended and Restated MOU.



Resource Summary

Comments/Watch Areas

Overall Sales Tax has been on a steady growth and the City is expecting this growth to continue. While most sales tax categories appear to have recovered from the recession, one area that will always need to be watched is development or construction. Development is highly influenced by economic conditions and comprises a historically large proportion of the City's Sales Tax collections—leaving the City's sales tax revenues at risk during economic downturns. As has happened in the past when a recession hits, construction will drop dramatically and has dropped as much as 33 percent from its peak during Great Recession. Another area to watch is auto sales which already shows signs of slower growth nationally and locally in 2018.

2. Business & Occupation (B&O) Tax (RCW 35.21.710, RCW 35.21.706, RCW 35.21.711⁵)

Business and Occupation (B&O) Tax is made up of two components: gross receipts tax and square footage tax. The gross receipts B&O Tax is primarily measured on gross proceeds of sales or gross income. The square footage B&O Tax applies to businesses whose in-city activities produce gross revenue indirectly, such as at a headquarter location. Businesses with taxable gross receipts for a business less than \$160,000 or offices with less than 250 taxable square feet are exempt from B&O tax. The City levies the same rate for all types of business activities. The gross receipt B&O Tax rate is 0.1496 percent of receipts/income and the quarterly square footage rate is \$0.2440875 per square foot. B&O revenues support General Fund and the Capital Investment Program (CIP) Fund activities.

Historical Collections & Trends

Following a similar pattern to Sales Tax, B&O Tax collections grew considerably from 2003-2007, reflecting a strong economy. The recession slowed collections in 2008 and 2009. B&O collections hit bottom in 2010 and since has grown at a slow and steady pace. The City anticipates this slow and steady pace to continue through 2018.

⁵ RCW 35.21.706: Referendum procedure. An ordinance that imposes the tax or increases the tax rate must include a provision for a referendum procedure.

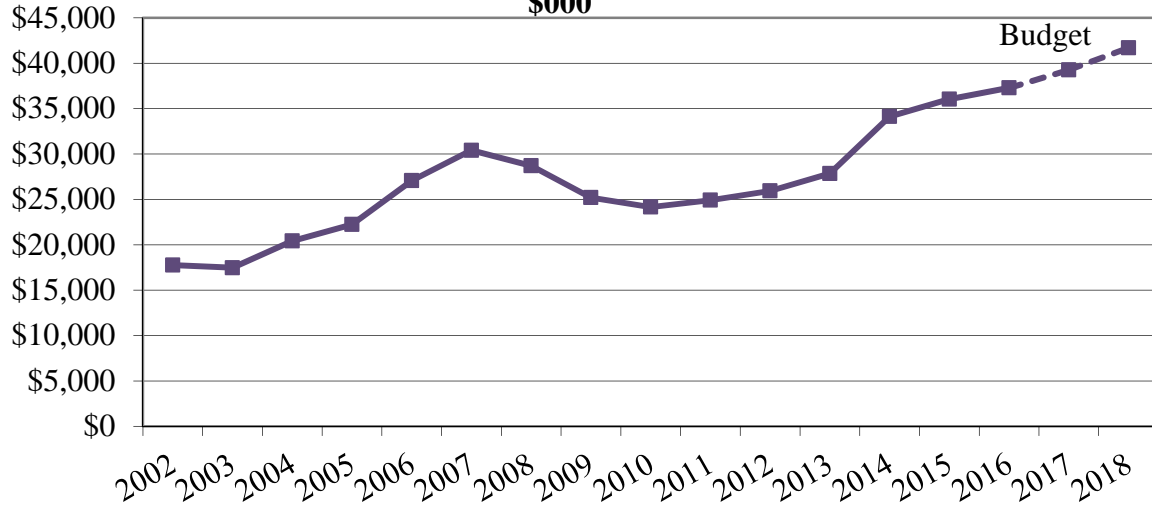
RCW 35.21.710: Maximum B&O tax rates established.

RCW 35.21.711: Voter approval for higher rates.



Resource Summary

B&O
2002 to 2016 Actual, 2017-2018 Adopted Budget
\$000



Maximum Rate:	0.2 percent
Current Rate:	0.1496 percent
2017 Budget:	
General Fund (0.11 percent)	\$28,873,923
General CIP Fund	7,874,706
Mobility CIP Fund	<u>2,519,906</u>
Total 2017 Business & Occupation Tax	\$39,268,535
2018 Budget:	
General Fund (0.11 percent)	\$30,662,461
General CIP Fund	8,362,489
Mobility CIP Fund	<u>2,675,997</u>
Total 2018 Business & Occupation Tax	\$41,700,947

A majority of voters may approve a rate in excess of 0.2 percent. Each 0.01 percent of the business and occupation tax rate is expected to generate \$2.0 million in 2017 and \$2.1 million in 2018 of B&O tax revenue. (RCW 35.21.711: Voter approval for higher rates.)

Note: The City Council reserved from its levied capacity a rate of 0.0001 for convention center purposes per Ordinance No. 4094.



Resource Summary

Comments/Watch Areas

As with Sales Tax, B&O Tax also is highly sensitive to economic conditions. B&O Tax, however, is slightly less volatile due a more diverse tax base including non-retail sectors and professional services that are not subject to sales tax. These services are not as sensitive to the day to day economic conditions but will suffer in an extended economic downturn.

3. Property Tax

(RCW 84.52.010, RCW 84.52.043, RCW 41.16.060, RCW 84.55.010, RCW 84.55.092)

Property tax is applied to the assessed value (AV) of all taxable real and personal property located within the City, with several exceptions such as public structures (government buildings, roads, etc.), property owned by several types of non-profit organizations, personal property (up to a specified dollar value), and others.

Real property includes land, buildings, and improvements to the land such as driveways. Personal property includes movable assets used in conducting a business such as machinery, supplies, and other non-inventory items. Washington State has a budget-based system of property taxation. There are three main components to the property tax: Levy, Assessed value (AV), Levy rate. As part of the budget process, the taxing jurisdiction establishes the amount of property tax revenue needed to fund the budget. That amount needed to fund the budget is called the levy. It is the total amount to be collected from the taxpayers by a taxing district. By November 30 of each year, the amount of taxes to be levied by taxing districts are certified to the county assessor who computes the levy rate necessary to raise that amount of revenue. The county assessor calculates the levy rate necessary by dividing the total levy amount by the assessed value of taxable property in the district. By law, this number is expressed in terms of a dollar rate per \$1,000 of valuation. For example, a rate of \$0.00025 is expressed as 25¢ per \$1,000 of assessed value. The formula for property tax collections is expressed as: $Levy = Levy\ Rate \times Assessed\ Value\ (AV)$. The property tax levy is constrained by the overall limits on the regular levy rate and the limit on annual levy increases (Source: MSRC: Property Tax in Washington State).

Property tax revenues support General Fund activities as well as the Human Services Fund, which accounts for human services activities, including agency contracts.

Historical Collections & Trends

Under Initiative 747, the regular levy can grow at a maximum of 1 percent annually or the rate of “inflation” (defined as the increase in the implicit price deflator (IPD), whichever is less, plus additions for new construction, changes in value of state-assessed utility property and newly annexed property (referred to as “add-ons”). For 10 of the past 15 years, Bellevue has opted to only levy the additional property tax associated with add-ons, but has preserved, or “banked,” its remaining allowable levy capacity (maximum allowable levy less actual levy). In 2016, Bellevue had \$8.6 million in banked capacity available.

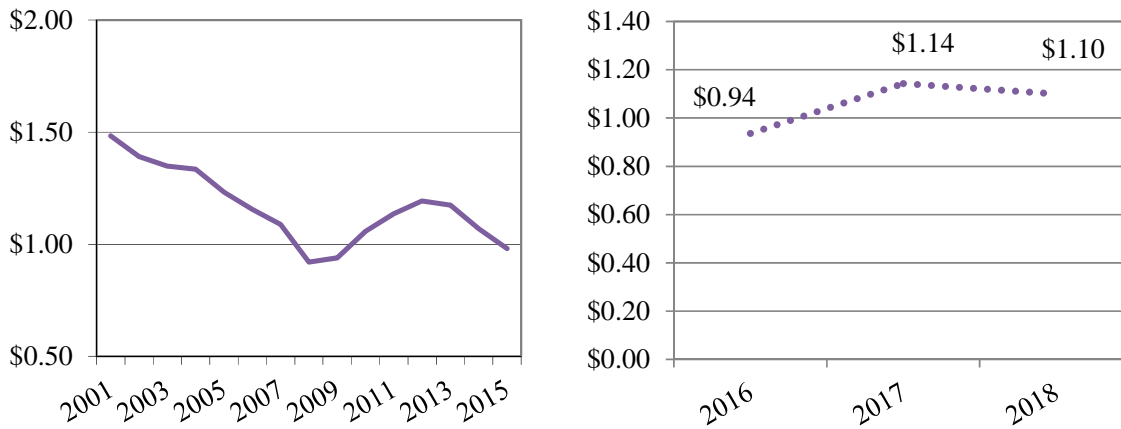
As displayed in the following chart, Bellevue’s property tax levy rate decreased from \$1.71 in 2000 and to \$1.14 in 2017 per \$1,000 AV. This reduction is a result of the City not increasing its



Resource Summary

property tax levy, coupled with an increase in the City's AV which drives the overall rate down. Bellevue's property tax levy rate has fluctuated based on changes in AV, the use of banked capacity and voted levies.

**Total Property Tax Levy Rate
2002 to 2016 Actual, 2017-2018 Adopted Budget**



Historical Levy Rate

Maximum Rate ⁶ :	\$3.42/\$1,000 AV
2017 Total Levy Rate:	\$1.14/\$1,000 AV
2017 Budgeted Levy ⁷ :	
General Fund	\$35,710,161
Human Services Fund	3,271,425
General CIP Fund	<u>3,388,997</u>
Total Budgeted 2017 Regular Property Tax Levy	\$42,370,583
2018 Estimated Total Levy Rate:	\$1.10/\$1,000 AV
2018 Budgeted Levy ⁷ :	
General Fund	\$36,804,103
Human Services Fund	3,379,055
General CIP Fund	<u>3,389,000</u>
Total 2018 Budgeted Regular Property Tax Levy	\$43,572,158

⁶ The statutory maximum base rate for cities with an annexed library district and firemen's pension fund is \$3.8250 less the library district's actual rate. The actual rate will vary year to year based on increases in assessed value.

⁷ Budgeted amount does not include the Fire and Transportation levy amounts. Appropriations were budgeted under separate council Ordinance No. 6346 in February 2017.



Resource Summary

Current law limits the Property Tax increase from the prior highest allowable Regular Levy to the lesser of 101 percent or 100 percent plus inflation, where inflation is measured by the percentage change in the Implicit Price Deflator (IPD) (whichever is less) (RCW 84.55.0101). It is often the case that the IPD is higher than the limit factor making the default allowable increase 101% of the prior years levy plus new construction. The inflation rate for 2017 is 0.953% (Source: Bureau of Economic Analysis), which means local governments with a population of 10,000 or more may not increase their property tax levies more than 0.953% in 2017 without adopting a resolution or ordinance of substantial need (Source: MRSC).

The 2017 Regular Levy AV is at \$49 billion which is an increase of \$5 billion (11 percent) from the 2016 AV. Based on the 2017 AV of \$49 billion and the estimated 2018 AV of \$52 billion, each additional \$0.01 per \$1,000 assessed value (AV) of the Regular Property Tax Levy rate generates \$490,000 in 2017 and \$520,000 in 2018 in Property Tax revenue. It should be noted that due to the high increase in AV, the Levy Rate is estimated to only increase from \$0.94 to between \$1.14 and \$1.10/\$1,000 during the biennium despite adding the Fire Facilities and Neighborhood Safety Connectivity, and Congestion Levies described below.

A parks and open space Levy Lid Lift was authorized by the voters in the November 2008 election to provide capital funding over the next 20 years (\$3,389,000 annually) and ongoing maintenance and operations funding (\$660,000 annually). This Levy Lid Lift increased the 2017 Property Tax levy rate by \$0.082 per \$1,000 of assessed value.

In November 2016, Bellevue voters approved levies to fund a long list of capital projects needed to better serve the community. The City Council voted in July to place the measures on the November 8th, 2016 ballot. The levy for Fire Facilities increased the property tax rate by \$0.125 per \$1,000 of assessed value, and will raise approximately \$120 million to upgrade Fire Facilities over 20 years. The levy for Neighborhood Safety, Connectivity, and Congestion increased the property tax rate by \$0.15 per \$1,000 of assessed value, and will raise approximately \$140 million to upgrade safety, connectivity, and congestion projects over 20 years.

4. Real Estate Excise Tax (REET) (RCW 82.46.010 RCW 82.46.035⁸)

The Real Estate Excise Tax (REET) is levied on all sales of real estate. The rate is 0.5 percent of the selling price of the property. The first 0.25 percent of local REET must be used to fund capital facilities expenditures that have been identified in the City's comprehensive plan. The second 0.25 percent of local REET revenues must also be used to fund capital facilities, with the added stipulation that they cannot be used for the acquisition of land for parks. REET revenues are cyclical in nature and is largely impacted by the number of big real estate transactions. The City Council has adopted an ordinance allocating the first 0.25 percent to Parks Capital Projects and the second 0.25 percent to Transportation Capital Projects.

⁸ RCW 82.46.010 authorizes all cities and counties to levy a 0.25% tax, described as "the first quarter percent of the real estate excise tax" or "REET 1" on all sales of real estate.

RCW 82.46.035 allows all cities and counties that are planning under the Growth Management Act (GMA) to have the authority to levy a second 0.25% tax (REET 2), on all sales of real estate.

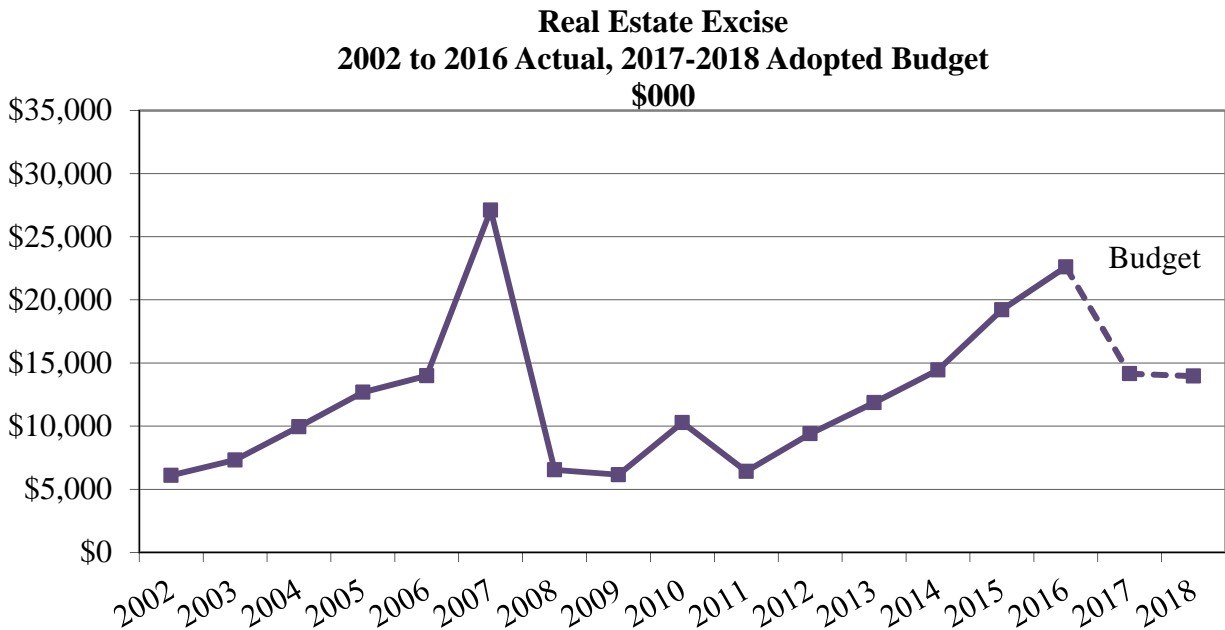


Resource Summary

Historical Collections & Trends

Real Estate Excise Tax collections increased an annual average of 22 percent per year between 2001 and 2006. Collections increased 94 percent in 2007, fueled by the sale of the portfolio of a major landholder in Bellevue.

The 2016 REET collections came in strong with several large real estate transactions taking place. These large transactions are anticipated to decrease in the coming years.



Maximum Rate:	0.5 percent
Current Rate:	0.5 percent
2017 Budget:	\$14,154,008
2018 Budget:	\$13,965,504

Revenue proceeds are receipted to the General Capital Investment Program Fund to support capital projects.

Watch Areas

REET has been strong for the last few years as real estate companies rebalance their portfolios taking advantage of low interest rates and a rebound in demand for housing. However, it is projected that REET transactions will slow down in future years, which is consistent with King County's March 2017 forecast.



Resource Summary

5. Utility Tax

Bellevue levies a tax on the gross income derived from sales of utility services provided in the City. Services include electricity, gas, water, sewer, storm drainage, garbage, telephone, and cellular phone. The revenues generated by these taxes support general city operations.

Electric Utility Tax (RCW 35.21.870⁹)

Maximum Rate:	6.0 percent
Current Rate:	5.0 percent
2017 Estimate:	\$7,513,489
2018 Estimate:	\$7,551,665

A majority of the voters may approve a rate in excess of 6 percent. Each 0.1 percent of the electric utility tax rate generates roughly \$150,000 in 2017 and \$151,000 in 2018 of Electric Utility Tax revenue.

Gas Utility Tax (RCW 35.21.870)

Maximum Rate:	6.0 percent
Current Rate:	5.0 percent
2017 Estimate:	\$2,459,542
2018 Estimate:	\$2,459,542

Each 0.1 percent of the Gas Utility Tax rate generates approximately \$52,000 in 2017 and \$51,000 in 2018 of Gas Utility Tax revenue.

⁹ RCW 35.21.870: Electricity, telephone, natural gas, or steam energy business—Tax limited to six percent. Cities may impose a higher rate with voter approval (majority vote).



Resource Summary

Water Utility Tax

Maximum Rate:	None
Current Rate:	10.4 percent*
2017 Budget:	\$4,974,465
2018 Budget:	\$5,248,804

Each 0.1 percent of the Water Utility tax rate generates approximately \$48,000 in 2017 and \$50,000 in 2018 of Water Utility tax revenue.

* The display changed from Preliminary budget book due to a reverse interfund accounting adjustment in how fire capacity charges were handled within the Utilities Funds and General Fund.

Sewer Utility Tax

Maximum Rate:	None
Current Rate:	5.0 percent
2017 Estimate:	\$2,621,515
2018 Estimate:	\$2,692,296

Each 0.1 percent of the Sewer Utility tax rate generates approximately \$52,000 in 2017 and \$54,000 in 2018 of Sewer Utility tax revenue.

Storm Drainage Utility Tax

Maximum Rate:	None
Current Rate:	5.0 percent
2017 Estimate:	\$1,074,538
2018 Estimate:	\$1,108,923

Each 0.1 percent of the Storm Drainage Utility Tax rate generates approximately \$21,000 in 2017 and \$21,000 in 2018 of Storm Drainage Utility Tax revenue.



Resource Summary

Garbage Tax

Maximum Rate:	None
Current Rate:	4.5 percent
2017 Estimate:	\$1,000,000
2018 Estimate:	\$1,000,000

Each 0.1 percent of the Garbage Tax rate generates approximately \$22,000 in 2017 and \$22,000 in 2018 of Garbage Tax revenue.

Telephone Utility Tax (RCW 35.21.870)

Maximum Rate:	6.0 percent
Current Rate:	6.0 percent
2017 Estimate:	
Telephone Utilities	\$2,002,372
Cellular Telephone Utilities	<u>2,473,729</u>
Total 2017 Telephone Utility Tax	\$4,476,101
2018 Estimate:	
Telephone Utilities	\$1,916,270
Cellular Telephone Utilities	<u>2,195,711</u>
Total 2018 Telephone Utility Tax	\$4,111,981

Each 0.1 percent of the telephone utility tax rate generates approximately \$75,000 in 2017 and \$69,000 in 2018 of telephone utility tax revenue.



Resource Summary

Television Cable Franchise Fee *(Cable Communications Policy Act of 1984)*

Maximum Rate:	5.0 percent
Current Rate:	4.8 percent
2017 Estimate:	\$1,862,871
2018 Estimate:	\$1,862,871

Television Cable Franchise Fees are levied on cable television companies operating in the City. Each 0.1 percent of the television cable fee generates approximately \$39,000 in 2017 and \$39,000 in 2018 of television cable franchise revenue. In previous budgets before 2015, the cable franchise fees were included in a Franchise Fund, but there is no longer a need to deposit those funds into a separate fund and are included in the General Fund for the last two Bienniums.

Utility Tax Watch Areas

Utility Tax revenue changes are range from decreasing 11 percent to increasing 5 percent in 2017 and 2018. The largest tax revenue generating utilities are Electric, Cell Phone, and Water. Electric tax collections have been virtually flat the last three years despite the improving economy and the slight annual increase in electric rates. Cell Phone Utility Tax has been declining between 9 percent to 15 percent from 2012 to 2015. This trend is expected to continue in 2017 and 2018 with a continued decline in the out years due to the changing billing structure that reduces the taxable voice component and increases the untaxable data component of bills. The Water Utility is increasing at 5.6 percent in 2017 and nearly 7.9 percent in 2018 due to increases in water service fees. With the exception of City owned utilities, tax collections from utility taxes has been particularly weak in the last few years. Prior to the Great Recession, electric and natural gas had been increasing at consistently above inflation. When all utilities are accounted for, the total utility tax revenue is expected to stay almost flat in 2017 and 2018.

Legislation: State and Federal legislation can have an effect on tax revenues as services/products may be determined taxable or not taxable¹⁰. Often the timing of new legislation does not coincide with budget development and impacts are difficult to estimate. The forecast attempts to incorporate the projected impact of new legislation when materiality warrants an adjustment.

Other Factors: Utility tax revenues can be affected by uncontrollable variables, such as the economy, weather, market saturation, or new technology. While the forecast incorporates market trends and historical experience into projections, impact of these variables is not always predictable.

¹⁰ RCW 35A.82.020 (code cities); RCW 35.22.195 (first class cities)



Resource Summary

6. Select Other Tax Information

Accommodations (Hotel/Motel) Tax (RCW 67.28.180 RCW 67.28.181¹¹)

Accommodations Taxes are committed to the Bellevue Convention Center Authority (BCCA), a public development authority created by the City Council on December 4, 1989.

Maximum Rate:	5.0 percent ¹²
Current Rate:	5.0 percent
2017 Estimate:	\$10,349,000
2018 Estimate:	\$10,815,500

Accommodations Tax proceeds are used first to pay Convention Center related debt. Collections in excess of debt requirements are transferred to the BCCA to support operations. The accommodations tax may be used only for tourism facilities and tourism promotion purposes. Each 0.1 percent of the tax generates approximately \$163,000 in 2017 and \$175,000 in 2018.

Motor Vehicle Fuel Tax (RCW 82.36.025, RCW 82.38.030)

2017 Estimate:	\$2,870,541
2018 Estimate:	\$2,924,752

Motor Vehicle Fuel Tax is levied on each gallon of motor vehicle fuel sold and distributed to cities and counties. City distribution is on a per-capita basis.

¹¹ Most cities may impose a “basic” two percent tax under RCW 67.28.180 on all charges for furnishing lodging at hotels, motels, and similar establishments (including bed and breakfasts and RV parks) for a continuous period of less than one month. In addition, most cities may levy an additional tax of up to two percent, for a total rate of four percent, under RCW 67.28.181(1). Cities that had authority to levy a “special” tax before July 27, 1997 that allowed a total rate higher than four percent, had that rate grandfathered in by the 1997 legislation.¹⁰⁹ All the cities in Grays Harbor and Pierce counties are in this category, plus Chelan, Leavenworth, Long Beach, Bellevue, Yakima, and Winthrop.

¹² Cities that had authority to levy a “special” tax before July 27, 1997 that allowed a total rate higher than four percent, had that rate grandfathered in by the 1997 legislation.¹⁰⁹ All the cities in Grays Harbor and Pierce counties are in this category, plus Chelan, Leavenworth, Long Beach, Bellevue, Yakima, and Winthrop.



Resource Summary

Admissions Tax (RCW 35.21.280)

Maximum Rate:	5.0 percent
Current Rate:	3.0 percent
2017 Estimate:	\$527,880
2018 Estimate:	\$539,819

Admissions Taxes are levied on persons who pay an admission charge for entrance to an event or establishment. It is collected for the City by the business charging the admission for entrance to theaters, amusement parks, and swimming pools, among others. Each 0.1 percent of the Admissions Tax rate generates approximately \$18,000 in 2017 and \$18,000 in 2018 of revenue.

Leasehold Excise Tax (RCW 82.29A.030, RCW 82.29A.040)

Maximum Rate:	4.0 percent
Current Rate:	4.0 percent
2017 Estimate:	\$168,462
2018 Estimate:	\$172,091

Most leases of publicly-owned real and personal property in the state are subject to a leasehold excise tax in lieu of a property tax. The 1976 legislature established a 12 percent tax to be levied either on the contract rent (when the lease is established by competitive bidding) or, in other instances, by the imputed economic rent as determined by the Department of Revenue. The 1982 legislature added a seven percent surcharge making the total rate 12.84 percent. Cities and counties may collectively levy up to six percent of this 12.84 percent. The maximum county rate is six percent and the maximum city rate is four percent. The county must give a credit for any city tax. Therefore, if a city is levying its maximum four percent, the county may collect only two percent in the city. These taxes are collected by the city and remitted to the Department of Revenue. After deducting an administrative fee, the department distributes the taxes to local governments on a bimonthly basis.



Resource Summary

Gambling Tax - Amusement & Games (RCW 9.46.110)

Maximum Rate:	2 percent - 5 percent ¹³
Current Rate:	2 percent - 5 percent
2017 Estimate:	\$9,863
2018 Estimate:	\$10,167

Gambling Tax on amusement games, bingo, and raffle activities. State law provides that the City must first use these proceeds to pay for enforcement activities.

Gambling Tax – Punchboards & Pull Tabs (RCW 9.46.110)

Maximum Rate:	5.0 percent
Current Rate:	5.0 percent
2017 Estimate:	\$97,375
2018 Estimate:	\$100,372

Gambling Tax on punch board and pull tab activities. These are reserved for the purpose of providing youth facilities to the extent that funds from this tax are not first required to enforce gambling laws as required by State law.

¹³ Currently, the maximum tax rates are as follows:

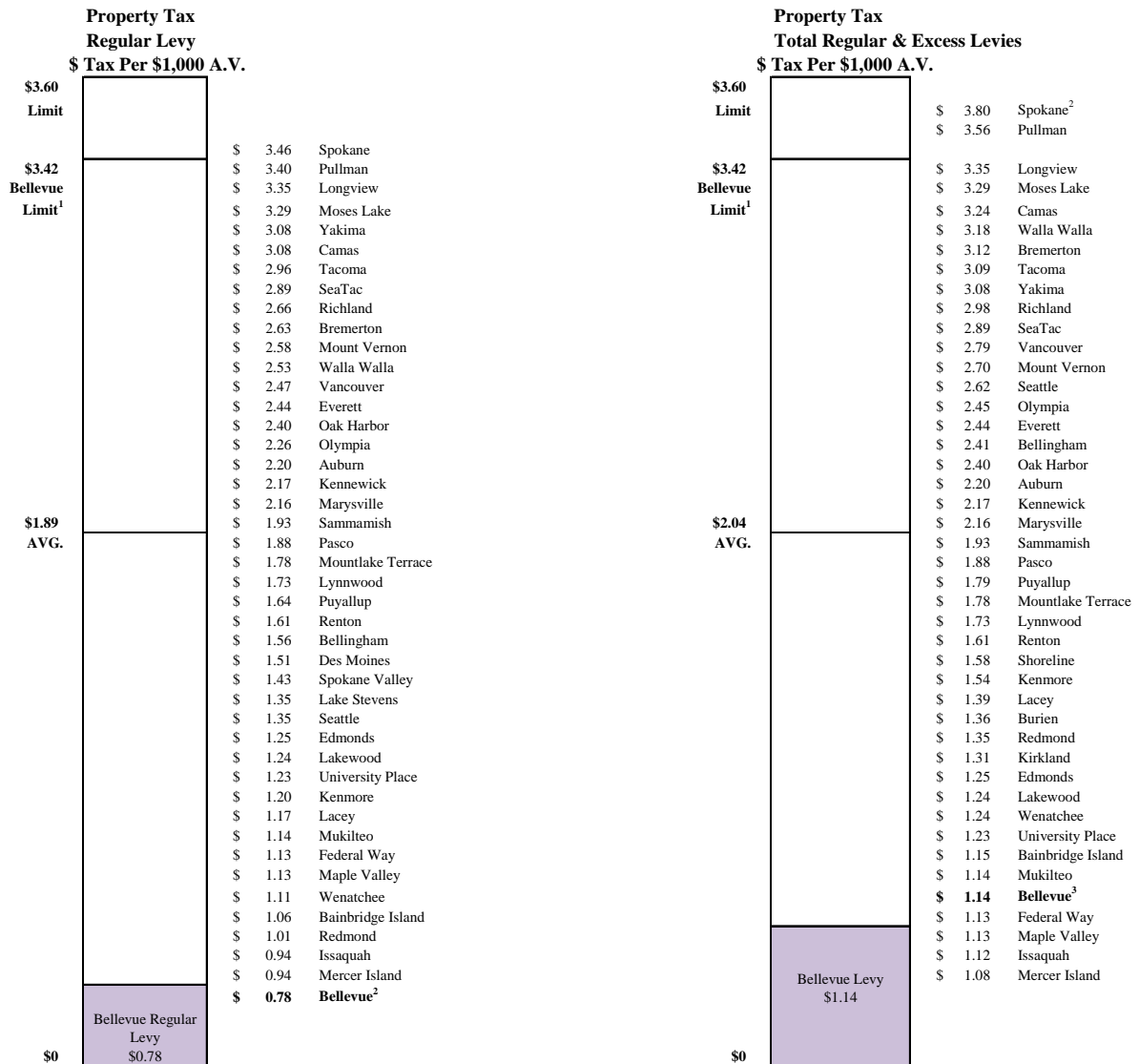
- Amusement games: 2 percent of gross receipts less prizes (net receipts);
- Amusement games by charitable or nonprofit organizations that have no paid operating or management personnel: no tax on first \$5,000 of net receipts (including that from any bingo games), then 2 percent of net receipts;
- Bingo and raffles: 5 percent of net receipts;
- Raffles by charitable or nonprofit organizations: no tax on first \$10,000 of net receipts, then 5 percent of net receipts;
- Bingo by charitable or nonprofit organizations that have no paid operating or management personnel: no tax on first \$5,000 of net receipts (including that from any amusement games), then 5 percent of net receipts;
- Punch boards and pull-tabs by charitable or nonprofit organizations, 10 percent of net receipts;
- Punch boards and pull-tabs by commercial stimulant operators, 5 percent of gross receipts or 10 percent of net receipts;
- Social card games: 20 percent of gross receipts.



Resource Summary

Figure 8a-3
Comparison of 2017 Urban Tax Rates
Rates in Effect for Property as of January 2017

This figure provides a comparison of City of Bellevue tax rates to the tax rates of the other Washington cities with over 20,000 population effective January 2017. Comparisons in the figure below show that Bellevue's property tax rate is well below the average for these Washington cities. In 2017, City of Bellevue's regular property tax levy rate decreased to \$0.78 as shown in Figure 8-a4.



¹ Statutory Maximum Base Rate for cities with an annexed library district and firemen's pension fund is \$3.8250 less the library district's actual rate. Actual rate will vary year to year based on increases in assessed value.

² Regular levy only, does not include the \$0.275 increase in Bellevue's total levy rate in 2017.

¹ Statutory Maximum Base Rate for cities with an annexed library district and firemen's pension fund is \$3.8250 less the library district's actual rate. Actual rate will vary year to year based on increases in assessed value.

² Spokane's voter approve excess levies have no statutory limits.

³ Two voter approved levies were passed in November 2016, and include a \$0.275 increase in Bellevue's total levy rate in 2017.

Source: County Assessor 2017 annual levy reports from the following Washington counties: Benton, Chelan, Clark, Cowlitz, Franklin, Grant, Island, King, Kitsap, Pierce, Skagit, Snohomish, Spokane, Thurston, Walla Walla, Whatcom, Whitman, and Yakima County.



Resource Summary

**Figure 8a-4
Property Valuation & Tax Levy Information
1990 through 2018**

This figure displays historical property tax information for comparison purposes. Official property tax records are maintained by the King County Assessor's Office. Property owners are taxed on 100 percent of the Assessed Value of their property.

Year	Regular Levy Assessed Valuation (\$ in millions)	percent Change from Prior Year	Regular Property Tax Levy (\$ in thousands)	percent Change from Prior Year	Tax Rate per \$1,000 Assessed Valuation		
					Voted Levy	Regular Levy	Total Property Tax Rate
1990	6,610	2.4%	14,556	8.6%	0.53	2.20	2.73
1991	9,065	37.1%	16,113	10.7%	0.31	1.76	2.07
1992	9,238	1.9%	17,143	6.4%	0.29	1.85	2.14
1993	9,958	7.8%	18,414	7.4%	0.26	1.85	2.11
1994	10,249	2.9%	20,422	10.9%	0.20	1.99	2.19
1995	10,701	4.4%	19,492	-4.6%	0.35	1.82	2.17
1996	10,876	1.6%	19,861	1.9%	0.35	1.83	2.18
1997	11,308	4.0%	21,026	5.9%	0.34	1.86	2.20
1998	12,115	7.1%	21,246	1.0%	0.32	1.75	2.07
1999	13,652	12.7%	21,685	2.1%	0.24	1.59	1.83
2000	14,981	9.7%	22,497	3.7%	0.21	1.50	1.71
2001	17,605	17.5%	23,489	4.4%	0.14	1.34	1.48
2002	19,705	11.9%	24,859	5.8%	0.13	1.26	1.39
2003	20,696	5.0%	25,214	1.4%	0.13	1.22	1.35
2004	21,212	2.5%	25,572	1.4%	0.13	1.21	1.34
2005	22,214	4.7%	25,814	0.9%	0.07	1.16	1.23
2006	23,957	7.8%	26,264	1.7%	0.06	1.10	1.16
2007	26,612	11.1%	27,638	5.2%	0.05	1.04	1.09
2008*	31,396	18.0%	28,904	4.6%	0.00	0.92	0.92
2009*	37,627	19.8%	31,201	7.9%	0.11	0.83	0.94
2010	34,103	-9.4%	32,011	2.6%	0.12	0.94	1.06
2011	32,079	-5.9%	32,583	1.8%	0.13	1.02	1.14
2012	30,977	-3.4%	32,952	1.1%	0.13	1.06	1.19
2013	32,673	5.5%	34,359	4.3%	0.12	1.05	1.18
2014	36,046	10.3%	34,679	0.9%	0.11	0.96	1.07
2015	41,326	14.6%	36,486	5.2%	0.10	0.88	0.98
2016	44,426	7.5%	37,517	2.8%	0.09	0.84	0.94
2017*	49,365	11.1%	38,795	3.4%	0.36	0.78	1.14
2018*	52,327	6.0%	39,744	2.4%	0.34	0.76	1.10

Notes: Prior year AV is used to calculate current year property tax rates. i.e. 2016 AV is used to calculate 2017 rates.
 2008 Regular Property Tax Levy reflects retirement of 2003 Unlimited Tax General Obligation bonds.
 2009 Regular Property Tax Levy includes the Parks & Natural Areas Voted Levy.
 *2017 includes the voter-approved Fire and Transportation Levies approved in November 2016.
 *2018 AV and levy data are estimated based on the King County's AV forecast released in March 2017.



Resource Summary

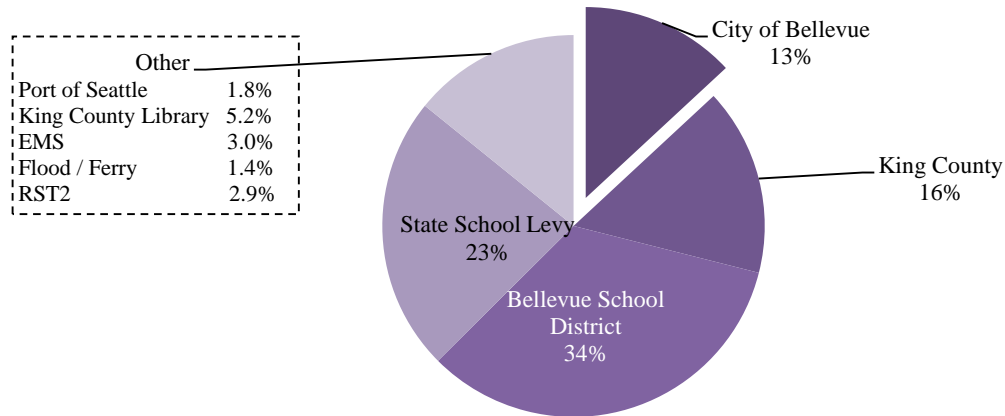
Figure 8a-5

Property Taxes

Typical Distribution of Property Tax Dollars

This figure illustrates the Property Tax distribution for a typical Bellevue taxpayer in 2017. As shown in the pie chart, Bellevue's Property Tax Levies make up only 13 percent of a property owner's tax bill. The largest components are the State School Levy and the Bellevue School District Levy which together comprise 57 percent of the typical taxpayer's property tax obligation.

Official property tax records are maintained by the King County Assessor's Office.



The following table displays the 2017 property tax bills for hypothetical low-, medium-, and high-assessed value (AV) homes.

	2017 Rate/\$1,000 of AV	Low AV = \$200,000	Medium AV = \$500,000	High AV = \$1,000,000
Emergency Medical Services	\$0.26	\$53	\$132	\$263
Port of Seattle	0.15	31	76	150
Flood / Ferry Levy	0.12	23	58	114
King County Library	0.45	90	224	448
City of Bellevue	1.14	228	572	1,143
King County	1.38	277	692	1,384
Bellevue School District	2.93	586	1,465	2,932
State School Levy	2.03	406	1,017	2,034
RST2	0.25	50	126	252
Total	\$8.72	\$1,744	\$4,361	\$8,721

Figures may not foot due to rounding.

Note: Columns/graph may not foot due to rounding



Expenditure Summary

This chapter presents a high level summary of the key components of the 2017-2018 Adopted Budget.

For the purpose of this chapter, the Adopted 2017-2018 Budget is compared to the Amended 2015-2016 Budget.

The Expenditure Summary is organized into the following sections:

A. Budget By Department

Figure 8b-1 displays the 2017-2018 operating and special purpose funds by Outcome and by Department. These values exclude double-budgeting and reserves.

Figure 8b-2 displays the 2017-2018 operating and special purpose funds with General Fund by Department and compares them with the 2015-2016 Amended Budget, showing dollar and percentage changes.

Figure 8b-3 displays the 2018 personnel positions (known as full time equivalents, or FTEs) by Outcome and by Department.

B. Total City Budget

Figure 8b-4 details the 2017-2018 Adopted **Budget net of interfund double-budgeting and reserves** for the operating, special purpose and capital investment program perspectives, and compares **net budget growth** from the 2015-2016 Amended Budget.

Figure 8b-5 lists the City's 2017-2018 total budgeted **resources by source** and **expenditures by Outcome** and compares them with the 2015-2016 Amended Budget, showing dollar and percentage changes.

Figure 8b-6 lists the City's 2017-2018 total budgeted **expenditures and reserves by category** and compares them with the 2015-2016 Amended Budget, showing dollar and percentage changes.

Figure 8b-7 provides a graphic display of the portion of the City's 2017-2018 total budgeted resources comprised by revenue source and the portion of expenditures comprised by category, including dollars and percentage of total.

Figure 8b-8 charts and graphs the total City **budget per capita** for 2015 to 2018.

Figure 8b-9 charts and graphs the total City **budgeted staff positions (FTE) per capita** for 2015 to 2018 (rounded to the full FTE).



Expenditure Summary

C. Total Operating Budget

Figure 8b-10 lists the 2017-2018 total City budgeted **operating expenditures and reserves by fund** and compares them with the 2015-2016 Amended budget, showing dollar and percentage changes.

Figure 8b-11 provides a graphic display of the portion of the City's budgeted operating resources comprised by source and the portion of expenditures comprised by group, including dollars and percentage of total.

D. Total Special Purpose Budget

Figure 8b-12 lists the 2017-2018 total City's budgeted **special purpose expenditures by fund** and compares them with the 2015-2016 Amended Budget, showing dollar and percentage changes.

Figure 8b-13 provides a graphic display of the portion of City's budgeted special purpose resources comprised by source and the portion of expenditures comprised by group, including dollars and percentage of total.

E. Total Capital Investment Budget

Figure 8b-14 lists the City's 2017-2018 total budgeted **capital investment program expenditures by Outcome** and compares them with the 2015-2016 Amended Budget, showing dollar and percentage changes.

Figure 8b-15 provides a graphic display of the portion of City's budgeted capital investment program resources comprised by source and expenditures comprised by Outcome, including dollars and percentage of total.

F. Total Debt Information – Based on Statutory Limits

Figure 8b-16 displays the City's total **policy and statutory debt limits** as of January 1, 2017.

Figure 8b-17 displays the City's total **statutory debt capacity and debt issued** as of January 1, 2017, comparing general government, parks and open space, and utility system use of debt capacity.

Figure 8b-18 lists the City's **general obligation and revenue bond issuance** amount and date, maturity date, interest rate, source of funding and debt service requirements for 2017-2018 by bond.

Figure 8b-19 displays the City's **annual debt service requirements** for existing non-voted general obligation bonds from 2017 through 2044 and lists the city's bond ratings.



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Expenditure Summary

A. Budget By Department

Figure 8b-1 displays the 2017-2018 operating and special purpose funds by Outcome and by Department. These values exclude double-budgeting and reserves.

The “Net Operating and Special Purpose Funds” total of \$788 Million in Figure 8b-1 ties to Figure 8b-2 2017-2018 Adopted “Total Operating and Special Purpose Funds Net of Double Budgeting and Reserves”.

See Figure 8b-4 for a breakdown of operating funds and special purpose funds by the Adopted budget, double-budgeting, reserves, and net of double budgeting and reserves.



Expenditure Summary

Figure 8b-1
2017-2018 Adopted Budget Operating and Special Purpose Funds
\$000

Operating & Special Purpose Funds	Economic Growth & Competitiveness	Healthy & Sustainable Environment	Improved Mobility and Connectivity	Quality Neighborhoods/ Innovative Vibrant and Caring Community	Responsive Government	Safe Community	Total	%
City Attorney	\$0	\$0	\$0	\$0	\$14,394	\$2,300	\$16,695	2.2%
City Clerk	0	0	0	0	4,850	0	\$4,850	0.6%
City Council	0	0	0	0	831	0	\$831	0.1%
City Manager	0	0	0	0	5,913	1,688	\$7,601	1.0%
Civic Services	76	0	0	193	28,757	113	\$29,138	3.8%
Community Council	0	0	0	0	9	0	\$9	0.0%
Finance	21,247	0	0	0	59,802	0	\$81,048	10.5%
Fire	1,035	0	0	174	750	82,335	\$84,294	11.0%
Human Resources	0	0	0	0	60,090	0	\$60,090	7.8%
Information Technology	45	0	0	0	22,970	88	\$23,102	3.0%
Parks & Community Services	0	5,828	0	76,793	0	2,906	\$85,527	11.1%
Development Services	11,285	0	0	1,828	8,290	12,178	\$33,581	4.4%
Planning & Community Development	1,635	777	0	7,370	944	0	\$10,727	1.4%
Police	0	0	0	0	85	74,998	\$75,083	9.8%
Transportation	3,036	930	43,590	0	1,142	5,675	\$54,374	7.1%
Utilities	1,185	190,918	0	1,343	1,302	1,408	\$196,157	25.5%
Miscellaneous Non-Departmental	0	0	0	0	4,122	2,132	\$6,254	0.8%
Total Operating & Special Purpose Fund Proposals	\$39,543	\$198,454	\$43,590	\$87,701	\$214,252	\$185,820	\$769,361	100.0%
Percent of Total	5.1%	25.8%	5.7%	11.4%	27.8%	24.2%	100.0%	

*Technical Adjustments	+	18,932
Net Operating and Special Purpose Funds	=	788,292
Total Operating & Special Purpose Fund Interfunds (Double-Budgeting)	+	181,929
2018 Reserves	+	129,824
Total Operating and Special Purpose Funds		1,100,046

Figures may not foot due to rounding.

*Technical adjustments are primarily due to planned use of reserves for operating expenditures, such as replacement of equipment, and miscellaneous adjustments, such as our General Fund underexpenditure assumption, all of which are not assigned to outcomes.



Expenditure Summary

Figure 8b-2 displays the 2017-2018 operating and special purpose funds with General Fund by Department and compares them with the 2015-2016 Amended Budget, showing dollar and percentage changes.

Total growth for operating and special purpose funds from 2015-2016 to 2017-2018 without double-budgeting is 6.0%. See figure b-4 for breakout of Operating and Special Purpose Funds net budgets.

General Fund

Key Changes from 2015-2016 to 2017-2018 in the General Fund include:

- Public defense program moving from City Attorney to City Manager
- Inclusion of CIP M&O for completed projects in alignment with council policy to maintain existing infrastructure before building new
- Interfund technical adjustments
- Increases in intergovernmental costs such as NORCOM
- 8.1 new FTEs to meet workload demand
- Targeted program investments including but not limited to equipment, economic development, workforce development, police cam study, winter shelter, and public engagement
- Increases in existing costs to maintain current operations including contracts, memberships, and medical payments
- Council directed changes including:
 - Community investments in Eastside Pathways and for a Multi-Cultural Feasibility Study
 - Economic Development investment in the TechHire program
 - Advanced Transportation Technology investment

Key Changes for other funds are discussed in Section C.



Expenditure Summary

Figure 8b-2
2017-2018 Adopted Budget Operating and Special Purpose Funds
\$000

	2015-2016 Amended Budget	2017-2018 Adopted Budget	\$ Change	% Change
General Fund*				
City Attorney	\$9,072	\$7,954	(\$1,118)	-12.3%
City Clerk	4,841	5,537	\$696	14.4%
City Council	1,045	1,064	\$20	1.9%
City Manager	5,703	8,163	\$2,460	43.1%
Civic Services	8,891	7,457	(\$1,435)	-16.1%
Community Council	8	9	\$0	4.8%
Development Services	7,884	8,431	\$547	6.9%
Finance	15,736	16,566	\$830	5.3%
Fire	89,974	91,684	\$1,710	1.9%
Human Resources	4,840	5,470	\$629	13.0%
Miscellaneous Non-Departmental	2,728	3,192	\$464	17.0%
Parks & Community Services	64,113	69,513	\$5,399	8.4%
Planning & Community Development	10,164	11,013	\$849	8.4%
Police	80,428	89,658	\$9,230	11.5%
Transportation	58,234	63,691	\$5,457	9.4%
Total General Fund Net of Reserves (including Double Budgeting)	\$363,663	\$389,402	\$25,740	7.1%
Other Operating and Special Purpose Funds				
Utilities	\$267,142	\$282,985	\$15,844	5.9%
Development Services	45,319	52,181	\$6,862	15.1%
Parks Enterprise	12,783	13,198	\$415	3.2%
Internal Services	68,357	70,503	\$2,146	3.1%
Other Operating	107,717	109,242	\$1,525	1.4%
Grants	9,466	5,567	(\$3,899)	-41.2%
Debt Service	52,216	44,004	(\$8,212)	-15.7%
Trust/Other	3,087	3,138	\$51	1.7%
Total Other Operating and Special Purpose Funds Net of Reserves (including Double-Budgeting)	\$566,086	\$580,819	\$14,733	2.6%
Total Interfunds (Double-Budgeting)**	(\$185,863)	(\$181,929)	\$3,934	-2.1%
Total Operating and Special Purpose Funds Net of Double Budgeting and Reserves***	\$743,886	\$788,292	\$44,407	6.0%

Figures may not foot due to rounding

*Includes Restricted General Fund

**The budget is adjusted to remove internal transactions between City funds including transfers between funds and charges for services provided by one fund to another within the City.

*** See figure b-4 for breakout of Operating and Special Purpose Funds net budgets



Expenditure Summary

Figure 8b-3 displays the 2018 personnel positions (known as full time equivalents, or FTEs) by Outcome and by Department.

Figure 8b-3
2018 FTE Comparison by Outcome and Department

	Economic Growth and Competitiveness	Healthy and Sustainable Environment	Improved Mobility and Connectivity	Quality Neighborhoods/ Innovative Vibrant and Caring Community	Responsive Government	Safe Community	Total	%
City Attorney	-	-	-	-	18.75	8.00	26.75	2.0%
City Clerk	-	-	-	-	15.75	-	15.75	1.2%
City Council	-	-	-	-	7.00	-	7.00	0.5%
City Manager	-	-	-	-	12.00	-	12.00	0.9%
Civic Services	0.25	-	-	-	66.50	-	66.75	5.0%
Finance	-	-	-	-	47.50	-	47.50	3.5%
Fire	3.00	-	-	0.75	1.00	240.00	244.75	18.2%
Human Resources	-	-	-	-	15.80	-	15.80	1.2%
Information Technology	-	-	-	-	60.00	-	60.00	4.5%
Parks & Community Services	-	15.00	-	141.03	-	12.00	168.03	12.5%
Development Services	42.00	-	-	7.00	23.00	44.00	116.00	8.6%
Planning & Community Development	3.00	1.00	-	22.11	3.00	-	29.11	2.2%
Police	-	-	-	-	-	225.00	225.00	16.8%
Transportation	9.25	3.00	105.45	-	3.75	11.00	132.45	9.9%
Utilities	4.60	158.15	-	0.70	5.03	5.27	173.75	13.0%
Miscellaneous Non- Departmental	-	-	-	-	1.00	-	1.00	0.1%
Total	62.10	177.15	105.45	171.59	280.08	545.27	1,341.64	100.0%
Percent of Total	4.6%	13.2%	7.9%	12.8%	20.9%	40.6%	100.0%	

Figures may not foot due to rounding



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Expenditure Summary

B. Total Budget

Figure 8b-4 details the 2017-2018 Adopted Budget net of interfund double-budgeting and reserves for the operating, special purpose and capital investment program perspectives, and compares net budget growth from the 2015-2016 Amended Budget.

Figure 8b-4 shows the total city budget whereas previous figures have shown only operating and special purpose budgets. The figures shown in the operating and special purpose funds in this figure tie to Figure 8b-1 and Figure 8b-2 when combined.

The total adopted city budget net of double-budgeting has decreased by 2.3 percent from 2015-2016 to 2017-2018 primarily due to:

- Debt Service—In 2015-2016, the city repaid an interfund loan, refunded bonds, and issued additional debt service causing a single biennium increase in overall expenditures. The budgets for special purpose funds and capital project funds were both affected by this.
- Grants—The amount of operating grants anticipated by the city in 2017-2018 adopted budget significantly decreased.

Figure 8b-5 and Figure 8b-6 show the total adopted city budget decreasing by 0.7 percent. This is due to the two factors listed above as well as an interfund accounting adjustment in how fire capacity charges were handled within the Utilities Funds and General Fund. These figures show a lower rate of decrease due to the inclusion of reserves and double-budgeting (see the “Adopted Budget” column in Figure 8b-4 to see the total expenditures in Figure 8b-5 and total city budget in Figure 8b-6).



Expenditure Summary

Figure 8b-4
Adopted Budget Summary
\$000

<u>TOTAL CITY BUDGET</u>	2015-2016	2015-2016	2016	2015-2016	2017-2018	2017-2018	2018	2017-2018	Net of Double Budgeting and Reserves	
	Amended Budget	Double-Budgeting*	Reserves	Budget Net of Double-Budgeting and Reserves	Adopted Budget	Double-Budgeting*	Reserves	Budget Net of Double-Budgeting and Reserves	\$ Change	% Change
Operating Funds										
General**	\$389,269	(\$58,431)	(\$25,606)	\$305,232	\$428,681	(\$57,741)	(\$39,278)	\$331,661	\$26,429	8.7%
Utilities	291,509	(79,207)	(24,368)	187,935	\$310,791	(86,828)	(27,806)	196,157	8,222	4.4%
Development Services	54,954	(15,289)	(9,635)	30,030	\$66,610	(18,600)	(14,429)	33,581	3,551	11.8%
Parks Enterprise	13,846	(3,236)	(1,063)	9,547	\$14,361	(3,075)	(1,163)	10,123	576	6.0%
Internal Services	79,216	(9,318)	(10,859)	59,039	\$81,050	(9,263)	(10,547)	61,240	2,201	3.7%
Other Operating	130,825	(16,029)	(23,109)	91,688	\$133,332	(5,965)	(24,090)	103,276	11,589	12.6%
Total Operating Fund Budget***	\$959,619	(\$181,509)	(\$94,639)	\$683,471	\$1,034,825	(\$181,474)	(\$117,314)	\$736,038	\$52,567	7.7%
Special Purpose Funds										
Grants	\$10,255	(\$3,006)	(\$789)	\$6,461	\$6,431	(\$431)	(\$864)	\$5,137	(\$1,324)	(20.5%)
Debt Service	52,943	(1,339)	(727)	50,877	45,121	(15)	(1,117)	43,989	(6,888)	(13.5%)
Trust/Other	12,500	(10)	(9,413)	3,077	13,668	(10)	(10,529)	3,128	51	1.7%
Total Special Purpose Fund Budget***	\$75,698	(\$4,354)	(\$10,928)	\$60,415	\$65,221	(\$455)	(\$12,510)	\$52,255	(\$8,160)	(13.5%)
Capital Project Funds										
General Capital										
Investment Program	\$258,951	(44,387)	(\$4,826)	\$209,738	\$170,904	(\$26,911)	\$0	\$143,993	(\$65,745)	(31.3%)
Utility Capital										
Investment Program	\$228,682	(8,453)	(146,941)	73,288	\$241,906	(7,359)	(163,989)	70,558	(2,730)	(3.7%)
Total Capital Project Fund Budget	\$487,633	(\$52,840)	(\$151,767)	\$283,026	\$412,811	(\$34,270)	(\$163,989)	\$214,552	(\$68,475)	(24.2%)
<u>TOTAL CITY BUDGET</u>	\$1,522,949	(\$238,703)	(\$257,334)	\$1,026,912	\$1,512,857	(\$216,199)	(\$293,813)	\$1,002,844	(\$24,068)	(2.3%)

Figures may not foot due to rounding

*The budget is adjusted to remove internal transactions between City funds including transfers between funds and charges for services provided by one fund to another within the City.

**Includes Restricted General Fund

***Total Operating and Special Purposed Funds Net of Double Budgeting and Reserves figures from Figure 7b-2 are shown here as two separate figures in the "Budget Net of Double Budgeting" Columns.



Expenditure Summary

Figure 8b-5 lists the City’s 2017-2018 total budgeted resources by source and expenditures by Outcome and compares them with the 2015-2016 Amended Budget, showing dollar and percentage changes.

This figure separates the operating and special purpose fund expenditures by outcome shown in Figure 8b-1. Reserves in Figure 8b-1 ties to ending fund balance in Figure 8b-5 while the “Interfunds and Other Expenditures” line in Figure 8b-5 combines the interfund and technical adjustments lines in Figure 8b-1.

Figure 8b-5 total expenditures also tie to the 2015-2016 Amended Budget and 2017-2018 Adopted Budget columns in Figure 8b-4. As mentioned previously, Figure 8b-5 and Figure 8b-6 display the total budget including double-budgeting and reserves whereas Figure 8b-4 displays the budget excluding double-budgeting and reserves, which accounts for the differences in growth rates.



Expenditure Summary

Figure 8b-5
2017-2018 Total Adopted City Budget
Resources by Source & Expenditures by Outcome
 \$000

	Operating Funds		Special Purpose Funds		Capital Funds		Total Budgets			
	2015-2016 Amended Budget	2017-2018 Adopted Budget	2015-2016 Amended Budget	2017-2018 Adopted Budget	2015-2016 Amended Budget	2017-2018 Adopted Budget	2015-2016 Amended Budget	2017-2018 Adopted Budget	\$ Change	% Change
Beginning Fund Balance	\$99,120	\$120,091	\$14,110	\$12,612	\$134,829	\$164,756	\$248,060	\$297,459	\$49,400	19.9%
Revenues by Source										
Property Tax	\$74,557	\$79,165	\$0	\$0	\$6,778	\$6,778	\$81,335	\$85,943	\$4,607	5.7%
Sales Tax	87,058	101,791	200	200	31,402	36,598	118,660	138,588	19,928	16.8%
Business & Occupation Tax	48,473	59,536	0	0	18,490	21,433	66,963	80,969	14,006	20.9%
Utility Taxes	55,946	46,417	0	0	0	0	55,946	46,417	(9,530)	(17.0%)
Other Taxes	31,644	36,981	950	1,000	31,959	30,280	64,553	68,261	3,707	5.7%
Grants	627	662	6,436	4,527	37,132	14,891	44,195	20,081	(24,114)	(54.6%)
Intergovernmental Services	41,667	48,214	2,054	2,096	25,810	6,775	69,531	57,086	(12,445)	(17.9%)
Charges for Services	133,100	137,068	40	40	11,040	14,430	144,180	151,538	7,358	5.1%
Utility Services Fees	263,451	284,958	0	0	4,595	3,687	268,046	288,645	20,599	7.7%
Miscellaneous	102,986	107,370	14,640	1,064	22,947	15,484	140,573	123,917	(16,656)	(11.8%)
Short-Term Debt	0	0	0	0	0	26,257	0	26,257	26,257	100.0%
Long-Term Debt	8,500	0	0	0	94,191	0	102,691	0	(102,691)	(100.0%)
Operating Transfers	12,489	12,573	37,268	43,681	68,460	71,442	118,217	127,696	9,479	8.0%
Total Revenues by Source	\$860,499	\$914,734	\$61,588	\$52,609	\$352,803	\$248,055	\$1,274,890	\$1,215,397	(\$59,492)	(4.7%)
Total Resources	\$959,619	\$1,034,825	\$75,698	\$65,221	\$487,633	\$412,811	\$1,522,949	\$1,512,857	(\$10,093)	(0.7%)
Expenditures by Outcome*										
Economic Growth and Competitiveness	42,231	39,543	0	0	1,850	5,676	44,081	45,219	1,138	2.6%
Healthy and Sustainable Environment	189,989	198,003	451	451	80,479	77,917	270,918	276,371	5,453	2.0%
Improved Mobility and Connectivity	40,201	43,242	913	348	130,608	82,575	171,721	126,165	(45,556)	(26.5%)
Quality Neighborhoods/Innovative Vibrant and Caring Community	76,278	84,653	2,916	3,048	50,307	30,679	129,500	118,381	(11,120)	(8.6%)
Responsive Government	161,349	170,263	53,254	43,989	11,742	3,669	226,345	217,921	(8,424)	(3.7%)
Safe Community	\$173,846	\$183,645	\$3,028	\$2,175	\$11,968	\$9,258	\$188,842	\$195,079	6,236	3.3%
Total Expenditures By Outcome	\$683,893	\$719,349	\$60,561	\$50,012	\$286,953	\$209,774	\$1,031,408	\$979,135	(\$52,273)	(5.1%)
Interfunds and Other Expenditures	\$181,087	\$198,163	\$4,208	\$2,698	\$48,913	\$39,047	\$234,208	\$239,909	\$5,701	2.4%
Ending Fund Balance**	\$94,639	\$117,314	\$10,928	\$12,510	\$151,767	\$163,989	\$257,334	\$293,813	\$36,479	14.2%
Total Expenditures	\$959,619	\$1,034,825	\$75,698	\$65,221	\$487,633	\$412,811	\$1,522,949	\$1,512,857	(\$10,093)	(0.7%)

Figures may not foot due to rounding

*Outcomes reflect updated outcome names starting in 2017-2018. 2015-2016 Quality Neighborhoods and Innovative, Vibrant, and Caring Community combined into the new "Quality Neighborhoods/Innovative Vibrant and Caring Community" Outcome.

**2015-2016 Ending Fund Balances do not match 2017-2018 Beginning Fund Balances because the budgets were developed at different times and the 2017-2018 Beginning Fund Balance reflects updated 2016 Ending Fund Balance projections.



Expenditure Summary

Figure 8b-6
2017-2018 Total Adopted City Budget
Expenditures and Reserves by Category
\$000

Figure 8b-6 shows the City's total expenditure budget by category and compares the Amended 2015-2016 and the Adopted 2017-2018 biennial budgets, including dollar and percentage changes.

In comparison to the Amended 2015-2016 Budget, 2017-2018 personnel grew 8.8 percent (\$34 million) primarily as a result of salary increases (resulting from inflation), new FTEs, merit increases, and medical benefit and pension cost increases.

Overall, maintenance and operations (M&O) costs are 5.9 percent less, primarily as a result of decreasing interfund service payments for work done by one fund for another including an interfund accounting adjustment in how fire capacity charges were handled within the Utilities Funds and General Fund and repayment of an interfund loan, an anticipated decrease in the amount of grants the city collects from 2015-2016 to 2017-2018, as well as less in debt service and other intergovernmental services & taxes after one time transactions in 2015-2016 for issuing debt service and refunding bonds.

	<u>2015-2016</u> <u>Amended Budget</u>	<u>2017-2018</u> <u>Adopted Budget</u>	<u>\$</u> <u>Change</u>	<u>%</u> <u>Change</u>
Personnel				
Salaries	\$230,664	\$246,397	\$15,732	6.8%
Medical	84,410	89,961	5,551	6.6%
Pensions	36,283	41,711	5,427	15.0%
Temporary Help	7,270	8,179	909	12.5%
Other (Medicare, Workers' Comp, etc.)	19,297	23,783	4,486	23.2%
Overtime	9,222	11,174	1,952	21.2%
Subtotal Personnel	<u>\$387,147</u>	<u>\$421,205</u>	<u>\$34,058</u>	<u>8.8%</u>
M&O				
Outside Services	110,590	117,270	6,680	6.0%
Interfund Service Payments	124,396	101,671	(22,725)	(18.3%)
Operating Transfer to Other Funds	114,308	114,529	221	0.2%
Supplies	57,609	57,309	(300)	(0.5%)
Other Services & Charges	27,888	30,734	2,845	10.2%
Debt Service	66,657	44,053	(22,604)	(33.9%)
Repairs and Maintenance	18,003	20,927	2,923	16.2%
Utilities	19,784	21,176	1,393	7.0%
Other Intergovernmental Services & Taxes	61,095	54,061	(7,034)	(11.5%)
Jail Costs	1,807	2,068	261	14.4%
Communication Services	2,575	2,620	44	1.7%
Travel/Training	2,232	2,596	364	16.3%
Subtotal M&O	<u>\$606,944</u>	<u>\$569,014</u>	<u>(\$37,930)</u>	<u>(6.2%)</u>
Capital Outlays	\$271,525	\$228,825	(\$42,700)	(15.7%)
Reserves	\$257,334	\$293,813	\$36,479	14.2%
Total City Budget	<u>\$1,522,949</u>	<u>\$1,512,857</u>	<u>(\$10,093)</u>	<u>(0.7%)*</u>

Figures may not foot due to rounding

*Does not adjust for double budgeting. Net total City budget growth is 1.0 percent without double budgeting, and (2.3) percent without double budgeting and reserves (see Figure 7b-4 for details).



Expenditure Summary

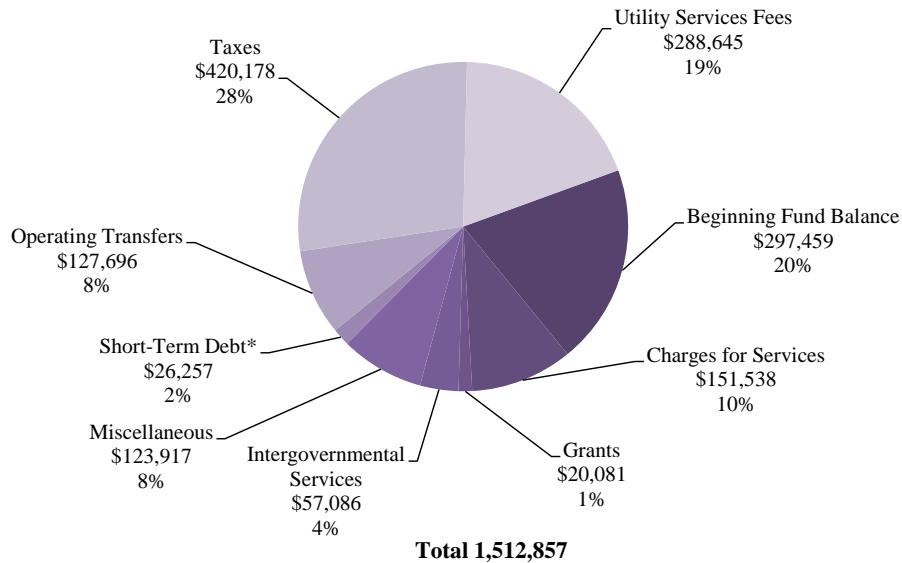
Figure 8b-7

2017-2018 Total Adopted City Budget Resources by Source and Expenditures by Category \$000

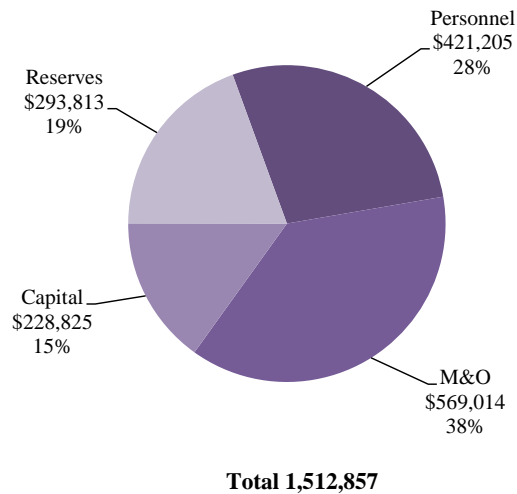
Figure 8b-7 presents the Adopted 2017-2018 total city budgeted resources (by source) and expenditures (by category). As the resources chart indicates, taxes make up the largest slice of the pie at 28 percent (\$420 million), followed by beginning fund balance at 20 percent (\$297 million) and utility services fees at 19 percent (\$289 million).

On the expenditure chart, maintenance and operations accounts for 38 percent (\$569 million) of the expenditure budget, followed by personnel at 28 percent (\$421 million).

Resources



Expenditures



Figures may not foot due to rounding.

*Short-term Cash Flow Borrowing is modeled to address near term cash flow. It is modeled as fully paid back within 7 years per Policy.

We will not be issuing any borrowing, this is used for modeling purposes only.



Expenditure Summary

Figure 8b-8

Total Budget Comparison Constant Dollar Total Budget Per Capita

Figure 8b-8 displays a 2015 to 2018 comparison of the total city budget (excluding reserves) per capita in 2015 dollars (adjusted for inflation).

Total Budget per Capita



	2015	2016	2017	2018
Total City Budget (\$000)*	\$653,621	\$611,995	\$609,949	\$609,095
Budget in 2015 \$ (\$000)	653,621	602,918	586,882	572,650
Population	135,000	139,400	140,926	142,469
Total Budget per Capita	\$4,842	\$4,325	\$4,164	\$4,019

Figures may not foot due to rounding.

*2015-2016 Amended and 2017-2018 Adopted budgets excluding reserves

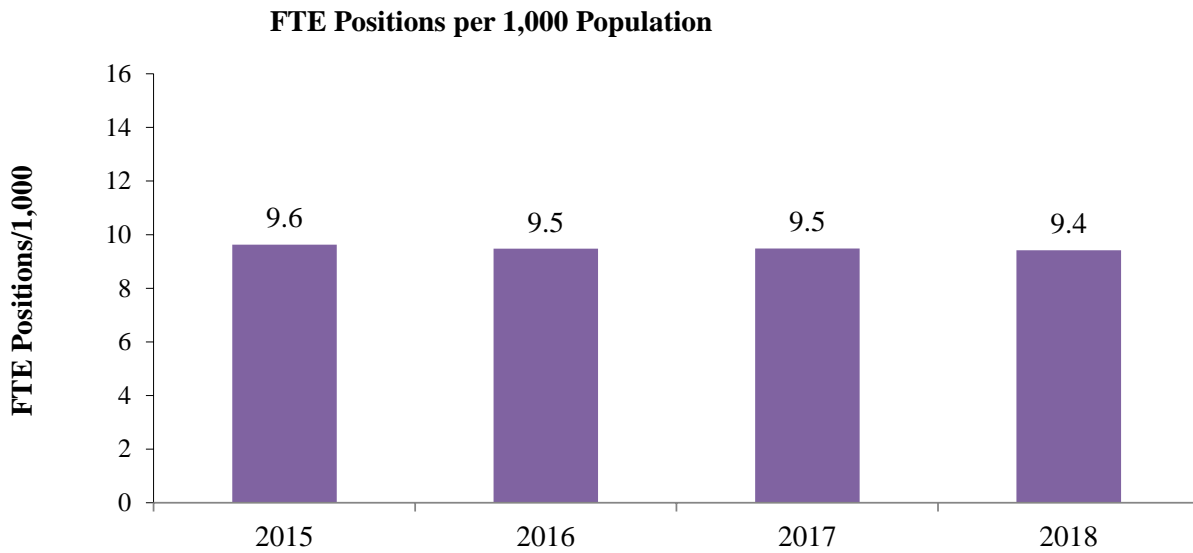


Expenditure Summary

Figure 8b-9

**Total Budget Position Trends
Full-Time Equivalent Positions per 1,000 Population**

Figure 8b-9 presents total city position data per 1,000 population.



	Adopted 2015	Mid-Bi 2016	Budget 2017	Budget 2018
Positions	1,299	1,321	1,338	1,342
Population	135,000	139,400	140,926	142,469
Positions/1,000	9.6	9.5	9.5	9.4

Figures may not foot due to rounding.

*2015-2016 Amended and 2017-2018 Adopted budgets



Expenditure Summary

C. Total Operating Budget

NOTE: This section compares the 2017-2018 Proposed Budget to the 2015-2016 Amended Budget. This section differs from the Forecast section (Chapter 7) in that the Forecast compares to 2016 year end.

As shown in [Figure 8b-10](#), the 2017-2018 operating budget totals \$1,035 million, an increase of 7.8 percent over the prior biennium. Inflation, rising wholesale costs, increased reserves, and technical adjustments account for most of the increase. The highlights are discussed below.

General Fund

The General Fund shows a two-year increase of \$39 million over 2015-2016. Personnel related expenditures including personnel inflation (COLA), the addition of 8.1 new FTEs, increasing costs in Health Benefits and Worker's Compensation, and general salary adjustments account for the bulk of the overall fund expenditure increase. General inflation accounts for two-thirds of all M&O increases with other cost increases including equipment and infrastructure repair, maintenance and replacement, utilities and outside services.

Utilities Funds

The utilities funds show an overall budget increase, primarily attributable to costs associated with purchased water from the Cascade water alliance, King County Metro wastewater treatment costs, and increases in the CIP program. Payments to Cascade and King County represents about 37% of the total Utilities Department budgets while CIP Program Costs represent approximately 27% of the total Utilities Department budgets. The Council also incorporated budget for a one time study to review solid waste service options.

Development Services Fund

The 2017-2018 Development Services budget reflects a continued high level of development activity. To meet demand, an increase in review, inspection, and land use staffing levels is included in the budget. Development Services Fund expenditures exceed revenues in 2017-2018 as reserves are used to complete prepaid work and to invest in technology and infrastructure.

Parks Enterprise Fund

The Parks Enterprise Fund Adopted Budget assumes user fee revenue will continue to fully offset program expenditures and balances will continue to meet Parks Enterprise Fund reserve targets of two months operating expenses.

Internal Services Funds

The increase in expenditures in the Facilities Fund reflects two programs shifting from General Fund to the Facilities Fund and an increase in expected major maintenance projects for the 2017-2018 biennium.



Expenditure Summary

Other Operating Funds

The Health Benefits Fund growth continues to slow, increasing 13.2 percent from 2015-2016 to 2017-2018 versus 15 percent from 2013-2014 to 2015-2016, while still reflecting actuarial guidance and ensuring the City is appropriately conservative in maintaining adequate funds for claims and other expenses.

The Hotel/Motel Taxes Fund decrease is due to the bond issuance in 2015-2016 partially countered by projected increases in Transient Occupancy Tax (TOT).

The Human Services Fund shows an increase due to fund increases for inflation, population growth, and increased programming.

The Land Purchase Revolving fund is decreasing due to the elimination of a one-time interfund payment.

The LEOFF 1 Medical Reserve Fund decrease reflects the expected use of fund balance over the next biennium. The City currently uses a pay-as-you-go approach to fund these benefits.

The Parks Maintenance & Operations Fund reflects an increase in expenditures as more parks levy projects come online and expenditures exceed annual proceeds for the 2008 Parks Levy. In years past, revenues have exceeded expenditures building a reserve in the Parks Maintenance & Operations Fund. This is an anticipated draw on those reserves.

The Risk Funds (General Self-Insurance, Unemployment Compensation and Workers' Compensation Funds) reflect an increase in expenditures and fund balance due to increasing claims payments for Workers' Compensation and General Self-Insurance funds, as well as the most current actuarial review of reserve requirements.



Expenditure Summary

Figure 8b-10

**2017-2018 Total Adopted Operating Budget
Expenditures and Reserves by Fund
\$000**

<u>Operating Budget</u>	<u>2015-2016 Amended Budget</u>	<u>2017-2018 Adopted Budget</u>	<u>\$ Change</u>	<u>% Change</u>
General Fund*	\$389,269	\$428,681	\$39,412	10.1%
Utilities				
Water Utility Fund	\$115,017	\$122,976	\$7,959	6.9%
Sewer Utility Fund	124,030	129,982	5,952	4.8%
Storm & Surface Water Utility Fund	49,218	54,458	5,240	10.6%
Solid Waste Fund	3,244	3,374	130	4.0%
Subtotal Utilities	<u>\$291,509</u>	<u>\$310,791</u>	<u>\$19,282</u>	<u>6.6%</u>
Development Services Fund	\$54,954	\$66,610	\$11,656	21.2%
Parks Enterprise Fund	\$13,846	\$14,361	\$515	3.7%
Internal Services				
Equipment Rental Fund	\$29,661	\$29,150	(\$510)	(1.7%)
Facilities Services Fund	15,280	17,538	2,258	14.8%
Information Technology Fund	34,275	34,362	87	0.3%
Subtotal Internal Services	<u>\$79,216</u>	<u>\$81,050</u>	<u>\$1,834</u>	<u>2.3%</u>
Other Operating Funds				
General Self-Insurance Fund	\$8,920	\$10,147	\$1,227	13.8%
Health Benefits Fund	56,105	63,502	7,397	13.2%
Hotel/Motel Taxes Fund	29,937	25,260	(4,677)	(15.6%)
Human Services Fund	9,458	10,324	866	9.2%
Land Purchase Revolving Fund	3,937	3,485	(452)	(11.5%)
LEOFF I Medical Reserve Fund	7,640	4,404	(3,236)	(42.4%)
Marina Fund	1,662	1,698	36	2.2%
Park M&O Reserve Fund	6,774	6,810	36	0.5%
Unemployment Compensation Fund	899	1,033	134	14.9%
Workers' Compensation Fund	5,493	6,669	1,176	21.4%
Subtotal Other Operating Funds	<u>\$130,825</u>	<u>\$133,332</u>	<u>\$2,507</u>	<u>1.9%</u>
Total Operating Budget	<u><u>\$959,619</u></u>	<u><u>\$1,034,825</u></u>	<u><u>\$75,206</u></u>	<u><u>7.8%</u></u> **

Figures may not foot due to rounding

*Includes Restricted General Fund

**Does not adjust for double-budgeting.



Expenditure Summary

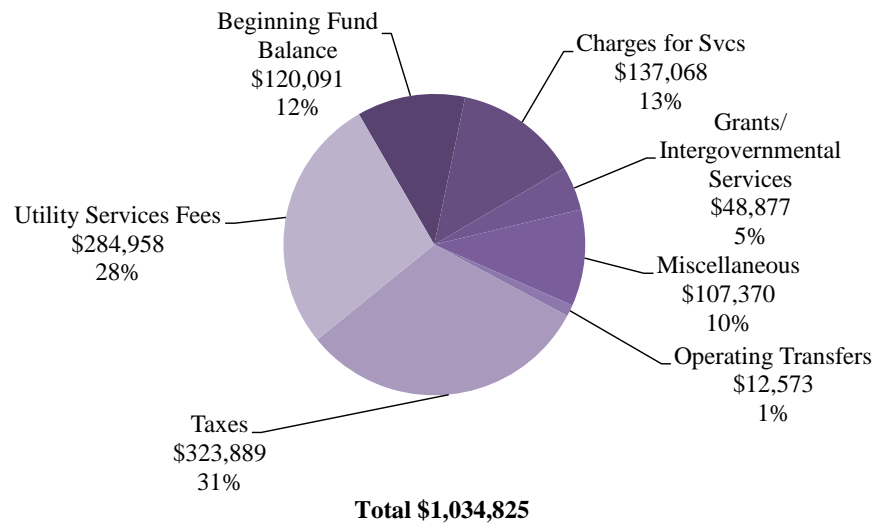
Figure 8b-11

**2017-2018 Adopted Operating Budget
Resources by Source and Expenditures by Group
\$000**

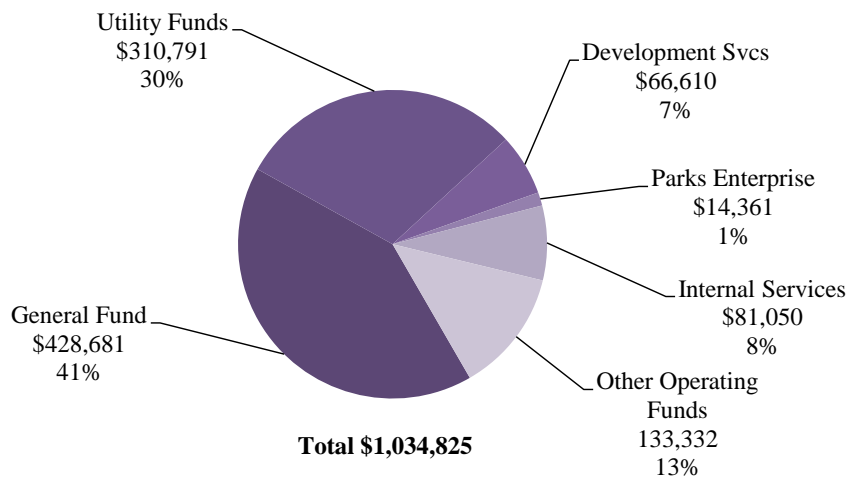
Figure 8b-11 presents the 2017-2018 total Adopted operating budget resources (by source) and expenditures (by group). At 31 percent of the pie, taxes represent the largest resource category followed by utility services fees and charges for services. Together, these three sources represent 72 percent of operating budget resources.

The General Fund is the largest operating budget fund at \$429 million; it represents 41 percent of expenditures.

Resources



Expenditures



Figures may not foot due to rounding



Expenditure Summary

D. Total Special Purpose Budget

The **Operating Grants and Donations Fund** decreases due to projections for fewer grants being received.

The **I&D Redemption - Regular Levy Fund** decreases due to the payoff of the existing line of credit in 2013. The 2017-2018 budget does not include any line of credit borrowing.

Figure 8b-12

**2017-2018 Adopted Special Purpose Budget
Expenditures and Reserves by Fund
\$000**

<u>Special Purpose Budget</u>	<u>2015-2016 Amended Budget</u>	<u>2017-2018 Adopted Budget</u>	<u>\$ Change</u>	<u>% Change</u>
Grants				
Operating Grants & Donations Fund	\$10,255	\$6,431	(\$3,824)	(37.3%)
Subtotal Grants	<u>\$10,255</u>	<u>\$6,431</u>	<u>(\$3,824)</u>	<u>(37.3%)</u>
Debt Service				
I&D Redemption-Regular Levy Fund	\$50,876	\$44,393	(\$6,482)	(12.7%)
LID Control Fund	1,012	75	(937)	(92.6%)
LID Guaranty Fund	1,055	653	(402)	(38.1%)
Subtotal Debt Service	<u>\$52,943</u>	<u>\$45,121</u>	<u>(\$7,821)</u>	<u>(14.8%)</u>
Trust/Other				
Firemen's Pension Fund	\$7,195	\$7,224	\$30	0.4%
Housing Fund	5,305	6,443	1,138	21.5%
Subtotal Trust/Other	<u>\$12,500</u>	<u>\$13,668</u>	<u>\$1,168</u>	<u>9.3%</u>
 Total Special Purpose Budget	 <u><u>\$75,698</u></u>	 <u><u>\$65,221</u></u>	 <u><u>(\$10,477)</u></u>	 <u><u>(13.8%)</u></u> *

Figures may not foot due to rounding.
*Does not adjust for double-budgeting.

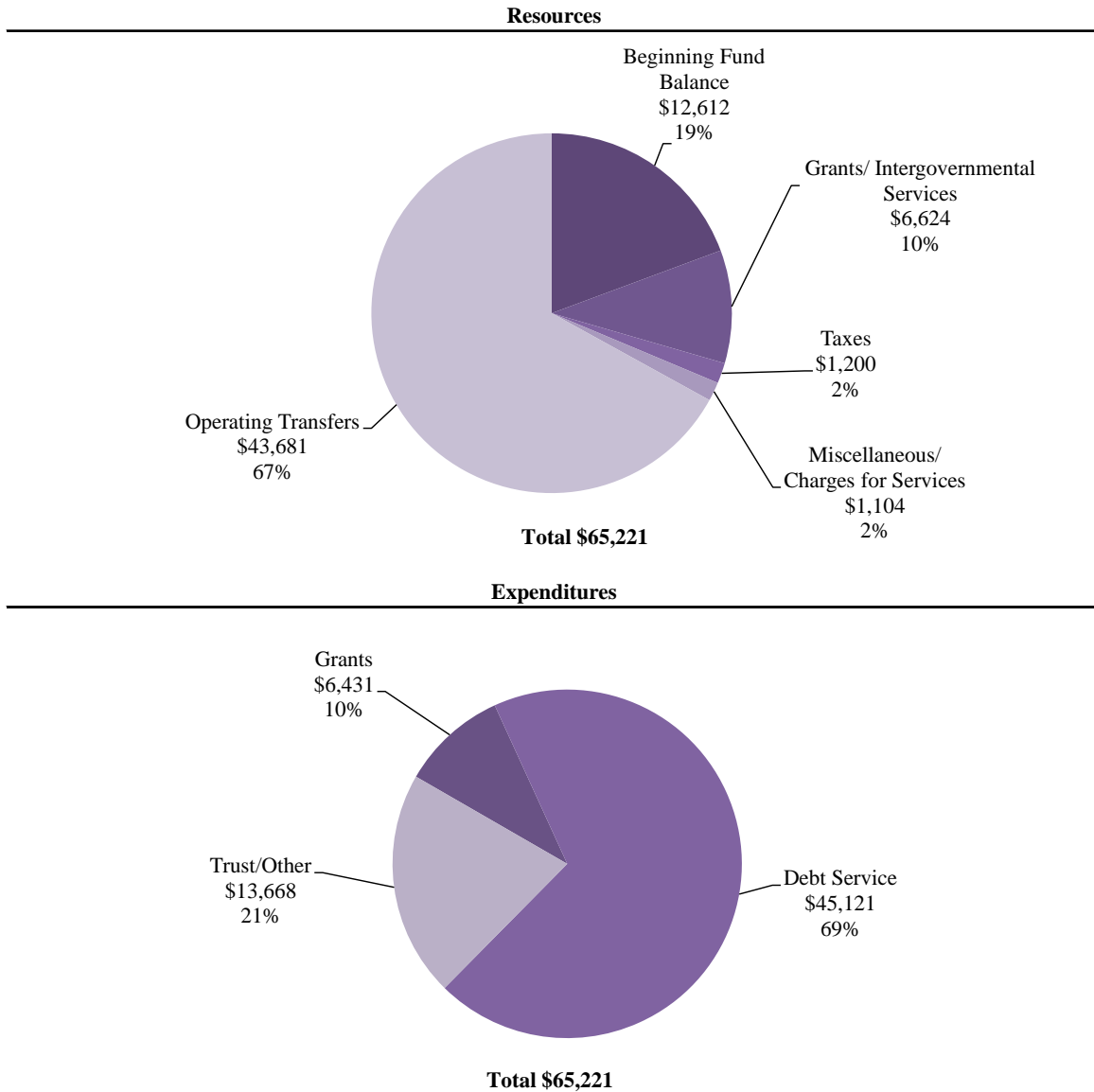


Expenditure Summary

Figure 8b-13

**2017-2018 Adopted Special Purpose Budget
Resources by Source and Expenditures by Group
\$000**

Figure 8b-13 depicts the resource and expenditure budget for the city's special purpose funds (not including the three capital funds). For the purposes of this display, resources have been categorized into five main components. Excluding transfers between funds, the largest resource category is the beginning fund balance at 19 percent (\$13 million). This is primarily due to large reserves being held in some of these funds (e.g., Firemen's Pension Fund) to cover anticipated future expenses. The largest expenditure category is debt service at 69 percent (\$45 million).



Figures may not foot due to rounding.

*Does not adjust for double-budgeting.



Expenditure Summary

E. Total Capital Investment Budget

Bellevue’s Capital Investment Program (CIP) Plan presents a schedule of major public facility improvements for implementation within a seven-year period.

Figure 8b-14 presents the CIP expenditure budget by Outcome and Fund.

The General CIP decreases from 2015-2016 to 2017-2018 due to a one time bond issuance in 2015-2016.

Figure 8b-14

**2017-2018 Adopted Capital Investment Program Budget
Expenditures and Reserves by Outcome
\$000**

	<u>2015-2016 Amended Budget</u>	<u>2017-2018 Adopted Budget</u>	<u>\$ Change</u>	<u>% Change</u>
General Capital Investment Program Fund				
Base CIP				
Economic Growth and Competitiveness	\$1,850	\$5,676	\$3,826	206.8%
Improved Mobility and Connectivity	130,608	82,575	(48,034)	(36.8%)
Quality Neighborhoods/Innovative Vibrant and Caring Community	50,307	30,679	(19,627)	(39.0%)
Responsive Government	11,742	3,669	(8,073)	(68.8%)
Safe Community	11,968	9,258	(2,710)	(22.6%)
Debt/Reserves	53,739	39,047	(14,691)	(27.3%)
Subtotal Base CIP	\$260,213	\$170,904	(\$89,309)	(34.3%)
Utility Capital Investment Program Fund				
Base CIP				
Healthy and Sustainable Environment	\$80,479	\$77,917	(\$2,561)	(3.2%)
Reserves	146,941	163,989	17,048	11.6%
Subtotal Utility Capital Investment Program Fund	\$227,420	\$241,906	\$14,487	6.4%
Total Capital Project Budget	\$487,633	\$412,811	(\$74,822)	(15.3%)

Figures may not foot due to rounding.



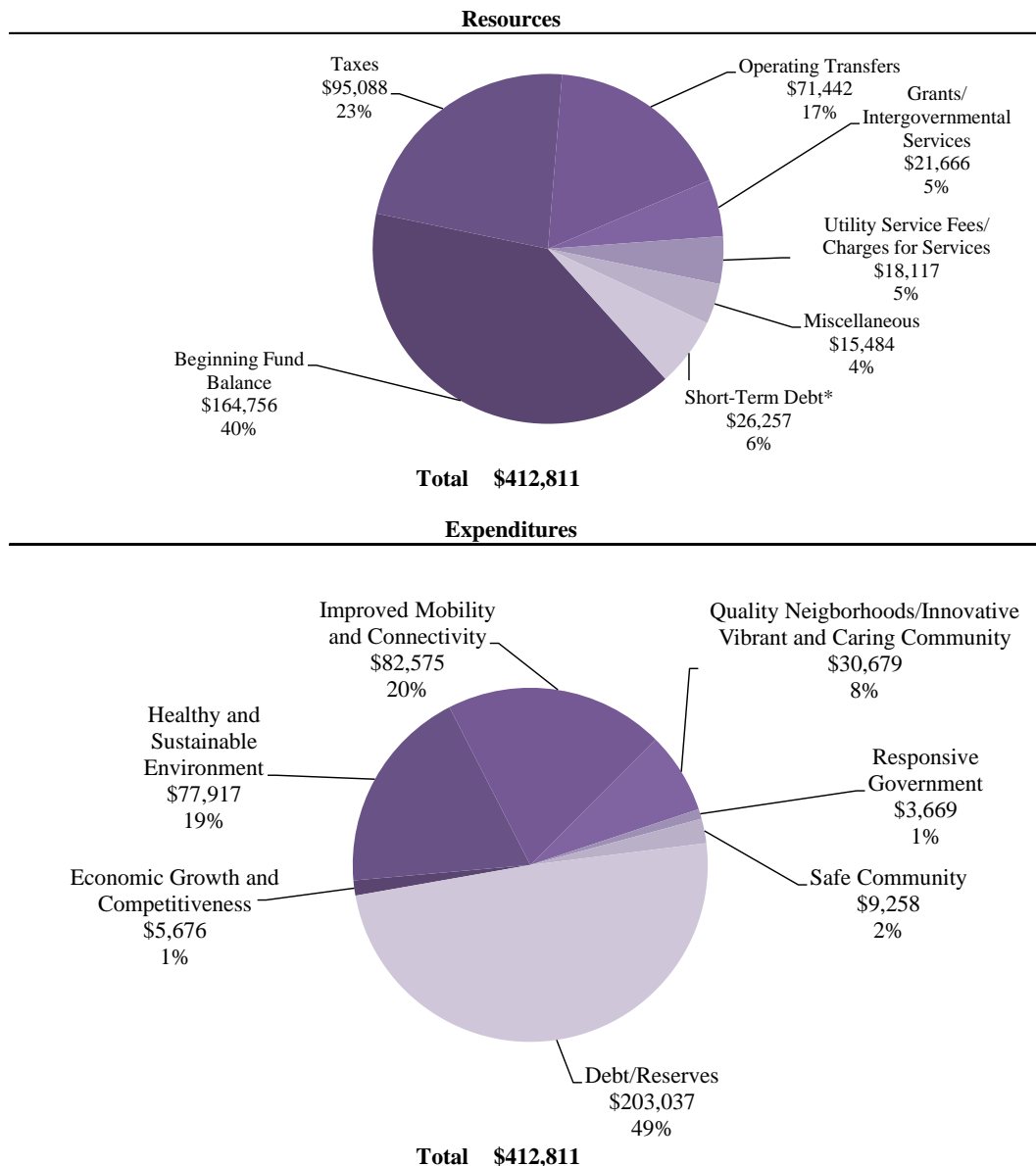
Expenditure Summary

Figure 8b-15

2017-2018 Adopted Capital Investment Program Budget Resources by Source and Expenditures by Outcome \$000

Figure 8b-15 depicts the resource and expenditure budget for the city's two capital investment program (CIP) funds. Resources have been divided into eight categories. The largest are: beginning fund balance (representing the utilities reserve and replacement funds for future capital improvements), taxes and operating transfers, which together use 80 percent of the CIP funds.

The expenditure pie has been divided into the seven Outcomes. Excluding Debt Service/Reserves, the largest use of CIP funds occur in the Improved Mobility & Connectivity and Healthy & Sustainable Environment Outcomes, which together use 39 percent of the CIP funds.



Figures may not foot due to rounding.

*Short-term Cash Flow Borrowing is modeled to address near term cash flow. It is modeled as fully paid back within 7 years per Policy.

The City will not be issuing any borrowing, this is used for modeling purposes only.



Expenditure Summary

F. Total Debt Information – Based on Statutory Limits

State Law enables the City to issue debt for three general categories of use: General Government, Park and Open Space, and the Utility System. The debt issued in each category is limited to 2.5 percent of the City's assessed valuation (for a total limit of 7.5 percent). In addition, the State Constitution also allows for non-voted (councilmanic) debt limited to 1.5 percent of the City's assessed valuation, to be included within the General Government 2.5 percent limit. Such councilmanic debt can be funded by Property Taxes, but does not result in an increase to Regular Levy Property Taxes. Publicly-voted bonds (which exclude councilmanic debt) require a 60 percent majority approval for passage of a bond election and a total voter turnout of at least 40 percent of the total votes cast in the last general election. Publicly-voted bonds are funded by Voted Levy Property Taxes and the approval of these bonds results in an increase to Voted Levy Property Taxes.

Figure 8b-16 displays the City's estimated total policy and statutory debt limits as of January 1, 2017.

Figure 8b-16
Estimated Total Policy and Statutory Debt Limits as of January 1, 2017

Type of Debt	% of Assessed Value (\$49.4B) as of January 1, 2017			Capacity Available (\$) as of January 1, 2017		
	Statutory Limitations	Policy Limitations	Policy Limit Available	Statutory Limitations	Policy Limitations	Policy Limit Available
General Purpose:	2.50%	1.75%	1.18%	1,234,116,956	863,881,869	579,982,997
Non-Voted (Councilmanic)	1.50%	1.00%	0.43%	740,470,174	493,646,782	209,747,910
Voted	1.00%	0.75%	0.75%	493,646,782	370,235,087	370,235,087
Parks and Open Space - Voted	2.50%	1.75%	1.75%	1,234,116,956	863,881,869	863,881,869
Utilities – Voted	2.50%	1.75%	1.75%	1,234,116,956	863,881,869	863,881,869
Revenue	No Limit	No Limit	No Limit	No Limit	No Limit	No Limit
Local Improvement District	No Limit	No Limit	No Limit	No Limit	No Limit	No Limit

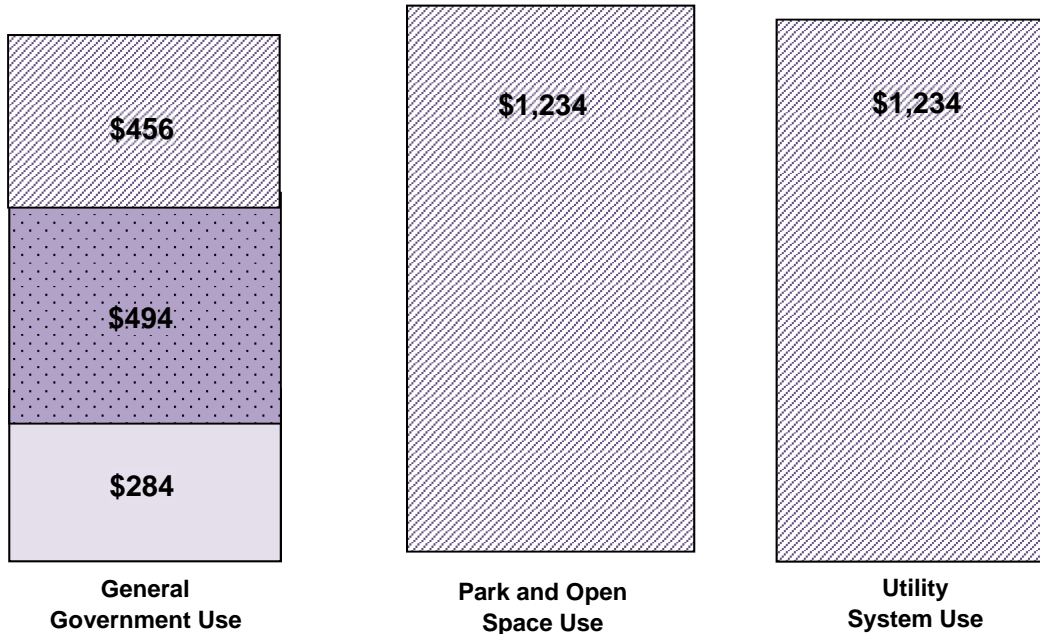


Expenditure Summary

Figure 8b-17 exhibits by category the City's total general obligation debt capacity, the amount of debt issued, and the allocation of remaining debt capacity between voted and councilmanic limits. As of January 1, 2017, the City's remaining general government debt capacity is approximately \$950 million, approximately \$494 million in voted capacity and \$456 million in councilmanic capacity. The approximate remaining debt capacity for park and open space use is \$1.23 billion and for utility system use is \$1.23 billion.

Figure 8b-17
Estimated Total Debt Capacity and Debt Issued
as of January 1, 2017
(\$ Millions)

Maximum Legal Capacity = $\$49,365 \times 0.025 = \$1,234$



- Unused debt capacity (including lease purchase debt) which may be issued by the City Council without voter approval.
- Unused debt capacity which must be approved by the voters and will result in increased property taxes.
- Debt which has been issued.



Expenditure Summary

Figure 8b-18 presents detailed information on the City’s General Obligation and Special Obligation Revenue Bond debt. For each debt issue, this figure lists the amount issued, the issue and maturity dates, interest rate, source of debt payment funding, and the debt service requirements included in the 2017-2018 Budget.

Figure 8b-18
NON-VOTED GENERAL OBLIGATION AND SPECIAL OBLIGATION REVENUE
BOND DEBT INFORMATION

	Original Amount Issued	Issue Date	Final Maturity Date	Interest Rate	Source of Debt Service Funding	2017-2018 Debt Service Requirement	
						Principal	Interest
Non-Voted General Obligation (G.O.) Bonds:							
1995 Limited G.O.	\$5,140	1995	2025	5.15 - 5.80%	Hotel/Motel Taxes	\$422	\$1,098
2008 Limited GO (Supplemental CIP)	14,230	2008	2027	3.00 - 4.25%	Sales Tax	680	22
2010 Limited GO Refunding (Marina)	3,280	2010	2018	2.00 - 3.00%	Moorage Fees	930	42
2010 Limited GO Refunding (BCCA)	9,595	2010	2032	2.00 - 4.00%	Hotel/Motel Taxes	740	553
2010 Limited GO (Mobility Infrastructure Initiative)	11,825	2010	2030	2.00 - 5.00%	Sales Tax	1,010	720
2012 Limited GO Refunding (City Building)	55,875	2012	2039	2.00 - 5.00%	Sales Tax	3,480	4,904
2012B Limited GO Refunding (City Building)	43,185	2012	2043	2.00 - 5.00%	Sales Tax	120	3,778
2013 Limited G.O. (Sound Transit)	62,605	2013	2032	2.00 - 5.00%	Sales Tax	4,810	4,861
2013 Limited G.O. (Local Revitalization Financing)	7,800	2013	2037	2.00 - 5.00%	Sales Tax	410	582
2015 Limited G.O. Refunding (2006 City Building II)	3,295	2015	2026	3.00 - 5.00%	Sales Tax	535	300
2015 Limited G.O. Refunding (2008 Supplemental CIP)	7,855	2015	2027	3.00 - 5.00%	Sales Tax	630	711
2015 Limited G.O. (General CIP)	79,140	2015	2034	3.00 - 5.00%	Sales Tax	5,925	6,478
2015 Limited G.O. (BCCA Improvement)	<u>7,645</u>	2015	2034	3.00 - 5.00%	Hotel/Motel Taxes	<u>575</u>	<u>626</u>
Subtotal Non-Voted G.O. Bonds	\$311,470					\$20,267	\$24,675
Special Obligation Revenue Bonds:							
1991 Bellevue Convention Center Authority, Series B ⁽¹⁾	\$21,120	1991	2019	5.70 - 7.20%	Hotel/Motel Taxes	\$1,260	\$7,130
1994 Bellevue Convention Center Authority Refunding ⁽¹⁾	13,749	1994	2025	5.60 - 6.60%	Hotel/Motel Taxes	1,172	5,008
Subtotal Special Obligation Revenue Bonds	\$34,869					\$2,432	\$12,138
Total Non-Voted G.O. and Special Obligation Revenue Bonds	<u>\$346,339</u>					<u>\$22,699</u>	<u>\$36,813</u>

⁽¹⁾ The Bellevue Convention Center Authority (BCCA) is a component unit of the City for financial reporting purposes. The Authority's special obligation revenue bonds are secured by Lease Purchase Rental payments from the City paid for with Hotel/Motel Tax revenues and other revenues of the City available without a vote of the City's electors.



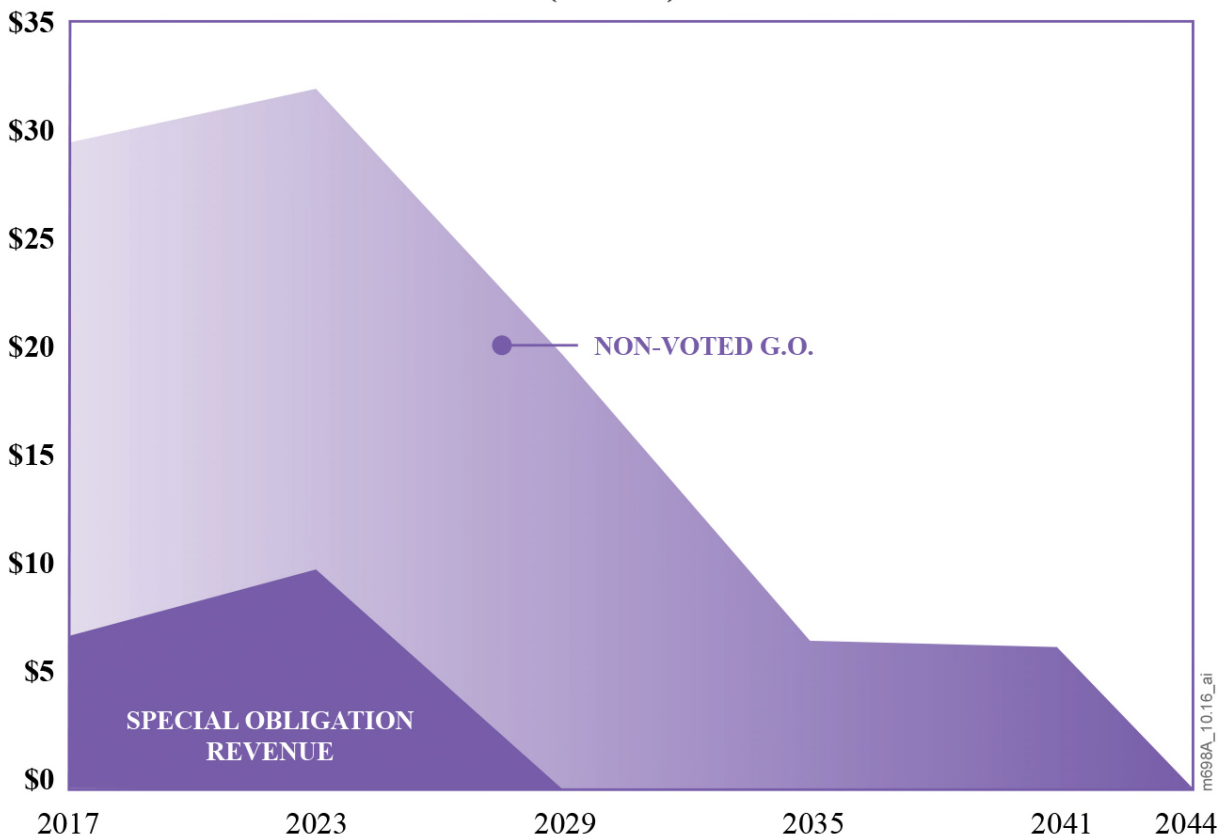
Expenditure Summary

Figure 8b-19 presents the annual debt service requirements for the City’s councilmanic (non-voted) and special obligation revenue debt through 2044. The 2017 debt service requirements are \$22.5 and \$7.05 million for councilmanic and special obligation revenue debt respectively. If no further debt is issued, the final debt payment for the councilmanic debt occurs in 2043. This graph shows the City’s annual debt service requirements decreasing over time.

Figure 8b-19

**ANNUAL DEBT SERVICE REQUIREMENTS
FOR EXISTING NON-VOTED GENERAL OBLIGATION and
SPECIAL OBLIGATION REVENUE BONDS**

(\$ Millions)



CITY BOND RATINGS

On January 1, 2017 the City held the following bond ratings:

<u>Bond Type</u>	<u>Standard and Poor's</u>	<u>Moody's</u>
Unlimited Tax General Obligation	AAA	Aaa
Limited Tax General Obligation	AAA	Aaa ¹

¹ On February 15, 2017, Moody’s applied its updates in methodology for rating US Local Government General Obligation debt and upgraded all of the City of Bellevue’s Limited Tax General Obligation Bonds from “Aa1” to “Aaa”



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Budget by Outcome

The following section provides a summary of the City's Operating and Special Purpose Fund Budgets (Non-CIP) by Outcome.

- **Table 1** – Operating Budget by Outcome and Department
(Excludes CIP, Reserves, and Interfund transfers for internal services)
- **Table 2** – 2018 FTEs by Department and by Outcome

Additional detail is provided for each Outcome under Tabs 9a through 9f:

1. **Cause and Effect Map**

This is a visual representation of the community-identified Outcome and the factors which contribute to that Outcome.

2. **Performance Measures**

This document summarizes the community values and progress made towards achieving the goals outlined in the Budget One process for each outcome. It presents the data collected for the Community Indicators and Performance Indicators.

3. **2017-2018 Budget by Outcome - Ranking**

This table shows the total cost of each proposal in rank order for the Preliminary Budget and includes funding sources for each proposal.

4. **Proposal Summary by Outcome**

This document provides a summary of each proposal in rank order and includes budget, FTE counts, and performance data for each proposal. Complete copies of all proposals are provided electronically on the City's Website at <http://www.bellevuewa.gov/budgets.htm>.

5. **Results Team Rankings**

This document includes the results team recommendation for funding priority of proposals. The following can be found in the document:

- Background information on proposals received by the Results Teams.
- A description of the process the Results Teams used to rank proposals.
- Detailed information on areas where the Results Team struggled to understand proposals, how proposals fit within the outcome or where it was difficult for the Team to come to consensus.



Budget by Outcome Table 9.1 & 9.2

Figure 9.1
2017-2018 Adopted Budget Operating and Special Purpose Funds
\$000

Operating & Special Purpose Funds	Economic Growth & Competitiveness	Healthy & Sustainable Environment	Improved Mobility and Connectivity	Quality Neighborhoods/ Innovative Vibrant and Caring Community	Responsive Government	Safe Community	Total	%
City Attorney	0.00	\$0	\$0	\$0	\$14,394	\$2,300	\$16,695	2.2%
City Clerk	0	0	0	0	4,850	0	\$4,850	0.6%
City Council	0	0	0	0	831	0	\$831	0.1%
City Manager	0	0	0	0	5,913	1,688	\$7,601	1.0%
Civic Services	76	0	0	193	28,757	113	\$29,138	3.8%
Community Council	0	0	0	0	9	0	\$9	0.0%
Finance	21,247	0	0	0	59,802	0	\$81,048	10.5%
Fire	1,035	0	0	174	750	82,335	\$84,294	11.0%
Human Resources	0	0	0	0	60,090	0	\$60,090	7.8%
Information Technology	45	0	0	0	22,970	88	\$23,102	3.0%
Parks & Community Services	0	5,828	0	76,793	0	2,906	\$85,527	11.1%
Development Services	11,285	0	0	1,828	8,290	12,178	\$33,581	4.4%
Planning & Community Development	1,635	777	0	7,370	944	0	\$10,727	1.4%
Police	0	0	0	0	85	74,998	\$75,083	9.8%
Transportation	3,036	930	43,590	0	1,142	5,675	\$54,374	7.1%
Utilities	1,185	190,918	0	1,343	1,302	1,408	\$196,157	25.5%
Miscellaneous Non-Departmental	0	0	0	0	4,122	2,132	\$6,254	0.8%
Total Operating & Special Purpose Fund Proposals	\$39,543	\$198,454	\$43,590	\$87,701	\$214,252	\$185,820	\$769,361	100.0%
Percent of Total	5.1%	25.8%	5.7%	11.4%	27.8%	24.2%	100.0%	



Budget by Outcome Table 9.1 & 9.2

Figure 9.2
2018 FTE Comparison by Outcome and Department

Operating & Special Purpose Funds	Economic Growth and Competitiveness	Healthy and Sustainable Environment	Improved Mobility and Connectivity	Quality Neighborhoods/ Innovative Vibrant and Caring Community	Responsive Government	Safe Community	Total	%
City Attorney	-	-	-	-	18.75	8.00	26.75	2.0%
City Clerk	-	-	-	-	15.75	-	15.75	1.2%
City Council	-	-	-	-	7.00	-	7.00	0.5%
City Manager	-	-	-	-	12.00	-	12.00	0.9%
Civic Services	0.25	-	-	-	66.50	-	66.75	5.0%
Finance	-	-	-	-	47.50	-	47.50	3.5%
Fire	3.00	-	-	0.75	1.00	240.00	244.75	18.2%
Human Resources	-	-	-	-	15.80	-	15.80	1.2%
Information Technology	-	-	-	-	60.00	-	60.00	4.5%
Parks & Community Services	-	15.00	-	141.03	-	12.00	168.03	12.5%
Development Services	42.00	-	-	7.00	23.00	44.00	116.00	8.6%
Planning & Community Development	3.00	1.00	-	22.11	3.00	-	29.11	2.2%
Police	-	-	-	-	-	225.00	225.00	16.8%
Transportation	9.25	3.00	105.45	-	3.75	11.00	132.45	9.9%
Utilities	4.60	158.15	-	0.70	5.03	5.27	173.75	13.0%
Miscellaneous Non-Departmental	-	-	-	-	1.00	-	1.00	0.1%
Total	62.10	177.15	105.45	171.59	280.08	545.27	1,341.64	100.0%
Percent of Total	4.6%	13.2%	7.9%	12.8%	20.9%	40.6%	100.0%	

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Cause & Effect Map

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Economic Growth & Competitiveness

As a community, Bellevue values...

- A community that grows in ways that add value to our quality of life and create opportunities for economic prosperity for all.
- A business environment that is competitive, supports entrepreneurs and creates jobs.



Council Vision - Strategic Target Areas

Primary Strategic Target Area: Economic Development

Secondary Strategic Target Areas: Regional Leadership and Influence; Achieving Human Potential; Great Place Where You Want to Be

Factors:

Economic Development

- Attract National and International Businesses
- Existing Business and Industry Retention
- Assistance to Small Businesses and Startups
- Regional Leader in Commerce
- Diverse Retail & Tourism
- City Brand and Reputation
- Tax Policies and Programs

Infrastructure Development

- Development Processes
- Plan Intentionally for Growth
- Infrastructure for Transportation, Communications and Utilities
- Multi-Modal Mobility Systems & Choices
- Zoning & Site Development

Community Development

- Affordable Housing Choices
- Arts & Culture
- Well-Kept Neighborhoods and Public Spaces
- Sense of Community
- Public Safety

Workforce Development

- Living-Wage Jobs Opportunities
- Opportunities for Education, Innovation and Research
- Training, Internships, Apprenticeships and Volunteer Programs
- Diverse Employment Portfolio

Key Community Indicators:

- Percent of residents who feel the City is doing a good job of planning for growth that adds value to their quality of life
- Percent of businesses that rate Bellevue as a better place to operate a business than other cities

Key Performance Indicators:

- Percent of customers rating inspection or review services as very good or good
- Employment growth rate by sector
- Jobs in Bellevue as a percent of total regional jobs
- Change in Taxable Retail Sales (TRS) per capita
- Employment rate of Bellevue citizens compared with the regional rate



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Budget By Outcome Economic Growth and Competitiveness Performance Measures

Community Values:

As a community, Bellevue welcomes growth that adds value to our quality of life and enhances opportunities for economic prosperity. The City understands the importance of a business environment that makes us competitive in retaining and attracting businesses, assists entrepreneurs in creating jobs, and supports community prosperity.

Are We Achieving Results that Matter?

The percent of residents who feel that (1) the City is doing a good job of planning for growth and that (2) the City is doing a good job of creating a competitive business environment have remained about the same, although planning for growth in ways that add value to the quality of life has decreased in the most recent Performance Survey.

By creating attractive places to live, work and play, the City provides an environment where businesses can grow and successfully recruit employees. Growth increases the City's tax base, enabling us to maintain its attractiveness and its community programs. In the past two decades, Bellevue has become home to a number of high-tech companies, shifting from a suburb to a metropolitan center. Downtown Bellevue has matured, with high-rise office development, an array of retail and entertainment uses, and residential development providing an urban feel and an attraction for professionals who both live and work in Bellevue. Compared to the regional growth rate, retail sales and use taxes have grown much more than targeted, reaching 5.1% in 2014.¹

Key Community Indicators: Economic Growth & Competitiveness	2014 Results	2015 Results	Change 2014- 2015
% of residents who feel that the City is doing a good job of planning for growth in ways that will add value to their quality of life.	76%	76%	0%
% of residents who agree that the City is doing a good job helping to create a business environment that is competitive, supports entrepreneurs, creates jobs, and supports the economic environment of the community.	81%	80%	-1%

Key Performance Indicators	2013 Results	2014 Results	2015 Results	2015 Target
Percent of region's job growth captured within Bellevue since 2000	6.0%	6.3%	*	6.7%
Bellevue retail sales and use tax growth rate compared to regional growth rate	-2.20%	5.1%	*	1%
Employment rate of Bellevue residents compared to regional employment rate	0.60%	0.50%	0.90%	1.5%
Percent change in B&O tax revenue	+3.8%	+22.6%	*	**

*Data not available.

**Target not set.

¹ As of the 2016 publication of this report, 2015 data had not yet been made available.



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**Budget by Outcome
Proposal Ranking Sheet**

Outcome: Economic Growth & Competitiveness

The Results Team (RT) evaluated and ranked each proposal submitted by departments in order of funding priority. The results of their work are displayed in the table below. The proposals are summarized in the Proposal Summaries by Outcome within this section.

<u>RT</u> <u>Rank</u>	<u>Proposal Title</u>	<u>Council</u> <u>Priority</u>	<u>Proposal</u>	<u>Proposal</u> <u>Type*</u>	<u>2018</u> <u>FTE</u>	<u>2017-2018</u> <u>Budgeted</u> <u>Expenditure</u>	<u>Funding Source</u>
1	Economic Development Core Program & Strategy Implementation	●	115.15NA	E	3.00	1,634,665	General
2	Development Services Review Services	●	110.03NA	E	59.10	16,152,589	DS, General, Utilities, IT
3	Telecommunications and Franchise Advisor	●	130.500NA	N	0.00	291,317	General
4	Bellevue Convention Center Authority (BCCA) Operations		060.10NA	E	0.00	21,246,750	Hotel/Motel Tax
5	Downtown Parking Enforcement		130.17NA	N	0.00	217,186	General
Total Funded					62.10	39,542,507	

*Proposal Type:

E = Existing - same service level as previous biennium

N = New - entirely new proposal



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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Economic Growth and Competitiveness

115.15NA

Title: Economic Development Core Program & Strategy Implementation

Ranking

Department: Planning & Community Development

	Budget:	2017 \$830,811	2018 \$803,854
	FTE:	3.00	3.00

1

The proposal for the Office of Economic Development (OED) Core Program and Strategy Implementation is to continue to support activities focused on business attraction, business retention and expansion (BRE) and Next Generation Bellevue. In addition, the proposal supports the continued work of small business development, the Economic Development Action Team, international business development, and marketing and promoting Bellevue as a great place to do business. OED will continue to work with local and regional business and governmental organizations to promote business in Bellevue and provide regional leadership on economic issues. Requested resources include funding to support previous staffing levels at 3.0 FTEs. The resources are needed to support the on-going programmatic work as well as implementation of the strategies identified in the Economic Development Plan adopted by City Council in July 2014.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
City jobs (estimated)	Years	148,788		153,000	155,300	157,500
Annual percent increase of total Bellevue jobs	Years	22.60%		1.43%	1.43%	1.43%
Number of annual business openings in Bellevue	Years	2,882	2,952	3,500	3,500	3,500
Percent change in B&O tax revenues	Years	22.6%				
Number of jobs created by business attraction	Months		686	200	200	200
Number of jobs created by foreign direct investment	Months		190	50	50	50
Number of jobs created by business retention and local expansion	Months		150	50	50	50
Number of BRE company visits	Months		27	15	15	15
Number of new businesses supported by Startup425	Months			15	30	40
Percent of businesses that believe Bellevue is a "somewhat" or "significantly" better place to operate a business	Months		74%		76%	
Percent of businesses that believe Bellevue is moving in the right direction	Months		69%		71%	

110.03NA

Title: Development Services Review Services

Ranking

Department: Development Services

	Budget:	2017 \$7,839,540	2018 \$8,313,049
	FTE:	58.10	59.10

2

Development Services (DS) reviews designs and applications for private and public development projects for conformance with adopted local, state, and national codes. DS issues 12,000 to 15,000 permits per year that contribute to the economic prosperity of the City. The goals of development review are to ensure that buildings are safe, land uses and project designs are consistent with the community vision, the environment is protected, traffic impacts are managed, and developer-built utilities and other infrastructure meet the city's standards. DS strives to be a regional leader by providing clear, comprehensive and innovative services for our customers to create safe buildings and a thriving community.

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Economic Growth and Competitiveness

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
Percentage of DS permits applied for online	Years	62%	67%	70%	75%	85%
Percentage of permits meeting their First Review Decision timelines target	Years	57%	61%	80%	80%	80%
Percentage of online permits successfully screened for completeness within 2 business days	Years			95%	95%	95%
Average number of revisions cycle per permit application	Years			3	3	3

130.500NA

Title: Telecommunications and Franchise Advisor

Ranking

Department: Transportation

	2017	2018
Budget:	\$143,591	\$147,726
FTE:	0.00	0.00

3

This proposal provides for the coordination of telecommunication agreements, franchises, leases, and private utility agreements the city is engaged in or currently developing, including development of “small cell” master lease agreements to advance the Smart City connectivity strategies. This resource would work interdepartmentally and be funded through anticipated new revenues produced by small cell agreements. Responsibilities include tracking, renewing, and managing existing leases, agreements, and franchises to provide better telecom and utility services to the businesses and residents of Bellevue. The work will be closely coordinated with the Information Technology Department (ITD) to develop new agreements emerging for new telecommunications technology, and lead how to integrate these technologies into Transportation facilities and permit process. The work will have significant interdepartmental coordination with other city departments.

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
Number of Agreements managed	Years				25	30
Agreements Renewed on time	Years				5	5
New Agreements processed	Years				3	3
Fees collected	Years				\$100,000	\$200,000

060.10NA

Title: Bellevue Convention Center Authority (BCCA) Operations

Ranking

Department: Finance

	2017	2018
Budget:	\$10,126,400	\$11,120,350
FTE:	0.00	0.00

4

This proposal provides 100% of transient occupancy tax (approximately \$24 million in the 2017-2018 biennium) for the continuing support of and partnership with the Bellevue Convention Center Authority (BCCA) to promote business and tourism. BCCA fulfills its mission by supporting the operations of the Meydenbauer Convention Center. Meydenbauer Convention Center serves as an economic engine to the community. Their activities bring people into the City which provides for increased transient occupancy tax (TOT), sales, and business and occupation (B&O) tax revenues. Additionally, they provide a facility for community events and performing arts while maintaining a nearly self-supporting status.

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Economic Growth and Competitiveness

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
		<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
Meydenbauer Center - Dollar of Economic Impact Generated (\$m)	Years	\$48.90	\$44.50	\$50.00	\$51.50	\$53.05
Meydenbauer Center - Operating Revenue	Years	\$8.30	\$7.50	\$7.80	\$7.90	\$8.00
Meydenbauer Center - Coverage Ratio	Years	99%	93%	90%	90%	90%
Meydenbauer Center - Number of hotel nights generated by operations (thousands)	Years	46.3	45.7	37.5	38	38.5
Meydenbauer Center - Number of events	Years	289	301	346	350	350
Theatre days booked	Years	233	195	221	230	235
Customer Service Rating: Overall quality of service rated good and excellent	Years	100%	100%	95%	95%	95%
Customer Service Rating: overall courtesy of Meydenbauer Center staff	Years	100%	100%	95%	95%	95%

130.17NA

Ranking

5

Title: Downtown Parking Enforcement

Department: Transportation

	<u>2017</u>	<u>2018</u>
Budget:	\$107,290	\$109,896
FTE:	0.00	0.00

This proposal will continue to provide enforcement for on-street parking in the Downtown. Short-term on-street parking in the Downtown creates turnover in parking spaces, thus increasing the overall parking availability for retail customers and general downtown visitors, a goal of the Downtown Subarea Plan. This proposal includes the funding needed to hire a contractor to provide enforcement services. The staffing and administration necessary to support this proposal are provided through the Traffic Engineering and Safety proposal.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
		<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
# Downtown parking spaces available	Months	310	343	300	300	310
Downtown parking complaints received/responded	Months	109	319	250	250	250

Total:

	<u>2017</u>	<u>2018</u>
Budget:	\$19,047,632	\$20,494,875
FTE:	61.10	62.10



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Economic Growth and Competitiveness Results Team Ranking Memo

Results Team: Christopher Masek, Denise McAuley, Camron Parker, Gordon Peterson, Abigail Richardson

If you have any questions, please contact Camron Parker at cparker@bellevuewa.gov or 452-2032

The Economic Growth & Competitiveness (EGC) Results Team was pleased to review and rank five proposals from four different departments. Each of these was reviewed and ranked against their ability to deliver outcomes in support of the 2017-18 Request for Results.

The Request for Results is built around two community value statements. Those values are:

- A community that grows in ways that add value to our quality of life and create opportunities for economic prosperity of all.
- A business environment that is competitive, supports entrepreneurs, and creates jobs.

The four main factors we identified for achieving these values include investments in Economic Development, Infrastructure Development, Community Development and Workforce Development.

From the time we initially researched and learned about the City’s role in economic growth through the ranking and evaluation process, all of the departments in this group of proposals provided valuable and timely information to help us in our process. We appreciate this support.

Proposal Ranking

Rank	Proposal No.	Proposal Title	Department
1	115.15	Economic Development Core	PCD
2	110.03	Development Services Review Services	Development Services
3	130.500	Telecommunications & Franchise Advisor	Transportation
4	060.10	Bellevue Convention Center Authority Operations	Finance
5	130.17	Downtown Parking Enforcement	Transportation

In general, the Economic Development Core Program and Development Services Review proposals were ranked at the top for their ability to deliver outcomes aligned with the majority of factors and purchasing strategies in our Request for Results. The remaining three also deliver on outcome factors, but in a more limited or targeted way.

It is important to note that the ranking does not imply that the Results Team supported all elements of each proposal. With the one exception of the Bellevue Convention Center proposal, all proposals included significant new ongoing expansions or enhancements in staff or program budget despite the general guidance given to limit such requests. As such, the Leadership Team should closely evaluate the scope and scale of these additional funding requests. The Results



Economic Growth and Competitiveness Results Team Ranking Memo

Team formed opinions on the merit of these additional requests and those opinions are included in the proposal-specific notes below.

115.15 – Economic Development Core

This proposal was ranked at the top due to its close alignment with many factors in the Request for Results and its alignment with the City Council Strategic Target Areas. Overall, the proposal was well crafted, although the Results Team found it initially overly focused on supporting the technology sector. The City’s Economic Development Strategic Plan identifies several business sectors that should be supported through the City’s economic development activities. Upon further discussions with the program staff, the Results Team was satisfied that the program has a more diversified approach to supporting multiple business sectors.

The Workforce Development factor of the Request for Results states, “In today’s competitive market, a well-balanced diverse portfolio of employers contributes to the economic sustainability of the city and appeals to a diverse population.” Bellevue needs a wide range of active business sectors to buffer against the cyclical highs and lows of any individual sector and to offer living wage job opportunities to individuals with diverse skills and experiences. The Results Team also finds it important for the City’s Economic Development Program to focus attention on small business development and living wage job creation “to create opportunities for economic prosperity for all.” These activities should not supplant, but should be prioritized over, providing services to the city’s existing major employers.

The team also appreciated the participation of Economic Development staff in the City’s affordable housing strategy. Affordable housing was a key issue identified in the City’s recent survey of Bellevue businesses and is a crux issue that, if left unaddressed, will hinder our community’s competitiveness and ability to attract the wide range of workers necessary to support our local economy.

This proposal requests significant new ongoing funding for additional staff and operating expenses. The Results Team recognizes that this is not consistent with the Leadership Team’s priorities that “...do not support growth in existing services or provide for new ongoing services or programs...” If additional funding were identified for ongoing program expansion, the Results Team would prioritize the new staff position over the increased program operating support. The new staff position is proposed to lead the Startup 425 initiative implementation, which will focus on small business creation support.

110.03 – Development Services Review Services

The full permit review, processing and monitoring function of the Development Services Department is divided across three different outcome areas. The part of the program within the EGC outcome is permit review and approval. This activity includes staff from multiple departments that assist in reviewing and approving all development within the city. The function is closely aligned with the Infrastructure Development factor of the ECG Request for Results. Well-constructed projects and buildings keep the city growing in a planned and responsible way with infrastructure that is safe for the workers and residents of the city.



Economic Growth and Competitiveness Results Team Ranking Memo

New FTE staff are proposed both in 2017 and in 2018 to support the increased permit activity that the City has experienced. That increased activity is expected to continue through this upcoming budget cycle. Development Services uses a forecasting model to determine the appropriate staffing level for the anticipated highs and lows of the development cycle. The model suggests adding staff at this time. Some of the expense of adding new staff will be offset by increased permit activity and fees paid by developers. The Leadership Team will need to determine if the increased need for staff to support this proposal is consistent with the LT's direction to avoid new ongoing services or programs.

Finally, the Results Team noted that the financial management principles and cost recovery objectives used by Development Services to set fees are based on City Council guidance from 2003. Through follow-up conversations with Development Services, it appears that the department is taking steps to update this guidance, which the Results Team supports.

130.500 – Telecommunications & Franchise Advisor

Despite the fact that this proposal is a new ongoing program, the Results Team sees merit to prioritizing this for funding. This proposal aligns with the Smart City Strategy included in the City Council's Two-Year Priorities for their Strategic Target Areas. It also meets the core One City goals by being future-focused, collaborative and innovative. The program requires one-time investment to add staff and begin implementation, but once established, will be backed by a new ongoing revenue source that should recoup the initial investment and be self-supporting in the long term.

Multiple departments would benefit from a single point of contact for the City's franchise agreements, rather than current model which has franchise management divided into different departments. A single point of contact would also provide better service to those companies maintaining and expanding franchise infrastructure in Bellevue. Further, promoting new cutting edge high-speed telecommunication connectivity infrastructure will benefit Bellevue residents and businesses and will foster economic growth.

060.10 – Bellevue Convention Center Authority Operations¹

This proposal serves to pass-through transient occupancy tax (TOT) to the Convention Center Authority to support repayment of bonds used for capital improvements as well as to support ongoing operating expenses at the Meydenbauer Bay Convention Center. There is an underlying assumption in this proposal that the convention center is the primary driver in attracting the hotel guests that contribute to the TOT revenue generated across the city. Historically, and as proposed for 2017-18, the City transfers 100% of the TOT revenue to the convention center.¹ The Results Team does not see cause to change this underlying assumption for this budget cycle.

¹ Collected TOT is first applied to debt obligations. 100% of the remaining TOT collections are sent to the BCCA for operations monthly. If at the end of the year, collections do not fully fund debt obligations, BCCA contributes the difference to fulfil debt obligation per the operating agreement with the BCCA.



Economic Growth and Competitiveness Results Team Ranking Memo

However, as Bellevue continues to development and grow, particularly in commercial areas outside of downtown, this assumption should be challenged in the future.

The City has and will continue to experience expanded hotel development in BelRed, Eastgate and Crossroads. These facilities do not benefit from room nights booked for convention center events as much as downtown hotels, yet the TOT derived from their customer base is fully supporting the convention center building and operations. At some point in the near future, the City should study the TOT revenue and determine if there is cause to use TOT in a way that continues to support the convention center while also supporting tourism sector activities in other commercial areas of the city where hotels are located.

130.17 – Downtown Parking Enforcement

The Results Team generally understands that on-street parking turnover is important to parts of Downtown that have street front retail. For this reason, the base program (status quo funding) is appropriate to continue for the next budget cycle.

This proposal includes a significant expansion in scope and budget that is not supported by the Results Team, even if new funding were identified. The additional expense does not produce offsetting revenue for the City nor does it add a commensurate level of benefit for the community to help justify the cost. The Results Team suggests finding alternative solutions to address the issues of the current program without adding additional funds to the program.

Cause & Effect Map

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Healthy & Sustainable Environment

As a community, Bellevue values...

- Services and infrastructure that reliably ensure public health and protect the environment.
- Stewardship and education that sustain a healthy environment for current and future generations.
- A healthy natural environment that supports biodiversity.
- A nature experience in which to live, work, learn and play.



Council Vision – Strategic Target Areas

- **High Quality Built and Natural Environment**
“Bellevue has it all”
- **Regional Leadership**
“Bellevue will lead, catalyze, and partner with our neighbors throughout the region.”
- **High Performance Government**
“Bellevue is characterized by high performance government.”

Factors:

Built Environment

- Reliable and Efficient Water Management
- Responsible Solid Waste Management
- Sustainable Building Practices
- Renewable Clean Energy

Natural Environment

- Clean Air
- Clean Water
- Healthy and Quality Open Spaces
- Stewardship and Education

Key Community Indicators:

- % of residents who agree the City of Bellevue provides, water, sewer, and wastewater services and infrastructure that reliably ensure public health and protect the environment.
- % of residents who agree that Bellevue is doing a good job of creating a healthy natural environment that supports healthy living for current and future generations.
- % of residents who agree that Bellevue’s environment supports their personal health and well-being.
- % of residents who agree that Bellevue offers them opportunities to experience nature where they live, work, and play.

Key Performance Indicators:

- % of days/year in compliance with state and federal drinking water regulations
- Compliant with citywide NPDES permit requirements
- Sewer system overflows per 1,000 customer accounts caused by system failures
- Unplanned water service interruptions per 1,000 customer service accounts
- % of total waste recycled or composted as captured in the City’s solid waste collection contract
- % change in greenhouse gas emissions
- % change in citywide tree canopy



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Budget By Outcome

Healthy and Sustainable Environment

Performance Measures

Community Values:

As a community, Bellevue values a natural experience in which to live, work and play; a healthy natural environment that supports healthy living for current and future generation; and an environment that supports personal health and well-being.

Bellevue’s unique natural environment plays an integral role in the history and culture of the city. Access to and interaction with the natural environment enhances resident wellbeing. A healthy and sustainable environment refers to living collectively, abundantly, and perpetually with finite resources. In an urban setting, sustainable approaches include the efficient use of resources through conservation, re-use, and recycling.

Are We Achieving Results that Matter?

Key Community Indicator results remain about the same as they were in 2014. 92% of percent of residents continue to feel that there are ample opportunities for themselves and their families to experience nature just outside their front door. They believe that Bellevue’s government cares about and maintains the environment for current and future generations. Below are three Key Community Indicators and four Key Performance Indicators (KPIs) that provide a means of assessing the City’s success in meeting the community’s expectations of a healthy and sustainable environment. Targets were met or exceeded in all but one KPI.

Key Community Indicators: Healthy and Sustainable Environment	2014 Results	2015 Results	Change 2014-2015
% of residents who agree that Bellevue offers them and their family opportunities to experience nature where they live, work, and play.	88%	92%	+4%
% of residents who agree or strongly agree that Bellevue is doing a good job of creating a healthy natural environment that supports healthy living for current and future generations.	87%	87%	0%
% of residents who agree or strongly agree that Bellevue's environment supports their personal health and well-being.	90%	92%	+2%

Key Performance Indicators	2013 Results	2014 Results	2015 Results	2015 Target
Number of unplanned water service interruptions per 1,000 customer accounts	1.15	1.85	1.91	<=3
Number of public sewer system overflows per 1,000 customer accounts caused by system failures (target of 0.75 represents 28 overflows annually)	0.054	0.081	0.297	<=.75
Number of violations of State and Federal drinking water standards.	0	0	0	0
Meet State recycling goal of 50% of generated solid waste	42.48%	40.81%	39.73%	>=50%



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**Budget by Outcome
Proposal Ranking Sheet**

Outcome: Healthy & Sustainable Environment

The Results Team (RT) evaluated and ranked each proposal submitted by departments in order of funding priority. The results of their work are displayed in the table below. The proposals are summarized in the Proposal Summaries by Outcome within this section.

<u>RT</u> <u>Rank</u>	<u>Proposal Title</u>	<u>Council</u> <u>Priority</u>	<u>Proposal</u>	<u>Proposal</u> <u>Type*</u>	<u>2018 FTE</u>	<u>2017-2018</u> <u>Budgeted</u> <u>Expenditure</u>	<u>Funding Source</u>
1	Water Mains and Service Lines Repair Program		140.13NA	E	10.65	3,499,879	Utilities
2	Water Pump Station, Reservoir and PRV Maintenance Program		140.15NA	E	4.30	2,741,709	Utilities
3	Water Quality Regulatory Compliance and Monitoring Programs		140.26PA	E	3.30	1,613,060	Utilities
4	Natural Resource Management		100.09NA	E	15.00	5,827,537	General, LPRF
5	Solid Waste Management, Waste Prevention, and Recycling		140.30NA	E	2.67	2,087,767	Utilities
6	Utilities Water Supply Purchase and Sewage Disposal		140.61NA	E	0.50	107,235,774	Utilities
7	Utilities Telemetry and Security Systems	●	140.25NA	E	3.80	1,570,356	Utilities
8	Utilities Customer Service and Billing		140.33PA	E	7.75	2,583,875	Utilities
9	Water Distribution System Preventive Maintenance Program		140.14NA	E	6.85	1,753,770	Utilities
10	Sewer Pump Station Maintenance, Operations and Repair Program		140.21NA	E	5.55	1,873,492	Utilities
11	Sewer Mains, Laterals and Manhole Repair Program		140.18NA	E	7.00	2,097,549	Utilities
12	Capital Project Delivery		140.01NA	E	28.96	8,895,028	Utilities
13	Street Cleaning (Sweeping)		130.26NA	E	3.00	930,265	General
14	Storm and Surface Water Repair and Installation Program		140.22NA	E	4.65	1,898,585	Utilities
15	Utility Locates Program		140.44NA	E	3.40	833,850	Utilities
16	Utility Asset Management Program		140.11NA	E	5.00	1,488,096	Utilities
17	Sewer Mainline Preventive Maintenance Program		140.20NA	E	8.30	2,237,389	Utilities
18	Water Service Installation and Upgrade Program		140.17NA	E	1.00	497,941	Utilities
19	Utility Water Meter Reading		140.45DA	E	5.80	1,113,678	Utilities
20	Storm & Surface Water Preventive Maintenance Program		140.24NA	E	11.75	3,889,210	Utilities
21	Utility Planning and Systems Analysis		140.63NA	E	6.09	3,595,979	Utilities

**Budget by Outcome
Proposal Ranking Sheet**

Outcome: Healthy & Sustainable Environment

The Results Team (RT) evaluated and ranked each proposal submitted by departments in order of funding priority. The results of their work are displayed in the table below. The proposals are summarized in the Proposal Summaries by Outcome within this section.

<u>RT</u> <u>Rank</u>	<u>Proposal Title</u>	<u>Council</u> <u>Priority</u>	<u>Proposal</u> <u>Type*</u>	<u>2018 FTE</u>	<u>2017-2018</u> <u>Budgeted</u> <u>Expenditure</u>	<u>Funding Source</u>
22	Environmental Stewardship Initiative	115.24NA	E	1.00	777,485	General, Operating Grants/Donations
23	Utilities Department Management and Support	140.42NA	E	4.00	1,672,916	Utilities
24	Utility Taxes and Franchise Fees	140.34NA	E	0.00	21,554,146	Utilities
25	Sewer Condition Assessment Program	140.19NA	E	4.45	1,250,836	Utilities
26	Cascade Regional Capital Facility Charges	140.37NA	E	0.00	4,000,000	Utilities
27	Fiscal Management	140.49NA	E	6.00	1,673,586	Utilities
28	Storm and Surface Water Pollution Prevention	140.31DA	E	2.43	1,032,958	Utilities
29	Utilities Computer and Systems Support	140.60NA	E	5.50	3,171,150	Utilities
30	Asset Replacement	140.47DA	E	0.00	2,139,700	Utilities
31	Water Systems and Conservation	140.32NA	E	0.45	287,392	Utilities
32	Storm and Surface Water Infrastructure Condition Assessment	140.23NA	E	1.20	582,317	Utilities
33	Water Meter Repair and Replacement Program	140.16NA	E	2.25	813,332	Utilities
34	Private Utility Systems Maintenance Programs	140.27DA	E	4.55	1,233,158	Utilities
35	Green Revolving Loan Fund ¹	045.90NA	N	0.00	-	N/A
Total				177.15	198,453,765	

*Proposal Type:

E = Existing - same service level as previous biennium

N = New - entirely new proposal

¹ Green Revolving Loan Fund: ESI program to evaluate grant opportunities and bring forward available options at mid-bi.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

140.13NA **Title:** Water Mains and Service Lines Repair Program

Ranking **Department:** Utilities

	<u>2017</u>	<u>2018</u>
Budget:	\$1,818,613	\$1,681,266
FTE:	10.65	10.65

1

Bellevue Utilities provides water service to Bellevue, Clyde Hill, Medina, Yarrow Point, Hunts Point, and Issaquah. The water repair program’s primary objective is to fix system breaks, stop leaks, protect drinking water quality, restore water service to customers, and mitigate environmental damage. The City benefits financially from efficient repairs that minimize revenue loss and claims for damages. Failure of the water system infrastructure can have catastrophic consequences, including damaged property, roadways, the natural environment and water service interruption to homes and businesses. While Utilities has sound water maintenance and capital improvement programs, main breaks can occur at any time and increase as infrastructure ages. Examples of services included in this proposal include leak detection services and repairs to broken, leaking or malfunctioning water mains, service lines, fire hydrants, and control valves.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Utilities: Unplanned water service interruptions per 1,000 customer accounts	Years	1.85	1.91	0.75	3	3
Utilities: Water distribution system - water loss percentage (most recent year)	Years	6.4%	3.3%	6%	6%	6%
Utilities: Number of water service repairs	Years	277	284	250	250	250
Utilities: Number of water main repairs	Years	48	27	7.5	30	30

140.15NA **Title:** Water Pump Station, Reservoir and PRV Maintenance Program

Ranking **Department:** Utilities

	<u>2017</u>	<u>2018</u>
Budget:	\$1,595,565	\$1,146,144
FTE:	4.30	4.30

2

WATER is required to sustain life, convey waste, protect against fire and to keep our parks and open spaces green and healthy. This proposal provides necessary preventive maintenance and repair of water pump stations, reservoirs and pressure regulating valves (PRVs) throughout the public drinking water system. These services extend the useful life of assets, avoid costs associated with catastrophic failures and increase system reliability while maintaining drinking water quality. Bellevue’s unique topography (with elevations ranging from sea level to 1,440 feet) requires a complicated system of reservoirs, pump stations, and PRVs to provide safe water and adequate fire flow throughout the service area. Due to the likelihood and high consequences of failure if preventive maintenance services are not provided, this proposal supports the goals for reliability and performance of the drinking water storage and delivery system.

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Utilities: Number of Water System Pressure Reducing Valve failures per year	Years	2	2	0	0	0
Utilities: Number of water pump failures per year	Years	0	1	0	0	0
Utilities: Number of reservoirs taken out of service as a result of drinking water quality concerns	Years	0	0	0	0	0
Utilities: Percent of Water System Pressure Reducing Valves maintained	Years	24.04%	26.96%	2%	20%	20%
Utilities: Percent of reservoirs cleaned	Years	20%	24%	20%	20%	20%

140.26PA

Ranking

3

Title: Water Quality Regulatory Compliance and Monitoring Programs

Department: Utilities

	<u>2017</u>	<u>2018</u>
Budget:	\$795,687	\$817,373
FTE:	3.30	3.30

This proposal provides Water Quality Regulatory Compliance for Bellevue Utilities. This proposal outlines overall management of the Water Quality/Regulatory Compliance section and establishes the framework for developing programs for field testing, inspection and response to meet requirements set forth by Agencies:

SAFE DRINKING WATER ACT outlining sampling, monitoring and reporting requirements for our Drinking water within Bellevue.

CLEAN WATER ACT driving the City's National Pollutant Discharge Elimination System (NPDES) permit and establishes requirements for inspection, maintenance, outreach and reporting of Citywide efforts to manage storm and surface water.

CITY LAND USE, SEPA determinations and Clear and Grade permits necessary to achieve the project related tasks for daily operations.

ENDANGERED SPECIES ACT Regional Road Maintenance Program establishing guidelines for working near sensitive areas.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Utilities: Percentage of days per year in compliance with state and federal drinking water regulations	Years	100%	100%	100%	100%	100%
Utilities: Number of drinking water quality complaints per 1,000 water service connections	Quarters	1.84	1.1	2	2	2
Utilities: Compliant with all Surface Water Regulatory Requirements	Years	Yes	Yes	Yes	Yes	Yes
Utilities: Number of illicit discharges detected and corrected annually	Years	268	251	155	200	200

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

100.09NA

Title: Natural Resource Management

Ranking

Department: Parks & Community Services

		<u>2017</u>	<u>2018</u>
Budget:	\$2,859,445	\$2,968,092	
FTE:	15.00	15.00	

4

This proposal funds the management, maintenance and environmental stewardship programs on 2,000 acres of public natural area and open space comprised of lakes, streams, wetlands and forests. These programs preserve native tree canopy, provide fish and wildlife habitat, retain stormwater, improve air and water quality and reduce greenhouse gases. Greenways and trails provide outdoor classrooms for diverse populations to interact with nature through hands-on stewardship activities that help preserve and enhance the natural environment in the community where they live, work and play. Urban natural areas must be proactively managed with the same commitment as other vital community resources in order to ensure public health and safety, and the environmental, social and economic values and benefits for which they were set aside. A healthy natural environment preserves the quality of life that residents and businesses look for when selecting a location to reside in now and in the future.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Percent of households living within one-third mile walking distance of park or trail access point	Years	72%	72%	72%	72%	72%
Percent of natural areas in healthy and sustainable condition (class conditions 1 and 2)	Years	72%	72.5%	70%	70%	70%
Acres of park and open space per 1,000 population	Years	20.1	20	20	20	20
Somewhat/strongly agree Bellevue offers me and my family opportunities to experience nature where we live, work, and play	Years	88%	92%			
Somewhat/strongly agree Bellevue is doing a good job of creating a healthy natural environment that supports healthy living for current and future generations (added in 2010)	Years	87%	87%			

140.30NA

Title: Solid Waste Management, Waste Prevention, and Recycling

Ranking

Department: Utilities

		<u>2017</u>	<u>2018</u>
Budget:	\$1,106,101	\$981,666	
FTE:	2.67	2.67	

5

City customers generate approximately 120,000 tons of solid waste annually, 72,000 tons of which is garbage being hauled to the local landfill. Efficient, effective, and responsible management of solid waste (i.e., garbage, recyclables, and organic waste) is critical to ensuring public health and the protection of the environment, maintaining the appearance of the City, contributing to the City's continued economic viability, and contributing to sustainability at the local, regional, and global level. This proposal provides for the management and oversight of the solid waste collection contract with Republic Services, the continuation of many of the City's successful waste prevention and recycling outreach, education, and technical assistance programs and the management of grants that fund many of the City's solid waste-related programs.

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Utilities: Solid waste collection contract customer satisfaction	Years	97%	89%	80%	80%	80%
Utilities: Single-family Recycling Rate	Years	67.29%	67.45%	69%	69%	69%
Utilities: Meet State recycling goal of 50% of generated solid waste	Years	40.81%	39.73%	50%	50%	50%
Utilities: Achieve overall recycling rate of 70% for contracted solid waste services by 2020	Years		39.73%	50%	55%	60%
Utilities: Improve multifamily and commercial organics recycling rate for contracted solid waste services to 7.2% by year end 2016.	Years		2.2%	7.2%	10%	15%

140.61NA

Ranking

6

Title: Utilities Water Supply Purchase and Sewage Disposal

Department: Utilities

	<u>2017</u>	<u>2018</u>
Budget:	\$53,216,726	\$54,019,048
FTE:	0.50	0.50

This proposal provides for the purchase of clean drinking water from the Cascade Water Alliance and the conveyance and treatment of wastewater by King County Metro. The purchase of wholesale water supply from the Cascade Water Alliance allows Bellevue Utilities to provide water service to over 40,000 service connections in the Bellevue Utilities service area, which includes Clyde Hill, Medina, Yarrow Point, and Hunts Point. The City of Bellevue provides sewage collection and transmission services for customers within its service area but does not provide treatment. The purchase of wholesale sewage treatment and disposal services from King County Metro allows Bellevue Utilities to provide sewer service to over 38,000 service connections in the City of Bellevue and surrounding jurisdictions.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Utilities: Number of years for which projected water supply is sufficient to meet future water demand	Years	50	50	50	50	50
Utilities: Number of years projected wastewater disposal needs are secured	Years	22	21	20	19	18

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

140.25NA **Title:** Utilities Telemetry and Security Systems

Ranking **Department:** Utilities

7

	Budget:	<u>2017</u> \$850,995	<u>2018</u> \$719,361
	FTE:	3.80	3.80

Telemetry and SCADA equipment provide continuous automated monitoring and control of utility systems (such as reservoirs and pump stations) significantly reducing the need for on-site staff. This proposal provides for operation, maintenance, and repair of telemetry (remote monitoring and control), providing reservoir levels, water pressures, sewage station levels, storm retention pond levels, and transmission of data to a central SCADA (Supervisory Control & Data Acquisition) system. Security systems monitor facilities for intrusion and notify of breaches. These systems work to maintain water quality and supply, avoid sewer overflows, and manage regional storm facilities. To ensure performance of equipment ongoing installation, maintenance, and repair is required. Service levels balance the need for reliable delivery of drinking water, removal of sewage, and storm water management with the costs to provide telemetry, SCADA and security, and risks associated with failures.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Utilities: Number of water/sewer service interruptions caused by SCADA/Telemetry system	Years	0	0	0	0	0
Utilities: Number of security breaches discovered but not detected at the time of the intrusion	Quarters	0	0	0	0	0
Utilities: Percent of planned preventive maintenance activities completed at telemetry sites	Years	89.65%	76.68%	100%	100%	100%
Utilities: Number of water or sewer pump station failures caused by SCADA/Telemetry failures	Years	1	0	0	0	0

140.33PA **Title:** Utilities Customer Service and Billing

Ranking **Department:** Utilities

8

	Budget:	<u>2017</u> \$1,260,824	<u>2018</u> \$1,323,051
	FTE:	7.75	7.75

The Customer Service and Billing group is responsible for issuing bi-monthly water, sewer, stormwater utility billings to approximately 36,000 residential accounts, 2,000 commercial and multifamily accounts, generating revenue of over \$128 million for Utilities and Utility taxes of almost \$9 million for the General Fund. The Utilities Customer Service and Billing unit mails 5,000 bills each week. In addition, the unit receives up to 200 calls per day, processes 85 moves per week, makes up to 50 reminder (late pay) calls per week, handles an average of 140 pending water disconnects per week and coordinates with field staff for an average of 30 water disconnects/reconnections per week.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Utilities: Customer Calls Abandoned	Years		6.93%	7%	7%	7%
Utilities: Average Customer Hold Time (in seconds)	Years		25	35	35	35
Utilities: Customer satisfaction survey (weekly Customer Service & Billing)	Quarters	93.5%	91.75%	80%	80%	80%

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

140.14NA

Title: Water Distribution System Preventive Maintenance Program

Ranking

Department: Utilities

	2017	2018
Budget:	\$859,826	\$893,944
FTE:	6.85	6.85

9

WATER is required to sustain life, convey waste, protect against fire and to keep our parks and open spaces green and healthy. This proposal funds preventive maintenance of the drinking water infrastructure. Bellevue’s water system is a network of components that deliver almost 6 billion gallons of drinking water a year. Preventive maintenance ensures the ongoing safety and operational integrity of the distribution system. Services include annual inspection and maintenance of fire hydrants, isolation valves, and other important components to the water system. These programs are critical for system function and reliability, and maintain safe, high-quality drinking water for residents and businesses. Lack of adequate water system maintenance impacts the ability to quickly repair water main breaks, increases the chance of waterborne disease and problems with water quality. It could also result in fire hydrants and valves not working when needed for firefighting or other emergencies.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Utilities: Number of fire hydrants that fail fireflow delivery at time of inspection	Years	3	1	0	0	0
Utilities: Percentage of fire hydrants inspected	Years	51.71%	49.3%	12.5%	50%	50%
Utilities: Percentage of water system isolation valves inspected	Years	31.23%	36.25%	8.25%	33%	33%
Utilities: Number of water claims paid due to system failure	Years	14	9	1.25	5	5
Utilities: Number of water claims paid greater than \$20,000 due to system failure	Years	2	0	0	0	0
Utilities: Total cost of Water claims paid	Years	\$105,903	\$47,279	\$50,000	\$200,000	\$200,000

140.21NA

Title: Sewer Pump Station Maintenance, Operations and Repair Program

Ranking

Department: Utilities

	2017	2018
Budget:	\$922,199	\$951,293
FTE:	5.55	5.55

10

This proposal provides sewer pump station maintenance and repairs to help minimize failures that cause sewer backups and overflows to the environment that can result in beach closures and surface water quality concerns. In addition, sewer backups can require a homeowner to move out or a business to close until cleanup is completed. Bellevue’s unique topography with elevations ranging from sea level to 1,440 feet requires a diverse and complicated system of pump stations to provide continual service 24 hours a day/365 days a year. This proposal provides staff, vehicles, tools, equipment, and supplies for maintenance, operations, and repair services for sewer pump stations in the sewer collection system. These services ensure the 46 sewer pump stations, located along Lake Washington and Lake Sammamish, are adequately maintained and operating properly to minimize sewer blockages and overflows which impact customers, public health, and the environment.

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Utilities: Non-weather related pump station overflows per 1,000 wastewater customer accounts (value of 0.027 represent 1 overflow)	Years	0	0	0	0	0
Utilities: Weather related wastewater pump station overflows per 1,000 customer accounts (value of 0.027 represents 1 overflow)	Years	0.03	0	0	0	0
Utilities: Percent of wastewater pump station inspections completed as planned	Years	87.94%	93.58%	100%	100%	100%

140.18NA

Ranking

11

Title: Sewer Mains, Laterals and Manhole Repair Program

Department: Utilities

	<u>2017</u>	<u>2018</u>
Budget:	\$1,034,062	\$1,063,487
FTE:	7.00	7.00

Bellevue’s Wastewater section is responsible for operation, maintenance, and repair of 655 miles of buried or submerged pipe and 14,508 manholes and cleanouts (maintenance access structures) within its service territory. This proposal provides repair services for the sewer collection system. These repairs correct deficiencies predominantly due to aging infrastructure and allow the City to get the most use out of each pipe and manhole over the life of the asset for the least long-term cost. Raw sewage contains viruses, bacteria, chemicals and other pathogens that are an extreme threat to public health and the environment when not managed and contained within the sewer collection system. Broken or defective sewer mains and connections result in blockages and overflows of sewage that can flood and contaminate customer’s homes, businesses or the environment, create public health issues and result in costly liability claims to the City.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Utilities: Number of identified wastewater pipe defects requiring repair within 5 years	Years	761	387	200	200	200
Utilities: Number of wastewater in-house pipe repairs completed annually	Years	95	104	25	100	100
Utilities: Number of new wastewater pipe defects identified for repair or replacement	Years	63	35	100	100	100

140.01NA

Ranking

12

Title: Capital Project Delivery

Department: Utilities

	<u>2017</u>	<u>2018</u>
Budget:	\$4,289,828	\$4,605,200
FTE:	28.96	28.96

Capital Project Delivery develops and implements cost-effective capital investment projects necessary to accomplish the City’s \$221 million 2017-2023 Utility Capital Investment Program (CIP) and is necessary to continue to provide utility services to Bellevue’s citizens including providing drinking water, removing wastewater, managing surface water runoff, and eliminating impacts on the health of Bellevue’s streams, lakes, wetlands, plants, and wildlife.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Utilities: Percent of total CIP expended vs budgeted	Years	42.59%	70.45%	85%	90%	90%

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

130.26NA Title: Street Cleaning (Sweeping)

Ranking Department: Transportation

	2017	2018
Budget:	\$446,296	\$483,969
FTE:	3.00	3.00

13

Gravel, debris, silts, automotive fluids, leaves, and glass in roadway and bicycle lanes contribute to accidents, injuries, street flooding, and pollutant discharge into the drainage system that flows to Bellevue's streams and lakes. Street Cleaning (Sweeping) cleans bicycle lanes, arterial roadways, neighborhood streets, traffic accident debris, and removes traction sand applied during snow and ice response – keeping Bellevue an attractive place to live and work. Street sweeping protects fish and animal habitat especially following snow and ice events; it is critical to the health and beauty of Bellevue's natural waterways such as Phantom Lake, Lewis Creek, and Coal Creek. This work is required by the National Pollutant Discharge Elimination System Municipal Stormwater Permit issued by the State Department of Ecology. Half of the program represents revenue from Utilities Dept. This program was identified in the 2016 budget survey as the 9th most important of 39 City services.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Customer satisfaction rating for clean streets	Years	94%	94%	90%	90%	90%
Number of routine sweeping requests per 1,000 Customers	Years	0.48	0.73	0.5	0.5	0.5
Number of street miles swept (lane miles serviced)	Years	5,182	5,696	6,042	6,042	6,042
Annual Added Number of Bike Lane Miles	Years	1.53	2.2	2.2	5	7

140.22NA Title: Storm and Surface Water Repair and Installation Program

Ranking Department: Utilities

	2017	2018
Budget:	\$939,564	\$959,021
FTE:	4.65	4.65

14

The Storm and Surface Water System within the City of Bellevue is comprised of a network of public and privately owned pipes, open channels, catch basins, manholes, streams and detention facilities both above and below ground. This proposal provides repair and installation services for publicly owned drainage system components to ensure that the municipal storm drainage system functions as designed. This aids in protecting life, property, and the environment during major storm and flooding events, and in reducing pollution entering streams and lakes. Much of the repair work surrounding the storm & surface water system is mandated under the National Pollution Discharge and Elimination System permit (NPDES).

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Utilities: Percentage of Surface Water repairs completed	Years	131.43%	14.22%	100%	100%	100%
Utilities: Labor hours per catch basin/manhole repair	Years	8	12.81	12	12	12

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

140.44NA **Title:** Utility Locates Program

Ranking

15

Department: Utilities

	<u>2017</u>	<u>2018</u>
Budget:	\$429,377	\$404,473
FTE:	3.40	3.40

Locators are required by Washington State law to mark underground City-owned utilities. This proposal provides resources for Utilities to protect underground City-owned and operated utility infrastructure. The Utility Locate program safeguards approximately 1675 miles of City owned underground utility pipelines for the delivery of drinking water and conveyance of surface runoff and sewer pipes by accurately marking utility locations prior to construction excavation in support of development, CIP and franchise utility renewal and repair.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Utilities: Percent of locates performed within mandated deadlines	Years	100%	100%	100%	100%	100%
Utilities: Dollar value of claims paid due to mis-locates	Years	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Utilities: Number of damaged assets due to mis-locates	Years	6	1	0	0	0
Utilities: Number of locates received	Years	20,306	23,730	26,000	28,500	31,000

140.11NA **Title:** Utility Asset Management Program

Ranking

16

Department: Utilities

	<u>2017</u>	<u>2018</u>
Budget:	\$651,340	\$836,756
FTE:	5.00	5.00

This proposal funds the Utility Asset Management Program (AMP), to determine the resources needed to operate, maintain, repair, and eventually replace or rehabilitate utility system assets and assures cost effective strategies. Bellevue Utilities manages more than \$3.5 billion worth of utility assets such as pipelines, pump stations and reservoirs. The AMP develops and employs strategies to assess asset condition so that service levels expected by customers and required by state and federal regulations are provided at the lowest cost. More than 50% of Utility assets are at least halfway through their useful life. As assets age they continue to deteriorate; maintenance, repair, rehabilitation and replacement costs increase, making it even more critical that resources are used effectively.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Utilities: Condition related water main failures per 100 miles of water main	Years	4.53	3.23	1.25		
Utilities: Percentage of water pump stations rehabilitated within their useful life (25 years)	Years	71.43%	61.91%	76%	76%	76%
Utilities: Percentage of sewer pump stations rehabilitated within their useful life (25 years)	Years	58.7%	58.7%	65%	65%	65%
Utilities: Drainage system pipeline failures	Years	4	1	5	5	5
Utilities: Wastewater overflow events per 100 miles of pipe	Years	3.36	2.29	1		

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

140.20NA

Title: Sewer Mainline Preventive Maintenance Program

Ranking

Department: Utilities

		<u>2017</u>	<u>2018</u>
Budget:	\$1,102,451	\$1,134,938	
FTE:	8.30	8.30	

17

This proposal provides preventive maintenance cleaning services on the sewer collection system to keep the lines clear. Preventive maintenance lowers service interruptions due to blockages, the associated claims due to backups, and minimizes overflows which impact the environment and public health. This preventive maintenance program allows us to maximize the life of the sewer system for the lowest long-term cost.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Utilities: Percent of wastewater pipe cleaned	Years	19.9%	18.76%	5%	20%	20%
Utilities: Number of wastewater claims paid due to system failure	Years	14	12	2.5	10	10
Utilities: Number of wastewater claims paid greater than \$20,000 due to system failure	Years	2	1	0.25	1	1
Utilities: Total cost of Wastewater claims paid	Years	\$184,824	\$91,650	\$15,000	\$60,000	\$60,000
Utilities: Wastewater overflow events per 100 miles of pipe	Years	3.36	2.29	1		

140.17NA

Title: Water Service Installation and Upgrade Program

Ranking

Department: Utilities

		<u>2017</u>	<u>2018</u>
Budget:	\$247,198	\$250,743	
FTE:	1.00	1.00	

18

This proposal provides resources for the installation of drinking water service for new homes and for businesses to obtain occupancy permits without costly delays to the property owner or contractor. Utilities perform water main shutdowns, water main condition assessments, and pipe work to install new water services. Asphalt cuts and excavations needed for installation are completed by private contractors under the right-of-way (ROW) use permit process. This hybrid Utility/contractor approach to water service installations provides timely installation of new services for developers and condition assessment data critical for asset management. Additionally it minimizes customer service impacts of water shutdowns and assures consistent quality control and sanitation while supporting economic development.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Utilities: Percent of water service installations completed within four weeks of request	Years	100%	100%	100%	100%	100%
Utilities: Number of water service installations	Years	71	16	50	50	50

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

140.45DA **Title:** Utility Water Meter Reading

Ranking **Department:** Utilities

19

	Budget:	<u>2017</u> \$547,128	<u>2018</u> \$566,550
	FTE:	5.80	5.80

This proposal provides services to read customer meters for all residential and commercial accounts in the water utility service area that includes the City of Bellevue, adjacent communities of Clyde Hill, Hunts Point, Medina, Yarrow Point, and sections of Kirkland. Meter reading is essential to maintaining water and wastewater revenue flow and equity among ratepayers. Other services are provided directly to property owners at their home or business in locating leaks and meter turn-offs.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Utilities: Meter reading accuracy	Years	99.99%	99.99%	99.75%	99.75%	99.75%
Utilities: Meter reading productivity in meter reads per hour	Years	43.81	75.04	43	43	43
Utilities: Total cost per meter read	Years	\$0.85	\$0.69	\$0.85	\$0.85	\$0.85

140.24NA **Title:** Storm & Surface Water Preventive Maintenance Program

Ranking **Department:** Utilities

20

	Budget:	<u>2017</u> \$1,994,123	<u>2018</u> \$1,895,087
	FTE:	11.75	11.75

The resources in this proposal fund preventive maintenance activities related to the City’s storm and surface water system. For the drainage system to function correctly and provide adequate flood control, it must be kept free of excessive debris and sediment. These can cause blockages of catch basins and pipes during heavy rains leading to flooding, property damage claims, and environmental degradation. Sediment is also a pollutant. The drainage system contains a variety of water quality facilities that trap oils and other pollutants from roadways and allow for their removal during maintenance. Because the final discharge for all drainage in Bellevue is the City’s streams and lakes, system maintenance is essential to keep them free of the sediment and pollutants generated from roadways and other impervious surfaces. The majority of maintenance activities funded by this proposal are mandated under the Federal National Pollutant Discharge Elimination System Permit (NPDES).

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Utilities: Number of surface water claims paid due to system failure	Years	0	3	0.5	2	2
Utilities: Number of surface water claims paid greater than \$20,000 due to system failure	Years	0	0	0	0	0
Utilities: Percent of NPDES required public infrastructure inspections completed	Years	90.92%	477.39%	100%	100%	100%
Utilities: Percent of surface water planned preventive maintenance work orders completed	Years	100.2%	100%	100%	100%	100%
Utilities: Total cost of Storm and Surface Water claims paid	Years	\$0	\$21,771	\$6,250	\$25,000	\$25,000

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

140.63NA **Title:** Utility Planning and Systems Analysis

Ranking **Department:** Utilities

21

	Budget:	<u>2017</u> \$1,742,202	<u>2018</u> \$1,853,777
	FTE:	6.09	6.09

This proposal supports utility planning and analysis for the drinking water, wastewater, and stormwater systems. Demand for Utility services changes over time, necessitating periodic assessment of their capacity and integrity, impacts on the natural environment, and opportunities for improvements. System analysis assesses current utility system capacity, integrity, and condition, and responds to customer requests for data, such as available sewer capacity, available water for fires or emergencies, and stream flow information. Stream health indicators are important in part because stormwater is conveyed via local streams and influences their condition. Utility System Plans guide projects and programs for a 20-year horizon, and are updated periodically as required by state or local requirements. One time studies measure specific system capabilities and needs, evaluate how to optimizing water rights or plan for future facility needs.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Utilities: Stream Quality Indicator Trend - Insect samples (Healthy Natural Environment Indicator)	Years	1.04		1	1	1
Utilities: Rainfall and Flow data downloaded and available for customer access each month (Storm)	Months	Yes	Yes	Yes	Yes	Yes
Utilities: Percent of requests for available wastewater capacity completed within 2 weeks	Years	0%	100%	100%	100%	100%
Utilities: Structural flooding occurrences for storms less than a 100 year storm event (Storm Water)	Years	49	0	1.25	5	5
Utilities: Percent of requests for fire flow data provided within 2 weeks (Water)	Years	95.92%	95.53%	100%	100%	100%
Utilities: Has lack of system capacity restricted or prevented any new development or redevelopment (System Capacity Planning)	Years	No	No	No	No	No

115.24NA **Title:** Environmental Stewardship Initiative

Ranking **Department:** Planning & Community Development

22

	Budget:	<u>2017</u> \$360,674	<u>2018</u> \$416,811
	FTE:	1.00	1.00

The Environmental Stewardship Initiative (ESI) is a model “One City” initiative, which leverages resources across departments and community partners to improve environmental sustainability throughout the city and our municipal operations. ESI leads programming and policy analysis, and provides measurable cost savings, to directly address the Healthy & Sustainable Environment outcome and Council’s strategic target areas of High Quality Built and Natural Environment, Regional Leadership, and High Performance Government. By managing the implementation of the ESI Strategic Plan, ESI provides the City with strategic direction, key performance metrics, and program implementations that result in energy efficiency, greener buildings and infrastructure, cleaner transportation, tree canopy management, healthy natural systems, greenhouse gas emissions reductions, and an engaged public.

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
Community greenhouse gas emissions	Years	1,430,000	1,340,000	1,308,300	1,282,134	1,213,439
Citywide tree canopy coverage	Years			38%	39%	40%
Renewable energy installed in Bellevue	Years	817	1,695	1,695	1,860	2,050
Residential electricity use per capita kWh	Years	3,860	3,870	3,754	3,604	3,460
Percent of residents who agree that Bellevue is doing a good job of creating a healthy natural environment that supports healthy living for current and future generations.	Years	87%	87%	90%	90%	90%
Percent of strategies in ESI Strategic Plan which have been implemented	Years	10%	25%	51%	75%	100%
Number of people actively engaged at ESI events	Month	1,000	1,000	1,200	1,500	2,000

140.42NA

Ranking

23

Title: Utilities Department Management and Support

Department: Utilities

	2017	2018
Budget:	\$823,621	\$849,295
FTE:	4.00	4.00

Utilities is a self-supporting enterprise operating within the City of Bellevue, dedicated to actively supporting public health and safety, the environment, a sustainable economy, and neighborhood livability now and into the future. It does so by effectively and efficiently managing four distinct business lines (drinking water, wastewater, storm and surface water systems, and solid waste collection), with a proposed biennial operating budget of \$292M (2017-2018), capital budget of \$221M (2017-2023), and 171.75FTEs/LTEs. Each line of business has its own unique operational and capital requirements. Because of the long lives of utility systems, Utilities' planning horizon extends 75-100 years. With its diverse service portfolio, this large and complex department requires strong leadership, strategic vision, clear guidance, and thoughtful management.

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
Utilities: Employee job engagement score (Annual City Employee Survey)	Years	N/A	3.85	3.6	3.6	3.6
Utilities: Maintain a minimum Aa2 bond rating	Years	Yes	Yes	Yes	Yes	Yes
Utilities: Utilities services customer satisfaction survey - (Citywide citizen survey)	Years	94%	94%	85%	85%	85%
Utilities: Is the Bellevue Utilities Department an Accredited Agency?	Years	Yes	Yes	Yes	Yes	Yes
Utilities: Percentage of Utilities customers rating Bellevue Utilities Department services as good value for the money.	Years	89%	88%	90%	90%	90%

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

140.34NA Title: Utility Taxes and Franchise Fees

Ranking Department: Utilities

24

		<u>2017</u>	<u>2018</u>
Budget:	\$10,533,320	\$11,020,826	
FTE:	0.00	0.00	

Bellevue Utilities is required to pay State Utility and Business and Occupation (B&O) taxes (RCW 82.04.220 and 82.16.020), City of Bellevue Utility Taxes (BCC 4.10.025), and a franchise fee to neighboring communities that have a franchise agreement with the City to provide water and wastewater services in their jurisdiction. These payments are required by State and Local laws and binding agreements with neighboring jurisdictions. These taxes and fees are passed through directly to utility rate payers and are included in their bi-monthly utility bills.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Utilities: Percentage of Utility Tax & Franchise Fee payments made by applicable due date	Years	100%	100%	100%	100%	100%

140.19NA Title: Sewer Condition Assessment Program

Ranking Department: Utilities

25

		<u>2017</u>	<u>2018</u>
Budget:	\$613,812	\$637,024	
FTE:	4.45	4.45	

The Sewer Condition Assessment Program uses Closed Circuit TV (CCTV) equipment to provide digital images of the inside of sewer pipes and service stubs in the right-of-way (ROW) to identify and evaluate pipe defects that need repair and document less severe defects that need regular maintenance. Sewer pipe defects can cause catastrophic failures resulting in blockages, backups and sewer overflows which impact customers, public health, and the environment. In addition, identifying and repairing sewer defects prior to road overlay activities minimizes pavement impacts and lowers restoration costs.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Utilities: Linear feet of wastewater condition assessment performed	Years	226,623	218,997	68,750	275,000	275,000
Utilities: Percent of wastewater system video inspected	Years	6.8%	6.39%	2%	8%	8%
Utilities: Number of new wastewater pipe defects identified for repair or replacement	Years	63	35	100	100	100

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

140.37NA **Title:** Cascade Regional Capital Facility Charges

Ranking **Department:** Utilities

26

		<u>2017</u>	<u>2018</u>
Budget:		\$2,000,000	\$2,000,000
FTE:		0.00	0.00

The City’s wholesale water supplier, Cascade Water Alliance (CWA), establishes rates to cover the cost of providing water to its members. Bellevue is a member of the CWA. One component of these rates is a fee assessed on each new connection for the equitable recovery of growth-related costs pertaining to Cascade’s water supply system. RCFCs are collected and paid as outlined in an interlocal contract with the Cascade Water Alliance (December 15, 2004). The City has a policy of ensuring that “growth pays for growth” (City Comprehensive Financial Management Policies 10.1.III.A). Under this policy it is the responsibility of the party seeking Utility service to make and pay for any extensions and/or upgrades to the Utility systems that are needed to provide service to their property; Bellevue Utilities passes these charges directly through to customers connecting to the water system.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Utilities: Percent of Monthly Regional Capital Facility Charge (RCFC) reports submitted by due date	Years	25%	25%	100%	100%	100%

140.49NA **Title:** Fiscal Management

Ranking **Department:** Utilities

27

		<u>2017</u>	<u>2018</u>
Budget:		\$846,882	\$826,704
FTE:		6.00	6.00

The Fiscal Management Team operates as an internal support function and supports the daily financial operations of the Utilities Department by monitoring and reporting on the Utilities financial condition, conducting rate evaluations to ensure financial sustainability, protecting the City’s investment by maintaining adequate operating reserves, and acting in the best interest of the ratepayers. Financial management of the Utilities are dictated by financial policies per the City’s Comprehensive Financial Management Policies (10.1). By adhering to these financial policies, taking a long-term approach to financial planning, and practicing vigilant financial monitoring and management, Bellevue Utilities has earned a Aa1 bond rating (the highest rating possible for a utility our size) and is financially prepared to meet both operational and infrastructure replacement needs. In addition, the Team closely collaborates with city-wide partners and regional utilities partners.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Utilities: Operating expenditures vs. amount budgeted	Years	100.86%	98.93%	100%	100%	100%
Utilities: Percentage of monthly financial reports distributed to workgroup managers within 10 days of reporting period end	Years			100%	100%	100%
Utilities: Percentage of monthly financial reports distributed to BUD within 30 days of reporting period end	Months			100%	100%	100%
Utilities: Percentage of quarterly financial reports distributed to the Budget Office within 45 days of the end of the quarter	Months			100%	100%	100%

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

140.31DA **Title:** Storm and Surface Water Pollution Prevention

Ranking **Department:** Utilities

	Budget:	<u>2017</u> \$507,122	<u>2018</u> \$525,836
	FTE:	2.43	2.43

28

Storm and surface water pollution prevention programs are a key element to achieving Utilities' mission to actively support a healthy and sustainable environment. On an average day, tens of thousands of pounds of toxic chemicals enter Puget Sound's waterways, most of which is carried by storm and surface water that runs off roads, driveways, rooftops, yards, and other developed land. Most people are not aware water flowing into storm drains in Bellevue flows untreated directly into our local streams, lakes, and wetlands. Under this proposal, staff provides mandated residential public education and outreach as required by the National Pollutant Discharge Elimination System (NPDES) Phase II Permit, increasing understanding of storm and surface water issues, and promoting behaviors that prevent pollution locally and regionally. In addition, staff manages and oversees storm and surface water pollution prevention volunteer programs and provides pollution prevention technical support.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Utilities: All public storm drains continue to be marked with message "Don't Pollute - Drains to Stream"	Years	Yes	No	Yes	Yes	Yes
Utilities: Number of volunteers participating in stream team events	Years	158	93	100	100	100
Utilities: Number of people reached through storm and surface water pollution prevention events	Years	1,430	1,800	1,200	1,200	1,200
Utilities: Number of middle and high school students reached by "Be the Solution" curriculum	Years	N/A	210	360	450	450
Utilities: Compliant with NPDES permit outreach requirements	Years	Yes	Yes	Yes	Yes	Yes
Utilities: Number of elementary students reached by storm and surface water pollution prevention in-class presentations or field trips	Years	2,040	2,000	1,500	1,500	1,500
Utilities: Percentage of Bellevue School District 6th Graders that attend the Powerful Choices curriculum.	Years	68.99%	74.97%	80%	80%	80%
Utilities: Number of attendees for Fall Natural Yard Care Classes	Years	316	0	160	160	160

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

140.60NA **Title:** Utilities Computer and Systems Support

Ranking

Department: Utilities

		<u>2017</u>	<u>2018</u>
Budget:	\$1,544,228	\$1,626,922	
FTE:	5.50	5.50	

29

The RMCS/Systems group funded by the Computer and Systems Support proposal supports delivery of efficient and cost effective utility services through leveraged technology solutions. The Utilities Department mails 5,000 utility bills weekly, collects over \$128M in revenue annually and delivers services to over 145,000 customers daily through a network of 619 miles of water and 525 miles of sewer pipe, 81 miles of rivers and streams, and 47 water reservoirs and pump stations. This proposal funds all the Utilities’ software, hardware, vendor support, professional services, and department personnel who provide business automation support. Systems maintained by this group include billing, work/asset management, field worker mobility, sewer/storm condition assessment video systems, water meter reading, engineering design, and water modelling. System support include automation short and long-range planning, implementation, testing, training, process improvement analysis, and reporting.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Utilities: IT Strategic Roadmap Completion Rate	Years			80%	80%	80%
Utilities: Percentage of Business Systems user assistance requests completed	Years			80%	80%	80%

140.47DA

Title: Asset Replacement

Ranking

Department: Utilities

		<u>2017</u>	<u>2018</u>
Budget:	\$298,000	\$1,841,700	
FTE:	0.00	0.00	

30

Consistent financial management policy dictates systematic Utility funding to replace vehicles, other work equipment and major technology systems that have reached the end of their useful lives (Comprehensive Financial Management Policy 10.1.V.C). Asset Replacement is the Utilities’ equivalent of the Equipment Rental Fund and Information Technology Replacement programs. The utility vehicles, other equipment and major technology systems scheduled to be replaced in 2017-18 are needed to enable crews, inspectors, and other staff to perform services identified in other Utilities proposals. This proposal is funded from asset replacement reserves created specifically for this purpose, so there is no utility rate impact to customers.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Utilities: Percentage to target: Asset Replacement Account balance	Years	88.57%	103.75%	100%	100%	100%
Utilities: Percent Variance: Actual Capital Asset expenditures versus Budgeted Capital Asset expenditures	Years	84.43%	73.7%	100%	100%	100%

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

140.32NA **Title:** Water Systems and Conservation

Ranking **Department:** Utilities

31

	<u>2017</u>	<u>2018</u>
Budget:	\$141,383	\$146,009
FTE:	0.45	0.45

Conserving and promoting the efficient use of water resources to ensure an adequate supply of clean, safe drinking water into the future is a key element to achieving Utilities’ mission to actively support a healthy and sustainable environment, and critical to human health, the City’s continued economic viability, and the sustainability of both the local and global environment. The City leverages resources by looking to the Cascade Water Alliance for primary water conservation and efficiency program delivery, and supplements Cascade’s programs through local programs such as the Waterwise Demonstration Garden, Natural Yard Care programs, and Powerful Choices for the Environment Program, all of which promote the wise use of water and elimination of waste in order meet the City’s water use efficiency goals.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Utilities: Percentage of Bellevue School District 6th Graders that attend the Powerful Choices curriculum.	Years	68.99%	74.97%	80%	80%	80%
Utilities: Number of attendees for Fall Natural Yard Care Classes	Years	316	0	160	160	160
Utilities: Save 228,000 gpd of drinking water on an annual basis to meet Cascade cumulative drinking water use efficiency goal by the end of 2019	Years	40,958	257,664	114,000	152,000	190,000
Utilities: Save 380,000 gpd of drinking water during peak season on an annual basis to meet Cascade cumulative drinking water use efficiency goal by the end of 2019.	Years	43,000	257,664	190,000	253,333	316,667

140.23NA **Title:** Storm and Surface Water Infrastructure Condition Assessment

Ranking **Department:** Utilities

32

	<u>2017</u>	<u>2018</u>
Budget:	\$286,712	\$295,605
FTE:	1.20	1.20

The Surface Water O&M Infrastructure Condition Assessment Program uses Closed Circuit TV (CCTV) equipment to provide digital images of the inside of drainage pipes. These images are used to evaluate and identify defects that need repair. Defects can cause pollution to enter the system as well as lead to catastrophic failures that have the potential to result in flooding, damage to roadways and down-slope properties, and liability claims. The overall goal of this program is to locate and repair defects within pipes before failures occur and to also assess the system for long-term repair and replacement needs.

Condition assessment provides valuable asset management information for the Utilities repair and replacement program by identifying and documenting overall trends in pipe condition. This is essential information when developing long-term replacement funding strategies for aging infrastructure.

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
		<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
Utilities: Number of surface water pipe defects identified through condition assessment activities requiring repair or replacement	Years	41	3	25	25	25
Utilities: Percent of surface water system video inspected	Years	2.36%	3.27%	0.59%	2.36%	2.36%
Utilities: Linear feet of surface water condition video assessment performed	Years	49,754	69,066	12,461	49,844	49,844

140.16NA

Title: Water Meter Repair and Replacement Program

Ranking

Department: Utilities

	<u>2017</u>	<u>2018</u>
Budget:	\$401,809	\$411,523
FTE:	2.25	2.25

33

This proposal provides for regular testing, calibration, repair and replacement of City-owned water meters at established intervals to ensure meter accuracy for water and sewer revenue collection, equitable billing and rates, early leak detection for the customer, and to promote water conservation. Meter box maintenance activities are included to ensure safe access for meter reading and to shut off the water service in the event of an emergency. Utilities bills customers for water, wastewater, and storm drainage services, services which are necessary to foster a healthy and sustainable environment. Services are entirely supported by ratepayers and generate rate revenue. Bellevue's water system is a network of components that deliver almost 6 billion gallons of drinking water a year.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
		<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
Utilities: Percent of commercial meters that meet accuracy standards at the time of the test	Years	18.18%	36.03%	85%	85%	85%
Utilities: Percent of commercial meters tested annually	Years	7.67%	46.26%	20%	20%	20%

140.27DA

Title: Private Utility Systems Maintenance Programs

Ranking

Department: Utilities

	<u>2017</u>	<u>2018</u>
Budget:	\$605,767	\$627,391
FTE:	4.55	4.55

34

This proposal provides funding for Private Utility System Maintenance Program in which City Water Quality inspectors visit private business and residences to inspect private Utility infrastructure to ensure components are working correctly. Staff provide recommendations if maintenance is needed, and follow up to make sure the maintenance was correctly performed. This minimizes the risk to the public drinking water system from potential contamination, our streams and lakes from pollutants and the wastewater system from blockages.

This proposal protects public health by preventing drinking water from cross contamination, reduces pollutants in surface water, and funds the Fats, Oils and Grease program to reduce sewer blockages. These programs are mandated by the FEDERAL SAFE DRINKING WATER ACT, CLEAN WATER ACT (NPDES), and the King County Industrial Waste Program.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Utilities: Percent of Fat, Oil, Grease removal devices compliant with maintenance requirements	Years	24.93%	22.17%	50%	50%	100%
Utilities: Number of documented drinking water system backflow events	Years	0	0	0	0	0
Utilities: Number of backflow assemblies tested annually	Years	11,215	11,106	12,596	13,000	13,500
Utilities: Percent of planned private drainage inspections performed	Years	71.85%	72.48%	100%	100%	100%

Total:

	<u>2017</u>	<u>2018</u>
Budget:	\$97,672,880	\$100,780,885
FTE:	177.15	177.15

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.



Healthy and Sustainable Environment Results Team Ranking Memo

Outcome: Healthy and Sustainable Environment

RT Members: Jami Carter, Information Technology (Lead)

Dan Mathieu, Police

Douglas Beck, Development Services

John Murphy, Transportation

Nicholas Matz AICP, Planning and Community Development

Proposal Ranking

There were 35 proposals submitted from five departments:

- Civic Services
- Parks and Community Services
- Planning and Community Development
- Utilities
- Transportation

All of the proposals submitted to the Healthy and Sustainable Environment (HSE) Results Team (RT) were accepted; no proposals were moved to any of the other outcomes. One proposal was new: the *Green Revolving Loan Fund* (proposal 045.90NA). The RT also reviewed a total of nine Capital Improvement Plan (CIP) proposals from both individual departments and interdepartmental teams. The RT was not asked to rank any of the CIP proposals. Instead, we were instructed to review the CIP proposals to ensure that they fit within the HSE outcome; we concluded that they did.

In preparation for the ranking work, the RT received presentations from most of the departments that submitted proposals. The RT also participated in field visits provided by the Parks, Transportation (Streets), and Utilities departments. The RT felt that the site visits and presentations were integral to the team's decision-making process and our understanding of the various programs and departmental workings. Additional follow-up questions and dialogue related to specific proposals were conducted as necessary.

Main Messages/General Points:

With respect to the thirty-five operating proposals, all but four were submitted by the Utilities Department. In concert with the Budget Office, the RT ranked all of the proposals together, focusing on the impact each program has on the HSE outcome, rather than focusing on the funding source(s) of the proposals.

Generally, the majority of the proposals were responsive to the 2017-2018 Request for Results (RFR) and Cause and Effect (C&E) map. The proposals written more closely in response to the 2017-2018 RFR generally ranked better than those that appeared written for previous Budget One HSE RFRs.



Healthy and Sustainable Environment Results Team Ranking Memo

Most proposals responded to purchasing strategies in an efficient manner reflective of an appropriately resourced program. However, some proposals seemed under-resourced. This suggested that programs have been operating with a less than optimal level of staffing required to complete their purposes. The RT felt that several proposals were under-resourced and those workgroups are finding it challenging to meet the targets set in their performance measures. The RT also recognized that because the Budget One process has been applied so effectively, the programs we reviewed are staffed to meet their base workload. However, this does not leave much ability for the programs to accommodate additional workloads, changing mandates, or other unanticipated demands. This could be an unintended consequence of the efficiency of the Budget One process.

Additionally, in comparison with previous Budget One cycles, none of the proposals submitted this cycle appeared to be scalable. This means that if the programs were further reduced in scale, the RT believes that they will no longer be able to contribute to the HSE outcome.

Lastly, we found that compliance with regulations are driving the direction of many programs; the programs are no longer able to fully complete some of the tasks they previously were responsible for. The result of this may negatively impact the HSE outcome in the future.

Ranking/Decision Making Themes:

The types of proposals that the HSE RT received can be roughly grouped into the following areas:

- Planning
- Support
- Management
- Monitoring
- Installation
- Preventative Action
- Repair (both critical and scheduled)
- Maintenance (both regular and preventative)
- Outreach
- “Pots of Money” or contract management

After reviewing all of the proposals, the RT felt that all of the existing programs that submitted proposals for review were conducting important work for the city. While many of the programs were written as distinct, individual proposals, much of the work conducted by the Utilities Department cannot be accomplished in isolation. Because much the work accomplished is interlinked, for the purposes of this exercise, we largely prioritized the programs based on how we felt the residents of Bellevue would prioritize the programs. To that end, repair generally took priority over critical maintenance which took priority over preventative maintenance.

Proposals that showed to *directly impact* the outcome were favored in the ranking, compared to others not having direct impact, regardless of perceived importance. We would suggest that programs that are mainly supporting the operational divisions—such as management, fiscal staff,



Healthy and Sustainable Environment Results Team Ranking Memo

etc.—be submitted to the Responsive Government outcome in the future. Similarly, proposals for “pots of money” used to pay for services such as water and sewage disposal may have been ranked higher in a different outcome.

Requests for Revisions:

Where necessary, the RT asked for narrative revisions of proposals to strengthen their proposal. Otherwise, the only changes the RT suggested were to add to or improve the performance measures listed in Section 4 of each proposal.

For future cycles, we would recommend that proposal writers consider the following:

- Provide language about what the program is planning to undertake/accomplish during the upcoming **2 year** budget cycle.
- Specifically identify the utilization of personnel; proposals that explicitly told us how personnel were utilized were very helpful.
- Highlight how innovations have impacted their business process. Several proposals did this and we found it highly useful.
- Provide less information about why an HSE is important and more information about how the program directly impacts the HSE outcome.

Ranking:

Ranking	Proposal Number	Proposal Title	Department
1	140.13NA	Water Mains and Service Lines Repair Program	Utilities
2	140.15NA	Water Pump Station, Reservoir and PRV Maintenance Program	Utilities
3	140.26PA	Water Quality Regulatory Compliance and Monitoring Programs	Utilities
4	100.09NA	Natural Resource Management	Parks
5	140.30NA	Solid Waste Management, Waste Prevention, and Recycling	Utilities
6	140.61NA	Utilities Water Supply Purchase and Sewage Disposal	Utilities
7	140.25NA	Utilities Telemetry and Security Systems	Utilities
8	140.33PA	Utilities Customer Service and Billing	Utilities
9	140.14NA	Water Distribution System Prevention Maintenance Program	Utilities
10	140.21NA	Sewer Pump Station Maintenance, Operations and Repair Program	Utilities
11	140.18NA	Sewer Mains, Laterals and Manhole Repair Program	Utilities
12	140.01NA	Capital Project Delivery	Utilities
13	130.26NA	Street Cleaning (Sweeping)	Transportation
14	140.22NA	Storm and Surface Water Repair and Installation Program	Utilities



Healthy and Sustainable Environment Results Team Ranking Memo

Ranking	Proposal Number	Proposal Title	Department
15	140.44NA	Utility Locates Program	Utilities
16	140.11NA	Utility Asset Management Program	Utilities
17	140.20NA	Sewer Mainline Preventive Maintenance Program	Utilities
18	140.17NA	Water Service Installation and Upgrade Program	Utilities
19	140.45DA	Utility Water Meter Reading	Utilities
20	140.24NA	Storm & Surface Water Preventative Maintenance Program	Utilities
21	140.63NA	Utility Planning and Systems Analysis	Utilities
22	115.24NA	Environmental Stewardship Initiative	PCD
23	140.42NA	Utilities Department Management and Support	Utilities
24	140.34NA	Utility Taxes and Franchise Fees	Utilities
25	140.19NA	Sewer Condition Assessment Program	Utilities
26	140.37NA	Cascade Regional Capital Facility Charges	Utilities
27	140.49NA	Fiscal Management	Utilities
28	140.31DA	Storm and Surface Water Pollution Prevention	Utilities
29	140.60NA	Utilities Computer and Systems Support	Utilities
30	140.47DA	Asset Replacement	Utilities
31	140.32NA	Water Systems and Conservation	Utilities
32	140.23NA	Storm and Surface Water Infrastructure Condition Assessment	Utilities
33	140.16NA	Water Meter Repair and Replacement Program	Utilities
34	140.27DA	Private Utility Systems Maintenance Programs	Utilities
35	045.90NA	Green Revolving Fund Loan	Civic Services

Cause & Effect Map

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Improved Mobility and Connectivity

As a community, Bellevue values...



- A safe, convenient, efficient, and reliable transportation system that connects people to the places they want to go.
- A transportation system that provides options, accommodates growth, and improves how people live, work, and play.

Council Vision – Strategic Target Areas

- Transportation and Mobility
- Regional Leadership and Influence
- Great Places Where You Want to Be
- Economic Development

Factors:

Existing & Future Infrastructure

- Maintenance
- Planning & Design
- Connectivity
- Regional Partnerships
- Investment Value
- Economic Development

Traffic Flow

- Efficiency
- Safety
- Travel Times
- Capacity
- Level of Service
- Construction Impacts

Built Environment

- Quality of life
- Land Use
- Character
- Sustainability
- Livability
- Accessibility

Travel Options

- Multi-modal
- Convenience
- Connections
- Reliability
- Universal Access
- Education and Tools

Key Community Indicators:

- % of residents who agree that the City is providing a safe transportation system for all users.
- % of residents and businesses who say they can travel to, from and within the City of Bellevue in a reasonable and predictable amount of time.
- % of residents who agree that Bellevue is doing a good job of planning for and implementing a range of transportation options.

Key Performance Indicators:

- Condition of the City's arterials and residential streets.
- Number of injury accidents on City streets.
- Estimated value of saved time (in \$) from intelligent transportation systems.
- Addition of new sidewalks, bike facilities, and trails.
- Average weekday transit usage (Citywide).
- Use of alternate modes for commute trips.



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Budget By Outcome Improved Mobility Performance Measures

Community Values:

As a community Bellevue values a transportation system that is safe, convenient and reliable for all its users as it connects people to the places they want and need to go. An improved transportation system provides for travel options, accommodates growth and improves how people live, work and play.

Mobility means people and goods are able to get where they want or need to go. Mobility is essential for both quality of life and economic growth. Bellevue’s transportation systems must not only be safe and efficient, but also must offer options and be accessible to all.

Are We Achieving Results that Matter?

Recent community surveys show that 80% of Bellevue residents agree or strongly agree that Bellevue is providing a safe transportation system for all users. Street maintenance scores for both residential and arterial roadways continue to be positive. Mass transit use in Bellevue increased by 550 to 54,600 boardings on average per day.

Key Community Indicators: Improved Mobility	2014 Results	2015 Results	Change 2014-2015
% of residents who agree that Bellevue is providing a safe transportation system for all users.	77%	80%	+3%
% of residents who say they can travel within the City of Bellevue in a reasonable and predictable amount of time.	70%	63%	-7%
% of residents who agree that Bellevue is doing a good job of planning for and implementing a range of transportation options (such as light rail, bus, bikeways, walkways and streets).	67%	68%	+1%

Key Performance Indicators	2013 Results	2014 Results	2015 Results	2015 Target
Mass Transit Use - Average weekday transit boardings and alightings (citywide).	53,640	54,050	54,600	56,000
Connectivity of Trails and Walkways – Linear feet completed (sidewalks, on-street bike facilities, off-street bike facilities and trails).	25,210	26,052	30,620	30,000
Street Maintenance Conditions – Average pavement rating across the arterial roadway system	78	79	78	78
Street Maintenance Conditions – Average pavement rating for residential streets	87	87	80	72
Total Injury Traffic Accidents – # of reported injury accidents (vehicle, pedestrian, bicyclist) on City streets.	409	413	507	<=450



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**Budget by Outcome
Proposal Ranking Sheet**

Outcome: Improved Mobility and Connectivity

The Results Team (RT) evaluated and ranked each proposal submitted by departments in order of funding priority. The results of their work are displayed in the table below. The proposals are summarized in the Proposal Summaries by Outcome within this section.

<u>RT</u> <u>Rank</u>	<u>Proposal Title</u>	<u>Council</u> <u>Priority</u>	<u>Proposal</u>	<u>Proposal</u> <u>Type*</u>	<u>2018 FTE</u>	<u>2017-2018</u> <u>Budgeted</u> <u>Expenditure</u>	<u>Funding Source</u>
1	Traffic Signal Maintenance		130.31NA	E	7.50	2,789,655	General
2	Signal Operations and Engineering	●	130.24NA	E	3.00	954,755	General
3	Transportation System Maintenance (Non-Electric)		130.22NA	E	19.50	7,306,199	General
4	East Link Overall	●	130.07DA	E	5.00	1,606,452	General
5	Transportation CIP Delivery Support	●	130.33NA	E	26.44	7,773,623	General
6	Intelligent Transportation Systems (ITS)	●	130.11NA	E	5.00	1,507,686	General
7	Modeling and Analysis Core Functions		130.14NA	E	4.00	1,316,179	General
8	Pavement Management		130.85DA	E	3.50	978,654	General
9	Transportation Implementation Strategies	●	130.36NA	E	4.50	1,961,222	General, Operating Grants/Donations
10	Long-Range Transportation Planning	●	130.13NA	E	3.00	1,219,852	General
11	Department Management and Administration	●	130.04NA	E	11.21	3,539,226	General
12	Traffic Safety and Engineering	●	130.30NA	E	10.80	3,708,919	General
13	Emergency Mgmt/Preparedness for the Transportation System		130.35NA	E	2.00	753,446	General, IT
14	Transportation Drainage Billing		130.06NA	E	0.00	8,174,494	General
Total					105.45	43,590,362	

*Proposal Type:

E = Existing - same service level as previous biennium

N = New - entirely new proposal



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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Improved Mobility and Connectivity

130.31NA **Title:** Traffic Signal Maintenance

Ranking **Department:** Transportation

1

	Budget:	<u>2017</u> \$1,365,683	<u>2018</u> \$1,423,972
	FTE:	7.50	7.50

This proposal will continue to maintain the City's 198 traffic signals and associated systems (1409 + assets), including standby for after-hour response. This proposal provides departmental, interdepartmental, and regional project review and coordination, as well as One-Call locating services as mandated by law. This proposal does not provide a full staff level because only one of the two electricians comprising the signal maintenance bucket truck crew is provided (cut as part of the '11-'12 budget). Critical, time sensitive maintenance of traffic signal equipment will typically be accomplished by borrowing from other budget proposals (for instance, Intelligence Traffic System (ITS) or Street Lighting Maintenance), and other important but less time sensitive maintenance activities will continue to be deferred or accomplished as time becomes available. This proposal coordinates closely with Signal Operations and Engineering and Intelligent Transportation Systems staff.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Traffic signal maintenance staff	Years	7	7	7	7	7
Traffic signals	Years	193	198	202	206	209
Total signal assets	Years	1,335	1,409	1,450	1,500	1,550
Preventative maintenance program completion	Years	74%	96%	90%	90%	90%
Intersection safety checks	Years	149	177	149	150	150
Annual hours providing underground facility locating services (one-call locates)		793	948	975	1,000	1,050
Annual requests for underground facility locating services (one-call locates)	Years			675	725	775

130.24NA **Title:** Signal Operations and Engineering

Ranking **Department:** Transportation

2

	Budget:	<u>2017</u> \$467,996	<u>2018</u> \$486,759
	FTE:	3.00	3.00

This proposal provides citywide signal timing, Traffic Management Center (TMC) operations, signal engineering, signal timing complaint investigation/response, traffic camera video requests, street light engineering and design, signal and lighting standards and specifications, emergency management support, ADA upgrades for traffic signals, and management of emergency vehicle preemption (EVP) upgrades. The daily signal operations provided in this proposal utilizes ITS elements such as the SCATS traffic adaptive signal system to significantly increase system efficiency. The street light engineering utilizes new LED technology for cost savings and carbon footprint reduction. Detailed operational modeling of roadways and traffic signals is supported for the assessment of proposed roadway changes and mitigations for major projects such as East Link and Bel-Red. Daily signal operations are performed to address unscheduled emergency, road construction, holiday, and special event traffic.

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Improved Mobility and Connectivity

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
		<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
PM peak delay reduction from signal coordination	Years	11%	11%	11%	11%	11%
Signal timing requests from public reviewed/responded	Years	159	172	145	150	150
New LED street lights installed	Years	87	2,996	1,000	100	100
Cumulative energy reduction from efficiency measures (kWh)	Years	576,721	980,140	2,100,000	2,200,000	2,300,000
Audible pedestrian signals	Years	107	133	138	143	148
Percent of Emergency Vehicle Preemption using GPS Technology	Months			7.5%	17.5%	27.5%

130.22NA

Ranking

3

Title: Transportation System Maintenance (Non-Electric)

Department: Transportation

	<u>2017</u>	<u>2018</u>
Budget:	\$3,512,679	\$3,793,520
FTE:	19.50	19.50

The transportation system requires maintenance and repair services to increase the safety of motorized and pedestrian/bicycle users, improve traffic flow, reduce collisions, claims, and associated injuries and prolong the system’s useful life. This proposal maintains the significant investments Bellevue has made in its streets, sidewalks, and bike lanes; and provides response to immediate safety issues such as potholes, accident debris, blocking vegetation, hazardous trees, and tripping hazards. Support for after-hour maintenance needs is also included. The roadway infrastructure is aging and repair needs are increasing. The 2016 Budget Survey indicates maintenance of existing streets and sidewalks as the 6th most important of 39 services.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
		<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
Percent of potholes filled within 24 hours of notice	Years	99.5%	100%	97%	97%	97%
Percent of critical sign emergency calls responded to within 1 hour	Years	93.6%	100%	95%	95%	95%
Cost per sq ft for Roadway Repaired (By staff, labor, materials, equip))	Years	\$8.22	\$8.29	\$14.70	\$14.70	\$14.70
Number of potholes repaired (per each)	Years	390	274	300	300	300
Street Maintenance-Related Claims Received	Years	16	24	20	20	20
Percent of Transportation Asset Types in Maximo System with GIS Location Data	Years		25%	50%	75%	100%
Number of Completed Projects Closed Out with GIS Asset Data added to Maximo	Years			20	20	20
Number of Street Maintenance External Customer Requests	Years	1,742	1,586	1,500	1,500	1,500
Percent of Vegetation-related Sight Line Complaints - Response Within 24-Hours	Years			93%	93%	93%

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Improved Mobility and Connectivity

130.07DA

Title: East Link Overall

Ranking

Department: Transportation

	<u>2017</u>	<u>2018</u>
Budget:	\$787,691	\$818,761
FTE:	5.00	5.00

4

This proposal enables continued City involvement in the East Link light rail project. East Link is a voter approved \$2.8 billion extension of light rail that will connect Bellevue with Overlake, Mercer Island and Seattle. It will support the continued growth and development of the Downtown and the redevelopment of the Wilburton and Bel-Red areas. In 2011 the City and Sound Transit (ST) entered into a Memorandum of Understanding (MOU) and an Amended MOU in 2015. The Amended MOU commits the City and Sound Transit to project delivery elements to advance design and construction of the East Link Light Rail and Bel Red Operations and Maintenance Satellite Facility (OMSF). It created a Collaborative Design Process to facilitate resolution of issues and advance the project; and a Collaborative Construction Program to advance construction. This project is a major focus for the City Council and broader community.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Percent of regional partners and design/build teams who rate the value added by regional project staff as meets or exceeds expectations	Years	N/A	N/A	80%	80%	80%
Percent of residents who agree that the city is doing a good job of planning for growth in ways that will add value to their quality of life	Years	76%	76%	80%	80%	80%

130.33NA

Title: Transportation CIP Delivery Support

Ranking

Department: Transportation

	<u>2017</u>	<u>2018</u>
Budget:	\$3,861,401	\$3,912,222
FTE:	26.44	26.44

5

Public surveys continue to identify transportation concerns as high on the list of issues that affect perceptions about quality of life in Bellevue. This proposal funds the core functions needed to deliver Transportation Capital Investment Program (CIP) projects and programs in a cost-effective, timely, and efficient manner. Core CIP functions reflect the work needed to take transportation capital projects from proposal to reality: pre-design activities, preliminary and final engineering design, project management, construction management, contract administration, construction inspection, construction materials testing, financial management, and CIP public involvement. It also funds projects/programs that coordinate with WSDOT, King County and other adjacent jurisdictions on regional transportation opportunities. Projects/programs cover the spectrum of system benefits – capacity improvements, safety, maintenance and multi-modal projects.

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Improved Mobility and Connectivity

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Total percentage variance of actual construction costs from the original construction contract	Years	0.4%	2.7%	6%	6%	6%
Design cost at bid award as percentage of contract cost	Years	13.9%	20.71%	22%	22%	22%
Construction engineering labor cost as percentage of contract cost	Years			10%	10%	10%
Percent of survey respondents that rate completed projects as meeting or exceeding their expectations	Years	61%	85%	75%	75%	75%

130.11NA

Title: Intelligent Transportation Systems (ITS)

Ranking

Department: Transportation

	<u>2017</u>	<u>2018</u>
Budget:	\$739,693	\$767,993
FTE:	5.00	5.00

6

This proposal provides maintenance and operations for existing Intelligent Transportation Systems (ITS) programs and devices, and planning and design efforts for future ITS technologies. ITS is Bellevue’s program to add intelligence and communication technology to transportation infrastructure to provide a higher level of mobility and information to all roadway users. This intelligence supports the city’s goal of becoming a truly “Smart City” through the efficient management and integration of all city functions. ITS solutions such as the state of the art SCATS (Sydney Coordinated Adaptive Traffic System) signal system provide gains in system wide efficiency without widening roads, and thus have a very high benefit to cost ratio. The Traffic Data Program has been incorporated into this proposal since SCATS and the video system will soon be able to provide the traffic counts collected on a bi-annual basis.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
SCATS flashing yellow arrow delay reduction value	Years	\$2,550,000.00	\$3,550,000.00	\$3,700,000.00	\$3,900,000.00	\$4,100,000.00
% screenline counts delivered on time to modeling	Years	100%	100%	100%	100%	100%
% Mobility Management Area signalized intersections with manual turning movement counts delivered on time to modeling	Years	73%	14%	100%	100%	100%
Traffic cameras (network/digital)	Years	62	70	80	90	100
Speed Feedback Signs	Years	45	46	48	50	52
SCATS total delay reduction value estimate	Years	\$6,375,000.00	\$8,875,000.00	\$9,000,000.00	\$9,200,000.00	\$9,400,000.00

130.14NA

Title: Modeling and Analysis Core Functions

Ranking

Department: Transportation

	<u>2017</u>	<u>2018</u>
Budget:	\$645,013	\$671,166
FTE:	4.00	4.00

7

This proposal seeks funding for travel demand forecasting and analysis support provided for multiple City departments and, through a longstanding partnership agreement, for the cities of Kirkland and Redmond. The program provides data and analytical support for the City’s critical transportation planning and engineering functions such as evaluating proposed new developments to determine concurrency, assessing land use impacts on the transportation system, identifying multi-modal improvement options to support the City’s continued economic development, and prioritizing safety projects to meet the City’s safe community objectives.

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Improved Mobility and Connectivity

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
Percent of development projects reviewed for concurrency within two weeks of submittal by Development Review staff	Years	100%	100%	100%	100%	100%
% of System Intersections operating better than the traffic standard	Months	95%	94%	85%	85%	85%
% of Mobility Management Areas expected to meet the concurrency standard in 6 years	Years	100%	100%	100%	100%	100%

130.85DA

Title: Pavement Management

Ranking

Department: Transportation

	2017	2018
Budget:	\$480,533	\$498,121
FTE:	3.50	3.50

8

This proposal is to provide funding for 3.5 FTEs for the design, management, implementation, and inspection of the Pavement Management Program (PMP). The use of a PMP is required per RCW 46.68.113 and WAC 136-320. The program is responsible to ensure that all City roads are maintained and resurfaced at the most cost-effective time and condition. Adjacent sidewalk wheelchair ramps must also meet accessibility requirements under the Americans with Disabilities Act (ADA). Adjacent curb/sidewalk repairs along with non-standard ramps are replaced with the street overlay. This program is also responsible to assure all city bridges are inspected and maintained as required by the Federal Highway Administration's National Bridge Inspection Standards.

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
Average pavement rating across the arterial roadway system	Years	79	78	78	78	78
Average pavement rating across the residential roadway system	Years	87	80	72	76	76
Percent of bridges with a federal sufficiency rating of "Good" or "Excellent"	Years	100%	100%	100%	100%	100%

130.36NA

Title: Transportation Implementation Strategies

Ranking

Department: Transportation

	2017	2018
Budget:	\$1,032,642	\$928,580
FTE:	4.50	4.50

9

Develop mid- and short-range transportation facility plans and funding strategies that identify, prioritize, and implement multi-modal capital improvement projects, operations and maintenance programs, and efficiency-enhancing transportation demand management (TDM) programs. Improved mobility and connectivity outcome-based criteria and community engagement processes are employed to ensure the transportation sections of the funded 7-year Capital Investment Program (CIP) Plan, the City Code-required 12-year Transportation Facilities Plan (TFP), and the state statute-required local Transportation Improvement Program (TIP) are updated and administered as required. The work program includes development and administration of the department's external funding programs including developer impact fees, state and federal grants, and interagency partnerships.

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Improved Mobility and Connectivity

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Percent of Mobility Management Areas (MMAs) meeting level of service and concurrency standards	Years	100%	100%	100%	100%	100%
Percent of Transportation CIP supported by nonlocal revenue sources	Years	14%	18%	15%	15%	15%
Dollar amount of state/federal grant awards in relation to 10-year biennial average (\$millions)	Years	\$7.60	\$7.60	\$7.70	\$7.70	\$7.70
Dollar amount of Transportation Impact Fee revenue collected in relation to adopted budget (\$millions)	Years	\$4.00	\$7.10	\$6.90	\$7.10	\$7.30
Percent of workers in Bellevue commuting by a non-drive-alone mode (5-year average, 1-year lag)	Years	25.9%	26.4%	28%	29%	30%
Percent of Bellevue residents commuting by a non-drive-alone mode (5-year average, 1-year lag)	Years	34.6%	34.4%	37%	37%	38%

130.13NA

Ranking

10

Title: Long-Range Transportation Planning

Department: Transportation

	<u>2017</u>	<u>2018</u>
Budget:	\$598,074	\$621,778
FTE:	3.00	3.00

This proposal advances Council vision and direction expressed in the Comprehensive Plan to plan and build an increasingly multi-modal transportation system that provides mobility, invigorates economic vitality, sustains community character, and enhances human health and safety. To further these goals, transportation planners identify emerging trends and implement strategies to ensure that people have access to connected and safe mobility options. Planners develop policies for the Comprehensive Plan, manage subarea plans and corridor studies, lead transportation facility planning such as the Pedestrian & Bicycle Implementation Initiative and Transit Master Plan, and manage CIP resources to build projects that improve safety, access and connectivity. Planners coordinate with elected and appointed officials, city departments, community groups, business organizations, and agencies to ensure that transportation strategies support the city's land use vision and align with regional plans.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Percent of residents who agree that Bellevue is doing a good job of planning for and implementing a range of transportation options	Years	67%	68%	70%	70%	70%
Percent of residents who agree that the city is doing a good job of planning for growth in ways that will add value to their quality of life	Years	76%	76%	80%	80%	80%
Average weekday transit boardings and alightings (citywide)	Years	54,050	54,690	59,000	62,000	65,000
Connectivity of trails and walkways - linear feet completed (sidewalks, on-street bike facilities, off-street bike facilities and trails)	Years	26,052	30,620	35,000	45,000	55,000

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Improved Mobility and Connectivity

130.04NA Title: Department Management and Administration

Ranking Department: Transportation

11

		<u>2017</u>	<u>2018</u>
Budget:		\$1,734,210	\$1,805,016
FTE:		11.21	11.21

This proposal provides funding for strategic leadership on transportation issues within the organization and region, manages and/or provides oversight over all lines of department business, and provides general administrative and financial support to the Department. These resources benefit all functions within the Department logically lending themselves to a single proposal for management and administration.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Average score on department employee survey indicating upper management effectively communicates the reasons behind key decisions (scale of 5)	Years	3.6	N/A	3.75	3.75	3.75
Percentage of residents that agree or strongly agree that improving transportation is the biggest problem in the city	Years	60%	N/A	50%	50%	50%
Percent of Council Regional Interest Statements advanced through regional project staff activities	Years	66%	80%	60%	75%	75%
Variance between Q2 GF expenditure projections and year end actuals	Years	1.8%	0.6%	1%	1%	1%
Variance between Q2 GF revenue projections and year end actuals	Years	8.9%	4.9%	3%	3%	3%
Number of audit exit items related to best practices/standards requiring follow-up as noted from local, state, and federal audits	Years	N/A	0	0	0	0

130.30NA Title: Traffic Safety and Engineering

Ranking Department: Transportation

12

		<u>2017</u>	<u>2018</u>
Budget:		\$1,820,587	\$1,888,332
FTE:		10.80	10.80

In the 2015 Budget Survey, 42% of residents ranked Traffic as the biggest problem facing Bellevue. Council priorities also speak to transportation continuing to implement projects in the neighborhoods, with a focus on safety and connectivity, and with a particular emphasis on sidewalks, crosswalk and traffic calming. Through a Vision Zero approach to creating a transportation system that is safe for all users, this proposal funds Traffic Safety and Engineering services for system operations and projects that reduce collisions, vehicle speeds, and non-local traffic. This proposal also provides for enhanced pedestrian and bicycle facilities, parking management on arterials and neighborhood streets, coordination with Street Maintenance, and traffic engineering support to Regional, CIP, and Planning projects. Resident concerns and requests regarding transportation are listened and responded to resulting in education and safety project opportunities that often use innovative technologies.

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Improved Mobility and Connectivity

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
Annual public cost savings from collision reduction projects	Years	\$3,700,000.00	\$3,800,000.00	\$3,900,000.00	\$4,000,000.00	\$4,100,000.00
Percent of requests reviewed/responded to with recommendation within 6 weeks	Years	87%	72%	80%	80%	80%
Number of projects designed and/or constructed per year	Years	36	26	25	25	25
Number of Customer Concerns	Years	461	603	175	200	200
Number of vehicle, ped and bicycle disabling injuries and fatalities	Years	20	18	15	13	13

130.35NA

Ranking

13

Title: Emergency Mgmt/Preparedness for the Transportation System

Department: Transportation

	2017	2018
Budget:	\$370,366	\$383,080
FTE:	2.00	2.00

This proposal provides equipment, training, preparedness plans, and material stock for transportation system emergencies such as snow and ice storms, windstorms, and earthquakes. This includes equipment preparation, developing and updating emergency response priority maps, detour route information and signage, and stocking traction sand, anti-icer, and de-icer. Also included are regular updates to emergency management plans and procedures, emergency response training and exercises, emergency management team meetings (both departmental and citywide) and other activities contributing to preparedness. An average amount of small-scale load-up, ice patrol, and insignificant hilltop snow response or ice prevention is included. Funding for full-scale event response is not included in this proposal.

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
Workload and call tracking are monitored for each event and positive feedback received from the community and City Council	Years	100%	100%	100%	100%	100%
Stock is on hand, staff trained and equipment ready for ice and snow and winter storms by November 15 of each year	Years	98%	100%	100%	100%	100%
Sufficient store of materials for the first 48 hours of an event	Years	100%	100%	100%	100%	100%
Preventable equipment breakdowns in the first 12 hours of the event	Years	0	0	0	0	0
Annual Total of Lane Miles Requiring Anti-icing Application	Years	335	683	345	345	345

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Improved Mobility and Connectivity

130.06NA **Title:** Transportation Drainage Billing

Ranking **Department:** Transportation

14

		<u>2017</u>	<u>2018</u>
Budget:	\$3,991,452	\$4,183,042	
FTE:	0.00	0.00	

This proposal is for funds for the Transportation Department to pay for storm drainage from Bellevue's roadways to the City's Stormwater Utility. This system manages runoff from impervious surfaces to prevent flooding, and to preserve existing streams and wetlands, keeping them free from pollutants. Transportation owns over 120,000,000 sq ft of impervious streets. Transportation is billed for 26.5% of the surface as lightly developed (medians, plantings, etc). The other 73.5% is billed as heavily developed. Heavily developed properties have much greater runoff and are charged at a higher rate. These calculations have been determined to take credit for detention systems into

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Storm Drainage Bill Paid	Years	Yes	Yes			

		<u>2017</u>	<u>2018</u>
Total:		\$21,408,020	\$22,182,342
	FTE:	105.45	105.45

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.



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Improved Mobility and Connectivity Results Team Ranking Memo

- Outcome:** Improved Mobility and Connectivity (IMC)
- RT Members:** Cheryl Zakrzewski (City Attorney’s Office)
James Trefry (Human Resources)
Reilly Pittman (Development Services)
Michelle O’Day (Finance)
Joseph Lipker (IT)
- Proposals:** There were a total of 14 proposals submitted to IMC. All proposals came from the Transportation Department. The RT members met with Transportation management and various Transportation work groups prior to receipt of the proposals to get a better understanding of services provided by Transportation. Subsequent to receipt of the proposals, the RT posed a variety of clarifying questions to Transportation.

PROPOSAL RANKING

Main Messages/General Points:

- **Responded to IMC purchasing strategies.** All of the proposals directly respond to one or more of the IMC outcome factors (*Existing & Future Infrastructure, Traffic Flow, Built Environment, and Travel Options*). The proposals submitted maintain existing programs and services, plan for and implement future infrastructure and programs, and integrate intelligent, adaptive, and mobile systems.
- **No new proposals were submitted.** All proposals relate to existing services although there was some shifting of personnel and tasks between proposals to meet current needs.
- **All proposals should be funded.** The RT feels that all of the proposals submitted should be funded at the requested levels. Four proposals request additional personnel (two FTEs and two LTEs). All requests for additional personnel relate directly to meeting Council initiatives (i.e. planning for the Grand Connection/Wilburton, the BelRed subarea, etc.) or to fulfilling unmet staffing needs or work backlog (i.e. additional construction inspectors).
- **Relation to CIP.** Many of the proposals are funded, in part, by CIP dollars. The RT did look at the funding source as a point of reference in ranking the proposals.
- **Drainage billing.** It seems illogical to rank a proposal (Transportation Drainage Billing) which is not optional. It could have been put first or last without any consequence.

Improved Mobility and Connectivity Results Team Ranking Memo

- **Bike initiatives.** While the addition of bike lanes seems to be an overall transportation initiative and is part of the City's multi-modal focus, there was no data or metrics provided to support that increasing bike accessibility was either a citizen desire or would be sufficiently utilized to justify its cost. Putting on its citizen hat, the RT questions the further development of bicycle initiatives without supporting data or metrics. The RT would like to see metrics that indicate bicycle infrastructure is a better investment than mass transit modalities (e.g., dedicated bus lanes) that have more broad-based utilization and/or improve travel times, capacity and frequency, etc.
- **Scalability.** The RT recognizes that almost all of the proposals could be scaled back to some extent. However, the proposals provided address both Council initiatives and community indicators currently in place and any reduction would likely have a significant impact on those expectations.

Ranking/Decision Making Themes:

- **Striking a balance.** The RT tried to strike a balance between keeping the existing systems functioning well and creating new infrastructure/systems which would assist with travel options, traffic flow, efficiency, and overall connectivity. The RT tried to strike this balance with residents, visitors, and members of the workforce in Bellevue in mind.
- **Current operations.** The RT ranked those proposals which seemed integral to operating and maintaining the current systems and facilitating traffic flow as the highest priority recognizing that the failure to do so would only result in more significant long-term issues.
- **Delivery of new systems and connections.** The RT next ranked those proposals that are directly related to the delivery of new infrastructure which directly improves mobility and connectivity within the City by providing new modes and options.
- **Informed decision making.** The proposals that relate to Intelligent Transportation Systems (ITS) and Modeling were ranked next in line because they provide the data and modeling to support decision making.
- **Meeting other needs.** The RT ranked lowest those proposals which appear to have the least direct impact on keeping the existing systems operational on a daily basis or have a less significant impact on the creation of new infrastructure or systems. An example is the Traffic Safety and Engineering proposal which addresses neighborhood enhancements and has a significant backlog of requests for the design and delivery of projects but the proposal does not contain a solution.

Requests for Revisions:

The RT asked for clarification with regards to several proposals, and based on the responses received then suggested that additional language be added to the proposals. The RT did not ask that any proposals be completely rewritten.



Improved Mobility and Connectivity Results Team Ranking Memo

Ranking:

Ranking	Proposal Number	Proposal Title	Department
1	130.31NA	Traffic Signal Maintenance	Transportation
2	130.24NA	Signal Operations and Engineering	Transportation
3	130.22NA	Trans. System Maintenance (Non-Electric)	Transportation
4	130.07DA	East Link Overall	Transportation
5	130.33NA	Trans. CIP Delivery Support	Transportation
6	130.11NA	Intelligent Trans. Systems (ITS)Functions	Transportation
7	130.14NA	Modeling and Analysis Core Functions	Transportation
8	130.85DA	Pavement Management	Transportation
9	130.36NA	Trans. Implementation Strategies	Transportation
10	130.13NA	Long Range Trans. Planning	Transportation
11	130.04NA	Department Management & Administration	Transportation
12	130.30NA	Traffic Safety and Engineering	Transportation
13	130.35NA	Emergency Mgmt/Preparedness for the Trans. System	Transportation
14	130.06NA	Trans. Drainage Billing	Transportation



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Cause & Effect Map



Quality Neighborhoods and Innovative, Vibrant and Caring Community



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As a community, Bellevue values...

- An attractive, well-maintained and safe neighborhood.
- A neighborhood that supports all families.
- Convenient access to day-to-day activities.
- A diverse community where there are opportunities for all generations to live well, work, and play.
- A community that is visionary and fosters creativity.
- A community that encourages civic engagement and is welcoming, supportive, and demonstrates caring for people through actions.
- A “City in a Park”.

Council Vision – Strategic Target Areas

- **Transportation and Mobility** - Getting into, around and through Bellevue is a given
- **High-Quality Built and Natural Environment** - Bellevue has it all
- **Great Places Where You Want to Be** - Place to be inspired by culture, entertainment and nature
- **Achieving Human Potential** - Caring community where all residents enjoy a high quality of life

FACTORS

Citizen Involvement

- Create Public Interest
- Inclusive Programs
- Outreach and Communication
- Recreation and Social Interaction
- Multicultural Activities
- Support Services

Innovation and Adaptability

- Partnering and Collaborating
- Planning
- Culture and Creativity
- Involvement

Community Safety and Support

- Safety Education
- Security
- Accessible and Affordable Programs
- Outreach & Problem Solving
- Equity and Cultural Competence

Neighborhood Identity

- Neighborhood Enhancement
- Character
- Diversity
- Pride
- Social Connectivity
- Public Places

Facilities and Amenities

- Partnerships
- Safe and Well Maintained
- Participation
- Place Making
- Educational Facilities

Neighborhood Mobility

- Universal Access
- Connecting Neighborhoods
- Safe and Well Maintained
- “Green” Choices
- Partnering and Collaborating
- Planning

Key Community Indicators

- % of residents who agree that Bellevue has attractive and well maintained neighborhoods.
- % of residents who agree that Bellevue neighborhoods are safe.
- % of residents who feel they live in neighborhoods that support all families.
- % of residents who say their neighborhoods provide convenient access to their day-to-day activities.
- % of residents who agree that Bellevue fosters and supports a diverse community in which all generations have good opportunities to live well, work, and play.
- % of residents who view Bellevue as a visionary community in which creativity is fostered.
- % of residents who agree that the City promotes a community that encourages civic engagement.
- % of residents who agree that the City is welcoming and supportive by demonstrating care for people through actions.
- % of residents who agree that Bellevue can rightly be called a “City in a Park”.

Key Performance Indicators

- % of residents with average to strong sense of community.
- % of residents who say their neighborhood is a good or excellent place to live.
- # of citizens served by our Human Services each year.
- % of households that have visited a neighborhood park or facility over last year.
- # of resident requests served by Mini City Hall.
- # of residents participating in City outreach events.
- % of human services programs meeting contract performance goals.
- % of program vacancies and/or # of programs with wait list.
- # residents served by human services contracting agencies.
- # of registrants for city recreation programs.
- Average frequency of park usage by Bellevue residents.
- Volunteering in the community as measured in city and partner agencies.
- % of residents satisfied with job city is doing planning for the future.



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Budget By Outcome Quality Neighborhoods Performance Measures

Community Values:

As a community, Bellevue believes it is important to provide safe, well-maintained neighborhoods for people to live, work and play. Safe and attractive neighborhoods are important attributes in supporting families' engagement in their communities. A quality neighborhood also provides residents convenient access to day-to-day activities.

Are We Achieving Results that Matter?

Community involvement is the cornerstone of a healthy, participative government and community. A quality neighborhood encourages community involvement through activities, events, and neighborhood committees. Public and private open spaces and well-lit, clean and safe facilities give all citizens opportunities to interact with their families and neighbors. A quality neighborhood also provides a mobility network that provides drivers, pedestrians and bicyclists safe and easy access to residences, parks, and schools.

Key Community Indicators: Quality Neighborhoods	2014 Results	2015 Results	Change 2014-2015
% of residents who agree that Bellevue has attractive neighborhoods that are well-maintained.	95%	93%	+1%
% of residents who agree that Bellevue has attractive neighborhoods that are safe.	91%	91%	0%
% of residents who feel they live in neighborhoods that support families, especially those with children.	79%	79%	0%
% of residents who say their neighborhoods provide convenient access to their day-to-day activities.	90%	90%	0%

Key Performance Indicators	2013 Results	2014 Results	2015 Results	2015 Target
% of code violations opened in Year X resolved by voluntary compliance in Year X.	82%	67%	50%	50%
% of residents with average to strong sense of community.	62%	60%	60%	75%
% of residents who say their neighborhood is a good or excellent place to live.	96%	94%	93%	90%



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**Budget by Outcome
Proposal Ranking Sheet**

Outcome: Quality Neighborhoods/Innovative, Vibrant & Caring Community

The Results Team (RT) evaluated and ranked each proposal submitted by departments in order of funding priority. The results of their work are displayed in the table below. The proposals are summarized in the Proposal Summaries by Outcome within this section.

<u>RT</u> <u>Rank</u>	<u>Proposal Title</u>	<u>Council</u> <u>Priority</u>	<u>Proposal</u>	<u>Proposal</u> <u>Type*</u>	<u>2018 FTE</u>	<u>2017-2018</u> <u>Budgeted</u> <u>Expenditure</u>	<u>Funding Source</u>
1	Human Services Planning Funding and Regional Collaboration	●	100.04NA	E	5.60	14,356,849	Human Services, General, Operating Grants/Donations
2	Parks and Community Services Management and Support		100.12NA	E	13.00	4,164,602	General
3	Park Planning and Property Management		100.11NA	E	8.00	4,754,339	General, Marina, LPRF
4	PCD Department Management and Support	●	115.12NA	E	3.00	1,254,458	General
5	Planning & Development Initiatives	●	115.03NA	E	5.50	2,176,598	General
6	Neighborhood & Community Outreach	●	115.08PA	E	5.80	1,692,027	General
7	Community and Neighborhood Parks Program		100.06NA	E	31.00	11,802,011	General
8	Structural Maintenance Program		100.08NA	E	21.00	11,333,335	General, ERF
9	Community Recreation		100.01NA	E	32.68	12,459,996	General
10	ARCH Administration and Trust Fund Contribution	●	115.10PA	E	4.75	1,215,119	General, Housing
11	Bellevue Fire CARES Program		070.15NA	E	0.75	174,380	General
12	Parks Enterprise Programs		100.03NA	E	17.00	10,122,962	Parks Enterprise
13	Code Compliance Inspection & Enforcement Services		110.07NA	E	7.00	1,827,813	DS
14	Bellevue Diversity Initiative: Cultural Competence & Equity	●	100.15NA	E	2.75	997,554	General
15	Youth Development Services		100.02NA	E	5.00	2,338,849	General
16	Utilities Rate Relief Program		140.29NA	E	0.70	1,343,118	Utilities
17	Street Trees Landscaping & Vegetation Management Program		100.10NA	E	5.00	4,655,166	General, ERF
18	Arts Program: building a world class city through the arts		115.09PA	E	1.50	623,509	General
19	Bellevue Neighborhood Mediation Program		115.11NA	E	1.56	408,633	General, Operating Grants/Donations
Total					171.59	87,701,318	

*Proposal Type:

E = Existing - same service level as previous biennium

N = New - entirely new proposal



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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Quality Neighborhoods/Innovative Vibrant and Caring Community

100.04NA

Title: Human Services Planning Funding and Regional Collaboration

Ranking

Department: Parks & Community Services

		<u>2017</u>	<u>2018</u>
Budget:	\$7,074,804	\$7,282,045	
FTE:	5.60	5.60	

1

This proposal is the City’s response to the needs documented in the “2015-2016 Human Services Needs Update” by contracting with non-profit human services organizations to provide critical support services to Bellevue residents. Funds also provide the support necessary to manage human services contracts, support the work of the Human Services Commission, and provide City representation in regional human services planning and funding collaboration efforts. Demand for human services continues to increase and stable funding has become increasingly important. Expenditures include federal Community Development Block Grant (CDBG) contracts and pooled cities contracts for which there is offsetting revenue.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Value of utility tax rebates provided	Years	\$133,929.00	\$131,293.00	\$135,000.00	\$135,000.00	\$135,000.00
Number of Bellevue residents served by Human Services contract agencies	Years	40,329	58,602	30,000	30,000	30,000
Percent of Human Services program meeting contract performance goals	Years	94%	92%	90%	90%	90%
Somewhat/strongly agree Bellevue is a welcoming and supportive community that demonstrates caring for people through its actions.	Years	83%	84%			

100.12NA

Title: Parks and Community Services Management and Support

Ranking

Department: Parks & Community Services

		<u>2017</u>	<u>2018</u>
Budget:	\$2,032,603	\$2,131,999	
FTE:	13.00	13.00	

2

This proposal provides strategic leadership, management, financial, and administrative support for Bellevue Parks & Community Services. These resources benefit all programs within the department, but could not logically be spread among approximately 28 operating and capital proposals. Functions include Department Leadership; Fiscal Management; Technology; Public Information; and Board/Commission support. The training budget for the entire department is also included. Operating costs for this proposal represent approximately 3% of the Parks & Community Services budget.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Senior leadership effectively communicates the reasons behind key decisions.	Years	3.78	3.67	3.44	3.44	3.44
Department Accreditation	Years	Yes	Yes	Yes	Yes	Yes
Somewhat/strongly agree Bellevue can rightly be called a "City in a park."	Years	68%	71%			
Overall satisfied to very satisfied with parks and recreation in Bellevue?	Years	90%	92%			

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Quality Neighborhoods/Innovative Vibrant and Caring Community

100.11NA **Title:** Park Planning and Property Management

Ranking **Department:** Parks & Community Services

		<u>2017</u>	<u>2018</u>
Budget:	\$2,355,496	\$2,398,843	
FTE:	8.00	8.00	

3

This proposal provides staffing (8 FTE) to implement Park CIP acquisition, development and planning projects over the next seven years, and to manage park system assets at Meydenbauer Marina and the Land Purchase Revolving Fund. Capital projects include voter-supported levy projects; non-levy CIP projects; park renovation projects; planning & design projects, King County voter-approved park levy projects, and emerging partnership projects. The plan maintains similar CIP supporting revenue to provide for planning and oversight to ensure the efficient implementation of these key community projects and programs.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Percent of households living within one-third mile walking distance of park or trail access point	Years	72%	72%	72%	72%	72%
Acres of park and open space per 1,000 population	Years	20.1	20	20	20	20
Overall satisfied to very satisfied with parks and recreation in Bellevue?	Years	90%	92%			
Feelings about the City's planning efforts are when you want to be involved with Parks and Community Services Department – somewhat /extremely open/accessible	Years	80%	83%			

115.12NA **Title:** PCD Department Management and Support

Ranking **Department:** Planning & Community Development

		<u>2017</u>	<u>2018</u>
Budget:	\$615,472	\$638,986	
FTE:	3.00	3.00	

4

This proposal provides strategic leadership, management and general support to the Planning and Community Development Department. These resources benefit all functions within the department, which works to create more vibrant communities, an enhanced built and natural environment, quality neighborhoods, strengthen our economic foundation and to establish Bellevue as the Eastside center for art and culture. Positions included in this proposal are: PCD Department Director, Assistant Director, and administrative assistant. In addition to department-specific functions, the Director and Assistant Director contribute to the City's leadership and lead strategic initiatives that benefit the City as a whole. Note that due to the breadth of PCD activities, there is a great deal of overlap in results areas for QN/IVCC, Economic Growth and Competiveness, and Responsive Government.

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Quality Neighborhoods/Innovative Vibrant and Caring Community

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Percentage of residents who agree Bellevue is a visionary community in which creativity is fostered.	Years	72%	75%	78%	80%	80%
Department employees agree that the environment where they work encourages open and honest communication.	Years		4.00	4.00	4.00	4.00
Department employees agree that there is basic trust among employees and supervisors in my work environment	Years		4.04	4.00	4.00	4.00
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	Years	76%	76%	85%	85%	85%
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.	Years	74.6%	77%	80%	80%	80%

115.03NA

Title: Planning & Development Initiatives

Ranking

Department: Planning & Community Development

		<u>2017</u>	<u>2018</u>
Budget:	\$1,065,971	\$1,110,627	
FTE:	5.50	5.50	

5

This PCD proposal engages in strategic planning and development initiatives that create and sustain a quality natural and built environment, create economic development opportunities, and guide growth and change in a manner that preserves and enhances the character of our community. As noted below, a number of Council priorities are directly addressed by this proposal: the Grand Connection/Wilburton Planning (Council priority), Affordable Housing Strategy Implementation (Council priority), Eastside Men’s Shelter (Council priority), as well as work on Neighborhood/Subarea Plans, BelRed Code/Policy Updates, multi-departmental initiatives such as supporting City transportation design projects and implementation of the City’s urban boulevards enhancements. This proposal directly provides the community with the opportunity to plan for the future, with robust, inclusive public engagement, supported by a range of staff planning expertise and consultant resources as needed.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
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	Years	76%	76%	85%	85%	85%
Number of Planning Commission meetings held	Years	20	21	20	20	20
Development Activity represented by valuation of building permits (in millions of dollars)	Years	\$715 M	\$950 M	\$793 M		
Percentage of residents who agree the City's land use planning efforts are somewhat or extremely open and accessible.	Years	64%	71%	75%	75%	75%

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Quality Neighborhoods/Innovative Vibrant and Caring Community

115.08PA

Title: Neighborhood & Community Outreach

Ranking

Department: Planning & Community Development

		<u>2017</u>	<u>2018</u>
Budget:	\$830,209	\$861,818	
FTE:	5.80	5.80	

6

Neighborhood Outreach works with neighborhood leaders and residents to increase public participation in City decision making, improve responsiveness to neighborhood concerns, preserve neighborhood character and identity, invest in neighborhood improvements and strengthen local community connections that make Bellevue such a great place to live. Neighborhood Outreach provides direct service to neighborhoods for revitalizing neighborhood associations, supporting neighborhood community building activities and operates as a primary source for residents for information, assistance and problem-solving. Outreach serves the entire City, providing assistance to other departments, offering current information on neighborhood issues and concerns and developing public outreach and engagement strategies for major City initiatives. Outreach staffs two locations at City Hall & Crossroads Mini City Hall, which provides customer service in multiple languages for Bellevue’s diverse neighborhoods.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Percent of residents who agree Bellevue has attractive neighborhoods that are well maintained	Years	95%	93%	95%	95%	95%
Resident contacts by Outreach (Liaison) staff (excluding Mini City Hall)	Years	8,584	9,674	8,000	8,500	8,500
Resident contacts at Mini City Hall	Years	25,139	34,495	20,000	20,000	20,000
Percentage of residents rating their neighborhood as a good or excellent place to live	Years	94%	93%	90%	95%	95%
Percent of residents who rate their neighborhood as having an average to strong sense of community.	Years	60%	60%	75%	75%	75%

100.06NA

Title: Community and Neighborhood Parks Program

Ranking

Department: Parks & Community Services

		<u>2017</u>	<u>2018</u>
Budget:	\$5,793,862	\$6,008,149	
FTE:	31.00	31.00	

7

This program provides total grounds management for the city’s community and neighborhood parks, the Bellevue Botanical Garden, sport fields and civic facilities. These public places provide the setting for major community events including the 4th of July Celebration, Arbor Day, Strawberry Festival, Taste of India, Garden d’Lights and the Kelsey Creek Farm Fair. Playgrounds, sports courts, picnic areas, natural areas and City facilities are also components of this program. Access for recreation, sports, educational programs, partnerships, volunteer opportunities and organized social gatherings are also provided. These spaces encourage community interaction among citizens of all ages, abilities, cultures and socio-economic backgrounds. The continued funding of this program will positively contribute to the quality of life for citizens who live, work, learn and play in Bellevue by providing the necessary resources to maintain a safe, clean, attractive and accessible park system.

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Quality Neighborhoods/Innovative Vibrant and Caring Community

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Number of park liability claims paid not to exceed Washington Cities Insurance Authority five year average.	Years	1	1	2.7	2.7	2.7
Percentage of citizen requests for maintenance resolved within 14 days of request	Quarters	89%	94%	90%	90%	90%
Bellevue's public parks and park facilities appearances are good/excellent	Years	95%	95%			
Bellevue's public parks and park facilities safety is good/excellent	Years	94%	93%			
Overall satisfied to very satisfied with parks and recreation in Bellevue?	Years	90%	92%			

100.08NA

Ranking

8

Title: Structural Maintenance Program

Department: Parks & Community Services

	<u>2017</u>	<u>2018</u>
Budget:	\$5,388,762	\$5,944,573
FTE:	19.00	21.00

This program provides comprehensive management of buildings and structures located within the City's community park system. These public facilities, intended for people of all ages, abilities, cultures and socio-economic backgrounds provide support for recreational programming, public art, youth and adult educational programs, childcare services, community meetings, civic events and access to rental space. The continued funding of this program will provide all the necessary resources to ensure that facilities are clean, safe, secure and functional. This will allow Parks & Community Services to lengthen the life of City assets, increase the availability and accessibility of public space, manage risk and operate in a manner that exemplifies strong stewardship of existing public resources.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
All playgrounds are inspected and documented each month	Months	100%	100%	90%	90%	90%
Percentage of citizen requests for maintenance resolved within 14 days of request	Quarters	89%	94%	90%	90%	90%
Preventative maintenance as percentage of work orders increases to over 55%.	Years	46%	48%	55%	55%	55%
Bellevue's public parks and park facilities appearances are good/excellent	Years	95%	95%			
Bellevue's public parks and park facilities safety is good/excellent	Years	94%	93%			

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Quality Neighborhoods/Innovative Vibrant and Caring Community

100.01NA

Title: Community Recreation

Ranking

Department: Parks & Community Services

	Budget:	<u>2017</u> \$6,124,811	<u>2018</u> \$6,335,185
	FTE:	32.68	32.68

9

Community recreation programs are designed to build healthy, productive lives through recreational, educational, social, and volunteer opportunities. Strategically located/offered in neighborhoods throughout Bellevue, these diverse, mission-driven programs serve all segments of the community. These ‘recreation-hubs’ provide a network of services: Bellevue Youth Theatre, Crossroads Community Center (CC), Highland CC, Kelsey Creek Farm, Northwest Arts Center, North Bellevue CC, South Bellevue CC, and Youth Health & Fitness. While services vary, the integrated core-mission is consistent, as outlined in Bellevue’s Recreation Program Plan: Provide accessible, quality services with an emphasis on teens, youth, older adults, persons with disabilities, and those with limited incomes; leverage community resources by collaborating with other organizations to reduce duplicative services; and efficiently/effectively meet Bellevue’s recreation, social, and cultural needs.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Percent of recreation program participants rating programs good or better	Years	93.2%	92.12%	90%	90%	90%
Number of registrants for City recreation programs	Quarters	31,362	29,546	27,500	27,775	28,050
Percent of program participants that are Bellevue residents	Years	72%	72.4%	70%	70%	70%
Residents Somewhat/strongly agree Bellevue fosters and supports a diverse community in which all generations have good opportunities to live well, work and play.	Years	85%	79%			

115.10PA

Title: ARCH Administration and Trust Fund Contribution

Ranking

Department: Planning & Community Development

	Budget:	<u>2017</u> \$594,983	<u>2018</u> \$620,136
	FTE:	4.75	4.75

10

This proposal includes two components that support Bellevue’s efforts to increase affordable housing. PART 1 is Bellevue’s contribution to administration of ARCH (A Regional Coalition for Housing), a consortium of 15 cities and King Co. that works to increase affordable housing across the Eastside. Bellevue’s efforts to increase affordable housing are primarily through ARCH. Bellevue’s proportional contribution to ARCH funds the salary and benefits for the Program Manager and a small contribution for administration. The other consortium partners fund all remaining ARCH staff positions and most ARCH administrative expenses. These expenses and revenues flow through Bellevue, but they do not involve Bellevue funds and are not part of Budget One. PART 2 is the City’s annual contribution of General Fund monies to the ARCH Administered Housing Fund. This contribution reflects the City’s “fair-share” funding under the ARCH parity program and directly supports affordable housing projects.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Number of new affordable housing units	Years	167	170	176	176	176
Dollars leveraged per each Housing Trust Fund dollar expended	Years	\$35	\$41	\$5	\$5	\$5

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Quality Neighborhoods/Innovative Vibrant and Caring Community

070.15NA

Title: Bellevue Fire CARES Program

Ranking

Department: Fire

	2017	2018
Budget:	\$85,413	\$88,967
FTE:	0.75	0.75

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The Bellevue Fire CARES Program addresses the needs of “frequent, low-acuity” 911 callers and other citizens in need of assistance not available from a responding Firefighter/Emergency Medical Technician (EMT), firefighter/paramedic or police officer in the course of fire or police response. Fire and police personnel recognizing a citizen in need (housing assistance, mental health or other chronic condition care, addiction treatment or other social services) create Bellevue Fire CARES referrals. Supervised Masters of Social Work (MSW) practicum student interns follow up on those referrals by assessing need, referring to appropriate community services and coordinating medical and other supportive follow up care. This proposal supports a part-time Program Manager to coordinate and supervise the CARES program and the cadre of unpaid MSW practicum students providing citizen assistance.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Bellevue Fire CARES Referrals	Years	84	165	185	185	185
Bellevue Fire CARES 911 Call Reduction/Post Case Closure	Years		72.2%	70%	70%	70%
Bellevue Fire CARES Clients No New 911 Calls Post Case Closure	Years		65%	65%	65%	65%
Bellevue Fire CARES Client Satisfaction	Years		70%	70%	70%	70%

100.03NA

Title: Parks Enterprise Programs

Ranking

Department: Parks & Community Services

	2017	2018
Budget:	\$4,983,060	\$5,139,902
FTE:	17.00	17.00

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The Enterprise Programs in the Parks & Community Services Department includes programs that are fully supported through user fees with no General Fund subsidy. Programs serve all residents regardless of ability to pay through the use of scholarships, sponsorships, partnerships, and fee waivers. The Bellevue Golf Course, Crossroads Par-3 Golf Course, Robinswood Tennis Center and Bellevue Aquatic Center remain the only public facilities of their kind in Bellevue. The Robinswood Tennis Center includes 4 indoor courts & 4 outdoor courts (2 covered seasonally). The Bellevue Aquatic Center includes a 25 yard lap pool, 13 foot dive well and a warm water therapy pool and also operates a year round boat launch, and canoe/kayak rentals and lessons. The Scheduling office reserves 5 indoor facilities; 24 picnic & park sites; 32 sports fields; manages the contract for the Robinswood House, and conducts the Adult Sports Program with leagues in basketball and volleyball.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Percent of recreation program participants rating programs good or better	Years	93.2%	92.12%	90%	90%	90%
Number of golf rounds played (Bellevue and Crossroads courses)	Years	66,182	77,938	70,000	70,000	70,000
Percent of cost recovery in Parks Enterprise Fund	Years	98%	102.5%	100%	100%	100%
Bellevue’s public parks and park facilities safety is good/excellent	Years	94%	93%			

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Quality Neighborhoods/Innovative Vibrant and Caring Community

110.07NA

Title: Code Compliance Inspection and Enforcement Services

Ranking

Department: Development Services

	<u>2017</u>	<u>2018</u>
Budget:	\$896,531	\$931,282
FTE:	7.00	7.00

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Code Compliance responds to community concerns about safe buildings, environmental damage, and nuisances that undermine the health, safety and desirability of residential and commercial neighborhoods throughout the City. Increasing development activity, population and cultural diversity as well as new and challenging ordinances make substantial additional demands on Code Compliance. Code Compliance is supported 100% by the General Fund.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Number of new code violations per Code Compliance Officer in a calendar year	Years	447	407	400	400	400
Average number of calendar days from receipt of complaint to determination of violation or no violation	Years			45	45	45
Average number of calendar days from determination of violation to request for voluntary compliance	Years			45	45	45
Average number of calendar days from request for voluntary compliance to voluntary compliance or issuance of notice of civil violation	Month			180	180	180
Percentage of code violations closed through voluntary compliance in a calendar year	Month			90%	90%	90%

100.15NA

Title: Bellevue Diversity Initiative: Cultural Competence & Equity

Ranking

Department: Parks & Community Services

	<u>2017</u>	<u>2018</u>
Budget:	\$515,224	\$482,330
FTE:	2.75	2.75

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The Diversity Initiative supports Council’s vision, “Bellevue welcomes the world. Our diversity is our strength” and is responsive to the changing demographics of Bellevue. Implementation of the Diversity Initiative ensures that our organization promotes equity, access, inclusion and opportunity for all residents and visitors. Creating, promoting and implementing opportunities for all residents to connect and learn from each other through civic engagement opportunities, cultural events, programs and facilities creates and builds community respect, trust and understanding. The Diversity Initiative is an identified City Council priority and is focused on accelerating the City’s effectiveness to ensure that all residents have equitable access to city services, facilities, programs and exceptional customer-focused service.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Quality Neighborhoods/Innovative Vibrant and Caring Community

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Volunteer hours	Years	N/A	N/A		130,000	135,000
Number of COB employees who received equity and cultural competency training	Quarters	N/A	N/A	240	240	240
Residents Somewhat/strongly agree Bellevue fosters and supports a diverse community in which all generations have good opportunities to live well, work and play.	Years	85%	79%			
Somewhat/strongly agree Bellevue is a welcoming and supportive community that demonstrates caring for people through its actions.	Years	83%	84%			

100.02NA

Ranking

15

Title: Youth Development Services

Department: Parks & Community Services

	<u>2017</u>	<u>2018</u>
Budget:	\$1,152,400	\$1,186,449
FTE:	5.00	5.00

Youth Development Services (YDS) uses a collective impact model to provide responsive youth services in schools and community sites across the city by partnering with the school district, non-profits, community, faith-based groups and businesses. Through a multi-prong strategy to deliver youth services, YDS provides direct services (Youth Link, Wrap-Around Services and Youth Safety) and contracted services, the Boys & Girls Club Teen Center and Eastside Pathways (EP). A new element, EP drives collaboration among over 60 community partners to build and strengthen city-wide collaborations to increase program access and improve overall outcomes of youth from “cradle to career”. EP produces an annual community progress report with performance metrics that are a foundational tool for community action. YDS served 37,859 children, youth and adults in 2015.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Total number of children & youth served annually	Years	16,068	14,660	15,000	15,000	15,000
Residents Somewhat/strongly agree Bellevue fosters and supports a diverse community in which all generations have good opportunities to live well, work and play.	Years	85%	79%			
Residents Somewhat/strongly agree Bellevue fosters and supports a diverse community in which all generations have good opportunities to live well, work and play.	Years	85%	79%			
Somewhat/strongly agree I live in a neighborhood that supports families, particularly those with children	Years	79%	79%			
Somewhat/strongly agree Bellevue is a welcoming and supportive community that demonstrates caring for people through its actions.	Years	83%	84%			

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Quality Neighborhoods/Innovative Vibrant and Caring Community

140.29NA

Title: Utilities Rate Relief Program

Ranking

Department: Utilities

		<u>2017</u>	<u>2018</u>
Budget:		\$658,081	\$685,037
FTE:		0.70	0.70

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A vibrant and caring community includes a diverse community where there are opportunities for all generations to live well and a community that is supportive, demonstrating its caring through actions. The Utilities Rate Relief Program directly supports these values, providing a safety net for low income senior and permanently disabled customers. The Program provides much-needed utilities rate relief to ~1,200 customers annually. Qualified customers receive either a 40% or 75% discount off their utilities costs depending on their income. There are two groups of customers – those that pay utilities costs directly to Utilities, known as “Direct Customers,” who get the discount applied directly to their utilities bill, and those who pay through rental payments or other third-party, known as “Indirect Customers,” who receive a relief check representing their discount from the previous year. In 2017, this program will provide ~\$895,000 in assistance to Direct and Indirect Customers.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Utilities: Rate relief program coverage of eligible customers	Years	21.08%	20.48%	25%	25%	25%

100.10NA

Title: Street Trees Landscaping & Vegetation Management Program

Ranking

Department: Parks & Community Services

		<u>2017</u>	<u>2018</u>
Budget:		\$2,255,316	\$2,399,850
FTE:		5.00	5.00

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This proposal funds the Street Trees and Landscaping Program (STLP) for the maintenance, management, and planning of Right-of-Way landscaping and street trees. The program manages 134 sites that include over 10,000 trees and 200 acres of landscaping planted and maintained by the City on public ROW improvement projects. Trees and landscapes enhance the environmental and aesthetic quality and connectivity of our neighborhoods, provide pedestrian separation from traffic, and improve Bellevue’s visual character which attracts businesses, improves property values, and fosters the reputation of Bellevue as a “City in a Park”. Well designed and maintained neighborhood streetscapes become valuable green infrastructure that provide safe and convenient connectivity, providing tangible benefits that appreciate in value over time. If adequately maintained, street trees and landscapes grow environmental, health, social, and economic benefits for all neighborhoods.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Percent of Parks Department street trees inspected for health and safety.	Quarters	N/A	100%	100%	100%	100%
Somewhat/strongly agree Bellevue can rightly be called a "City in a park."	Years	68%	71%			
Somewhat/strongly agree Bellevue is doing a good job of creating a healthy natural environment that supports healthy living for current and future generations (added in 2010)	Years	87%	87%			
Bellevue’s public parks and park facilities appearances are good/excellent	Years	95%	95%			

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Quality Neighborhoods/Innovative Vibrant and Caring Community

115.09PA

Title: Arts Program: building a world class city through the arts

Ranking

Department: Planning & Community Development

	Budget:	<u>2017</u> \$306,477	<u>2018</u> \$317,032
	FTE:	1.50	1.50

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The Arts Program partners with arts and cultural organizations to ensure that Bellevue is a great place where each year over 6,000 artists and volunteers can live up to their creative potential, nearly 1.4 million attendees are involved with innovative artistic ideas and diverse cultural traditions and 35,000 people are supported with free access to these experiences and other educational opportunities. These organizations also advance Bellevue’s regional leadership in the arts by advancing the City’s reputation as a creative and innovative place and contributing \$49,000,000 to the local economy each year. To make Bellevue a world class city, this proposal increases the annual investment in arts and cultural organizations to fund new arts programs that accommodate growth and changing demographics, the development of cultural facilities to create a home for the arts and an annual citywide arts and cultural calendar to be delivered to every mailbox and smartphone in Bellevue.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Percent of residents who view Bellevue as a visionary community in which creativity is fostered.	Years	72%	75%	75%	80%	85%
Number of artists who contribute to contracted arts and cultural programs and projects	Years	3,289	3,095	3,000	3,500	3,500
Percentage of residents who agree that Bellevue fosters and supports a diverse community in which all have good opportunities to live well, work, and play	Years	85.0%	79.0%	80.0%	85.0%	90.0%
Number of participants in contracted arts and cultural programs and projects	Years	1,339,376	1,388,977	1,400,000	1,500,000	1,500,000
Percent of residents who somewhat/strongly agree Bellevue is a welcoming and supportive community that demonstrates its care for its residents through its actions	Years	83%	84%	80%	81%	82%
Number of volunteers who contribute to arts and cultural programs and projects	Months	3,258	2,951	3,000	3,250	3,250
Number of free tickets and scholarships provided by contracted arts and cultural service agencies	Months	30,049	35,033	37,250	37,250	37,250

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Quality Neighborhoods/Innovative Vibrant and Caring Community

115.11NA **Title:** Bellevue Neighborhood Mediation Program

Ranking **Department:** Planning & Community Development

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		<u>2017</u>	<u>2018</u>
Budget:		\$200,468	\$208,165
FTE:		1.56	1.56

2016 is Bellevue Neighborhood Mediation Program’s 20th year! Our mission is to build capacity for problem-solving in Bellevue. We: resolve conflicts through a progression of services: listening, problem solving, conciliation and mediation; teach skills in communication and conflict resolution to citizens, volunteers and staff; mentor and certify volunteer mediators; and facilitate group dialog on contentious issues. We help neighbors, landlords/tenants, co-workers, elders, parents/teens, startup teams, others. Our well-trained volunteers resolve most of our cases. We collaborate with COB departments, taking referrals and training staff in communication and HPO skills. With Economic Development we run Startup425Resolve to keep startups from failing. We work with Diversity to culturally adapt our processes. We partner with community organizations, including Eastside Pathways, Eastside Village, Hopelink, Sophia's Way, Emerald Parents Association, and the Bellevue School District.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Number of residents directly served by our mediation services each year	Years	898	765	780	800	840
Percent of people completing mediation/facilitation who report situation improved	Years	83%	85%	85%	87%	87%
Number of residents and city staff trained in mediation or conflict management skills.	Years	610	977	900	900	950

		<u>2017</u>	<u>2018</u>
Total:		\$42,929,943	\$44,771,375
		FTE:	171.59

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.



Quality Neighborhoods/ Innovative, Vibrant, and Caring Community Results Team Ranking Memo

Outcome: QN/IVCC

RT Members: Maher Welaye (Lead), Sara Gollersrud, Todd McLean and Kristen Flaherty

Proposal Ranking

There were a total of 19 proposals submitted from four departments.

Main Messages/General Points:

By Council direction, Quality Neighborhoods and Innovative, Vibrant and Caring Community outcomes were combined into one outcome. We faced many challenges due to the overlapping of sub factors and other outcomes. There were internal team hurdles and struggles with keeping our ‘citizen hats’ on and avoiding employee/City insight. With this approach, some proposals were ranked lower eventhough there is a Citywide focus on the particular programs. Overall, our team collaborated and was successful in accomplishing the task at hand.

Ranking/Decision Making Themes:

- Independent review/rankings
- Team review/rankings/discussion
- Cost neutral program ranking (consideration?)
- Needs vs. wants
- Operational vs. actual programs

Ranking:

Ranking	Proposal Number	Proposal Title	Department
1	100.04NA	Human Services Planning, Funding and Regional Collaboration	Parks
2	100.12NA	Parks and Community Services Management and Support	Parks
3	100.11NA	Park Planning and Property Management	Parks
4	115.12NA	PCD Department Management and Support Staff	PCD
5	115.03NA	Planning and Development Initiative	PCD
6	115.08PA	Neighborhood and Community Outreach	Parks
7	100.06NA	Community and Neighborhood Parks Programs	Parks
8	100.08NA	Structural Maintenance Program	Parks
9	100.01NA	Community Recreation	Parks
10	115.10PA	ARCH	PCD
11	070.15NA	Bellevue CARES	Fire
12	100.03NA	Parks Enterprise Programs	Parks
13	110.07NA	Code Compliance Inspection and Enforcement Services	DSD

Ranking	Proposal Number	Proposal Title	Department
14	100.15NA	Diversity Initiative	Parks
15	100.02NA	Youth Development Services	Parks
16	140.29NA	Utilities Rate Relief Program	Utilities
17	100.10NA	Street Trees and Landscaping and Vegetation Management Program	Parks
18	115.09PA	Arts Program	PCD
19	115.11NA	Neighborhood Mediation Program	PCD

Cause & Effect Map

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Responsive Government



As a community, Bellevue values...

- An open, transparent city government that seeks involvement from, listens to, and communicates with the community.
- A city government that provides high quality service, excellent value, and is accountable for results.
- A city government that looks ahead and seeks innovative solutions to regional and local challenges.

Council Vision – Strategic Target Areas

- Regional Leadership and Influence – Bellevue will lead, catalyze, and partner with our neighbors throughout the region.
- High Performance Government – Bellevue is characterized by high performance government.

Factors:

Strategic Leadership

- Visionary
- Cultivates Values
- Strategic Planning
- Assessment, Alignment and Deployment
- Collaborative Partnerships

High Performance Workforce

- Engaged, Empowered, Diverse and Culturally Competent Workforce
- Balance Quality, Value and Performance
- Well Trained, Safe and Equipped
- Continuous Improvement and Innovation
- Recruitment, Retention and Succession Planning

Customer-Focused Service

- Deliver the Services Customers Want
- Convenient, Timely and High Quality Service
- Spirit of Collaboration
- Equitable, Accessible & Inclusive Services
- All-Way Communications

Stewardship of Public Trust

- Financial Sustainability
- Balance Benefit and Risk
- Sound Business Practices and Processes
- Well Designed and Maintained Assets
- Performance Management

Key Community Indicators:

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

Key Performance Indicators:

- Services and products offered meet or exceed customer satisfaction targets.
- City maintains Moody's rating of Aaa.
- Departments meet or exceed industry standards, best practices, certifications and accreditations where available.
- Departments meet their goals for recruiting, developing and retaining a diverse and talented workforce.



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Budget By Outcome Responsive Government Performance Measures

Community Values:

As a community, Bellevue values a city government that listens to residents, keeps them informed, and seeks their involvement. Government operations are transparent, and opportunities for input abound. The Bellevue community also values a city government that gives them high quality services and excellent value for their money. The government manages resources in a thoughtful and prudent manner. Customers receive the services they seek in a timely way and at a reasonable cost, and are treated with respect and courtesy at all times.

Bellevue residents value a government that looks ahead and seeks innovative solutions to regional and local challenges. The City’s leaders chart a strategic course that provides a stable, relevant direction for the future. The City partners with other governments, organizations and stakeholders to provide services and reduce costs to the community.

Are We Achieving Results That Matter?

In order to be responsive to customers and the broader community, the City needs to provide the products and services that the community needs, wants, and can afford, at the highest possible levels of quality. Below are five Key Performance Indicators that speak to the Bellevue city government’s responsiveness. Key Community Indicators (KCIs) and Key Performance Indicators (KPIs) remain about the same as in 2014. Bellevue continues to perform well both operationally and in the opinion of its residents.

Key Community Indicators: Responsive Government	2014 Results	2015 Results	Change 2014-2015
% of residents who feel that Bellevue listens to them, keeps them informed, and seeks their involvement.	85%	85%	0%
% of residents who agree that the quality of City services exceeds or greatly exceeds their expectations.	92%	91%	-1%
% of residents who agree that City government is giving them excellent value for their money.	81%	83%	+2%
% of residents who agree that the City is doing a good job of looking ahead and seeking innovative solutions to regional and local challenges.	75%	77%	+2%

Key Performance Indicators	2013 Results	2014 Results	2015 Results	2015 Target
% of residents who say they are getting their money’s worth for their tax dollar.	85%	81%	83%	*
City continues to receive Aaa bond rating	Aaa	Aaa	Aaa	Aaa
Technology Systems Reliability - % of time that city network is up and available for use.	99.94%	99.95%	99.92%	99.90%
% of customers who rate the Service First desk as a knowledgeable resource.	99%	99%	99%	100%
% of residents who are satisfied or very satisfied with overall quality of services from Bellevue employees.	94%	92%	91%	*

*Target not set.



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**Budget by Outcome
Proposal Ranking Sheet**

Outcome: Responsive Government

The Results Team (RT) evaluated and ranked each proposal submitted by departments in order of funding priority. The results of their work are displayed in the table below. The proposals are summarized in the Proposal Summaries by Outcome within this section.

<u>RT</u> <u>Rank</u> ¹	<u>Proposal Title</u>	<u>Council</u> <u>Priority</u>	<u>Proposal</u>	<u>Proposal</u> <u>Type*</u>	<u>2018 FTE</u>	<u>2017-2018</u> <u>Budgeted</u> <u>Expenditure</u>	<u>Funding Source</u>
NR	Council Advancement		040.14NA	N	0.00	200,000	General
NR	Miscellaneous Non-Departmental (MND)		060.08NA	E	0.00	3,540,838	General
1	Overall City Management		040.04NA	E	7.00	3,102,496	General
2	Budget Office	●	060.19NA	E	8.00	2,224,597	General
3	City Council		030.01NA	E	7.00	831,309	General
4	Debt Management Services		060.20NA	E	0.00	43,989,465	I&D, LID Control, Hotel/Motel, LID Guaranty
5	Network Systems and Security	●	090.08NA	E	12.00	5,719,338	IT, DS, Utilities, Parks Ent
6	Citywide Treasury Management Services		060.13NA	E	4.75	1,324,526	General
7	Disclosure of Public Records and Information		020.05NA	E	3.00	831,638	General
8	Electronic Communication Services		045.34PA	E	2.00	646,401	ERF, DS, Parks Ent, Utilities
9	Fleet Services Maintenance & Repair		045.30PA	E	13.50	4,262,005	ERF, DS, Parks Ent, Utilities
10	Civil Litigation Services		010.07NA	E	6.50	2,086,084	General
11	Legal Advice Services		010.08NA	E	3.50	1,257,024	General
12	Risk Management-Insurance, Claims and Loss Control		010.09NA	E	4.75	9,484,413	Risk, DS, Parks Ent, Utilities
13	Council Legislative and Administrative Support		020.02NA	E	2.00	478,276	General
14	City Clerk's Operations	●	020.01NA	E	6.00	2,048,130	General
15	Records Management Services		020.04NA	E	4.75	1,491,794	General, DS
16	Citywide Disbursements		060.16NA	E	6.25	1,479,528	General
17	Comprehensive & Strategic Planning Core Services		115.01NA	E	3.00	944,451	General
18	Development Services Financial Management		110.06NA	E	5.00	1,203,631	DS
19	Business Tax and License Administration		060.15PA	E	7.75	2,726,459	General
20	Intergovernmental Relations/Regional Issues	●	040.07NA	E	2.00	1,313,486	General
21	Facilities Services Maintenance & Operations		045.20PA	E	16.00	8,296,412	Facilities, LPRF, DS, Utilities
22	Financial Accountability & Reporting		060.18NA	E	4.00	1,367,119	General

**Budget by Outcome
Proposal Ranking Sheet**

Outcome: Responsive Government

The Results Team (RT) evaluated and ranked each proposal submitted by departments in order of funding priority. The results of their work are displayed in the table below. The proposals are summarized in the Proposal Summaries by Outcome within this section.

<u>RT</u> <u>Rank</u> ¹	<u>Proposal Title</u>	<u>Council</u> <u>Priority</u>	<u>Proposal</u>	<u>Proposal</u> <u>Type*</u>	<u>2018 FTE</u>	<u>2017-2018</u> <u>Budgeted</u> <u>Expenditure</u>	<u>Funding Source</u>
23	Computer Technology Services	●	090.01NA	E	8.00	2,153,575	IT, DS, Utilities, Parks Ent
24	Policy Implementation Code Amendments & Consulting Service	●	110.02NA	E	11.63	3,627,429	DS, General, Utilities
25	Development Services Information Delivery		110.01NA	E	13.65	3,923,206	DS, General, Utilities
26	Fleet & Communications Parts Inventory & Fuel System		045.32DA	E	3.50	4,113,650	ERF, DS, Parks Ent, Utilities
27	Client Services		045.01NA	E	5.75	1,303,070	General, Facilities
28	Fleet & Communications Asset Management		045.31DA	E	1.50	414,118	ERF, DS, Parks Ent, Utilities
29	LEOFF 1 Medical Operating Costs		060.46NA	E	0.00	461,919	LEOFF 1 Medical, General
30	Procurement Services		060.17NA	E	8.75	1,949,680	General
31	Technology Business Systems Support	●	090.09NA	E	16.00	6,511,200	IT, DS, Utilities, Parks Ent
32	Communications		040.02NA	E	4.00	1,878,290	General, ERF
33	Health Benefits Operating Fund		080.01NA	E	1.80	55,160,916	Health Ben.
34	eCityGov Alliance Fees and Services		090.10NA	E	1.00	800,265	IT
35	Geospatial Technology Services (GTS)		090.06NA	E	8.00	2,600,928	IT, DS, Utilities, Parks Ent
36	Paperless Permitting Enhancements	●	110.13NA	E	0.00	348,014	DS
37	Real Property Services		045.04NA	E	4.00	2,095,983	General, LPRF
38	City Attorney Department Management and Support		010.01NA	E	4.00	1,566,653	General
39	Civic Services Department Management & Support		045.03NA	E	3.00	1,248,709	General
40	Development Services Department Management & Support		110.05NA	E	2.50	1,737,479	DS
41	Finance Department Management and Support		060.07PA	E	4.00	1,651,841	General
42	HR Workforce Administration-Program Administration		080.06NA	E	6.00	2,384,213	General
43	IT Department Management and Support		090.05NA	E	7.00	2,442,411	IT, DS, Utilities, Parks Ent
44	Fleet & Communications Management		045.33DA	E	2.50	941,353	ERF
45	Finance Business Systems	●	060.45NA	E	4.00	1,354,523	General, IT
46	HR Workforce Development-Integrated Total Rewards		080.04NA	E	7.00	2,103,951	General
47	Parking & Employee Transportation Services		045.02NA	E	1.00	1,209,734	Facilities, Parks Ent, DS, Utilities

**Budget by Outcome
Proposal Ranking Sheet**

Outcome: Responsive Government

The Results Team (RT) evaluated and ranked each proposal submitted by departments in order of funding priority. The results of their work are displayed in the table below. The proposals are summarized in the Proposal Summaries by Outcome within this section.

<u>RT</u> <u>Rank</u> ¹	<u>Proposal Title</u>	<u>Council</u> <u>Priority</u>	<u>Proposal</u>	<u>Proposal</u> <u>Type</u> *	<u>2018 FTE</u>	<u>2017-2018</u> <u>Budgeted</u> <u>Expenditure</u>	<u>Funding Source</u>
48	Finance Central Services		060.14DA	E	0.00	1,797,860	General
49	Facilities Services Project Management	●	045.22PA	E	5.00	1,581,357	Facilities
50	Talent Acquisition		080.07NA	E	1.00	440,661	General
51	Professional Land Survey Services		045.05NA	E	8.75	2,672,760	General
52	Application Development Services	●	090.03NA	E	8.00	2,698,254	IT, DS, Utilities, Parks Ent
53	Imagine the Possibilities UAS Pilot Program ²		010.11NA	N	0.00	-	N/A
54	East Bellevue Community Council		050.01NA	E	0.00	8,678	General
55	Development Services Office Remodel		110.12NA	N	0.00	220,000	DS
Total					280.08	214,252,100	

*Proposal Type:

E = Existing - same service level as previous biennium

N = New - entirely new proposal

¹ Proposal Rank with NR were not ranked by the Results Team.

² UAS Pilot Program proposal: Incorporated into existing resources to pilot the resources needed to implement program.



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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

040.14NA

Title: Council Advancement

Ranking

Department: Miscellaneous Non-Departmental

	<u>2017</u>	<u>2018</u>
Budget:	\$50,000	\$150,000
FTE:	0.00	0.00

0

This is funding for potential programs and/or projects that Council may identify.

No Performance Measures to be displayed.

060.08NA

Title: Miscellaneous Non-Departmental (MND)

Ranking

Department: Finance

	<u>2017</u>	<u>2018</u>
Budget:	\$1,745,361	\$1,795,477
FTE:	0.00	0.00

0

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 service or support service program. These items include, but are not limited to, memberships in governmental organizations, regional committees/organizations, election fees, and employee events. 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.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Resolution of lawsuits and legal proceedings in favor of the City	Years	100%	97%	80%	80%	80%
Annual General Fund ending fund balance relative to General Fund Revenues	Years	15.2%	17.12%	15%	15%	15%
Annual Total Turnover Rate	Years	7.4%	11.1%	20.6%	21.4%	22.2%
Annual Average Sick Leave Utilization Rate	Years	53.41	49.44	40	40	40
Somewhat/strongly agree Bellevue is a visionary community in which creativity is fostered (added in 2010)	Years	72%	75%			

040.04NA

Title: Overall City Management

Ranking

Department: City Manager

	<u>2017</u>	<u>2018</u>
Budget:	\$1,525,649	\$1,576,847
FTE:	7.00	7.00

1

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 Council Priorities, Community Vision and the HPO principles of One City. 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.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Employee satisfaction with Bellevue as a place to work (Employee City-wide Survey)	Years				3.9	
Percent of managers trained in Foundations of One City principles and tools	Years			90%	90%	90%
Percent of non-management employees trained in Foundations of One City principles and tools.	Years			90%	90%	90%
Percent of employees who agree/strongly agree they are engaged in their work	Years	66%			68%	
Annual General Fund ending fund balance relative to General Fund Revenues	Years	15.2%	17.12%	15%	15%	15%
Maintain Aaa bond rating	Years	Yes	Yes	Yes	Yes	Yes
Number of management letter or audit findings - Financial Statements	Years	1		1	1	1
Annual Total Turnover Rate	Years	7.4%	11.1%	20.6%	21.4%	22.2%
Personal Growth & Development Training Availability	Years		67%	75%	75%	75%
Annual Voluntary Turnover Rate	Years	3.9%	5.5%	9.8%	10%	10.2%
Work/Life Balance	Years	75.9%	78.3%	80%	80%	80%
Percent of respondents who rate Bellevue as a good/excellent place to live	Years	96%	95%			
Percent of residents who say the city is headed in the right direction/strongly headed in the right direction	Years	82%	79%			
Percent of residents getting/definitely getting their money's worth for their tax dollars	Years	81%	83%			

060.19NA

Title: Budget Office

Ranking

Department: Finance

	2017	2018
Budget:	\$1,091,961	\$1,132,636
FTE:	8.00	8.00

2

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 and business 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.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Annual General Fund ending fund balance relative to General Fund Revenues	Years	15.2%	17.12%	15%	15%	15%
Percent of internal customers satisfied/very satisfied with Budget Office services	Years	87%	76%	90%	90%	90%
Variance between Q2 department General Fund expenditure projection and year-end actual expenditures	Years	0.23%	0.22%	0%	0%	0%
Variance between Q2 department General Fund revenue projection and year-end actual revenue	Years	2.01%	3.15%	0%	0%	0%
Year end General Fund revenue actuals as a percentage of expenditure actuals	Years	101.8%	103.03%	100%	100%	100%
Number of funds exceeding biennial budget appropriation	Years	0	0	0	0	0
6-Year General Fund forecast growth factors are within 1% of regional jurisdiction average	Years	N/A	-0.51%	0%	0%	0%

030.01NA

Title: City Council

Ranking

Department: City Council

	<u>2017</u>	<u>2018</u>
Budget:	\$409,714	\$421,595
FTE:	7.00	7.00

3

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.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Percent of respondents who rate Bellevue as a good/excellent place to live	Years	96%	95%			
Percent of residents who rate the overall quality of life in Bellevue as exceeds/greatly exceeds expectations	Years	98%	95%			
Percent of residents who say the city is headed in the right direction/strongly headed in the right direction	Years	82%	79%			
Percent of residents getting/definitely getting their money's worth for their tax dollars	Years	81%	83%			
Percent of residents who rate their neighborhood as a good/excellent place to live	Years	94%	93%			

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

060.20NA Title: Debt Management Services

Ranking Department: Finance

	<u>2017</u>	<u>2018</u>
Budget:	\$22,033,133	\$21,956,332
FTE:	0.00	0.00

4

This proposal provides resources to support fiscal oversight, administration, analysis of highly complex debt financing, and debt service of the City’s \$350 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.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
City's net outstanding limited tax general obligation (LTGO) debt per capita	Years	\$1,603.43	\$2,176.05	\$2,000.00	\$2,000.00	\$2,000.00
Maintain Aaa bond rating	Years	Yes	Yes	Yes	Yes	Yes
City's Net O/S LTGO Debt to Total Operating Revenues	Years	107.22%	140.6%	130%	130%	130%
City's Net O/S LTGO Debt to Assessed Value	Years	0.59%	0.71%	0.6%	0.6%	0.6%
Percent of debt service payments verified and paid by the City's Fiscal Agent to bondholders on a timely basis	Quarters	100%	100%	100%	100%	100%
Percent of annual filings to regulatory agencies (MSRB) within 15 days of the issuance of the CAFR or the occurrence of reportable material events related to bond covenants	Years	100%	100%	100%	100%	100%

090.08NA Title: Network Systems and Security

Ranking Department: Information Technology

	<u>2017</u>	<u>2018</u>
Budget:	\$2,814,230	\$2,905,108
FTE:	12.00	12.00

5

This proposal provides and manages the core technology infrastructure for the City to ensure that staff have access to all the technology resources required 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.

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Overall customer satisfaction - Network Services & Security	Years	88%	90%	90%	90%	90%
Network uptime	Months	99.95%	99.92%	99.9%	99.9%	99.9%
Data breach incidents	Quarters	0	0	0	0	0
Health Insurance Portability & Accountability Act (HIPAA)	Years	Yes	Yes	Yes	Yes	Yes
Power utilization equivalent	Quarters	1.43	1.57	1.35		
Mean time to repair (MTTR) priority 1 - 4 hours - Network Services & Security	Months	22.94	12.49	18	18	18
Mean time to repair (MTTR) priority 1 - 4 targets met for customer service - Network Services & Security	Months	66.29%	67.05%	80%	80%	80%
Staff trained in security	Years	112	163			

060.13NA

Ranking

6

Title: Citywide Treasury Management Services

Department: Finance

	<u>2017</u>	<u>2018</u>
Budget:	\$649,852	\$674,674
FTE:	4.75	4.75

This proposal provides centralized fiscal oversight for the City’s revenue collections, management of the City’s bank accounts, which included over \$2 billion in transactions in 2015, and accounts receivable services. It also provides resources to manage the City’s \$360 million investment portfolio. Central monitoring by Treasury staff 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 \$1.0 to \$1.8 million to the City each year compared to investing in “passive investments” in the US Treasury Index or the State LGIP. All functions are managed in accordance with State Law, City Policies & Procedures, the GFOA & TMA recommended “Best Practices”.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Maintain Aaa bond rating	Years	Yes	Yes	Yes	Yes	Yes
Percent of cash receipting facilities where surprise cash counts were conducted	Years	70%	32%	40%	50%	50%
Percent of daily receipts at cash receipting facilities sent to the Treasurer within RCW and City Policy requirements	Years	94.72%	97.22%	95%	95%	95%
Percent of return on City investment exceeding standards	Quarters	0.33%	0.26%	0.2%	0.2%	0.2%
Percent of reviews of cash receipting facilities completed versus planned	Years	100%	100%	90%	90%	90%
Percent of time adequate cash available to fund CIP projects and operating expenses without any forced sale of investments.	Quarters	100%	100%	100%	100%	100%
Percent of time investments in compliance with the Policy including the return of principal with 100% of value	Quarters	100%	100%	100%	100%	100%

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

020.05NA **Title:** Disclosure of Public Records and Information

Ranking **Department:** City Clerk

7

	<u>2017</u>	<u>2018</u>
Budget:	\$407,646	\$423,992
FTE:	3.00	3.00

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

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Public disclosure customer satisfaction.	Quarters	85%	80%	85%	85%	85%
Requests closed within 10 business days.	Quarters	54%	44%	45%	45%	45%
Customers who agree that their records request was handled fairly and completely.	Quarters	90%	80%	95%	95%	95%
Public Records Requests.	Quarters	548	718	850	850	850
Public records request timeliness.	Quarters	88%	80%	85%	85%	85%

045.34PA **Title:** Electronic Communication Services

Ranking **Department:** Civic Services

8

	<u>2017</u>	<u>2018</u>
Budget:	\$317,396	\$329,005
FTE:	2.00	2.00

Electronic Communication Services (ECS) provides oversight, management, and maintenance of the City’s communication systems, which is critical for Police & Fire 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 these systems and manage the City’s Federal Communications Commission (FCC) licenses to ensure the City remains compliant with federal law to avoid legal, financial, and operational impacts to the City. 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.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Overall satisfaction with Communication Services	Years	100%	98%	95%	95%	95%
Communications preventive maintenance performed on schedule	Years	85%	29.7%	95%	95%	95%
Percent of radio availability	Years	100%	100%	95%	95%	95%

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

045.30PA Title: Fleet Services Maintenance & Repair

Ranking Department: Civic Services

9

		<u>2017</u>	<u>2018</u>
Budget:	\$2,094,165	\$2,167,840	
FTE:	13.50	13.50	

Fleet Services maintains and repairs all City-owned vehicles and equipment supporting all City departments in providing essential services to the community. Managing these investments properly to meet their intended life cycles at a sustainable cost and to reduce the risk of accidents and injuries is the cornerstone of our business. This proposal provides safe, reliable, appropriately equipped, readily available vehicles and equipment for the City’s daily operations, including Police & Fire response.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Vehicle/equip preventive maintenance performed on schedule	Quarters	96.95%	94.8%	95%	95%	95%
Percent of proactive vs. reactive maintenance and repair	Years	78.51%	74.9%	80%	80%	80%
Percent of vehicle availability	Quarters	96.9%	96.7%	95%	95%	95%
Overall satisfaction with vehicle/equip maintenance and repair services	Years	94%	96%	95%	95%	95%
Technician productivity	Years	76.2%	82.6%	80%	80%	80%
Percent of repeat vehicle/equip repairs	Years	0.47%	0.12%	1%	1%	1%

010.07NA Title: Civil Litigation Services

Ranking Department: City Attorney

10

		<u>2017</u>	<u>2018</u>
Budget:	\$1,022,099	\$1,063,985	
FTE:	6.50	6.50	

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. 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.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Resolution of lawsuits and legal proceedings in favor of the City	Years	100%	97%	80%	80%	80%
Litigation; Maintain cost per hour below outside counsel rates	Years	51%	47%	60%	60%	60%
Litigation: # of legal trainings provided to clients	Years			4	4	4

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

010.08NA

Title: Legal Advice Services

Ranking

Department: City Attorney

	<u>2017</u>	<u>2018</u>
Budget:	\$616,080	\$640,944
FTE:	3.50	3.50

11

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.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Legal Advice; Maintain cost per hour below outside counsel rates	Years	55%	45%	55%	55%	55%
CAO; Legal Advice- Internal customer satisfaction	Years	93%	88%	95%	95%	95%
Legal Advice: # of legal trainings provided to clients	Years			4	4	4

010.09NA

Title: Risk Management—Insurance, Claims and Loss Control

Ranking

Department: City Attorney

	<u>2017</u>	<u>2018</u>
Budget:	\$4,744,472	\$4,739,941
FTE:	4.75	4.75

12

The Risk Management Division (Risk) develops and maintains an array of risk management strategies, including proactive claims management, professional loss control (safety) services, effective subrogation (property damage recovery), strategic risk transfer, insurance policy acquisition, data analysis and disciplined financial controls. Additionally, Risk serves as the financial steward for the City's General Self-Insurance and Workers' Compensation self-insured funds. Risk also currently supports the Unemployment Insurance fund activity.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Liability claims filed that proceeded to litigation	Years	3%	4%	7%	7%	7%
Property losses recovered through subrogation	Years	70%	76%	70%	70%	70%
Liability claims investigation completed in 30 days	Years	99%	100%	97%	97%	97%
Citywide Workers' Compensation Incident Rate	Months	7.71	8.55	10	10	10

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

020.02NA Title: Council Legislative and Administrative Support

Ranking Department: City Clerk

13

		<u>2017</u>	<u>2018</u>
Budget:		\$234,254	\$244,022
FTE:		2.00	2.00

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

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
External customers satisfaction rating for Council Office service.	Years	100%	100%	85%	85%	85%
Internal customers satisfaction rating for Council Office service.	Years	95%	93%	85%	85%	85%
Timely posting of meeting materials.	Quarters	100%	100%	100%	100%	100%
Items presented and approved on the consent calendar.	Years	100%	100%	95%	95%	95%

020.01NA Title: City Clerk's Operations

Ranking Department: City Clerk

14

		<u>2017</u>	<u>2018</u>
Budget:		\$1,055,365	\$992,765
FTE:		6.00	6.00

The Clerk’s Office Operations program provides the public a central point of contact for communicating with their government, promoting open communication, information sharing, and citizen participation. To accomplish this, the program 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.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Timely preparation of Council minutes.	Years	84%	88%	90%	90%	90%
Effective preparation of Council minutes.	Quarters	100%	100%	90%	90%	90%
Customer rating for timely and professional service.	Years	97%	97%	90%	90%	90%
Customer satisfaction rating for services received from Clerk's Office staff.	Years	96%	96%	90%	90%	90%
Overtured decisions / recommendations.	Years	0	0	0	0	0
Customers whose matter was handled in a knowledgeable, professional and timely manner.	Years	97%	90%	90%	90%	90%

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

020.04NA Title: Records Management Services

Ranking Department: City Clerk

15

	2017	2018
Budget:	\$731,818	\$759,976
FTE:	4.75	4.75

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.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Customers satisfied with the service they were provided.	Years	97%	91%	85%	85%	85%
Training effectiveness.	Years	96%	95%	90%	90%	90%

060.16NA Title: Citywide Disbursements

Ranking Department: Finance

16

	2017	2018
Budget:	\$724,570	\$754,958
FTE:	6.25	6.25

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 \$347 million annually, 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.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Percent of electronic payments to employees - Payroll	Quarters	93.51%	95.21%	95%	95%	95%
Percent of electronic vendor payments - A/P	Quarters	33.46%	25.63%	30%	37%	37%
Percent of internal customers satisfied/very satisfied with Disbursements services	Years	96%	90%	90%	90%	90%
Zero fines and penalties for payroll and benefits payments	Years	0	0	0	0	0

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

115.01NA

Title: Comprehensive & Strategic Planning Core Services

Ranking

Department: Planning & Community Development

	2017	2018
Budget:	\$462,571	\$481,880
FTE:	3.00	3.00

17

The purpose of this budget proposal provides the core staffing and functions that are essential for the City to be able to: i) conduct the basic and required planning and public engagement activities necessary to develop, maintain and update the State mandated City-wide Comprehensive Plan and the community's adopted Vision; ii) staff and conduct public involvement for the Planning Commission; iii) interpret the meaning and intent for City departments during implementation activities; iv) have an appropriate public process for policy and code amendments needed to be consistent with, and further policy directives in the plan; and v) to comply with new state laws affecting the plan. This budget proposal gives the City a predictable, legal process that engages the community to develop and advance the over-arching policy framework that guide the City's growth and development and to adopt corresponding zoning and land use regulations.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
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	Years	76%	76%	85%	85%	85%
Number of Planning Commission meetings held	Years	20	21	20	20	20
Development Activity represented by valuation of building permits (in millions of dollars)	Years	\$715 M	\$950 M	\$793 M		
Percentage of residents who agree the City's land use planning efforts are somewhat or extremely open and accessible.	Years	64%	71%	75%	75%	75%

110.06NA

Title: Development Services Financial Management

Ranking

Department: Development Services

	2017	2018
Budget:	\$589,551	\$614,080
FTE:	5.00	5.00

18

The Development Services (DS) Financial Management team has financial responsibility for the DS line of business and two departments: Development Services Department (DSD) and the Department of Planning & Community Development (PCD). Fiscal management responsibilities include forecasting, budget and accounting, fee development, and customer billing.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Percentage of Bills processed on time by the 10th of each month	Years	100%	100%	100%	100%	100%
Variance between Q2 Development Services Fund expenditure projection and year-end actual expenditures	Years			3%	3%	3%
Variance between Q2 Development Services Fund revenue projection and year-end actual revenue	Years			2%	2%	2%
Percentage of Monitoring reported within 7 days of closing.	Years			100%	100%	100%

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

060.15PA Title: Business Tax and License Administration

Ranking **Department:** Finance

19

		<u>2017</u>	<u>2018</u>
Budget:	\$1,288,438	\$1,438,021	
FTE:	7.75	7.75	

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 \$122 million in revenue in a biennium. This proposal manages and administers taxes for approximately 40,000 active business license accounts. These functions build and maintain the public trust through the effective and efficient collection and accounting of local taxes.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Number of detections identified and registered	Quarters	293	383	300	300	300
Return on investment for tax audit program	Years			3	3	3
Percent of delinquent accounts	Years		12%	10%	10%	10%

040.07NA Title: Intergovernmental Relations/Regional Issues

Ranking **Department:** City Manager

20

		<u>2017</u>	<u>2018</u>
Budget:	\$645,851	\$667,635	
FTE:	2.00	2.00	

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

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Employees responding that City communicates well with our governing bodies (Employee City-wide Survey)	Years		3.88		4.1	
Org communicates with other orgs (Employee City-wide Survey)	Years		3.9		4.1	
Cost of Animal Services to COB	Years	\$60,833.00		\$115,000.00	\$115,000.00	\$115,000.00
Estimated percent of animal licensing rate in Bellevue (cats & dogs)	Years	20.7%	21.25%	22%	23%	24%
% of COB Animal Calls For Service	Months	24.03%	27.91%			
% of COB shelter intakes	Months	4.44%				

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

045.20PA **Title:** Facilities Services Maintenance & Operations

Ranking **Department:** Civic Services

21

		<u>2017</u>	<u>2018</u>
Budget:	\$4,100,805	\$4,195,607	
FTE:	16.00	16.00	

This proposal provides funding for the ongoing operation and maintenance for City Hall, Bellevue Service Center (BSC), Fire stations, and all other ancillary, interim, or rented facilities such as the Safeway site and Courts. City Hall and BSC accommodate the majority of the City’s workforce. A healthy, safe, accessible, and functional space is essential to the productivity of that workforce as they endeavor to serve the public in the most efficient manner possible. Timely repairs and preventive maintenance are fundamental to ensuring all critical systems are operational on a day-to-day basis and to support the long-term viability of every facility. When corrective maintenance is needed, a dedicated maintenance team is essential to providing a quick response to assess and repair or triage situations for the prompt restoration of service. Funding from this proposal also pays for the basic operational expenses and contracted services for each facility in addition to utility costs such as water, sewer, storm water, natural gas, solid waste, and electricity.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Total Facility ICMA cost per Sq. Ft.	Years	\$4.93	\$5.15	\$5.22	\$5.25	\$5.30
Percent of staff satisfaction with quality and timeliness of maintenance and repair services of Facilities	Years	97%	96%	90%	90%	90%
Percent of staff satisfaction with quality and timeliness of custodial services of facilities	Years	87%	86%	90%	90%	90%
Percent of time facilities critical systems are available	Years	100%	100%	100%	100%	100%
Annual City Hall Energy Star Rating	Years	99	N/A	100	100	100
Cumulative dollars (in millions) saved by RCM program city-wide	Years	1.2	0.25	0.5	0.5	0.5

060.18NA **Title:** Financial Accountability & Reporting

Ranking **Department:** Finance

22

		<u>2017</u>	<u>2018</u>
Budget:	\$671,047	\$696,072	
FTE:	4.00	4.00	

This proposal provides fiscal oversight to the City of Bellevue through the preparation and submission of mandatory financial reporting to the State Auditor’s Office (SAO), the State Department of Revenue, and federal agencies requiring special reporting. It provides for adherence to best practices through preparation of a Comprehensive Annual Financial Report (CAFR) and the use of internal reviews (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.

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Number of management letter or audit findings - Financial Statements	Years	1		1	1	1
Percent of internal customers satisfied/very satisfied with Accounting services	Years	95%	97%	92%	90%	90%
Received an unqualified opinion for annual financial statements	Years	Yes		Yes	Yes	Yes
Received the Certificate of Excellence in financial reporting proficient in all categories	Years	Yes		Yes	Yes	Yes
Internal Review Recommendations Adopted	Years	50%	0%	67%	67%	67%
Number of management letter or audit findings - Single Audit	Years	0		0	0	0

090.01NA

Title: Computer Technology Services

Ranking

Department: Information Technology

	2017	2018
Budget:	\$1,057,466	\$1,096,109
FTE:	8.00	8.00

23

This proposal focuses on effective delivery and support of technology services to City staff and eCityGov Alliance customers. Specifically, this includes:

- IT Support of deployed technology in City Hall, at remote locations and in the field
- Scheduled and just-in-time replacement of hardware and software technology
- Maintenance and troubleshooting of technology to keep the City workforce well equipped
- Training and education for City employees to help create a high performance workforce

The functions and need for IT Support have continued to expand as the workforce uses a diverse, highly mobile toolset to complete their jobs.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Overall customer satisfaction - Client Technology Services	Years	85%	88%	90%	90%	90%
First call resolution - Information Technology Department	Months	29.25%	37.42%	45%	45%	45%
Overall customer satisfaction - Graphic Services	Years	100%	100%	90%	90%	90%
Mean time to repair (MTTR) priority 1 - 4 hours - Client Technology Services	Months	5.71	6.61	12	12	12
Mean time to repair (MTTR) priority 1 - 4 targets met for customer service - Client Technology Services	Months	83.83%	83.17%	80%	80%	80%

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

110.02NA

Title: Policy Implementation Code Amendments & Consulting Service

Ranking

Department: Development Services

		<u>2017</u>	<u>2018</u>
Budget:	\$1,779,023	\$1,848,406	
FTE:	11.63	11.63	

24

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.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Code amendment appeals upheld by the Growth Management Hearings Board	Years	100%	100%	100%	100%	100%
Code amendments initiated by Council and presented for public hearing within the Council adopted timeline	Years	100%	100%	100%	100%	100%

110.01NA

Title: Development Services Information Delivery

Ranking

Department: Development Services

		<u>2017</u>	<u>2018</u>
Budget:	\$1,922,981	\$2,000,225	
FTE:	13.65	13.65	

25

The Development Services (DS) Information Delivery function supports the Responsive Government outcome by providing customers broad access to development services information regarding properties, public and private development projects, development and construction codes and standards, and inspection services. This proposal supports the delivery of information regarding code enforcement procedures, access to public records, permit processes and timelines, and permit fees. The DS Information Delivery function delivers services consistent with customer-driven and City of Bellevue expectations that focus on quality, customer experience, timeliness, and predictability. This proposal supports the delivery of information in a variety of formats intended to provide equitable access to city government functions within DS.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Total hours spent on Public Information	Years			20,000	20,000	20,000
Total hours spent with clients at the permit desk	Years			10,000	10,000	10,000
Percentage of initial application submittal accepted as 'complete'	Years			100%	100%	100%

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

045.32DA **Title:** Fleet & Communications Parts Inventory & Fuel System

Ranking

26

Department: Civic Services

		<u>2017</u>	<u>2018</u>
Budget:		\$2,016,407	\$2,097,243
FTE:		3.50	3.50

Fleet & Communications parts inventory and fuel system programs provide the parts, components, fluids, and fuel for the City’s fleet of vehicles and equipment. Having parts and fuel readily available helps ensure assets can be deployed to deliver services to the community, including Police & Fire emergency response. We oversee fuel acquisition, including biofuel, and manage the City’s 12 fueling sites, as well as equipment upgrades needed to conform to new environmental requirements and initiatives.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Vehicle/equip parts available to technicians upon request	Quarters	81.37%	84.51%	80%	80%	80%
Satisfaction with the fueling system operation	Years	95%	94%	95%	95%	95%
Percent of loss vs. overall purchase	Quarters	0.08%	0.5%	1%	1%	1%
Percent of fuel dispenser availability	Years	100%	100%	100%	100%	100%

045.01NA

Title: Client Services

Ranking

27

Department: Civic Services

		<u>2017</u>	<u>2018</u>
Budget:		\$638,001	\$665,069
FTE:		5.75	5.75

Client Services provides centralized, seamless, one-stop delivery of a wide range of services to customers through the public service desk, the MyBellevue mobile app, the customer assistance web portal, and the 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 should not 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).

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Average number of days to resolve online service requests	Years	6.07	2.62	2	2	2
Satisfaction with the public service desk's ability to streamline access to services and information	Years	99%	98%	100%	100%	100%
Percent of customers who rate staff at the public service desk as a knowledgeable resource	Years	99%	99%	100%	100%	100%
Percent of errors relative to the volume of financial transactions processed by public service desk staff	Years	1%	1%	1%	1%	1%
Satisfaction with responsiveness and quality of service provided by City Hall Events program staff	Years	99%	94%	100%	100%	100%
Percent of Service First phone calls to voicemail	Years	N/A	14%	0%	0%	0%
Percent of Service First voicemails returned calls within the operational standard (1 hour)	Years	N/A	N/A	100%	100%	100%

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

045.31DA Title: Fleet & Communications Asset Management

Ranking Department: Civic Services

28

	<u>2017</u>	<u>2018</u>
Budget:	\$203,007	\$211,111
FTE:	1.50	1.50

Fleet & Communications Asset Management acquires and disposes of all City-owned vehicles and most equipment, providing departments with safe and reliable assets to deliver essential services to the community. As stewards of the City’s financial investment, we develop specifications based on department customer needs and procure and deliver vehicles and equipment by following purchasing and bid laws and considering lifecycle costs. In support of the City’s Environmental Stewardship Initiative, Fleet & Communications attempts to use green technologies and purchase alternative fuel vehicles whenever possible. We sell surplus City vehicles and equipment to maximize the return on the City’s investment.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Satisfaction with vehicle/equip acquisition process	Years	82%	84%	95%	95%	95%
Number of vehicle/equip purchases rolled over from one year to the next	Years	29	29	0	0	0
Percent of vehicle/equip procurement projects completed on time	Years	70%	80%	95%	95%	95%
Surplus sales percent of book value	Years	106%	95%	85%	95%	95%

060.46NA Title: LEOFF 1 Medical Operating Costs

Ranking Department: Finance

29

	<u>2017</u>	<u>2018</u>
Budget:	\$0	\$461,919
FTE:	0.00	0.00

The Finance Department is proposing to continue the City’s current policies and management of the Law Enforcement Officers & Firefighters Medical Reserve Fund for medical for firefighters in the 2017-2018 biennium. The key recommendation of this proposal is to receipt revenues from contract cities’ pension fund contributions in accordance with State law and established Council policy and to ensure sound management of the funds and compliance with Government Accounting Standards Board accounting requirements. In the 2017-18 biennium, the City is proposing to make contributions to the LEOFF 1 Fund, starting in 2018 to pay for each year’s projected liability in the year the liability is incurred. Consequently, \$462,000 in contributions are proposed to the LEOFF 1 Fund’s projected liability in the 2017-18 biennium.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Reserves are maintained at a level adequate to cover the current biennium's projected expenditures	Years	Yes	Yes	Yes	Yes	Yes
Contract cities are informed about LEOFF I Fund account activity & balances	Years	Yes	Yes	Yes	Yes	Yes

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

060.17NA

Title: Procurement Services

Ranking

Department: Finance

	Budget:	<u>2017</u> \$954,688	<u>2018</u> \$994,992
	FTE:	8.75	8.75

30

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, overseeing competitive solicitations, providing assistance and review in contract development, sourcing best value products and vendors, conducting outreach efforts to disadvantaged businesses, actively managing citywide vendor contracts, administering the ProCard program, support and oversight of proper disposal methods for surplus items.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Average cycle times (calendar days) for contract routing	Years	7.55	7.98	6	6	6
Percent of City staff who are very satisfied/satisfied with Procurement Services	Years	85%	81%	90%	90%	90%
Percent of spend utilizing a competitive process	Years	81.46%	95.64%	90%	90%	90%
Average process time (days) for Req to PO print	Quarters	4.37	3.11	4	4	4

090.09NA

Title: Technology Business Systems Support

Ranking

Department: Information Technology

	Budget:	<u>2017</u> \$3,200,050	<u>2018</u> \$3,311,150
	FTE:	16.00	16.00

31

The proposal provides for the selection, implementation and ongoing support of critical line of business applications that help deliver vital services to our community. The community in this high-tech region expects technology to be used to efficiently deliver services, such as permitting, billing, problem reporting and work orders. Customers also expect appropriate and timely information in the form of alerts, web and mobile applications and open data. The Technology Business System service supports public facing applications and internal productivity-enhancing applications used by all staff, some examples of the systems supported include Amanda, Maximo, JDE and the Police Evidence System.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Mean Time to Repair (MTTR) Priority 1-4 Targets Met - Technology Business Systems	Months	83.11%	85.99%	80%	80%	80%
Overall Customer Satisfaction - Application Services	Years	85%	80.9%	85%	85%	85%
Projects reaching all objectives - ITD Project Management	Years	100%	91%	95%	95%	95%
Projects completed on schedule - ITD Project Management	Years	53%	69%	95%	95%	95%

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

040.02NA

Title: Communications

Ranking

Department: City Manager

32

	2017	2018
Budget:	\$923,383	\$954,907
FTE:	4.00	4.00

The Communication Team includes the Chief Communications Officer (CCO), reporting to the City Manager, five full-time staff (this proposal includes the conversion of two part-time staff to full-time employees off-set by reductions in M&O across the whole department) in the CMO and eight public information officers who are housed in various city departments and report via a matrix setup to the CCO. The vision behind this matrix approach is to be a cohesive and collaborative team of trusted advisors to each department. The team strives to effectively communicate with an informed and engaged public (internal and external) and to enhance Bellevue’s reputation as well-managed government organization and “the place where you want to be.” This is accomplished by delivering rich content through multiple, complementary channels; ensuring compelling and consistent messages; enabling internal audiences; promoting our story; facilitating stakeholder engagement; and exemplifying excellence, always.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Right information to right people at the right time (Employee City-wide Survey)	Years	3.25	3.35		3.4	
Org communicates mission and vision to the public (Employee City-wide Survey)	Years		3.74		3.9	

080.01NA

Title: Health Benefits Operating Fund

Ranking

Department: Human Resources

33

	2017	2018
Budget:	\$26,575,801	\$28,585,115
FTE:	1.80	1.80

The City manages and maintains an employee Benefits Program that provides progressive benefits and related services to the workforce as part of an integrated total rewards strategy. The Benefits Program is inclusive of all health and wellness plans, as well as other benefit components. These components include, but are not limited to, medical, dental, vision, life /accidental death and dismemberment (AD&D) insurance, flexible spending arrangements (health and dependent care), and an employee assistance program (EAP) for the purpose of attracting and retaining a diverse and talented workforce.

These programs are a major component in maintaining a strong total rewards program allowing the City to compete for the top candidates in the job market. Effective program administration and oversight are critical in providing competitive plans in a legally compliant, cost-effective manner.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
The City Offers Good Benefits	Years		87.3%	85%	85%	85%

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

090.10NA

Title: eCityGov Alliance Fees and Services

Ranking

Department: Information Technology

	<u>2017</u>	<u>2018</u>
Budget:	\$396,272	\$403,993
FTE:	1.00	1.00

34

Bellevue is a founding partner in the eCityGov Alliance (Alliance), an inter-local government non-profit agency with a mission of providing convenient and consistent online services to the public. There are two parts to this proposal. First, as a partner, the City pays fees to the Alliance on behalf of the City of Bellevue 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 City of Bellevue.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
MyBuildingPermit permit volumes	Years	24,872	29,998	30,000	30,000	30,000
MyBuildingPermit transaction amounts	Years	\$9,476,128	\$13,700,973	\$15,500,000	\$15,500,000	\$15,500,000

090.06NA

Title: Geospatial Technology Services (GTS)

Ranking

Department: Information Technology

	<u>2017</u>	<u>2018</u>
Budget:	\$1,317,334	\$1,283,594
FTE:	8.00	8.00

35

This proposal identifies the resources needed for the Geospatial Technology Services (GTS) program to deliver high-quality mapping data, solutions and services using Geographic Information Systems (GIS). GIS serves as an organizational platform for visualizing location-based information, enables an efficient map-driven mobile workforce, increases transparency through interactive web maps for the Bellevue community, and maintains a trusted repository of geographic information at an excellent value. This proposal also covers the Graphic Design service line, which provides graphic design and production of brochures, posters, postcards, websites, etc. to support City events and communications.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Overall customer satisfaction - Geospatial Technology Services	Years	N/A	N/A	90%	90%	90%
Customer quality satisfaction - Geospatial Technology Services	Years	N/A	N/A	90%	90%	90%
Customer timeliness satisfaction - Geospatial Technology Services	Years	N/A	N/A	85%	85%	85%
Customer satisfaction of service requests - Geospatial Technology Services	Years	96.4%	100%	90%	90%	90%
Overall satisfaction surveys for service received - Graphic Services	Quarters			90%	90%	90%
Quality satisfaction surveys for service received - Graphic Services	Quarters			90%	90%	90%
Timeliness satisfaction surveys for service received - Graphic Services	Quarters			85%	85%	85%
Service Request Target Met - Geospatial Technology Services	Months	87.3%	92.5%	80%	80%	80%
Mean Time to Repair (MTTR) Geospatial Technology Services	Months	8.87	9.08	18	18	18
Online usage of External Facing Web Maps	Months	634.6	1,156.5			
Uptime of GTS Map Services	Months	99.98%	99.95%	99.9%	99.9%	99.9%
Service Request Target Met for Graphic Design Services	Months			85	85	85

110.13NA

Title: Paperless Permitting Enhancements

Ranking

Department: Development Services

	<u>2017</u>	<u>2018</u>
Budget:	\$203,195	\$144,819
FTE:	0.00	0.00

36

This proposal enhances Development Service’s (DS) systems and processes to deliver a fully electronic (paperless) permit submittal, review, inspection, and records retention process. Currently DS accepts both paper and electronic formats which requires a complex process of submitting and tracking documents. Providing one electronic process will reduce client confusion, and costly inefficiencies. Streamlining the submittal process will lead to fewer requested revisions. This proposal will also enhance the customer experience when requesting records through Records Management by resulting in a quicker return of documents.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Percentage of paperless permit applications in a calendar year	Years			70%	85%	100%
Percentage of records requests that come from within DS	Years			35%	20%	5%
Percentage of DS records requests that are available onsite.	Years			54%	64%	74%

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

045.04NA Title: Real Property Services

Ranking Department: Civic Services

37

		<u>2017</u>	<u>2018</u>
Budget:	\$1,046,202	\$1,049,781	
FTE:	4.00	4.00	

The Real Property division provides professional expertise to assist city departments in all facets of real estate transactions. A significant portion of work is purchasing temporary and permanent property rights for City projects including transportation roadways, utilities infrastructure, and construction of facilities to serve the community. The division also sells City-owned property when it becomes surplus. Real Property’s specialized services include preparation and review of all real estate transaction documents, property valuation services, site searches, property management, market and lease analyses, title and escrow support, and relocation assistance. Most importantly, the division provides strategic advice to manage the City’s portfolio of real estate assets that is worth millions of dollars.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Satisfaction with quality of Real Property service	Years	94%	98%	95%	95%	95%
Satisfaction with timeliness of Real Property service	Years	90%	91%	95%	95%	95%

010.01NA Title: City Attorney Department Management and Support

Ranking Department: City Attorney

38

		<u>2017</u>	<u>2018</u>
Budget:	\$768,762	\$797,891	
FTE:	4.00	4.00	

City Attorney 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 legal support for certain client departments and the City Council. These resources benefit all functions within the City Attorney’s Office (CAO) and could not logically be assigned to any one of the CAO’s separate proposals. Positions included in this proposal are: Department Director (i.e., the City Attorney), Chief of Staff, Office Manager and Senior Administrative Assistant.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
CAO; Administration - Internal customer satisfaction	Years	93%	88%			
Final contract review in days	Quarters			2	2	2
Trainings received by staff	Years			100%	100%	100%
% of staff on City committees	Years			50%	50%	50%

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

045.03NA Title: Civic Services Department Management & Support

Ranking

39

Department: Civic Services

	2017	2018
Budget:	\$612,180	\$636,529
FTE:	3.00	3.00

Department management provides strategic leadership and oversight of the department, integrating the organization’s core values, leadership philosophy, and high performing organization principles into our work. The Director leads the management team in ensuring effective deployment of department resources to support customer departments in meeting the community’s service expectations. We use performance management as an essential tool to ensure we balance quality, value, and sustainable financial performance. Proactive fiscal stewardship is critical due to the magnitude and diversity of funds we manage. The department currently consists of 69 FTEs/LTEs in the following divisions: Land Survey, Real Property, Facilities Services, Client Services, and Fleet and Communications.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Department employee engagement construct from employee survey (5.0 possible)	Years	N/A	4.18	4.25	4.25	4.25
Department internal communication construct from employee survey (5.0 possible)	Years	N/A	3.83	4	4	4
Department employee response rate to employee survey	Years	N/A	94%	100%	100%	100%
Overall average supervisory best practice score for department supervisors & managers	Years	N/A	8	8.5	9	9
Percent of unprotected sick leave taken in department	Years	2.25%	2.03%	3%	3%	3%
Overall satisfaction with services received by the Department	Years	94%	99%	100%	100%	100%

110.05NA Title: Development Services Department Management & Support

Ranking

40

Department: Development Services

	2017	2018
Budget:	\$854,359	\$883,120
FTE:	2.50	2.50

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.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Customers rating Bellevue as a good to excellent place to live measured by survey of residents	Years	95%	N/A	95%	95%	95%
Percentage of DS permits applied for online	Years	62%	67%	70%	75%	85%
Rating of Permitting and Licensing services in Bellevue by Businesses in Bellevue	Years		5.6	8	8	8
Ratio of permit application to permit issued	Years	0.97	0.95	0.95	0.95	0.95

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

060.07PA **Title:** Finance Department Management and Support

Ranking

41

Department: Finance

	<u>2017</u>	<u>2018</u>
Budget:	\$812,852	\$838,989
FTE:	4.00	4.00

The services offered in this proposal provide fiscal policy, strategic direction, and leadership for the City Council, City Manager, and Leadership Team. It also provides oversight and leadership for the Finance Department, including all Finance functions. 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.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Maintain Aaa bond rating	Years	Yes	Yes	Yes	Yes	Yes
Number of management letter or audit findings - Financial Statements	Years	1		1	1	1
Percent of City staff that are satisfied or very satisfied with the Finance department's service delivery	Years	95%	90%	90%	90%	90%
Percentage of Finance Department employees with Performance Evaluations delivered within 60 Days	Years	88%	100%	90%	90%	90%
Percent of Finance staff trained in One City/HPO	Years		91%	100%	100%	100%
Percent of City staff satisfied/very satisfied with Finance as a trusted partner	Years	91%	89%	90%	90%	90%
Finance work plans linked to Finance Strategic Plan by March 31st	Years		Yes	Yes	Yes	Yes
Number of management letter or audit findings - Single Audit	Years	0		0	0	0
Number of management letter or audit findings - Accountability Audit	Years	0		0	0	0

080.06NA **Title:** HR Workforce Administration–Program Administration

Ranking

42

Department: Human Resources

	<u>2017</u>	<u>2018</u>
Budget:	\$1,162,869	\$1,221,344
FTE:	6.00	6.00

This proposal ensures the development and administration of Human Resources policy and system best practices to support the organization in managing and executing its many business lines and services. These services ensure we achieve our community priority outcomes. Cultivating a corporate culture of engaged employees results in numerous benefits. Typically, engaged employees create a more productive, accountable working environment and improved levels of customer service. Statistically, engaged employees stay longer and are more committed to quality results and growth. The HR administrative programs provide support in the areas of labor management, performance coaching, career development, the transition and redeployment of personnel; counseling to ensure personnel actions are appropriate, timely and consistent; oversight of complex medical/disability leave administration cases; and overall leadership to all functional areas of the comprehensive Human Resources program.

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
		<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
Annual Total Turnover Rate	Years	7.4%	11.1%	20.6%	21.4%	22.2%
Annual Voluntary Turnover Rate	Years	3.9%	5.5%	9.8%	10%	10.2%
Annual Average Sick Leave Utilization Rate	Years	53.41	49.44	40	40	40
Pride in Workplace	Years		83%	80%	80%	80%

090.05NA

Title: IT Department Management and Support

Ranking

Department: Information Technology

	<u>2017</u>	<u>2018</u>
Budget:	\$1,195,401	\$1,247,010
FTE:	7.00	7.00

43

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.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
		<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
Overall customer satisfaction - Information Technology Department	Years	88%	84%	90%	90%	90%
Information Technology Department spending in relation to total enterprise expenditures	Years	2.44%	2.42%	3%	3%	3%
Information Technology Department spending per City of Bellevue employee	Years	\$7,710	\$7,980	\$7,700	\$7,700	\$7,700

045.33DA

Title: Fleet & Communications Management

Ranking

Department: Civic Services

	<u>2017</u>	<u>2018</u>
Budget:	\$461,454	\$479,899
FTE:	2.50	2.50

44

This proposal is for the overall management of the Fleet and Communications division which provides and maintains the vehicles and equipment necessary for City departments to perform their jobs and deliver services to the public. We set the standards for vehicle and equipment usage and allocations to departments. We manage the Fleet & Communications Governance Committee (FCGC) and division personnel while also providing oversight of the City's vehicle and equipment assets, fuel, related funds, and day-to-day operations.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
		<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
Percent of Equipment Rental Fund (ERF) operating budget reserved	Years	6.7%	10.7%	5%	5%	5%

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

060.45NA

Title: Finance Business Systems

Ranking

Department: Finance

	<u>2017</u>	<u>2018</u>
Budget:	\$659,303	\$695,220
FTE:	4.00	4.00

45

The City’s success in establishing strong fiscal policy and financial leadership is dependent on accurate, reliable financial systems. This proposal includes all the Finance related systems and the Finance Business Systems (FBS) Business and Data Analysts who support these critical systems. We work hand in hand with Departments and Finance Divisions to optimize financial work processes, serve as the voice of the customer by defining system requirements and partner with the City’s Information Technology (IT) team to deliver automated business solutions. Principal systems include financial accounting and reporting, tax and business licenses, performance indicators and budget process. Specialized systems include data mining, reporting and internal controls. Analysts perform project management, improvement analysis, test/implementation support, ad hoc system development, technology research, reporting and training.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
JDE System upgrade completed on time and on budget	Years			Yes		
Maintain Aaa bond rating	Years	Yes	Yes	Yes	Yes	Yes
Number of management letter or audit findings - Financial Statements	Years	1		1	1	1
Percent of customer satisfaction with JDE Upgrade	Years			90%		
Percent of customers satisfied/very satisfied with the JDE system to support me in doing my job.	Years	66.67%	69.81%	75%	80%	80%
Received the Certificate of Excellence in financial reporting proficient in all categories	Years	Yes		Yes	Yes	Yes
Hours of work capacity gained	Months			10,000	11,000	12,000

080.04NA

Title: HR Workforce Development–Integrated Total Rewards

Ranking

Department: Human Resources

	<u>2017</u>	<u>2018</u>
Budget:	\$1,025,277	\$1,078,674
FTE:	7.00	7.00

46

This proposal focuses on Human Resources’ ongoing design, management and delivery of Total Reward programs. The City offers high quality and competitive programs that are diverse and cover all areas of an employee’s wellbeing. The total reward strategy is a holistic approach aligning policies, programs and practices that provide employees with something of value in return for their contributions towards the mission, vision and goals of the city. To ensure the ongoing support of a high performing workforce, the programs must be sustainable, flexible, and evolve to meet future organizational needs. The focus and direction over the next two years will be to ensure alignment of all program elements with the competencies needed to continue building a successful workforce at each organizational level. Now is the time to evaluate and make sure the integrated total reward programs focus on the rewards that will drive increased productivity, satisfaction, engagement and market attractiveness.

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
Annual Total Turnover Rate	Years	7.4%	11.1%	20.6%	21.4%	22.2%
Personal Growth & Development Training Availability	Years		67%	75%	75%	75%
Annual Voluntary Turnover Rate	Years	3.9%	5.5%	9.8%	10%	10.2%
Work/Life Balance	Years	75.9%	78.3%	80%	80%	80%

045.02NA

Title: Parking & Employee Transportation Services

Ranking

Department: Civic Services

	2017	2018
Budget:	\$591,678	\$618,056
FTE:	1.00	1.00

47

This program manages employee and visitor parking at the City's largest worksites, City Hall and Bellevue Service Center. It includes outreach and incentives to approximately 1,500 employees to get them to commute to work using alternatives to driving alone (i.e. transit, carpool, vanpool) as mandated by State commute trip reduction (CTR) law. Other elements include management and operation of City Hall's employee and visitor garages, parking enforcement, and fee collection. Revenue from parking fees offsets costs of operating the program.

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
Employee satisfaction with access to Parking & Employee Transportation program commute services and information	Years	99%	98%	99%	99%	99%
Satisfaction with responsiveness and quality of service provided by Parking & Employee Transportation program staff	Years	99%	97%	98%	100%	100%
Percent of City Hall employees commuting to work by carpool, vanpool, transit, bike, etc	Years	61%	64%	55%	63%	63%
Percent of BSC employees commuting to work by carpool, vanpool, transit, bike, etc	Years	62%	61%	60%	61%	61%

060.14DA

Title: Finance Central Services

Ranking

Department: Finance

	2017	2018
Budget:	\$907,593	\$890,267
FTE:	0.00	0.00

48

This proposal is to fund the Central Services budget for city-wide services including copier rentals, operation of the Copy Center, mail, central receiving and distribution services in City Hall and courier services to offsite City locations as provided by outsourced vendors. The Copy Center and satellite copier rentals are a full cost recovery service. Departments pay for the actual cost of services 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.

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
Percent of customers that are satisfied/very satisfied with central services	Years	87%	84%	90%	90%	90%
Total Cost of services per copy for copy center	Years	0.09	0.12	0.11	0.09	0.09
Total cost of services per copy for satellite copiers	Years	0.04	0.06	0.05	0.04	0.04

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

045.22PA **Title:** Facilities Services Project Management

Ranking **Department:** Civic Services

49

	<u>2017</u>	<u>2018</u>
Budget:	\$802,848	\$778,509
FTE:	5.00	5.00

Facilities Services Project Management provides staffing and resources necessary to manage the wide array of capital projects, tenant improvements, and space reconfigurations at City facilities. This is in addition to a core set of services to address customer requests related to new furniture installation, adjustments, minor repairs, ergonomic accommodations, and space/data management. These services are provided at 13 City facilities encompassing 603,000 square feet. Project managers also support City-wide projects such as capital construction coordination for Sound Transit East Link impacts and Fire Station long-range planning and renovation. Other activities under this proposal include management of facility common area features such as the City Hall deli and coffee cart, employee fitness centers, artwork, and public meeting room and event setups and takedowns. Ensuring compliance with regulatory laws such as the Americans with Disabilities Act, Bellevue City Code, WISHA, and other workplace health and safety requirements are key components of this proposal.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Average number of project managers based on facilities ranging from 500K to 750K Square Feet	Years	3.34	2.9	2.75	3.5	4
Average staffing dollars/sf allocated to tenant services	Years	\$0.45	\$0.45	\$0.45	\$0.58	\$0.60
Percent billable hours per facilities project manager	Years	45%	42%	50%	65%	65%
Satisfaction with the space planning, refurbishment and reconfiguration staff	Years	91%	94%	90%	90%	90%

080.07NA **Title:** Talent Acquisition

Ranking **Department:** Human Resources

50

	<u>2017</u>	<u>2018</u>
Budget:	\$242,684	\$197,977
FTE:	1.00	1.00

A defining characteristic and asset of Bellevue is the diversity of its commercial and residential neighborhoods. The resulting growth of Bellevue’s population and diversity poses a challenge to the City in its need to provide new or adapted services to community members. Research has shown that the services an organization provides are enhanced when the diversity of its staff is representative of customer demographics. The diversity of current City staff is not reflective of this. Critical to the City’s success in supporting a Council priority of “Achieving Human Potential” under the Diversity Plan is to ensure that we have the human talent necessary to efficiently manage and execute the many business lines and services that make up our community priority outcomes. The proposal will address the social importance of creating inclusive employment opportunities, ensuring equity in our hiring practices and innovating new ways of attracting future talent as workforce shifts occur.

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
Attract and Retain a Diverse Workforce	Years		63.3%	70%	70%	70%
# of Weeks to Fill Positions	Years	8	5	10	10	10
Diversity Hire Ratio- Ethnicity	Years	21.1%	21.5%	20%		
LinkedIn as Source of Applicant	Years		3.87%	15%	15%	15%
Diverse Applicant Pool- Ethnicity	Years		32.7%	40%	40%	40%
Diversity Hire Ratio- Female	Years	21.1%	36.7%	50%	50%	50%
Diverse Applicant Pool- Female	Years		40.4%	50%	50%	50%

045.05NA

Title: Professional Land Survey Services

Ranking

Department: Civic Services

	2017	2018
Budget:	\$1,315,231	\$1,357,529
FTE:	8.75	8.75

51

The City's Land Survey staff provides statutory compliance and lower costs to the City and citizens for required professional Land Survey services with greater accuracy and consistency. This division protects and maintains the survey reference monuments and network 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 monuments, information, network, and reference systems necessary for cost effective and timely access to survey services by City staff and private surveyors. They also provide cost effective and timely professional Land Survey services required for City operations and projects.

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
Percent of survey control network points meeting federal 1-centimeter local accuracy standards	Years	99.69%	99.71%	99.8%	99.9%	100%
Percent of City within 1/4 mile of a survey control network monument	Years	100%	100%	100%	100%	100%
Satisfaction with the quality of Land Survey services	Years	100%	94%	100%	100%	100%
Satisfaction with the timeliness of Land Survey services	Years	100%	98%	100%	100%	100%
Annual number of visits to survey control database internet application	Years	2,359	2,175	2,000	2,000	2,000

090.03NA

Title: Application Development Services

Ranking

Department: Information Technology

	2017	2018
Budget:	\$1,323,455	\$1,374,799
FTE:	8.00	8.00

52

This proposal identifies the resources needed to deliver high-quality and affordable custom-developed software applications and services to support all City departments and the region via the eCityGov Alliance. Application Development delivers both internal and community-facing products and services when needs cannot be met by purchased products or services at an affordable cost. The services outlined in this proposal help make Bellevue a regional leader in providing innovative software solutions to local and regional challenges, support increased government transparency and online community engagement.

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Overall customer satisfaction - Application Development	Years	85%	81%	90%	90%	90%
Mean time to repair (MTTR) priority 1 - 4 hours - Application Development	Months	7.51	8.01	18	18	18
Customer quality satisfaction - Information Technology Department	Years	89%	87%	85%	85%	85%
Overall Project Satisfaction - Application Development	Years	69%	N/A	85%	85%	85%

050.01NA

Title: East Bellevue Community Council

Ranking

Department: Community Council

	<u>2017</u>	<u>2018</u>
Budget:	\$4,289	\$4,389
FTE:	0.00	0.00

54

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.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
% Electorate Approval.	Years				75%	
# Regular and Special Meetings	Years	12	17	12	12	12

110.12NA

Title: Development Services Office Remodel

Ranking

Department: Development Services

	<u>2017</u>	<u>2018</u>
Budget:	\$220,000	\$0
FTE:	0.00	0.00

55

This proposal provides for reconfiguring current Development Services (DS) Inspector's work space and the possible expansion of the City Hall first floor west (CH1W) office area into the Permit Center. This will create additional inspection, review, and conference room work spaces for use by DS staff. Because of the cyclical nature of development cycles, the staffing needs and corresponding space needs in CH1W rises and falls as development activity fluctuates. During the peak of the development cycle, there is not enough office space to match the staffing needs. DS has converted conference rooms to work spaces as well as placed various DS divisions and workgroups on different floors of City Hall. It has become critical to address space needs for DS. These steps include increasing office floor area and reconfiguring inspection work including the Permit Center, to allow for a more efficient, adaptable, and appropriate work space.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Total square feet available for DS Inspection Staff workstations	Years			1,103	1,263	1,263
Number of work spaces available to DS Inspection Staff	Years			29	37	37
Number of 1st floor conference rooms (West and East floor area)	Months			8	12	12

Total:

	<u>2017</u>	<u>2018</u>
Budget:	\$105,220,073	\$109,032,027
FTE:	280.08	280.08

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Responsive Government Ranking Memo

DATE: June 22, 2016

TO: Leadership Team

FROM: Responsive Government Results Team

SUBJECT: 2017-2018 Budget One Proposal Ranking

Background and Overview of Team Process

The Responsive Government Results Team (Team) members are: Alison Bennett, Christina Faine, Dean Harm, Rick Logwood and Patrick Spak.

There were a total of 55 proposals submitted from nine departments. The Team invited departments to present high level overviews early in the process and engaged in conversations regarding department structures, challenges, opportunities and changes from the last budget round. The Team found these discussions very helpful, both for providing context and reducing the number of questions later in the process. Once the Team reviewed the proposals, additional rounds of questions and follow-up occurred with departments as needed.

The Team used the Responsive Government Request for Results and the City Council's vision and priorities in ranking the proposals. Each Team member wore a "citizen hat" in reviewing all the proposals. This view, of being the outsider looking in, was a critical factor in the Team's discussions.

There were 20 proposals submitted that requested new personnel resources. Some were new FTE requests while others were LTE requests or LTE to FTE conversions. In almost all cases, the requests stated that the departments were able to offset the new ongoing costs by reducing other department expenses.

It is important to note that the Team did not engage in verifying the funding statements and confirmed that the Budget Office would be reviewing those proposals and providing the Leadership Team with information regarding whether the proposals were expenditure neutral.

The Team did engage in several discussions regarding the tradeoffs and consequences of maintaining expenditures as the City is growing, including the potential degradation of services. The Team evaluated the proposals from a citizen's perspective, and to the best of its ability, worked to understand any proposed changes and how the departments are positioning themselves to meet increased demands as the City grows and changes.



Responsive Government Ranking Memo

Ranking and Themes

One message that the Team wanted to emphasize is that almost all the proposals provide essential City functions, and they are all very important. The Responsive Government outcome in particular encompasses core services, and the City cannot meet its essential government responsibilities without them. The Team did attempt to rank the most essential citywide services highest, while recognizing that even proposals near the very bottom are important and valuable to the City. As noted earlier, the citizen’s perspective was paramount in the Team’s discussions and rankings.

The “Imagine the Possibilities – New Service” (i.e. drones) proposal is a good example of a new service that is innovative and has potential future benefits to the City, but still ranked low. The primary reason for this is that there are many core services that must be funded before the City can consider taking on new initiatives. The second reason was that there are many outstanding issues and questions that must be resolved before this idea can reach its full potential. The benefits to the citizen are not readily apparent yet, and depending on where the funding line lands, the Leadership Team will need to decide if this initiative can be developed further with or without additional personnel resources.

Similar to the last budget cycle, the Team decided to rank the department management proposals together. There were seven management proposals, and the Team felt they should be ranked as a group since they all serve a similar overarching leadership purpose.

Ranking

See next page



Responsive Government Ranking Memo

Ranking	Proposal Number	Proposal Title	Department
1	040.04NA	Overall City Management	City Manager
2	060.19NA	Budget Office	Finance
3	030.01NA	City Council	City Council
4	060.20NA	Debt Management Services	Finance
5	090.08NA	Network Systems and Security	Information Technology
6	060.13NA	Citywide Treasury Management Services	Finance
7	020.05NA	Disclosure of Public Records and Information	City Clerk
8	045.34PA	Electronic Communication Services	Civic Services
9	045.30PA	Fleet Services Maintenance & Repair	Civic Services
10	010.07NA	Civil Litigation Services	City Attorney
11	010.08NA	Legal Advice Services	City Attorney
12	010.09NA	Risk Management - Insurance, Claims and Loss Control	City Attorney
13	020.02NA	Council Legislative and Administrative Support	City Clerk
14	020.01NA	City Clerk's Operations	City Clerk
15	020.04NA	Records Management Services	City Clerk
16	060.16NA	Citywide Disbursements	Finance
17	115.01NA	Comprehensive & Strategic Planning Core Services	Planning & Community Dev.
18	110.06NA	Development Services Financial Management	Development Services
19	060.15PA	Business Tax and License Administration	Finance
20	040.07NA	Intergovernmental Relations/Regional Issues	City Manager
21	045.20PA	Facilities Services Maintenance & Operations	Civic Services
22	060.18NA	Financial Accountability & Reporting	Finance
23	090.01NA	Computer Technology Services	Information Technology
24	110.02NA	Policy Implementation Code Amendments & Consulting Services	Development Services
25	110.01NA	Development Services Information Delivery	Development Services
26	045.32DA	Fleet & Communications Parts Inventory & Fuel System	Civic Services
27	045.01NA	Client Services	Civic Services
28	045.31DA	Fleet & Communications Asset Management	Civic Services
29	060.46NA	LEOFF 1 Medical Operating Costs	Finance
30	060.17NA	Procurement Services	Finance
31	090.09NA	Technology Business Systems Support	Information Technology
32	040.02NA	Communications	City Manager
33	080.01NA	Health Benefits Operating Fund	Human Resources
34	090.10NA	eCityGov Alliance Fees and Services	Information Technology
35	090.06NA	Geospatial Technology Services (GTS)	Information Technology
36	110.13NA	Paperless Permitting Enhancements	Development Services
37	045.04NA	Real Property Services	Civic Services
38	010.01NA	City Attorney Department Management and Support	City Attorney
39	045.03NA	Civic Services Department Management & Support	Civic Services
40	110.05NA	Development Services Department Management & Support	Development Services
41	060.07PA	Finance Department Management and Support	Finance
42	080.06NA	HR Workforce Administration - Program Administration	Human Resources
43	090.05NA	IT Department Management and Support	Information Technology
44	045.33DA	Fleet & Communications Management	Civic Services
45	060.45NA	Finance Business Systems	Finance
46	080.04NA	HR Workforce Development - Integrated Total Rewards	Human Resources
47	045.02NA	Parking & Employee Transportation Services	Civic Services
48	060.14DA	Finance Central Services	Finance
49	045.22PA	Facilities Services Project Management	Civic Services
50	080.07NA	Talent Acquisition	Human Resources
51	045.05NA	Professional Land Survey Services	Civic Services
52	090.03NA	Application Development Services	Information Technology
53	010.11NA	Imagine the Possibilities - New Service	City Attorney
54	050.01NA	East Bellevue Community Council (CC)	Community Council
55	110.12NA	Development Services Office Remodel	Development Services



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Cause & Effect Map



Safe Community



As a community, Bellevue values...

- Feeling and being safe where people live, learn, work, and play
- A community that is prepared for, responds to, and is resilient following emergencies

Council Vision – Strategic Target Areas

- High Performance Government – Our residents live in a safe, clean city that promotes healthy living.

Factors:

Response

- Enforcement
- Responders
- Facilities and Resources
- Mitigation & Recovery

Prevention

- Laws, Codes & Ordinances
- Education / Information
- Inspection & Maintenance
- Programs & Activities

Planning and Preparation

- Laws, Codes & Ordinances
- Infrastructure
- Coordination / Partnerships
- Emergency Management
- Adaptability
- Training
- Resiliency

Community Partnerships & Accountability

- Community Involvement
- Programs and Activities
- Trust & Respect
- Accountability

<p>Key Community Indicators:</p> <ul style="list-style-type: none"> • % of residents who agree that Bellevue is a safe community in which to live, learn, work, and play. • % of residents who agree that Bellevue plans appropriately to respond to major emergencies. • % of residents who agree that Bellevue is well prepared to respond to routine emergencies. • % of residents who agree that they feel safe in their neighborhood after dark. • % of businesses overall that agree that Bellevue is a safe place to operate a business. • % of businesses overall that are satisfied with the quality of Police/EMS services to businesses. • % of residents who rate the nature of police contact as "excellent" or "good" • % of residents who feel "very confident" or "confident" with Bellevue Fire Department 	<p>Key Performance Indicators:</p> <ul style="list-style-type: none"> • % of fire & Basic Life Support incidents where total response time is less than 6 minutes • % of Priority 1 calls where police response time is less than 3.5 minutes • % of Advanced Life Support or paramedic calls where the response time is less than 7.5 minutes. • Part 1 Uniform Crime Reporting (UCR) crimes per 1,000 population served • Part 2 UCR crimes per 1,000 population served • Residential fires per 100,000 population • Training and preparation hours performed in the Emergency Operations Center. • Number of community members who participated in at least one public safety education or outreach event
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Budget By Outcome Safe Community Performance Measures

Community Values:

As a community, Bellevue values feeling and being safe where people live, learn, work and play. Feeling and being safe involve both prevention and emergency response. Well-lit streets, clean public spaces, enforcement of laws, modern construction codes, and rapid, effective emergency response by police and fire all contribute to a safe community. A safe community is also one that plans for and is well prepared to respond to disasters. In a safe community, residents and businesses work together to make the community safer and stronger.

Safety is fundamental to a vibrant community. It is critical to attracting people and businesses. In a safe community, neighbors take pride in their neighborhoods, and businesses thrive and contribute to providing the resources for municipal services that people view as important.

Are We Achieving Results that Matter?

Results from the 2015 Performance Survey suggest that residents feel about the same as they did in 2014 regarding safety in Bellevue. Confidence in planning and responding to emergencies, while still high, is slightly lower than the previous year. While there was a large increase in the total dollar loss from fire, this increase can be explained by a large car dealership fire in 2015. Operational data from Police, Fire, Transportation, Development Services and other departments all show that Bellevue is a safe place in which to live, learn, work and play.

Key Community Indicators: Safe Community	2014 Results	2015 Results	Change 2014-2015
% of residents who agree that Bellevue is a safe community in which to live, learn, work and play.	98%	94%	-4%
% of resident who agree that Bellevue plans appropriately to respond to emergencies.	89%	87%	-2%
% of residents who agree that Bellevue is well-prepared to respond to emergencies.	96%	93%	-3%

Key Performance Indicators	2013 Results	2014 Results	2015 Results	2015 Target
Police patrol response time to critical emergencies (life threatening) from the time officer receives a call to arrival at the scene (minutes : seconds).	3:06	3:08	3:22	<=3:30
Number of Part 1 (violent and property) crimes per 1,000 residents.	31	35	34	<=33.0
% of incidents where total Fire Department emergency response from call to arrival on the scene is 6 minutes or less.	69%	69%	68%	90%
Survival rate from cardiac arrest.	59%	58%	56%	50%
Total dollar loss from fire (in millions)	\$4.313 M	\$2.636 M	\$20.908 M	<=\$1M
% of fires confined to the room of origin.	92%	91%	91%	85%



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**Budget by Outcome
Proposal Ranking Sheet**

Outcome: Safe Community

The Results Team (RT) evaluated and ranked each proposal submitted by departments in order of funding priority. The results of their work are displayed in the table below. The proposals are summarized in the Proposal Summaries by Outcome within this section.

<u>RT</u> <u>Rank</u>	<u>Proposal Title</u>	<u>Council</u> <u>Priority</u>	<u>Proposal</u>	<u>Proposal</u> <u>Type*</u>	<u>2018 FTE</u>	<u>2017-2018</u> <u>Budgeted</u> <u>Expenditure</u>	<u>Funding Source</u>
1	Fire Suppression and Emergency Medical Response		070.01PA	E	166.19	51,323,481	General
2	Patrol		120.01NA	E	94.00	25,345,945	General
3	Public Safety Dispatch Services		070.16DA	E	0.00	8,543,462	General
4	Criminal Prosecution Services		010.10NA	E	6.00	1,775,834	General
5	Public Defense Services		040.01NA	E	0.00	1,687,746	General
6	Advanced Life Support (ALS) Services		070.02NA	E	43.76	16,018,345	General
7	King County District Court-Bellevue Division (BDC) Services		040.09PA	E	0.00	2,132,273	General
8	Traffic Enforcement		120.06NA	E	14.00	5,076,730	General
9	Investigations		120.02NA	E	34.00	10,457,490	General
10	Narcotics Investigations		120.04NA	E	5.00	1,844,542	General
11	Domestic Violence Prevention and Response		120.03NA	E	4.00	1,186,398	General
12	Bellevue Probation and Electronic Home Detention		100.05NA	E	11.00	2,673,407	General
13	Development Services Inspection Services		110.04NA	E	61.27	17,195,739	DS, Utilities, General, ERF
14	Fire Prevention	●	070.06NA	E	8.00	1,925,940	General
15	Courts and Custody Unit		120.11NA	E	6.00	3,413,861	General
16	Community Stations /Downtown Unit /Bicycle Patrol		120.16NA	E	15.00	4,415,533	General
17	School Resource Officers		120.15NA	E	7.00	1,862,692	General
18	Street Lighting Maintenance		130.27NA	E	2.00	3,180,676	General
19	Traffic Collision Investigation		120.18NA	E	7.00	2,058,812	General
20	Fire Facilities Maintenance & Operations		070.07DA	E	1.80	1,451,197	General
21	Fire Department Management & Support		070.05NA	E	7.25	2,625,676	General
22	Management and Support		120.13NA	E	7.00	2,549,778	General
23	City-Wide Emergency Management Services		070.04PA	E	3.00	947,050	General, Operating Grants/ Donations
24	Property and Evidence		120.08NA	E	3.00	699,709	General
25	Police Records		120.09NA	E	21.00	4,715,962	General
26	Fire Department Training Division		070.03NA	E	4.00	1,439,739	General

**Budget by Outcome
Proposal Ranking Sheet**

Outcome: Safe Community

The Results Team (RT) evaluated and ranked each proposal submitted by departments in order of funding priority. The results of their work are displayed in the table below. The proposals are summarized in the Proposal Summaries by Outcome within this section.

<u>RT</u> <u>Rank</u>	<u>Proposal Title</u>	<u>Council</u> <u>Priority</u>	<u>Proposal</u>	<u>Proposal</u> <u>Type*</u>	<u>2018 FTE</u>	<u>2017-2018</u> <u>Budgeted</u> <u>Expenditure</u>	<u>Funding Source</u>
27	East Metro Training Group		070.18NA	E	0.00	491,930	General
28	Personnel Services Unit		120.10NA	E	7.00	2,930,123	General
29	Office of Professional Standards		120.12NA	E	3.00	1,045,542	General
30	Special Details: SWAT/HNT; Bomb Squad; Crowd Control; Honor Guard		120.17NA	E	0.00	281,630	General
31	Traffic Flagging		120.07NA	E	0.00	1,478,116	General, Utilities
32	Fire Flow Capacity for City of Bellevue ¹		140.59NA	E	0.00	-	N/A
33	Volunteer Program		120.14NA	E	1.00	266,339	General
34	Fire Community Outreach & Education	●	070.14NA	E	2.00	645,749	General
35	Electronic Records for Patient Care	●	070.31NA	N	0.00	123,758	General
36	Maintain Class 2 Community Protection Classification ²		070.27NA	E	0.00	-	N/A
37	Police Dashboard Cameras for Patrol Vehicles ³		120.19NA	N	0.00	-	N/A
38	Urban Area Security Initiative (UASI) Participation		070.08DA	E	1.00	669,261	Operating Grants/ Donations
39	Fire Department Small Grant and Donations		070.09NA	E	0.00	1,340,000	Operating Grants/ Donations
40	City Hall & Bellevue Service Center Security ⁴		045.24NA	N	0.00	-	N/A
Total					545.27	185,820,465	

*Proposal Type:

E = Existing - same service level as previous biennium

N = New - entirely new proposal

¹ Fire Flow Capacity Proposal: Incorporated into existing utilities operating expenditure proposals.

² Maintain Class 2 Community Protection proposal: Citywide team analysis in progress to bring forward recommendation at mid-bi.

³ Police Dashboard Cameras: Includes funding for further study and will be brought forward once study is complete.

⁴ City Hall & Bellevue Service Center Security: Corresponding CIP G-110 Citywide Security Improvements currently funded.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe Community

070.01PA

Title: Fire Suppression and Emergency Medical Response

Ranking

Department: Fire

	2017	2018
Budget:	\$25,224,623	\$26,098,858
FTE:	166.19	166.19

1

This proposal provides resources for emergency and non-emergency responses for fire suppression and emergency medical incidents for the City of Bellevue and our six contract municipalities. The Fire Department responds to a variety of emergencies including fires, emergency medical, motor vehicle accidents, rescues and hazardous materials incidents as well as to a wide variety of non-emergency service requests. Firefighters also participate in education and outreach activities that support community safety. These services are deployed from nine (9) fire stations geographically located to provide timely response to fire and medical emergencies.

This proposal includes a request for one-time funding to purchase fire hose and appliances (nozzles, couplings, etc.), personal protective equipment (PPE) and other necessary equipment. In addition, this proposal uses new EMS Levy funding to staff an extra aid unit during peak call hours Monday – Friday when current resources are out of service.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
		<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
Fires confined to room of origin	Years	90.76%	91.2%	85%	85%	85%
Total emergency response time less than 6 minutes	Years	69.19%	68.5%	90%	90%	90%
Cardiac arrest survival rate	Years	58.33%	56.1%	50%	50%	50%
Fire Incidents	Years	338	419	400	400	400
Suppression Incidents	Years	2,696	2,678			
Emergency Medical Incidents	Years	14,227	14,591			
Total dollar loss from fire	Years	\$2,635,786.00	\$20,907,905.00	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00
Total Incidents	Years	17,739	18,214			
All Fire Stations have Water Pumping Capability	Years	No	Yes	Yes	Yes	Yes
Basic Life Support (BLS) Transport	Years	3,849	3,832	4,000	4,000	4,000
BLS Transport Revenue Collection	Years		\$1,360,511.00	\$1,300,000.00	\$1,400,000.00	\$1,400,000.00
Part-Time Aid Car Hourly Utilization	Years				750	750
Transport Aid Car Commit Time	Years			22%	20%	20%
Hose and Appliance Failures during testing	Years				25	20
Firefighters with a second set of PPE	Years				50%	75%
Reserve Apparatus meeting minimum standards	Years				1	2

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe Community

120.01NA

Title: Patrol

Ranking

Department: Police

		<u>2017</u>	<u>2018</u>
Budget:	\$12,463,382	\$12,882,563	
FTE:	94.00	94.00	

2

The Patrol Section of the Bellevue Police Department delivers 24X7 police services to Bellevue citizens and visitors, and its officers promote the Safe Community outcome by being First Responders and engaging in Community Oriented Policing (COP). The mission of patrol is crime reduction, traffic safety, and building relationships (CTR).

The primary first response element is made up of eight patrol squads and the K-9 unit. The K-9 unit's main functions include locating suspects and property as well as providing specialized resources to Patrol that enhances the safety of officers and citizens.

The Special Enforcement Team (SET) supports the Patrol and Investigation Sections by targeting our most active career criminals and prevalent crimes throughout the region. Focusing on career criminals causes significant reduction in crime. SET also provides a quick response element to locate suspects that flee outside the city.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Part One UCR Crimes per 1,000 citizens	Years	35	34	35	35	35
Part Two UCR Crimes per 1,000 citizens	Years	23.7	26	27	27	27
Priority One call response times	Years	3.08	3.22	3.25	3.25	3.25
Number of arrests by Patrol	Years	2,333	3,304	3,300	3,300	3,300
Somewhat/strongly agree Bellevue is a safe community in which to live, learn, work and play	Years	98%	94%			

070.16DA

Title: Public Safety Dispatch Services

Ranking

Department: Fire

		<u>2017</u>	<u>2018</u>
Budget:	\$4,101,275	\$4,442,187	
FTE:	0.00	0.00	

3

This proposal provides 911 emergency and non-emergency dispatch and communication services for 72,000 Police, Fire and Emergency Medical Service (EMS) incidents per year. The City of Bellevue contracts with the North East King County Regional Public Safety Communications Agency (NORCOM) to provide these services. As a regional provider NORCOM provides economy of scale and improves interoperability with neighboring communities.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Total Incidents	Years	17,739	18,214			
NORCOM - 911 Calls Answered within 10 seconds	Years	98.5%	99.16%	99%	99%	99%
NORCOM - Average Dispatch for Police Priority 1 & 2 Calls	Years	56	63	60	60	60
NORCOM - Fire Emergency Calls dispatched within 1 minute	Years	87.8%	89%	90%	90%	90%

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe Community

010.10NA

Title: Criminal Prosecution Services

Ranking

Department: City Attorney

	2017	2018
Budget:	\$869,639	\$906,195
FTE:	6.00	6.00

4

As a community, Bellevue values feeling and being safe where people live, learn, work, and play. Criminal Prosecution Services is an on-going service that is a key component to that sense of safe community. Once the police make an arrest or issue a traffic infraction, it is the prosecutors who continue the response to those who violate the law. Prosecutors review police reports and file criminal charges and are the City's representative in court. When individuals fail to comply with the court's sentence, it is the prosecutors who seek to hold defendants accountable.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Contested Infraction hearings with favorable outcome	Years	81%	78%	60%	60%	60%
Contested Infraction hearings attended by a prosecutor	Years	100%	100%			
Average time to file or decline a criminal case in days	Years	2.6	2.6	4	4	4
Number of criminal cases per prosecutor	Years	381	419	600	600	600
Number of criminal cases reviewed	Years	2,360	2,471			
Prosecution: # of legal trainings provided to clients	Years			4	4	4

040.01NA

Title: Public Defense Services

Ranking

Department: City Manager

	2017	2018
Budget:	\$818,417	\$869,329
FTE:	0.00	0.00

5

The 6th Amendment of the United States Constitution guarantees the right to assistance of counsel when a person is unable to afford his/her own. This right applies to defendants in the misdemeanor cases the City prosecutes, and it is the responsibility of the City to bear the costs associated with providing this public defense. The City of Bellevue's Public Defense Program covered by this proposal ensures that legal counsel is provided by contracting for these services.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Repayment of Public Defender Costs	Years	13.3%	19%	15%	15%	17%
# of reversals on appeal due to ineffective assistance	Years	0	0	0	0	0

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe Community

070.02NA **Title:** Advanced Life Support (ALS) Services

Ranking **Department:** Fire

	<u>2017</u>	<u>2018</u>
Budget:	\$7,879,121	\$8,139,224
FTE:	43.76	43.76

6

This proposal funds a comprehensive Advanced Life Support (ALS) program, most often referred to as “paramedic service.” The Bellevue Fire Department receives 100% funding from an Emergency Medical Services (EMS) Levy administered by King County Public Health and is part of a county-wide paramedic service. Bellevue is one of only six agencies in King County delivering “Medic One” physician-level care to the most seriously ill and injured patients in the community to include victims of serious trauma, cardiac patients, patients experiencing serious pulmonary issues, emergency child birth, etc. Bellevue’s ALS service area extends beyond the city limits to our contact communities, Mercer Island, and all communities east of Bellevue to the top of Snoqualmie Pass.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Paramedic turnout time	Years	62.31	59.45	60	60	60
Paramedic response time - Turnout and Travel	Years	6.23	7.23	6.5	6.5	6.5
Cardiac arrest survival rate	Years	58.33%	56.1%	50%	50%	50%
ALS Incidents - Bellevue and Contract Cities	Years	2,805	2,875	2,600	2,600	2,600
ALS Incidents - Outside Bellevue and Contract Cities	Years	2,487	2,506	2,400	2,400	2,400

040.09PA **Title:** King County District Court-Bellevue Division (BDC) Services

Ranking **Department:** City Manager

	<u>2017</u>	<u>2018</u>
Budget:	\$1,055,762	\$1,076,511
FTE:	0.00	0.00

7

This proposal supports the District Court services provided to the city by King County through the Bellevue District Court (BDC). Services include filing, processing, hearing, and adjudication of criminal cases, civil infractions, and parking infractions for City misdemeanor cases. This proposal also includes the lease, maintenance, and operating costs (non-CIP building costs) for the new court location at Bellefield Office Park. Space costs cover not only BDC operations but Bellevue Probation as well.

No Performance Measures to be displayed.
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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe Community

120.06NA

Title: Traffic Enforcement

Ranking

Department: Police

		<u>2017</u>	<u>2018</u>
Budget:	\$2,508,464	\$2,568,266	
FTE:	14.00	14.00	

8

This proposal provides resources to help ensure the vehicular and pedestrian traffic on City roadways flows efficiently and safely. The Motor Unit is currently comprised of a Captain (who also oversees traffic accident investigation), two Motor Lieutenants, ten Motor Officers, one Parking Enforcement Police Support Officer, and seven citizen volunteers. The Bellevue Police Department has long recognized the importance of having highly trained first responders with the primary responsibilities of vehicular/pedestrian safety, enforcing accident causing violations, and managing abandoned vehicles and parking issues. This is accomplished in part through focused motorcycle enforcement. Motor officers are also first responders, and are second up in responsibility for responding to and investigating vehicular collisions.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Traffic Enforcement Number of Contacts per Hour Worked	Years	N/A	3	4	4	4
Traffic Enforcement Number of Patrol Assists per Hour Worked	Years	N/A	3	3	3	3

120.02NA

Title: Investigations

Ranking

Department: Police

		<u>2017</u>	<u>2018</u>
Budget:	\$5,143,488	\$5,314,002	
FTE:	34.00	34.00	

9

The Investigations Section is comprised of specialized detectives who respond to, investigate, and support the needs of first responders, city government, and Bellevue citizens. Due to the nature of this investigative work, assigned personnel have acquired skills, training, and expertise beyond those possessed by most patrol officers. The Investigations section include the following units: Violent Crimes, Special Assault, Digital Forensics, Property Crimes, Economic Crimes, Vice, Crime Prevention, Forensics Lab, Crime Analysis, and one detective assigned to the Joint Terrorism Task Force. By incorporating the Strategic Target Areas within the Safe Community outcome, this unit is able to achieve its mission to Reduce Crime, Reduce the Fear of Crime and Enhance the Quality of Life for the citizens and the people who work and visit the City of Bellevue.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Assigned cases closed all ways (except inactive)	Years	81%	73%	75%	75%	75%
Part One (UCR) crimes cleared	Years	16%	22%	20%	20%	20%
Evidence items examined	Years	2,772	2,683	2,400	2,400	2,500
Crime analysis products disseminated	Years	234	335	200	200	200

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe Community

120.04NA

Title: Narcotics Investigations

Ranking

Department: Police

	2017	2018
Budget:	\$909,234	\$935,308
FTE:	5.00	5.00

10

This proposal funds three Narcotics Detectives, one Detective Lieutenant, and one Captain, each charged with the investigation, arrest and prosecution of all narcotics violations within the City of Bellevue. The enforcement of drug laws has a significantly positive impact on society and reduces other types of criminal behavior. Specialized training, equipment and tactics are needed to dismantle the sophisticated operations of mid level drug dealers. The reduction of drug trafficking in Bellevue has a major impact upon most outcomes, specifically Safe Community.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Seize drugs	Years	\$1,867,915	\$2,980,591	\$1,000,000	\$1,500,000	\$2,000,000
Large drug trafficking organizations on the Eastside disrupted or dismantled	Years	8	5	2	3	4

120.03NA

Title: Domestic Violence Prevention and Response

Ranking

Department: Police

	2017	2018
Budget:	\$582,328	\$604,070
FTE:	4.00	4.00

11

The Domestic Violence Prevention and Response (DV) Proposal is a strategic and collaborative partnership between Bellevue Police, Bellevue Probation and the City Attorney's Office. Bellevue's response to domestic violence is an important partnership that ensures the safety and protection of some of the most vulnerable people in our community. Domestic violence is the willful intimidation, physical assault, battery, sexual assault, and/or other abusive behavior as part of a systematic pattern of power and control perpetrated by one intimate partner against another. It includes physical violence, sexual violence, threats, and emotional abuse. All participants in the City's response to domestic violence (Police, Victim Advocate, Prosecutors and Probation Officers) have a critical role to play in the continued success of our DV program in holding perpetrators accountable for their crimes and deterring violence from reoccurring.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Police Advocate: Achieving an average of two victim contacts per case	Years	Yes	Yes	Yes	Yes	Yes
Probation: Offenders completing pre-trial diversion (SOC) in compliance	Years	75.2%	85%	75%	75%	75%
Probation: Offenders completing domestic violence probation in compliance	Years	74.7%	68%	65%	65%	65%
Prosecution: Domestic Violence cases with a successful outcome	Years	74%	83%	70%	70%	70%
Police Detective: Number of DV Cases taken/% of cases closed	Years	91%	90%	90%	90%	90%

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe Community

100.05NA

Title: Bellevue Probation and Electronic Home Detention

Ranking

Department: Parks & Community Services

	Budget:	2017 \$1,309,825	2018 \$1,363,582
	FTE:	11.00	11.00

12

Probation uses research proven assessment and supervision tools to monitor adult misdemeanor offenders, maintain a safe community and reduce recidivism. King County District Court, Bellevue Division refers misdemeanor offenders (ex; theft, DUI) to Bellevue Probation and Electronic Home Detention. City prosecutors can refer eligible offenders for probation diversion programs. Probation also provides or assists with diversion programs for youth including Youth Court and the Truancy Board. Without these alternatives, the court would resort to imposing jail for offenders. Probation costs about \$3.00 per day per offender compared to \$120.00 per day for jail alternatives. The criminal justice system includes police, prosecution, defense, court, probation/EHD, jails/jail alternatives and human services. All are necessary to optimize the individual efforts of each one and provide the environment for a safe community. Bellevue probation supervises over 1,500 offenders annually.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Percent of probation defendant cases closed in compliance	Years	69%	67%	65%	65%	65%
Jail cost savings from electronic home detention	Years	\$272,928.00	\$207,810.00	\$200,000.00	\$200,000.00	\$200,000.00
Percentage of electronic home detention cases closed in compliance	Years	97%	95%	98%	98%	98%
Percent of closed Probation cases reoffending in Bellevue within 3 years (Recidivism)	Years	8.6%	9.77%	15%	15%	15%

110.04NA

Title: Development Services Inspection Services

Ranking

Department: Development Services

	Budget:	2017 \$8,416,843	2018 \$8,778,896
	FTE:	60.27	61.27

13

This proposal provides for cross-departmental inspection services of all development & East Link related construction activity in order to provide safe buildings, appropriate construction of turnkey public infrastructure, protection of property and the environment while supporting economic development. Inspection service levels are sustained through development cycles by adjusting staffing levels based on demand for services and supporting permit fee revenue. City of Bellevue staff performed 68,468 inspections in 2014 and 80,078 in 2015. Sound Transit's East Link project will impact inspection services functions in 2017-2018 and will result in a request for additional funding for staffing over and above current staff requests. A quality built environment supported by both public and private infrastructure is key to sustained economic vitality and competitiveness.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Number of inspections performed in a calendar year	Years	75,917	80,078	81,000	90,000	90,000
Percentage of inspection results posted on the same day performed	Years	94%	96%	100%	100%	100%
Average daily inspections per inspector	Years	6.7	7.3	8	8	8
Building Code Effectiveness Grading Schedule (BCEGS) ratings for Bellevue.	Years	2	2	2	2	2

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe Community

070.06NA

Title: Fire Prevention

Ranking

Department: Fire

	<u>2017</u>	<u>2018</u>
Budget:	\$943,649	\$982,291
FTE:	8.00	8.00

14

The Fire Prevention Division focuses on preventing fires through public education and outreach, the adoption and amendment of codes and standards by city council, the inspections of existing buildings and events to ameliorate fire and life safety hazards, and when necessary enforcement. Post fire occurrence activities include determining the origin and cause of the fire, the results of which are used to focus our education, code enforcement, and/or product recall efforts. In 2015, the frequency of fire prevention inspections was increased from every year to every other year due to increasing workload and after an unsuccessful attempt to secure additional resources through the budget process. A similar request was submitted for this budget process and was again unsuccessful. Returning to annual inspection cycle is key to maintaining the City's Class II fire protection rating. This issue is scheduled to be discussed in 2017 as part of the mid-biennium budget.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
		<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
Complete scheduled fire and life safety inspections	Years	82.26%	99.08%	100%	100%	100%
Fire Incidents/100,000 population	Years	2.25	2.73	4.27	4.27	4.27
Residential Fires /100,000 population	Years	78.1	55.3	120	120	120
Residential Cooking Fires/100,000 population	Years	39.7	28.6	49.87	49.87	49.87
Fire code violations cleared on reinspection	Years	76.55%	60.54%	90%	90%	90%
Maintain a Class 2 Washington State Insurance Rating	Years	Yes	Yes	Yes	Yes	Yes
Staff conducting inspections who received at least 16 hours of fire prevention/code training during the year	Years	59.1%	50%	100%	100%	100%
Cumulative building square footage inspected by Fire Prevention Officers annually	Years	5,496,000	5,428,646	9,000,000	9,000,000	9,000,000
Fire/Life Safety systems inspected and tested	Years				50%	70%

120.11NA

Title: Courts and Custody Unit

Ranking

Department: Police

	<u>2017</u>	<u>2018</u>
Budget:	\$1,681,981	\$1,731,880
FTE:	6.00	6.00

15

The Courts and Custody Unit (CCU) consists of one Lieutenant, one Police Officer and four Police Support Officers (PSO's). The unit is responsible for the following: Ensuring prisoners are transported to and from courts, jails and other police agencies; maintaining the custody facility and its operating equipment; ensuring that all paperwork is completed and delivered to the appropriate courts, prosecutors and officers; tracking and filing criminal cases and acting as a liaison between the police department, prosecutors, public defenders, courts, jails and other police agencies. CCU also accounts for all the City's in-custody prisoners, assigning them to custody facilities, tracking their movement to ensure they keep their required court dates and other appearances, and monitoring of all the above functions with the intent of keeping our operating costs at a minimum. This unit provides the department with a consistent, cost effective and unified way to complete all the above tasks.

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe Community

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
Criminal cases tracked by Court Liaison Officer	Years	2,578	2,603	2,700	2,725	2,750
Prisoners tracked	Years	100%	100%	100%	100%	100%

120.16NA

Ranking

16

Title: Community Stations / Downtown Unit / Bicycle Patrol

Department: Police

	2017	2018
Budget:	\$2,171,941	\$2,243,592
FTE:	15.00	15.00

This proposal continues funding the Downtown Unit/Neighborhood Station Officers and the newly reestablished Bicycle Patrol squad.

The Neighborhood and Downtown Unit officers are embedded within the diverse neighborhoods which they serve. The Bicycle Patrol Unit is similarly situated, and is able to support the missions of Patrol, the Neighborhood Unit, and the Downtown Unit. The Bicycle Unit fosters community engagement through multiple, daily face-to-face contacts with citizens and they are able to easily traverse the congested traffic corridors thereby reducing response times. They are used to swiftly address crime trends that negatively impact neighborhoods and businesses. The daily interactions with citizens by the officers in all three units increases awareness of problems and helps to deter criminal behavior through community policing. Signature events in the city will be safer and more inclusive through the actions of these integrated teams.

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
Bicycle Unit: Proactively patrol parks/trails/address Sector Cpts. requests for additional patrols	Years	N/A	N/A	576	576	576
Bicycle Unit: Attend neighborhood meetings and youth events	Years	N/A	N/A	48	48	48
Community Station: Number of community meetings/presentations/citizen contact	Years	N/A	3,042	2,750	2,750	2,750
Community Station: Number of problems identified and resolved	Years	N/A	33	50	50	50
Downtown Unit: % of residents who feel safe/moderately safe	Years	N/A	94%	95%	95%	95%
Downtown Unit: Response times in 1-1 during DTU hours are lower than city-wide	Years	N/A	Yes	Yes	Yes	Yes
Downtown Unit: Number of community meetings/presentations/citizen contacts	Years	N/A	1,951	1,795	1,795	1,795
Downtown Unit: % of District 1-1 calls taken by DTU officers	Years	N/A	15%	16%	16%	16%

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe Community

120.15NA

Title: School Resource Officers

Ranking

Department: Police

		<u>2017</u>	<u>2018</u>
Budget:		\$915,816	\$946,876
FTE:		7.00	7.00

17

The Police Department's School Services Unit is currently in its 18th school year of partnership with the Bellevue School District. The unit is comprised of six School Resource Officers (SROs) and one Supervisor. Four SROs are assigned to each of the public High Schools and two SROs are assigned to the four public Middle Schools.

The School Services Unit works towards ensuring a safe community by maintaining a high-visibility uniformed Police presence on School campuses. Schools are more than just where youth go to learn. They are also de facto community centers, where the needs of youth and families often intersect with the services and resources that are available. This is why many social and community service organizations have a presence in the schools. The same rationale holds true for having Police Officers working in the schools. In doing so, these Police Officers build trust with the community and confidence in city government and services.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Calls and events logged by SRO's in the schools	Years	3,610	3,620	3,500	3,500	3,500

130.27NA

Title: Street Lighting Maintenance

Ranking

Department: Transportation

		<u>2017</u>	<u>2018</u>
Budget:		\$1,568,114	\$1,612,562
FTE:		2.00	2.00

18

This proposal will continue to provide and maintain high quality street lighting in Bellevue. It covers the necessary electrical energy and regular maintenance for the City's 3427 street lights, and funds the City's 5600 Puget Sound Energy (PSE) owned and maintained street lights. This proposal will also continue to accommodate progress toward the conversion of both City and PSE owned street lights from incandescent to high efficiency LED technology. To consolidate services, this proposal will continue to provide maintenance of 320 parking lot and building security lights for the Parks, Fire, and Civic Services Departments. Maintaining street lights ranked as a high priority with Bellevue citizens (7th out of 39 services) as documented in the 2016 budget survey.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Total streetlights	Years	8,826	9,027	9,080	9,110	9,140
Times less than 2% of COB lights are out at monthly check	Years	100%	100%	100%	100%	100%
Street lights relamped	Years	747	356	500	400	400
New LED street lights installed	Years	87	2,996	1,000	100	100
Cumulative energy reduction from efficiency measures (kWh)	Years	576,721	980,140	2,100,000	2,200,000	2,300,000

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe Community

120.18NA

Title: Traffic Collision Investigation

Ranking

Department: Police

		<u>2017</u>	<u>2018</u>
Budget:		\$1,012,713	\$1,046,099
FTE:		7.00	7.00

19

This proposal provides resources to help ensure the vehicular and pedestrian traffic on our City roadways flows efficiently and safely, and that collisions are investigated by highly trained professionals. The Collision Investigation Unit is currently comprised of a Captain (who also oversees traffic motors), one Collision Investigator Lieutenant, and six Collision Investigators. The Bellevue Police Department has long recognized the importance of having highly trained first responders with the primary responsibilities of vehicular/pedestrian safety, enforcing accident causing violations, and competently investigating vehicular collisions whenever they do occur. These officers also function as first responders.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Percent change of infractions at photo-enforced locations	Years	2%	-3%	-9%	-7%	-5%
Serious injury collisions, including fatalities	Years	1%	1%	1%	1%	1%
Total investigated collisions	Years	1,766	1,922	1,950	1,950	1,950

070.07DA

Title: Fire Facilities Maintenance & Operations

Ranking

Department: Fire

		<u>2017</u>	<u>2018</u>
Budget:		\$715,053	\$736,144
FTE:		1.80	1.80

20

This proposal provides for the routine maintenance and operating costs for Bellevue's nine fire stations and the Public Safety Training Center. Essential fire facilities operate 24 hours a day, seven days a week. Over 200 firefighters live and work in these Fire facilities. Proactive preventative maintenance of facilities is required to provide a safe working environment for personnel, to ensure that fire stations remain operable to allow for the continuous provision of fire services, and to maximize the useful life of facilities.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Percent of staff satisfaction with quality and timeliness of maintenance and repair services of Facilities	Years	97%	96%	90%	90%	90%
Percentage of preventive vs. corrective facilities maintenance cost	Years	71.4%	30%	85%		
Fire employees satisfaction with Maintenance and Repair Services	Years	67%	96%	85%	85%	85%
Total Fire Facility Square Footage	Years	87,928	87,928	87,928	87,928	87,928
Average Age of Fire Facilities	Years	33	34	30	30	30

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe Community

070.05NA Title: Fire Department Management & Support

Ranking **Department:** Fire

	Budget:	<u>2017</u> \$1,287,123	<u>2018</u> \$1,338,553
	FTE:	7.25	7.25

21

Fire Administration provides strategic leadership, management, oversight, and general support to all divisions within the Fire Department to make certain that personnel are well trained and equipped to respond to emergencies and in the performance of all other duties. Fire Administration ensures the delivery of consistent, high quality services through the development and enforcement of Standard Operating Procedures and the development of partnerships with other City departments and other local jurisdictions to enhance service delivery at minimal cost to the City.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Maintain International Accreditation	Years	Yes	Yes	Yes	Yes	Yes
Maintain a Class 2 Washington State Insurance Rating	Years	Yes	Yes	Yes	Yes	Yes
Department Wide Written Communications Issued	Years	93	103	110	110	110
Fire Suppression/BLS Population	Years	150,420	153,785	156,000	159,000	161,000
Advanced Life Support Population Served	Years	314,200	317,877	316,000	318,000	320,000
Assessed Property Value Protected (in Billions)	Years	39.6	50.79	51	52	53

120.13NA Title: Management and Support

Ranking **Department:** Police

	Budget:	<u>2017</u> \$1,249,942	<u>2018</u> \$1,299,836
	FTE:	7.00	7.00

22

Police Management and Support provides leadership, strategic direction, and general support to the Bellevue Police Department, and also assists and influences local, regional, and national law enforcement agencies on public safety policies, strategies, collaborations, and issues affecting the Bellevue community. The proposal includes the efforts of the Police Chief, two deputy chiefs, one fiscal manager, one legal advisor, and two administrative assistants. This proposal responds directly to Response, Prevention, Planning and Preparation, and Community Partnerships and Accountability through leadership provided in all facets of the department. The Department's stated commitment to the stakeholders in Bellevue is to reduce crime, reduce the fear of crime, and enhance the quality of life for all those who live, work, or play in Bellevue.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Variance of annual actual Police spending versus annual budget	Years	0.7%	1.1%	1.0%	1.0%	1.0%
Local, state, and federal audits passed with no management items noted	Years	100%	100%	100%	100%	100%
Confidential transcriptions provided timely	Years	100%	97%	90%	90%	90%
Timely response to all citizen inquiries and letters	Years	97%	95%	100%	100%	100%

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe Community

070.04PA Title: City-Wide Emergency Management Services

Ranking Department: Fire

	<u>2017</u>	<u>2018</u>
Budget:	\$465,841	\$481,209
FTE:	3.00	3.00

23

This proposal funds 3 FTEs and a part-time LTE for the Bellevue Office of Emergency Management (OEM), which provides professional, centralized emergency management services that are based on local, state, and federal laws as well as national best practices. Priorities include preparing Bellevue to handle a wide variety of all-hazard emergencies. OEM provides active coordination, communication, and collaboration across City departments and the public and private sectors to build a resilient community.

Core services include the facilitation of mitigation, preparedness, response, and recovery programs in order to protect life, property, infrastructure, and the environment from natural and human-caused emergencies. The provided emergency management services ensure compliance with federal, state, and local laws and requirements, which gives the City access to emergency management grants, disaster relief funds, and planning/training opportunities.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
OEM Strategic Plan Action Items that are accomplished	Years	65%	85%	100%		
City staff that participate in EOC section specific training	Years		75%	75%	100%	100%
Emergency preparedness public outreach hours	Years	70	75	125		
Number of Individuals Trained in CERT	Years				50	50

120.08NA Title: Property and Evidence

Ranking Department: Police

	<u>2017</u>	<u>2018</u>
Budget:	\$343,548	\$356,161
FTE:	3.00	3.00

24

The Property/Evidence unit is responsible for accurate documentation, storage, handling, and final disposal of all property and evidence for the Police Department. Property provides essential services to Patrol and Investigations by managing evidence that is critical to the successful prosecution of criminal cases. When possession of the property changes, such as for examination, testing, or when released, the Property unit ensures that the chain of custody is maintained for each item. The Unit is comprised of one supervisor and two evidence technicians, and is overseen by the Captain of the Administrative Services Section.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Initial intake to final location is achieved within one work shift	Years	91%	85%	95%	95%	95%
Found/safekeeping items are disposed of or released to owners < 60 days	Years	91%	95%	95%	95%	95%

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe Community

120.09NA

Title: Police Records

Ranking

Department: Police

		<u>2017</u>	<u>2018</u>
Budget:	\$2,314,594	\$2,401,368	
FTE:	21.00	21.00	

25

The Records Unit supports police operations by managing the intake, quality control, storage, and retrieval of information gathered by operations personnel. It is mainly civilian staff dedicated to providing accurate, timely information and assistance to internal and external partners. Operational hours have been curtailed to meet the demands with fewer staff. Although we are meeting our performance measures, increasing Public Disclosure requests and increased requirements for security screening of anyone who has access to or performs work not only to the Police Department, but to all City departments and facilities puts an increased strain on a workload that is already at maximum capacity. Records is a vital link that provides information to Officers, Prosecutors, and Citizens helping foster a Safe Community for the citizens of Bellevue.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Domestic Violence orders entered into WACIC/LERMS within 72 hours	Years	98.5%	99.8%	100%	100%	100%
Part One crime entered into LERMS within 24 hours	Years	82.5%	95%	90%	90%	90%
Number of Public Disclosure Requests	Years	4,475	4,684	5,500	5,900	6,300
Public Disclosure Documents Released	Years	12,275	10,878	12,000	13,000	14,000
% of Disclosure Requests closed in 5 days	Years	90%	90%	75%	75%	75%

070.03NA

Title: Fire Department Training Division

Ranking

Department: Fire

		<u>2017</u>	<u>2018</u>
Budget:	\$707,642	\$732,097	
FTE:	4.00	4.00	

26

This proposal provides resources to administer required, comprehensive, on-going training and education for all uniformed personnel to a level commensurate with their responsibilities for providing fire protection, rescue and emergency medical services (EMS). Washington State Law (Chapter 296-305-05502 WAC: Vertical Safety Standards for firefighters) mandates that the employer provide training, education and ongoing development for all members commensurate with those duties and functions that members are expected to perform. It is essential that training be developed and delivered in order to keep both personnel and the citizens of the community safe.

For 2017 and 2018, one time funding is included in the proposal to provide training for newly hired personnel, as well as officer development training for newly promoted lieutenants, captains and chief officers. This request is due to the historic number of retirements the department has experienced over the past two years.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe Community

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
Annual Firefighter training hours	Years	33,504	35,212	34,000	34,000	34,000
Residents who agree that Bellevue plans for and is well prepared to respond to emergencies	Years	93.1%	97%	90%	90%	90%
Truck Company members trained in all technical rescue disciplines	Years	42%	56%	80%	100%	100%
Number of New Firefighter Recruits Hired	Years	13	21	12	12	12
Percentage of Firefighter Recruits graduating from the academy	Years	77%	95%	100%	100%	100%

070.18NA

Title: East Metro Training Group

Ranking

Department: Fire

	2017	2018
Budget:	\$245,965	\$245,965
FTE:	0.00	0.00

27

East Metro Training Group (EMTG) is a training consortium of eight (8) local fire departments: Bellevue, Kirkland, Mercer Island, Northshore, Redmond, Shoreline, Bothell and Woodinville. Bellevue Fire is the lead agency of EMTG. The purpose of the group is to consolidate and coordinate fire training opportunities; share personnel and resources to achieve economies of scale and reduce or eliminate unnecessary redundancies; develop compliant and standardized training programs; combine training for recruit firefighters; improve safety and enhance delivery of mutual aid. These coordinated efforts enhance interoperability on the training ground and at emergency incidents, leverage partner agencies' resources and encourage innovation in equipment and response procedures. The budget represented in this proposal is for all of EMTG. (Bellevue's fee paid to EMTG is included proposal 070.01PA Suppression and Basic Life Support Services.)

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
EMTG Participants Satisfaction with Training Delivered	Years	88%	95%	90%	90%	90%
EMTG Training Hours Delivered to Bellevue Firefighters	Years	1,320	1,194	1,000	1,000	1,000

120.10NA

Title: Personnel Services Unit

Ranking

Department: Police

	2017	2018
Budget:	\$1,443,044	\$1,487,079
FTE:	7.00	7.00

28

The Personnel Services Unit (PSU) is responsible for three essential operational areas: Recruiting and Hiring, Training, and Equipping officers and professional staff. The Captain manages PSU operations and supervises the following staff: One Hiring Coordinator Detective (HCD), one Background Investigator (BI), one Part Time Background investigator (PTBI), two Training Officers, one Quartermaster, and one Administrative Assistant. The ability of a professional police department to promote a Safe Community begins with hiring quality employees, who then need to be outfitted with clothing and equipment, and continual training to maintain a high level of service that prepares them to prevent and respond to crime. PSU's overall effectiveness is measured by hiring the very best personnel to effectively integrate into and support an existing diverse and professional work force.

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Safe Community

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
		<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
Number of employees hired per 5 background investigations done	Years	N/A	1	1	1	1
Average hours of training per officer per year	Years	127	223	140	140	140
Number of hours/hosted regional training at Bellevue Police Dept	Years	N/A	140	100	100	100
Total hours of training conducted	Years	24,777	40,077	35,000	35,000	35,000

120.12NA

Ranking

29

Title: Office of Professional Standards

Department: Police

	<u>2017</u>	<u>2018</u>
Budget:	\$514,546	\$530,996
FTE:	3.00	3.00

The Office of Professional Standards (OPS) investigates citizen and internal complaints of employee misconduct and/or violations of department policy. When allegations of misconduct are made against a police official, a transparent, fair, and thorough investigation is critical to maintaining trust and respect between the community and the department. OPS also manages the policy maintenance and review process along with the police department accreditation program through its international law enforcement accreditation agency, the Commission on Law Enforcement Accreditation (CALEA).

The Police Public Information Officer (PIO) is the spokesperson for the department. The PIO proactively presents information to the media about the department in a timely, honest, and transparent fashion, and maintains police department social media sites such as Facebook and Twitter. The PIO enhances community involvement and builds trust and respect through clear, transparent communication.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
		<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
Citizen satisfaction with complaint process	Years	100%	96%	95%	95%	95%

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe Community

120.17NA

Title: Special Details: SWAT/HNT; Bomb Squad; Crowd Control; Honor Guard

Ranking

Department: Police

	2017	2018
Budget:	\$139,131	\$142,499
FTE:	0.00	0.00

30

The SWAT/HNT units are trained and specialized to support officers on high risk calls which could potentially involve the threat of injury or death to citizens and officers alike. It is critical to have tactical teams in place that can be quickly deployed to respond to all high risk calls.

The Bomb Squad is responsible for the safe rendering of explosive or suspected explosive devices, as well as the disposal of explosive chemicals, fireworks, ammunition, and to respond to WMD incidents.

The Honor Guard trains for and participates in various local and regional ceremonial events. The primary mission of the Honor Guard is to represent the professional image and reputation of the Bellevue Police Department.

The Crowd Control Unit manages lawful and unlawful public assemblies before, during, and after the event, with the purpose of maintaining public order. The unit preserves life, property, peace, and order for the community, while protecting the constitutional rights of all citizens.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Bomb Squad Training Hrs. per Technician	Years	N/A	366	280	280	280
Honor Guard Training Hours per Member	Years	N/A	18.14	20	22	24
Honor Guard Number of Deployment Hours	Years	N/A	380.8	400	420	440
SWAT Number of Training Hours per Member	Years	N/A	270	270	270	270
HNT Number of Training Hours per Member	Years	N/A	40	50	50	50
Crowd Control Number of Training Hours per Member	Years	N/A	32	32	32	32
Crowd Control Number of Officers Assigned to Unit	Years	N/A	22	39	30	30
Overtime parking infractions	Months	755	1,712	1,500	2,000	2,200
Safety related infractions	Months	2,531	2,903	2,900	3,500	3,700

120.07NA

Title: Traffic Flagging

Ranking

Department: Police

	2017	2018
Budget:	\$665,957	\$812,159
FTE:	0.00	0.00

31

The Bellevue Police Department's traffic flagging officers are put in place at city construction sites or utility worksites on Bellevue roadways or intersections, enhancing safety for drivers, pedestrians, and workers, by facilitating the flow of vehicles and pedestrian traffic. This program works in partnership with the Transportation and Utilities departments, and 85% of all flagging costs are recovered through pass-through billings to the construction or utilities projects.

No Performance Measures to be displayed.
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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe Community

140.59NA **Title:** Fire Flow Capacity for City of Bellevue

Ranking **Department:** Utilities

32

	<u>2017</u>	<u>2018</u>
Budget:	\$0	\$0
FTE:	0.00	0.00

Bellevue’s Water Utility provides the capacity for fire flow to water customers in Bellevue and other jurisdictions within its service area. This proposal provides funds for construction and maintenance of a water system that supplies adequate and reliable fire flow capacity, enabling timely fire suppression by emergency responders. In October 2008, the Washington State Supreme Court ruled that provision of water for fire suppression is a general government (General Fund) responsibility and cannot be paid for through water rates. As a consequence of this ruling, Council removed the cost of fire flow capacity from the water utility rate and shifted the cost to the General Fund. Effective January 1, 2010, Council increased the utility tax on water to raise the general funds needed to pay for Bellevue’s cost for fire flow capacity. Revenue collected from the incremental increase in this tax is transferred to the Utilities to support fire flow services.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Utilities: Percent Variance: Budgeted versus Actual collected Fire Flow Capacity charges form the City general fund.	Years	100%	100%	100%	100%	100%

120.14NA **Title:** Volunteer Program

Ranking **Department:** Police

33

	<u>2017</u>	<u>2018</u>
Budget:	\$130,480	\$135,859
FTE:	1.00	1.00

This proposal funds the Police Department’s Volunteer Program Administrator and associated program expenses. The Police Department’s Volunteer Program is a model for community engagement and volunteerism as well as an innovative, efficient, and cost-effective means to support and sustain police services. The vast majority of the volunteers are Bellevue citizens, whose range of service runs from a few months to twenty years. The coordination of volunteers allows officers and staff to focus on primary law enforcement activities. Volunteers bring in specialized skills to supplement in-house capabilities and create opportunities for direct citizen involvement in public safety resulting in positive citizen/officer interactions. It is estimated that the volunteers save the City over \$250,000 annually in personnel costs incurred by officers.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Total hours of volunteer time	Years	8,294	7,505	7,800	8,000	8,000

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.

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Safe Community

070.14NA Title: Fire Community Outreach & Education

Ranking **Department:** Fire

	<u>2017</u>	<u>2018</u>
Budget:	\$317,214	\$328,535
FTE:	2.00	2.00

34

The Fire Department strives to inform and educate our citizens on the hazards and risks in their community. This is done so that they can take steps or precautions to reduce the likelihood that they will have a fire or medical emergency and to make a plan and provide training for emergency and disaster related events.

It's essential that we partner with the community to accomplish these goals. By connecting with community centers, local non-profits and community connectors our mission can be achieved. Accountability and trust are also imperative to the success of our outreach efforts. Cultural competency education, cultural conversation discussions at local community centers and resources such as the Language Line will help build trust and accountability throughout our target audiences.

There are significant challenges in reaching our target audiences and this proposal supports a multi-faceted approach to delivering targeted and applicable outreach to the community.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Fire Incidents/100,000 population	Years	2.25	2.73	4.27	4.27	4.27
Residential Fires /100,000 population	Years	78.1	55.3	120	120	120
Residential Cooking Fires/100,000 population	Years	39.7	28.6	49.87	49.87	49.87
Level 3 - Outreach (Social media hits and interactions)	Years	29,996	41,925			
Level 2 - Outreach (In Person Attendance)	Years		23,970	40,000	40,000	40,000
Level 1 - Outreach (Class or Training)	Years		1,494	3,000	3,000	3,000
Annual Publication of a Community Risk Assessment	Years		No	Yes	Yes	Yes
Public Information Officer Media Interactions	Years					

070.31NA Title: Electronic Records for Patient Care

Ranking **Department:** Fire

	<u>2017</u>	<u>2018</u>
Budget:	\$33,593	\$90,165
FTE:	0.00	0.00

35

This proposal seeks funding to purchase tablet devices and software to electronically capture patient care records (ePCR) in the field for Basic Life Support (BLS) and Advanced Life Support (ALS) incidents. King County Emergency Medical Services (KCEMS) has sponsored a program for a system wide enhanced electronic network to collect and exchange patient care data. This program collects patient care information on tablet devices for inclusion in ESO Solutions Emergency Medical Services (EMS) records management application and allows for secure data sharing between EMS agencies, dispatch centers, hospitals and the EMS Division, thus improving patient care. KCEMS is strongly encouraging fire departments to participate in this program and it is becoming the standard for King County and other regional agencies.

City of Bellevue - Budget One 2017-2018

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<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
High Acuity BLS Incidents QA Percentage	Years				50%	75%

070.08DA

Title: Urban Area Security Initiative (UASI) Participation

Ranking

Department: Fire

	2017	2018
Budget:	\$334,000	\$335,261
FTE:	1.00	1.00

38

The Urban Area Security Initiative (UASI) Program is a Federal Homeland Security Grant Program intended to address public safety needs of high risk populations in high density urban areas. Since 2006, participation in this program has allowed the City to receive over \$8.2 million in grant funds to improve the security and readiness of the City through activities promoting prevention, response, planning, and preparedness.

This proposal includes continued oversight of all UASI projects, support to sustain UASI-derived capabilities, UASI-level regional planning and coordination, community outreach and engagement activities to promote and expand preparedness, and vulnerable populations planning activities.

This proposal includes funding for two Office of Emergency Management positions (a Vulnerable Populations Coordinator – LTE and a UASI Grants Compliance Coordinator - FTE).

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Completion and execution of projects by grant end date	Years	100%	100%	100%	100%	100%
Number of Individuals Trained in CERT	Years				50	50
State Audit of OEM Grants results in ZERO Findings	Years				Yes	Yes

070.09NA

Title: Fire Department Small Grant and Donations

Ranking

Department: Fire

	2017	2018
Budget:	\$670,000	\$670,000
FTE:	0.00	0.00

39

This proposal allows the Fire Department to establish a budget for small grants and donations. The funds received are utilized to pay for equipment and training that would not otherwise be obtainable. In addition, the department is regularly called upon to send personnel to regional, state, and national incidents such as earthquakes, hurricanes, mudslides and wildfires. Over the past three years, the time spent on these activities has increased dramatically. Fire is reimbursed for participating in these activities by state and federal agencies. In order to account for the receipt of these funds, and expenditures made, separate projects are established in the City's Grants Donations Funds for each grant, donation and reimbursable activity.

<u>Performance Measure</u>	<u>Frequency</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Individuals receiving CPR Training	Years	541	567	400	400	400
Students Observing DUI Prom Night Drills	Years	1,000	600	600	600	600
Bellevue Communications Support Group Volunteers	Years	54	45	50	50	50

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe Community

Total:		<u>2017</u>	<u>2018</u>
	Budget:	\$91,154,288	\$94,666,177
	FTE:	544.27	545.27

Note – Operating Proposal executive summaries are listed in rank number order by Outcome. This report does not include debt, reserve, or CIP proposals. CIP project detail pages can be found in the CIP section.



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Safe Community Results Team Ranking Memo

Outcome: Safe Community

RT Members: Andrew Lee (Lead), Charmaine Arredondo, Kevin McDonald, Jamie Robinson, Thomas Wall

Department Outreach Prior to Proposal Ranking

After publication of the Safe Community RFR, the Safe Community RT met with the Police Department (Chief Steve Mylett and Carl Krikorian) and the Fire Department (Chief Mark Risen and Stacie Martyn). During those two meetings, the Chiefs and their fiscal managers provided an overview of their respective departments’ services as well as an introduction to new budget proposal requests.

Proposals Received

On April 29, 2016, a total of 44 proposals from 9 departments were submitted to the Safe Community RT. The RT made requests to the Fire Department to consolidate proposals with similar outcomes or services, even if they had differing funding sources. Upon completion of those requests for consolidation, the final number of proposals to rank was 40. The following table summarizes the initial and final proposal count from the City departments.

Department	Initial Proposal Count	Final Proposal Count
City Attorney	1	1
City Manager	2	2
Civic Services	1	1
Fire	18	14
Parks	1	1
Development Services	1	1
Police	18	18
Transportation	1	1
Utilities	1	1
Total:	44	40

The RT considered moving Traffic Flagging (Proposal 120.07NA) over to the Improved Mobility Outcome; however, after further discussion with both the Improved Mobility RT and the Transportation Department, it was agreed that Traffic Flagging should remain in the Safe Community Outcome since it primarily serves a public safety purpose. No proposals were moved either to/from the Safe Community RT to/from other Outcomes.

Safe Community Results Team Ranking Memo

General Observations on Responsiveness of Proposals to the RFR

After reviewing the proposals and interacting with the departments that prepared them, the RT had the following positive observations about the responsiveness of the proposals to the RFR:

- The majority of the proposals contribute strongly to the safety of Bellevue residents and businesses and should be strongly considered for funding.
- Proposal writers were very responsive to feedback from the RT on revisions to improve proposals.
- Senior staff from Police and Fire were very helpful in meeting with the RT to provide an overview of their department's services as well as to further explain specific proposals.
- The RT did not request revisions or have questions for the majority of proposals. Questions were mostly focused on a small number (3-5) of proposals related to new service proposals.

At the same time, the RT also had a number of concerns about the responsiveness of the proposals to the RFR. Those concerns are as follows:

- The RT reinstated a factor for Community Partnerships and Accountability. We received two proposals that were focused on this, and the Police Department also submitted a Patrol Dashboard Camera proposal which can be perceived as being responsive to Accountability. Other than that, there were not any new proposals in response to this factor.
- The RT introduced a new sub-factor on Resiliency. None of the proposals showed responsiveness to this new sub-factor.
- The RT introduced a new sub-factor on Adaptability to changing conditions. None of the proposals specifically addressed new work to improve the City's adaptability to changing demographics, land-uses, or significantly new infrastructure projects (e.g., East Link).
- A number of the key community indicators that were listed in the Cause & Effect Map were not referenced or used in the proposals.
- The RFR requested proposals that support diversity of the workforce. The proposals (in particular the Personnel Services Unit) did not explicitly identify any new programmatic efforts to address diversity in the workforce.
- New service proposals would have benefitted by presenting a compelling business case with strong business needs/drivers, quantifiable benefits, and other alternatives that were considered to meet the business needs/drivers.

Ranking/Decision Making Themes:

The RT strived to rank the proposals from a community perspective. Proposals were ranked based on their relative importance in achieving the four factors described in the RFR:

(1) Response, (2) Prevention, (3) Planning and Preparation, and (4) Community Partnerships and Accountability. In determining relative priority of one proposal versus another, the primary question that was asked was: "Which one of these proposals would we be willing to *not fund* in the 2017-18 biennium?" It was assumed that an unfunded proposal could be reconsidered for funding in the future.

Safe Community Results Team Ranking Memo

The team's ranking methodology followed a five-step process:

1. Each RT member individually categorized each of the proposals as “High”, “Medium”, or “Low”, based on their priority. This individual categorization was used to create an initial ranking of proposals.
2. The RT met and identified the top 12 proposals based on the initial ranking. As a group, the RT ranked each of those proposals 1 through 12.
3. The RT identified the bottom 3 proposals based on the initial ranking. As a group, the RT ranked each of those proposals 38 through 40.
4. Each RT member individually categorized each of the remaining proposals on a 1 to 5 scale (1 being lowest priority and 5 being highest priority). This individual categorization was used to create a ranking of the remaining proposals.
5. Using the ranking from step #4, the RT discussed each of the remaining proposals and ranked them 13 through 37.

There were several themes that prevailed during the ranking process:

- The top 15 ranked proposals are non-negotiable services, which are basic and necessary to ensuring safety in Bellevue.
- The top two proposals (Patrol and Fire Suppression & Emergency Medical Response) were of equal priority and rank and were therefore ranked alphabetically.
- The Fire Facilities Maintenance & Operations proposal was ranked higher than some other proposals because it is the funding source for basic utilities (i.e., electricity, gas, water, sewer, and storm) at the fire stations. Not funding the proposal would render the stations uninhabitable which would have a significant impact on response times.
- Services that provide visible presence in the community (e.g., Community Stations, Bicycle Patrol, School Resource Officers, Street Lighting Maintenance) were ranked higher than services that are less visible in the community (e.g., Personnel Services, Training)
- Volunteer and community outreach and education proposals were ranked lower because those programs tend to be less critical to public safety than other functions. However, their ranking does not diminish their importance since they create community partnerships to improve safety.
- Grant funded proposals (e.g., UASI, Fire Department Small Grants & Negotiations) were ranked lower because their supporting activities would not necessarily be funded if not for the availability of grant funds.
- Several new proposals (e.g., Maintain Class 2 Community Protection Classification, Police Dashboard Cameras for Patrol Vehicles, and City Hall & Bellevue Service Center Security) were ranked lower because compelling business cases for those proposals were not included in the original proposals.¹ Quantifiable monetary benefits (e.g., reduced insurance rates, reduced time for investigations, reduced legal and/or settlement costs, etc.) were not included, and no attempt was made to quantify the monetary benefits. In

¹ At the request of the RT, a revised proposal for Police Dashboard Cameras for Patrol Vehicles was submitted on 6/16/16. The revised proposal included business case metrics, including quantifiable benefits. This proposal will be available for review by the LT. The revisions did not affect the ranking of the proposal.



Safe Community Results Team Ranking Memo

addition, community indicators or employee survey results such as the “percent of residents who rate the nature of police contact as excellent or good” or the “percent of City employees who are satisfied with facility safety and security of their work environment” have been consistently high, which does not indicate a strong need for the new proposals.

Ranking:

Rank	Proposal	Department	Proposal Title
1	070.01PA	Fire	Fire Suppression and Emergency Medical Response
2	120.01NA	Police	Patrol
3	070.16DA	Fire	Public Safety Dispatch Services
4	010.10NA	City Attorney	Criminal Prosecution Services
5	040.01NA	City Manager	Public Defense Services
6	070.02NA	Fire	Advanced Life Support (ALS) Services
7	040.09PA	City Manager	King County District Court-Bellevue Division (BDC) Services
8	120.06NA	Police	Traffic Enforcement
9	120.02NA	Police	Investigations
10	120.04NA	Police	Narcotics Investigations
11	120.03NA	Police	Domestic Violence Prevention and Response
12	100.05NA	Parks	Bellevue Probation and Electronic Home Detention
13	110.04NA	Development Services	Development Services Inspection Services
14	070.06NA	Fire	Fire Prevention
15	120.11NA	Police	Courts and Custody Unit
16	120.16NA	Police	Community Stations / Downtown Unit / Bicycle Patrol
17	120.15NA	Police	School Resource Officers
18	130.27NA	Transportation	Street Lighting Maintenance
19	120.18NA	Police	Traffic Collision Investigation
20	070.07DA	Fire	Fire Facilities Maintenance & Operations
21	070.05NA	Fire	Fire Department Management & Support
22	120.13NA	Police	Management and Support
23	070.04PA	Fire	City-Wide Emergency Management Services
24	120.08NA	Police	Property and Evidence
25	120.09NA	Police	Police Records
26	070.03NA	Fire	Fire Department Training Division
27	070.18NA	Fire	East Metro Training Group
28	120.10NA	Police	Personnel Services Unit
29	120.12NA	Police	Office of Professional Standards
30	120.17NA	Police	Special Details: SWAT/HNT; Bomb Squad; Crowd Control; Honor Guard
31	120.07NA	Police	Traffic Flagging
32	140.59NA	Utilities	Fire Flow Capacity for City of Bellevue



Safe Community Results Team Ranking Memo

Rank	Proposal	Department	Proposal Title
33	120.14NA	Police	Volunteer Program
34	070.14NA	Fire	Fire Community Outreach & Education
35	070.31NA	Fire	Electronic Records for Patient Care
36	070.27NA	Fire	Maintain Class 2 Community Protection Classification
37	120.19NA	Police	Police Dashboard Cameras for Patrol Vehicles (New Proposal)
38	070.08DA	Fire	Urban Area Security Initiative (UASI) Participation
39	070.09NA	Fire	Fire Department Small Grant and Donations
40	045.24NA	Civic Services	City Hall & Bellevue Service Center Security

Requests for Revisions:

After reviewing all 44 proposals, the RT initiated meetings with both Police and Fire to make requests for revisions on several proposals. General themes of those requests were:

- Combine proposals where the services being provided or the desired outcomes are similar, especially where the only difference is the funding source.
- For proposals that requested new services or new staff, it is important to establish a strong business case for the proposal. This begins with establishing the business need or driver (i.e., the problem to be solved or the opportunity to be grasped). In addition, quantifiable benefits were not included in new service proposals. Quantifiable benefits, even with high-level assumptions, would have helped to bolster the justification to fund new service requests.
- Several proposals were not responsive to the four factors in the RFR and therefore revisions were requested. Those proposals were likely carry-overs from the previous 2015-16 budget process where there were only three factors in the RFR.



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2017-2023 Capital Investment Program Plan Overview and Financial Forecast

Executive Summary:

The 2017-2023 General Capital Investment Program (CIP) plan is balanced over the seven years and serves as a catalyst for future development within a constrained budget. The adopted CIP for 2017-2023 totals \$485 million.

The 2017-2023 Adopted CIP plan accomplishes the following:

- Advances the Council Priorities and adds new project funding above the 2015-2021 amended budget – total of \$42 million
- Ensures debt obligations are met
- Prepares the City for Transportation Infrastructure Financing and Innovation Act (TIFIA) projects
- Provides \$0.5 million per year from 2017 through 2023 to the Affordable Housing Contingency Project for future council direction with a project total 7-year CIP of \$3.5 million
- Provides an additional \$0.5 million per year to the Eastside Rail Corridor Project in 2017 and 2018 for a project total 7-year CIP of \$2.5 million
- Provides an additional \$0.5 million per year to the Grand Connection Project in 2019, 2020 and 2021 for a project total 7-year CIP of \$3.5 million
- Maintains existing infrastructure in alignment with Council policy and increases the Overlay Program by \$1M/year starting in 2022 to address needed residential work
- Provides for transportation and mobility improvements
- Fulfills general government capital responsibilities
- Keeps the Parks Levy commitment and provides other quality of life amenities
- Provides for neighborhood programs

As the City builds new infrastructure, there is not a mechanism to ensure that the additional M&O needed in the operating funds for future facilities is accounted for. Over time, this will place increasing pressure on the operating budgets.

In 2016, the City Council took considerable time and effort to review the fiscal condition of the general capital investment program plan. In response, Council acted by placing two ballot measures on the November ballot which were approved by voters. The measures will assist in addressing some of the infrastructure backlog that the city faces. In addition, Council has directed staff to continue to pursue a Transportation Infrastructure and Financing Innovation Act (TIFIA) loan from the federal government. The loan will assist with the creation of the Bed-Red Street Network – a total of 12 multimodal roadways planned to support the new Bel-Red neighborhood. The adopted budget does not include the potential impacts of either a TIFIA loan or the ballot measures.



2017-2023 Capital Investment Program Plan Overview and Financial Forecast

TOTAL CIP OVERVIEW

The City Manager’s adopted 2017-2023 General CIP Plan totals \$485 million. Broken down as follows:

Project Type	Total	
	# of Proposals	2017-2023 Amount (\$000's)
Debt Service Projects ^{1,2}	8	\$168,294
Ongoing Programs – Maintenance ³	10	116,546
Discrete Projects and Ongoing – Build New ⁴	56	200,026
Total 2017-2023	74	\$484,866

¹ The adopted CIP Modeled cash flow borrowing totals \$31.9M with payback within the 2017-2023 plan in alignment with Council policy. The cash flow borrowing is not anticipated to be issued, and staff will not be asking Council for issuance at this time. If cash flow borrowing is needed in future, staff will return to Council to address.

² Inclusive in the cash flow borrowing is \$2.7 million of interest costs over the 7-year timeframe.

³ Council policy states that the City will maintain existing infrastructure before building new; Ongoing Programs – Maintenance accounts for this policy and includes programs such as Parks Renovation and Refurbishment and Transportation Overlay, among others.

⁴ Discrete projects and Ongoing – Build New include all other CIP programs and projects.

2017-2023 General CIP Financial plan note Revenue by Source

This transmittal summarizes the City Manager’s 2017-2023 adopted General CIP, proposing a balanced CIP.

	2017	2018	2019	2020	2021	2022	2023	Total Adopted Budget 2017-2023
2017-2023 Capital Investment Program								
Revenue Type								
Beginning Fund Balance	\$ 1,698	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,698
Short-term Cash Flow Borrowing	16,640	8,966	-	3,606	-	-	-	29,212
2015 20 Year Debt Issue	-	-	-	-	-	-	-	-
MAJOR TAXES								
Retail Sales Tax	17,051	18,271	19,080	19,792	20,062	20,475	21,392	136,123
Annexation Sales Tax	-	-	-	-	-	-	-	-
B&O Tax	10,395	11,038	11,481	11,914	12,364	12,859	13,330	83,382
Real Estate Excise Tax (REET)	14,154	13,966	14,370	14,096	13,828	13,828	13,828	98,070
Parks Levy	3,389	3,389	3,389	3,388	3,390	3,388	3,389	23,722
2015 Levy Revenue (New Sales Tax Contribution)	694	694	694	694	694	694	694	4,855
Motor Vehicle Fuel Tax (MVFT)	1,377	1,385	1,393	1,400	1,400	1,400	1,400	9,755
Subtotal Major Taxes	\$ 47,058	\$ 48,743	\$ 50,406	\$ 51,284	\$ 51,738	\$ 52,645	\$ 54,033	\$ 355,907
INTERGOVERNMENTAL								
Federal Grants	2,660	394	-	-	-	-	-	3,054
Grants	5,745	-	1,500	3,918	-	-	-	11,163
Interlocal Contributions	12,221	2,839	513	99	99	175	175	16,122
Rents and Leases	30	30	30	30	30	30	30	210
Subtotal Intergovernmental	\$ 20,656	\$ 3,263	\$ 2,043	\$ 4,047	\$ 129	\$ 205	\$ 205	\$ 30,549
OTHER RESOURCES								
Transfers from Other City Funds	1,129	729	529	652	350	350	350	4,088
WA State Funding - Annexation Sales Tax	-	2,160	-	-	-	-	-	2,160
Private Contributions	1,307	176	27	27	28	29	29	1,623
Sale of Fixed Assets	3,455	-	-	-	-	-	-	3,455
Investment Interest	247	247	247	247	247	247	247	1,730
Transportation Impact Fees	7,110	7,320	7,540	7,770	7,992	8,232	8,479	54,442
Subtotal Other Resources	\$ 13,248	\$ 10,632	\$ 8,343	\$ 8,697	\$ 8,617	\$ 8,858	\$ 9,105	\$ 67,499
Grand Total Revenues	\$ 99,301	\$ 71,604	\$ 60,792	\$ 67,634	\$ 60,485	\$ 61,707	\$ 63,344	\$ 484,866
Total Expenditures	\$ 99,301	\$ 71,604	\$ 60,792	\$ 67,633	\$ 60,485	\$ 61,707	\$ 63,344	\$ 484,866
Ending Fund Balance	\$ -	\$ -	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0

*Totals may not foot due to rounding



2017-2023 Capital Investment Program Plan Overview and Financial Forecast

ADOPTED GENERAL CIP

In 2014, Council had a significant amount of discussion regarding the city’s capital investment strategy, including the gap between the large list of unfunded, capital projects and the existing revenue streams. The conclusion reached in 2014 noted that there remained a large potential projects list throughout the city totaling an estimated \$1.2 billion (2014\$), with the acknowledgement that the list is neither complete nor validated beyond the near term. Based on the existing revenue stream, approximately \$400 million (2014\$) is estimated to be available over the next 20 years for all discretionary projects (i.e. projects other than debt and ongoing maintenance), leaving a gap of \$800 million over the 20 years. This analysis was updated in 2016 and the conclusions reached were the same.

The adopted Budget strategy allows for continued progress on meeting the City’s capital investment needs. The existing and new projects adopted in the 2017-2023 CIP fall into several themes, with some projects falling into more than one category. Project themes include:

- The adopted 2-year Council Priorities provide foundational policy direction received during development of the 2017-2023 CIP. The adopted Budget includes new funding for projects directly implementing a council priority. The list below details the new discrete funding related to Council Priorities. Staff recognizes that this list is not comprehensive but represents projects with the clearest links to Council Priorities and other projects may have further links.

Council Priority	CIP Plan #	Project Title	2017-2023 Costs*
Economic Development			
#1 & #2 Economic Development	G-105	Competitiveness and Collaboration (recosting)	\$296K
Transportation and Mobility			
#3- Execute Transportation capital plans for future growth and mobility	Multiple	Multiple new transportation projects with new funding adds for 2017-2023 (\$18.3M)	\$18.3M
#4- Implement projects in neighborhoods on safety and connectivity	PW-M-7	Neighborhood Traffic Safety Program (2yr – 2022 and 2023)	\$773K
	PW-M/B-56	Pedestrian and Bicycle Access Improvements (2yr – 2022 and 2023)	\$1.0M
	PW-M/B-76	Neighborhood Sidewalks (2yr – 2022 and 2023)	\$2.6M
#5- Advocate with state DOT and regional agencies for acceleration	PW-R-192	124th Avenue NE at SR 520 (new)	\$250K
#6- Continue the permitting on light rail and mitigate impacts	PW-R-159	East Link Analysis and Development (recosting)	\$581K
High Quality Built and Natural Environment			
#8-Affordable Housing Strategic Action Plan	G-108	Supplemental Housing Trust Fund Investment (new)	\$80K
#9- Construct Phase 1 of Meydenbauer Bay Park and Downtown Park circle	P-AD-92	Meydenbauer Bay Phase 1 Park Development (recosting)	\$4.2M
	P-AD-100	Gateway/Entry to Downtown Park (recosting)	\$3.0M
	G-38	Expanded Community Connectivity (scope)	\$1.3M



2017-2023 Capital Investment Program Plan Overview and Financial Forecast

Council Priority	CIP Plan #	Project Title	2017-2023 Costs*
#10- Bring a Smart City strategy to the Council for consideration	PW-R-156	ITS Master Plan Implementation Program (2yr – 2022 and 2023)	\$1M
#11- Complete the Downtown Livability project in 2016	CD-37	Downtown Community/Livability (new)	\$4.153M
Great Places Where You Want to Be			
#12- Create a civic center plan	CD-41	Civic Center Plan (new)	\$550K
#13- Establish the vision for the Grand Connection	CD-44	Grand Connection-Early Implementation (new)	\$3.5M
#14- Complete the first mile of the Eastside Rail Corridor	G-103	Eastside Rail Corridor (recosting)	\$500K
High Performance Government			
#21- Complete implementation of hearing accessibility within public meeting areas	G-04	Hearing Accessibility for Public Spaces (scope)	\$240K
TOTAL			\$42.323M
*New funding beyond the 2015-2021 Amended Budget			

- Ensures debt obligations are met.
- Prepares the City for a Transportation Infrastructure Financing and Innovation Act (TIFIA) loan with the inclusion of council amendments for a TIFIA debt service project to provide funding for the known administrative TIFIA costs and provides funding to ensure all TIFIA projects will be at NEPA (National Environmental Policy Act) before a TIFIA loan is secured.
- Provides for transportation and mobility improvements; including projects on 120th and 124th corridors, NE Spring Zone 1, Downtown transportation plan, West Lake Sammamish Phase 2, and others.
- Provides \$0.5 million per year from 2017 through 2023 to the Affordable Housing Contingency Project for future council direction with a project total 7-year CIP of \$3.5 million
- Provides an additional \$0.5 million per year to the Eastside Rail Corridor Project in 2017 and 2018 for a project total 7-year CIP of \$2.5 million. This funding will advance the design of remaining key crossings and connections in the Wilburton Segment in partnership with other regional agencies
- Provides an additional \$0.5 million per year to the Grand Connection Project in 2019, 2020 and 2021 for a project total 7-year CIP of \$3.5 million. This funding will allow for several key physical improvements, including raised intersection treatments along the Grand Connection route that will help establish the identity and presence of the Grand Connection
- Fulfills general government capital responsibilities such as developing a long range property and facilities plan to leverage the City’s investment in property to meet the community’s need in a comprehensive and integrated way, Citywide Security Improvements and investing in Hearing Assistance for Public Spaces.
- Keeps the Parks Levy commitment and provides other quality of life amenities through several programs including Park & Open Space Acquisition, NE Entry at Downtown Park, and Meydenbauer Phase I
- Provides for neighborhood programs such as the Neighborhood Enhancement Program.



2017-2023 Capital Investment Program Plan Overview and Financial Forecast

Changes from the 2015-2021 amended CIP

The 2015-2021 amended CIP is the adopted mid-biennium 2015-2021 CIP plus any budget amendments adopted by Council through October 10, 2016.

The 2017-2023 adopted CIP continues all projects in the 2015-2021 amended CIP and it adds the following over the 7-year timeframe:

CIP Plan #	Project Title	2017-2023 New Projects	Brief Description
CD-30	Station Area Planning Implementation	\$5.5M	Setting up pedestrian and bicycle access to Sound Transit stations including Bel-Red and Main Street
CD-37	Downtown Community/Livability	4.153M	Downtown improvements: parking study, landscaped medians, wayfinding improvements
CD-41	Civic Center Plan	550K	Master plan for Civic Center District
CD-44	Grand Connection Implementation	3.5M	Connection of Downtown and Wilburton Commercial areas
G-108	Supplemental Housing Trust Fund Investment	80K	Operating transfer to Housing and Trust Fund in 2017-2018
G-111	Long-Range Property & Facilities Plan	280K	Comprehensive assessment of short and long term needs
G-110	Citywide Security Improvements	350K	Strategically add/upgrade systems based on assessment
PW-R-192	124 th Ave NE at SR 520	250K	Staff to connect with DOT as DOT constructs ramp and interchange improvements at 520 and 124th Ave NE
PW-R-193	BelRed Corridor Local Street Network	432K	Fund additional planning and prelim engineering for new street grid.
PW-R-194	West Lake Sammamish Parkway Phase 3	1.0M	Early design for Phase 3

\$16.095M

Total changes from the 2015-2021 include:

- Adding 2 years (2022-2023) of debt service payments of \$39 million (not including the modeled payback of cash flow borrowing) and the modeled payback of cash flow borrowing of \$31.8 million over the 2017-2023 plan of which \$25.7 million (modeled in 2022-2023),
- In alignment with Council Policy, the adopted budget adds 2 years (2022-2023) for ongoing programs that maintain what is built before building new, totaling \$37 million. This includes projects like the Overlay program, Parks Refurbishment and Renovation program, major maintenance, and others.
- The adopted CIP also provides for recosting to a current project due to a change costs with no change in scope, such as costs to the project to move to full design, as well as increased costs due to construction right of way, and others. Total recosting is \$19 million over the 7 year period.



2017-2023 Capital Investment Program Plan Overview and Financial Forecast

- The adopted budget also provides for scope changes to projects that have a cost impact due to an enhancement or change in project scope. Examples include PW-M-1 Overlay Program scope change to address residential streets in 2022-2023, and funding for \$1.3 million of implementation funding for G-38, Expanded Community Connectivity. Total scope cost increase is \$6 million.
- Projects with cost increases that are revenue backed account for \$5 million.
- New projects included (noted above) account for \$16.095 million.
- Lastly, projects that traditionally have been programs that build new infrastructure yet are referred to and continuing programs, such as public art program, neighborhood enhancement, park planning and design, neighborhood sidewalks, etc... account for \$14 million.

The City Manager's Adopted Budget continues to raise concern and awareness on the future impact of minor maintenance and operations (M&O) costs as new infrastructure is completed. While major maintenance and renovation projects are contained within the CIP, minor maintenance is funded through the operating funds. Financial Policy IX.H implemented during the development of the 2011-2017 CIP provides:

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

This policy provides adequate funding for minor maintenance on existing infrastructure. However, the concern continues that as the City builds new infrastructure, there is not a mechanism to ensure additional M&O funding for these future facilities. Over time, this will place increasing pressure on the operating budget. This CIP does not address this issue, but simply raises it as a concern.



2017-2023 Capital Investment Program Plan Overview and Financial Forecast

Resource Drivers:

The following section discusses the major resource drivers for the 2017-2023 General CIP Adopted Budget.

Major Taxes

Taxes (\$355.9 million). The General CIP tax revenue base of sales, business and occupation (B&O), parks levy, real estate excise taxes (REET), and motor vehicle fuel tax (MVFT) represent 74% of total funding. Both sales and B&O revenue streams are growing again, albeit at a moderate pace, and are tied in growth to the general fund forecast. In addition, the voter-approved parks levy continues to supplement City and external funds, allowing completing major parks development projects to be completed in a phased approach, where appropriate.

Intergovernmental Revenue

Federal and State Grants (\$14.2 million). The Forecast includes \$14.2 million in federal and state grants. Following past practice of conservatism in forecasting grant revenues, only those grants that have already been awarded or are highly likely to be awarded are included in the projection. The details of the federal and state grants included can be found on the project specific revenue page.

Interlocal Contributions (\$16.3 million). In addition to the above revenues, the Forecast includes a variety of intergovernmental sources, including Sound Transit contributions (\$7.6 million), King County contributions (\$1.2 million), and Points Communities' contributions (\$0.8 million). The Intergovernmental Revenue Forecast also contains revenue from Rents and Leases

(\$0.2 million). The details of the interlocal contributions can be found on the project specific revenue page.

Miscellaneous Revenue

Impact Fees (\$54.4 million). The current impact fee rate of \$4,703 in 2016 is forecasted to increase to \$4,989 in 2018, with annual increases thereafter of 3%, as determined by the Transportation Impact Fee Rate Schedule, Ordinance 6266. Impact fees are projected to provide \$54.4 million of revenue to this CIP, and reflect updated *Institute of Traffic Engineers* trip generation factors, Puget Sound Regional Council trip length factors, and a base fee of \$4,703.

Other Revenues (\$13.1 million). In addition to the above revenue sources, the Forecast includes a variety of miscellaneous sources, including Annexation Sales Tax (\$2.2 million), private contributions (\$1.6 million), sale of fixed assets (\$3.5 million), enterprise and other City fund contributions (\$4.1 million), and investment interest (\$1.7 million). Details of the appropriate project specific revenue contributions can be found on the project specific revenue page.



2017-2023 Capital Investment Program Plan Overview and Financial Forecast

Debt Proceeds

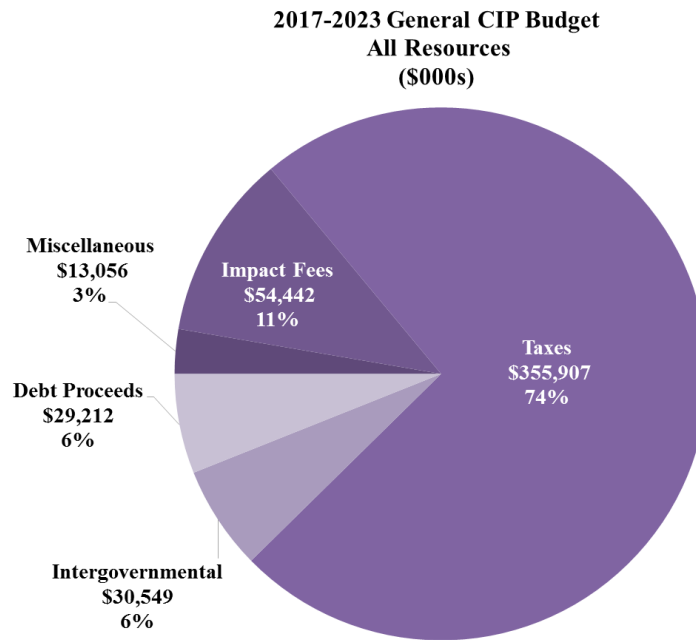
The adopted CIP short term debt financing totals \$29.2 million with payback within the 2017-2023 plan in alignment with Council policy. The cash flow borrowing is not anticipated to be issued, and staff will not be asking Council for issuance at this time. If it is needed in future, staff will return to Council to address. The expenditure for the payback of the cash flow borrowing includes an additional \$2.7 million of interest costs over the 7-year timeframe.



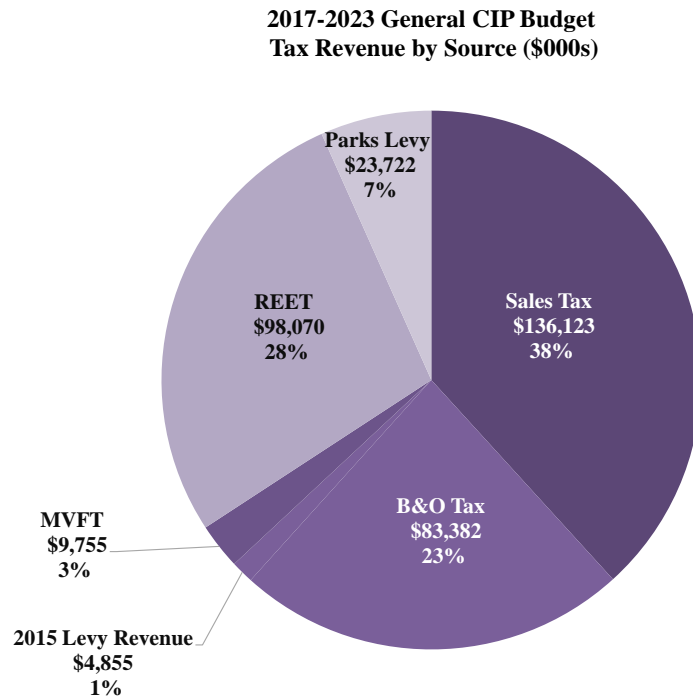
2017-2023 Capital Investment Program Plan Overview and Financial Forecast

The following charts show All Resources by type and provide a breakdown of Tax Revenue by Source.

REVENUE SUMMARY



The 74% tax revenue is further broken down by source in the following chart.





2017-2023 Capital Investment Program Plan Overview and Financial Forecast

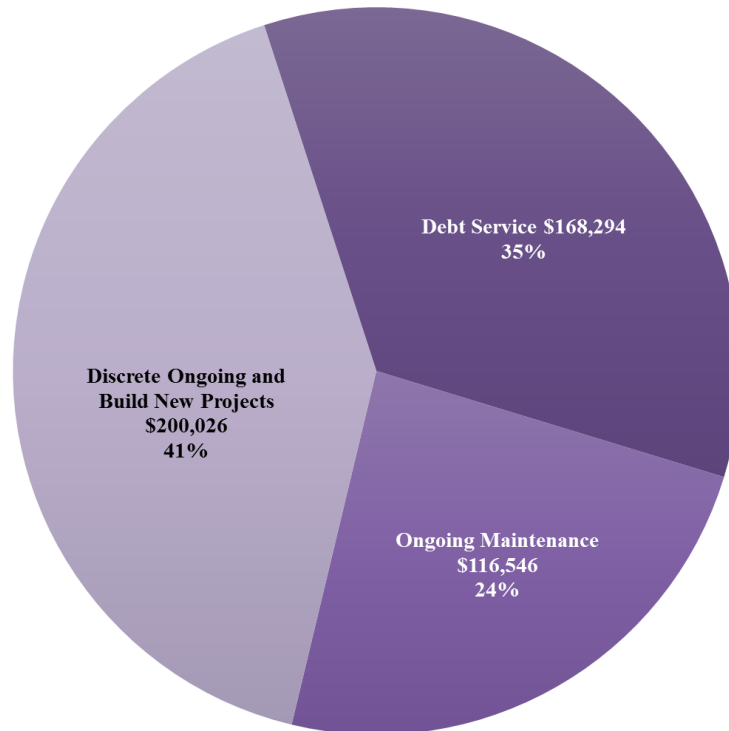
Expenditure Drivers:

The following chart illustrates the mix of Discrete Ongoing and Build New Projects, Ongoing Maintenance Programs and Debt Service.

- Discrete Ongoing and Build New Projects make up approximately 41% of the General CIP (\$200 million) with funding focused on improving transportation and mobility, parks and general government projects.
- Ongoing Maintenance Programs make up approximately 24% of the General CIP (\$116 million) with major maintenance programs like street overlays and major renovation of parks and fire facilities.
- Debt Service makes up the remaining 35% of the General CIP (\$168 million). Inclusive of the total debt service is \$29.2 million of short term cash flow borrowing which includes \$2.7 million in interest.

EXPENDITURE SUMMARY

2017-2023 General CIP Budget
Funding by Project Type
(\$000s)





2017-2023 Capital Investment Program Plan

Citywide Funding Prioritization Criteria

Citywide Funding Prioritization Criteria

The City of Bellevue uses a number of criteria for ranking and prioritizing capital investment projects. First and foremost are the City's debt obligations. All debt service payments are prioritized first when allocating resources to the CIP. The following outlines additional criteria used to evaluate all non-debt service and non-utility CIP projects submitted for funding consideration.

Citywide Financial Policy XI:I:

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

Effectiveness at achieving City Mission/Community Outcomes/Council Priorities

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

Mandates

- Legal
- Appropriate level of investment needed to meet mandate

Financial Factors

- Leveraging other funds—extent to which project is funded by external sources
- Cost versus Benefit
- Sunk costs—extent to which project expenditures have already been incurred
- Avoided costs—extent to which project creates savings/decreases future costs/reduces risks
- Stewardship—extent to which project protects and leverages existing investments

Timing/Urgency

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

Scaling

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



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**2017-2023 General CIP Adopted Budget
Cash Flow Modeling
(Expressed in 000s)**

	2017 Adopted**	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted	2022 Adopted	2023 Adopted	Total Adopted Budget 2017-2023	Adopted Total Project Cost through 2023
2017-2023 General CIP Adopted Budget									
Revenue Type									
Beginning Fund Balance	\$ 1,698	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,698	
Short-term Cash Flow Borrowing	16,640	8,966	-	3,606	-	-	-	29,212	
2015 20 Year Debt Issue	-	-	-	-	-	-	-	-	
MAJOR TAXES									
Retail Sales Tax	17,051	18,271	19,080	19,792	20,062	20,475	21,392	136,123	
Annexation Sales Tax	-	-	-	-	-	-	-	-	
B&O Tax	10,395	11,038	11,481	11,914	12,364	12,859	13,330	83,382	
Real Estate Excise Tax (REET)	14,154	13,966	14,370	14,096	13,828	13,828	13,828	98,070	
Parks Levy	3,389	3,389	3,389	3,388	3,390	3,388	3,389	23,722	
2015 Levy Revenue (New Sales Tax Contribution)	694	694	694	694	694	694	694	4,855	
Motor Vehicle Fuel Tax (MVFT)	1,377	1,385	1,393	1,400	1,400	1,400	1,400	9,755	
Subtotal Major Taxes	\$ 47,058	\$ 48,743	\$ 50,406	\$ 51,284	\$ 51,738	\$ 52,645	\$ 54,033	\$ 355,907	
INTERGOVERNMENTAL									
Federal Grants	2,660	394	-	-	-	-	-	3,054	
Grants	5,745	-	1,500	3,918	-	-	-	11,163	
Interlocal Contributions	12,221	2,839	513	99	99	175	175	16,122	
Rents and Leases	30	30	30	30	30	30	30	210	
Subtotal Intergovernmental	\$ 20,656	\$ 3,263	\$ 2,043	\$ 4,047	\$ 129	\$ 205	\$ 205	\$ 30,549	
OTHER RESOURCES									
Transfers from Other City Funds	1,129	729	529	652	350	350	350	4,088	
WA State Funding - Annexation Sales Tax	-	2,160	-	-	-	-	-	2,160	
Private Contributions	1,307	176	27	27	28	29	29	1,623	
Sale of Fixed Assets	3,455	-	-	-	-	-	-	3,455	
Investment Interest	247	247	247	247	247	247	247	1,730	
Transportation Impact Fees	7,110	7,320	7,540	7,770	7,992	8,232	8,479	54,442	
Subtotal Other Resources	\$ 13,248	\$ 10,632	\$ 8,343	\$ 8,697	\$ 8,617	\$ 8,858	\$ 9,105	\$ 67,499	
Grand Total Revenues	\$ 99,301	\$ 71,604	\$ 60,792	\$ 67,634	\$ 60,485	\$ 61,707	\$ 63,344	\$ 484,866	
Total Expenditures	\$ 99,301	\$ 71,604	\$ 60,792	\$ 67,633	\$ 60,485	\$ 61,707	\$ 63,344	\$ 484,865	\$ 1,204,315
Ending Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	

** Includes Adopted Ordinance #6312, which impacts PW-R-164 and PW-R-172. Ordinance #6312 includes a net change in revenue of \$664,062 that reduces cash flow borrowing in 2017 to \$16.64 million.

**2017-2023 General CIP Adopted Budget
Cash Flow Modeling
(Expressed in 000s)**

			2017 Adopted**	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted	2022 Adopted	2023 Adopted	Total Adopted Budget 2017-2023	Adopted Total Project Cost through 2023
EXPENDITURES											
Council Priority #	CIP Plan #	Project Title									
Debt Service											
	G-69	Supplemental CIP Debt Funding	1,057	985	979	986	981	980	982	6,951	15,895
	G-82	City Hall Debt Service	6,563	6,554	6,560	6,550	6,546	6,552	6,552	45,877	85,625
	G-83	M&I LTGO Bond Debt Service	865	865	865	863	865	862	863	6,048	11,233
	G-89	2013 LTGO Bond Debt Service	4,834	4,837	4,834	4,835	4,834	4,836	4,837	33,846	51,532
	G-92	New Short-term Debt Service (Interfund Loan)	-	-	-	-	-	-	-	-	15,145
	G-101	TIFIA Debt Service Cost	-	-	-	-	-	-	-	-	550
	G-98	Cash Flow Borrowing Payback	-	-	4,659	-	1,481	12,582	13,140	31,862	31,862
	G-100	2015 20 Year LTGO Bond Debt Service	6,201	6,202	6,205	6,206	6,203	6,202	6,203	43,422	49,626
	PW-R-82	Public Works Trust Fund Loan - Principal	40	40	40	40	40	40	40	279	1,630
	PW-R-83	Public Works Trust Fund Loan - Interest	2	2	2	1	1	1	1	10	124
		Subtotal Debt Service	19,562	19,485	24,143	19,480	20,952	32,055	32,616	168,294	263,222
Economic Growth & Competitiveness											
CP-13	CD-33	Grand Connection/Land Use Wilburton Zoning	-	-	-	-	-	-	-	-	1,000
CP-11	CD-37	Downtown Community/Livability	650	800	650	500	500	500	554	4,153	4,153
CP-13	CD-44	Grand Connection - Early Implementation [1]	500	1,000	1,000	500.00	500.00			3,500	3,500
CP-1, CP-10	G-93	Community Network Connectivity	50	50	50	50	100	100	100	500	650
CP-1, CP-10	G-38	Expanded Community Connectivity	259	188	200	200.00	250.00	100.00	100.00	1,297	1,497
CP-1, CP-2	G-105	Competitiveness and Collaboration	50	50	50	146	-	-	-	296	796
CP-14	G-103	Eastside Rail Corridor Project [2]	250	250	-	-	-	-	-	500	2,500
	G-104	PACE Placeholder	-	-	-	-	-	-	-	-	-
	G-107	Council Contingency [3]	250	250	-	-	-	500.00	500.00	1,500	1,500
	G-108	Supplemental Housing Trust Fund Investment	40	40	-	-	-	-	-	80	80
	G-109	Affordable Housing Contingency [4]	500	500	500	500.00	500.00	500.00	500.00	3,500	3,500
		Subtotal Economic Growth & Competitiveness	2,549	3,128	2,450	1,896	1,850	1,700	1,754	15,326	19,176
Safe Community											
	G-110	Citywide Security Improvements	150	100	100	-	-	-	-	350	350
	PS-16	Fire Facility Maintenance	1,824	1,965	2,008	1,953	2,001	2,055	2,115	13,921	26,343
	PS-63	Fire Facility Master Plan	2,850	-	-	8,000	4,000	-	-	14,850	22,100
	PW-M-19	Major Maintenance Program	1,351	1,018	1,050	1,080	1,109	1,142	1,175	7,925	14,736
		Subtotal Safe Community	6,175	3,083	3,158	11,033	7,110	3,197	3,290	37,046	63,529
Improved Mobility and Connectivity											
	CD-30	Station Area Planning Implementation	500	500	500	1,500	1,500	1,000	-	5,500	5,500
	PW-M-1	Overlay Program [5]	6,848	7,847	5,868	6,031	6,197	7,574	7,797	48,162	157,618
	PW-M-2	Minor Capital - Traffic Operations	149	170	175	180	185	191	196	1,246	10,663
CP-4	PW-M-7	Neighborhood Traffic Safety Program	330	340	350	360	370	381	392	2,523	10,652
	PW-M-20	Minor Capital - Signals and Lighting	414	386	399	410	421	433	446	2,909	5,352
CP-3	PW-R-146	Northup Way Corridor Improvements	0	-	-	-	-	-	-	0	13,701

1 - The Council budget provides for an additional funding of \$1,500,000 to project CD-44 Grand Connection Implementation for a project total 7-year CIP of \$3,500,000. This funding would allow for several key physical improvements, including raised intersection treatments along the Grand Connection route that will help establish the identity and presence of the Grand Connection.

2 - The Council budget provides for an additional funding of \$500,000, to project G-103 Eastside Rail Corridor Project for a project total 7-year CIP of \$2,500,000. This funding will advance the design of remaining key crossings and connections in the Wilburton Segment in partnership with other regional agencies.

3 - All capital investment fund changes from 11/28 Council meeting were funded through the use of the Council Contingency, with \$1,500,000 total contingency remaining over the 7-year CIP.

4 - The Council budget creates a new project, G-109 Affordable Housing Contingency, with a project total 7-year CIP of \$3,500,000. This funding will be held until further direction of Council.

5 - This file corrects a \$13,000 math error, changing the beginning fund balance for 2017 to \$1,698,000.

Note: Totals may not foot due to rounding.

** Includes Adopted Ordinance #6312, which impacts PW-R-164 and PW-R-172.

**2017-2023 General CIP Adopted Budget
Cash Flow Modeling
(Expressed in 000s)**

Council Priority #	CIP Plan #	Project Title	2017 Adopted**	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted	2022 Adopted	2023 Adopted	Total Adopted Budget 2017-2023	Adopted Total Project Cost through 2023
Improved Mobility and Connectivity Continued....											
CP-3	PW-R-156	ITS Master Plan Implementation Program	414	427	440	453	465	479	493	3,171	4,146
CP-6	PW-R-159	East Link Analysis and Development	1,176	1,013	1,047	1,031	1,047	413	426	6,153	18,922
	PW-R-189	TOD, Station Area and Land Use Planning	411	359	161	165	169	124	128	1,517	2,690
CP-3	PW-R-160	NE 4th Street Extension - 116th to 120th Ave NE	-	-	-	-	-	-	-	-	35,842
CP-3	PW-R-162	NE 6th Street Extension	-	-	-	-	-	-	-	-	1,100
CP-3	PW-R-164	120th Ave NE Stage 2 - NE 8th St to NE 12th St	8,824	-	-	-	-	-	-	8,824	45,395
CP-3	PW-R-166	124th Ave NE - NE Spring Boulevard to Ichigo Way (18th St)	8,698	4,306	-	-	-	-	-	13,004	28,287
CP-3	PW-R-168	120th Ave NE (Stage 3) NE 12th St to NE 16th St	6,609	-	-	-	-	-	-	6,609	25,524
CP-3	PW-R-186	120th Ave NE Stage 4 Design - NE 16th St to Northup Way	500	-	-	-	-	-	-	500	1,000
CP-3	PW-R-169	124th Ave NE - NE 12th to NE Spring Boulevard	87	-	-	-	-	-	-	87	3,365
CP-3	PW-R-170	130th Ave NE - Bel-Red Rd to NE 20th St	1,036	-	-	-	-	-	-	1,036	2,789
CP-3	PW-R-172	NE Spring Blvd (Zone 1) - 116th to 120th Avenues NE	14,001	800	1,828	6,785	-	-	-	23,414	31,593
	PW-R-187	Traffic Signal Controllers and Temporary Bus Stop	-	-	-	-	-	-	-	-	455
	PW-R-188	Franchise Utility Relocation	143	-	-	-	-	-	-	143	570
CP-3	PW-R-173	NE Spring Boulevard (Zone2) - 120th to 124th Aves N	0	-	-	-	-	-	-	-	3,401
CP-3	PW-R-174	NE Spring Boulevard - 130th to 132nd Ave NE	600	-	-	830	2,170	-	-	3,600	4,897
CP-3	PW-R-177	Eastgate Subarea Plan Implementation	-	-	-	-	-	-	-	-	500
CP-3	PW-R-182	Downtown Transportation Plan/NE 6th Street Station Access	700	450	600	2,000	1,200	1,200	1,300	7,450	8,700
	PW-R-46	Traffic Safety Improvements	182	114	117	120	124	127	131	915	4,249
CP-4	PW-W/B-56	Pedestrian and Bicycle Access Improvements	440	453	467	480	493	508	523	3,364	11,600
CP-4	PW-W/B-76	Neighborhood Sidewalks	1,099	1,131	1,167	1,200	1,232	1,269	1,306	8,404	14,181
	PW-W/B-78	Mountains to Sound Greenway Trail	407	496	-	-	-	-	-	903	3,449
	PW-R-183	West Lake Sammamish Parkway, Phase 2	-	500	1,500	2,000	4,000	-	-	8,000	8,000
CP-3	PW-R-184	Bellevue Way SE HOV Lane - 112th Ave SE 'Y' to I-90	-	1,170	-	-	-	-	-	1,170	4,400
CP-4	PW-R-185	Newport Way Improvements - Somerset Blvd to 150th Ave	2,923	3,000	-	-	-	-	-	5,923	8,123
CP-3	PW-R-191	124th Avenue NE/Ichigo Way (NE 18th St) to Northup Way	1,840	-	-	-	-	-	-	1,840	2,560
CP-5	PW-R-192	124th Avenue NE at SR 520	-	250	-	-	-	-	-	250	250
CP-3	PW-R-193	BelRed Corridor Local Street Network	432	-	-	-	-	-	-	432	432
	PW-R-194	West Lake Sammamish Parkway Phase 3	-	-	-	-	-	-	1,000	1,000	1,000
CP-3	PW-R-190	124th Avenue NE – NE 8th to NE 12th Street	100	-	-	-	-	-	-	100	919
		Subtotal Improved Mobility and Connectivity	58,862	23,712	14,619	23,545	19,573	13,699	14,138	168,148	481,824
Responsive Government											
	G-59	JDE System Upgrade and Enhancements	315	308	300	50	50	50	50	1,123	15,750
	G-94	Enterprise Application Replacement Reserve	800	800	800	1,000	1,000	1,000	1,000	6,400	6,900
	G-01	COB Fuel System Replacement	250	125	350	-	-	-	-	725	995
CP-21	G-04	Hearing Assistance for Public Spaces	-	120	120	-	-	-	-	240	480
	G-106	Interlocal Council Contingency	296	292	297	224	10	-	-	1,118	1,118
	G-111	Long-Range Property & Facilities Plan	280	-	-	-	-	-	-	280	280
	PW-M-15	Wetland Monitoring	32	51	52	54	55	57	53	354	495
		Subtotal Responsive Government	1,973	1,696	1,919	1,328	1,115	1,107	1,103	10,241	26,019

Note: Totals may not foot due to rounding.

** Includes Adopted Ordinance #6312, which impacts PW-R-164 and PW-R-172.

**2017-2023 General CIP Adopted Budget
Cash Flow Modeling
(Expressed in 000s)**

Council Priority #	CIP Plan #	Project Title	2017 Adopted**	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted	2022 Adopted	2023 Adopted	Total Adopted Budget 2017-2023	Adopted Total Project Cost through 2023
Quality Neighborhoods and Innovative, Vibrant, & Caring Community											
	CD-11	Public Art Program	350	350	350	350	350	350	350	2,450	7,956
	CD-22	Enhanced Right of Way and Urban Boulevards (ERUB)	500	500	500	500	500	500	500	3,500	6,399
CP-12	CD-41	Civic Center Plan	-	350	200	-	-	-	-	550	550
	NEP-2	NEP-2.0 Neighborhood Enhancement Program	725	725	725	725	725	725	725	5,075	6,525
	NIS-2	Neighborhood Partnerships	80	80	80	80	80	80	80	560	1,687
	P-AD-27	Park Planning & Design	400	300	300	300	300	300	300	2,200	8,557
	P-AD-79	King County Parks Levy	414	414	414	-	-	-	-	1,242	5,584
	P-AD-82	Park & Open Space Acquisition (Levy)	0	350	1,275	1,275	1,275	1,500	1,500	7,175	13,382
	P-AD-83	Bellevue Airfield Park Development (Levy)	95	-	-	-	-	-	-	95	1,520
	P-AD-95	Surrey Downs Park Development (Levy)	-	2,114	5,074	-	-	-	-	7,188	8,029
CP-9	P-AD-87	Downtown Park Development (Levy)	(0)	-	-	-	-	-	-	-	12,000
CP-9	P-AD-92	Meydenbauer Bay Phase 1 Park Development	2,472	7,050	-	-	-	-	-	9,522	17,222
	P-AD-94	Inspiration Playground at Downtown Park	-	-	-	-	-	-	-	-	4,075
	P-AD-96	Mercer Slough East Link Mitigation	-	-	200	1,300	640	-	-	2,140	2,340
	P-AD-98	Burrows Cabin Relocation	-	-	-	-	-	-	-	-	150
	P-R-02	Enterprise Facility Improvements	300	300	300	300	350	350	350	2,250	13,219
	P-R-11	Parks Renovation & Refurbishment Plan	4,740	4,860	4,975	5,408	5,548	6,024	6,513	38,069	91,590
	PW-W/B-49	Pedestrian Facilities Compliance Program	104	107	110	114	117	120	124	796	2,478
CP-9	P-AD-100	Gateway/NE Entry at Downtown Park	-	3,000	-	-	-	-	-	3,000	3,000
Subtotal Quality Neighborhoods and Innovative, Vibrant, & Caring Community			10,179	20,500	14,503	10,352	9,885	9,949	10,442	85,811	206,263
Carry Forward Projects (Approved Prior with Current Period Carry Forward)											
	CD-19	Advancing the Vision of the Pedestrian Corridor									739
	CD-21	Eastgate subarea									283
	NEP-1	NEP-1									20,967
	G-57	Enterprise Content Management - Capital									1,569
	G-84	Relocation of Courts from Surrey Downs to Bellefield Office Park									4,704
	G-86	City Hall East Garage Redevelopment									8,267
	G-02	Public Records Reconfiguration									8
	G-88	Joint City and Tax Portal									275
	P-AD-99	Partnership Projects									3,575
	P-AD-88	Bridle Trails Neighborhood Park (Levy)									2,555
	P-AD-85	Bellevue Botanical Garden - 2008 Parks Levy									11,402
	P-AD-89	Nature Trail Expansion - 2008 Parks Levy									2,619
	P-AD-90	New Youth Theatre - 2008 Parks Levy									9,700
	P-AD-86	Hidden Valley (Levy)									5,155
	PW-I-92	Lakemont Blvd and Cougar Mnt Way Improvements									1,360
	PW-R-155	Traffic Computer System Upgrade									5,693
	PW-R-175	NE Spring Blvd & 136th Pl NE-132nd Ave to NE 20th S									-
	PW-R-176	Downtown Transportation Plan Implementation									800
	PW-R-181	East Link MOU Commitments									54,355
	PW-R-165	Downtown Transportation Plan Update									350
	PW-R-161	120th Ave. NE (Stage 1) - NE 4th to NE 8th									8,676
	PW-W/B-82	SE 16th Street - 148th Avenue SE to 156th									160
	PW-R-180	Annexation Area Transportation Capital									1,068
Subtotal Carry Forward Projects											144,282

Note: Totals may not foot due to rounding.

** Includes Adopted Ordinance #6312, which impacts PW-R-164 and PW-R-172.

**2017-2023 General CIP Adopted Budget
Project Specific Revenue**

Revenues specific to projects are listed below in CIP Plan order. Project specific revenues transfers fees from other funds, grant revenues, private contributions, sales of assets, and rent or lease revenue.

2017-2023 General Capital Investment Program (CIP) - Project Specific Revenue											
CIP Plan #	Project Title	Revenue Category	Revenue Source	2017 Adopted Budget	2018 Adopted Budget	2019 Adopted Budget	2020 Adopted Budget	2021 Adopted Budget	2022 Adopted Budget	2023 Adopted Budget	Total 2017-2023 Adopted Project Specific Revenue 2017-2023
G-01	COB Fuel System Replacement	OTI	OTI-DSD/STRM/SWR/WTR	55,780	55,780	55,780	-	-			167,340
P-AD-79	King County Parks Levy	Interlocal	King County Special Levy	414,000	414,000	414,000	-	-			1,242,000
P-R-02	Enterprise Facility Improvements	OTI	OTI/Fd 1430 Park Enterprise	300,000	300,000	300,000	300,000	350,000	350,000	350,000	2,250,000
P-R-11	Parks Renovation & Refurbishment Plan	Rents and Leases	Telecom Facility Lease	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000
P-R-11	Parks Renovation & Refurbishment Plan	Private Contribution	Seattle U. Contribution to Bannerwood	25,411	26,047	26,698	27,365	28,049	28,751	29,469	191,790
PS-16	Fire Facility Maintenance	Interlocal	I/G Fire Protection - Points Community Reimbursement	70,737	99,447	99,447	99,447	99,447	175,000	175,000	818,525
PW-M-1	Overlay Program	Federal Grant	Federal Preservation Grant - Richards Rd & Lk Hills	1,327,250	-	-	-	-			1,327,250
PW-M-1	Overlay Program	State Funding	Annexation Sales Tax	-	2,160,000	-	-	-			2,160,000
PW-M-20	Minor Capital - Signals and Lighting	OTI	OTI - 1640 Transfer - COB Light Reimbursement	173,000	173,000	173,000	52,000	-			571,000
PW-R-146	Northup Way Corridor Improvements	Grant	Connecting Washington Pedestrian and Bicycle Safety	199	-	-	-	-			199
PW-R-164	120th Ave NE Stage 2 - NE 8th St to NE 12th St	Private Contribution	Franchise Utility (Multiple)	1,281,287	-	-	-	-			1,281,287
PW-R-164	120th Ave NE Stage 2 - NE 8th St to NE 12th St	Sale of Fixed Assets	Remnant Land Sale	3,455,000	-	-	-	-			3,455,000
PW-R-166	124th Ave NE - NE Spring Boulevard to Ichigo Way (18th St)	Interlocal	Sound Transit	1,518,400	2,325,240	-	-	-			3,843,640
PW-R-166	124th Ave NE - NE Spring Boulevard to Ichigo Way (18th St)	Private Contribution	Franchise Utility	-	150,000	-	-	-			150,000
PW-R-166	124th Ave NE - NE Spring Boulevard to Ichigo Way (18th St)	OTI	Transfer from COB Water Utility	-	200,000	-	-	-			200,000
PW-R-168	120th Ave NE (Stage 3) NE 12th St to NE 16th St	Interlocal	Sound Transit	3,627,741	-	-	-	-			3,627,741
PW-R-168	120th Ave NE (Stage 3) NE 12th St to NE 16th St	Federal Grant	Federal STP Grant	1,056,086	-	-	-	-			1,056,086
PW-R-168	120th Ave NE (Stage 3) NE 12th St to NE 16th St	Grant	State TIB Grant	1,925,000	-	-	-	-			1,925,000
PW-R-172	NE Spring Blvd (Zone 1) - 116th to 120th Avenues NE	OTI	Transfer from COB Water Utility	600,000	-	-	300,000	-			900,000
PW-R-172	NE Spring Blvd (Zone 1) - 116th to 120th Avenues NE	Grant	Federal STP Grant	-	-	1,500,000	3,917,500	-			5,417,500
PW-R-188	Franchise Utility Relocation	Interlocal	Sound Transit	142,500	-	-	-	-			142,500
PW-W/B-78	Mountains to Sound Greenway Trail	Federal Grant	CMAQ Grant	-	394,000	-	-	-			394,000
Total Project Specific Revenue				\$ 16,002,391	\$ 6,327,514	\$ 2,598,925	\$ 4,726,312	\$ 507,496	\$ 583,751	\$ 584,469	\$ 31,330,858



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CIP Budget by Outcome

Bellevue’s Capital Investment Program (CIP) Plan presents a schedule of major public facility improvements and investments for implementation within a seven-year period.

A. Budgeting for Outcomes Approach

The 2017-2023 CIP employs the Budget for Outcomes approach titled Budget One. The CIP investments strive to deliver outcomes that are important to our community.

In total, the 7-year CIP Plan is \$705 million, of which \$485 million is allocated for the General CIP and \$221 million for the Utility CIP.

Total CIP by Outcome and Project Type

Outcome	2017-2023 General CIP (\$000s)			
	Ongoing Programs	Discrete Projects	Debt and Contingency	Total
Economic Growth and Competitiveness	\$ -	\$ 15,326	\$ -	\$ 15,326
Improved Mobility and Connectivity	53,232	114,916	-	168,148
Quality Neighborhoods and Innovative, Vibrant & Caring Community	41,115	44,697	-	85,812
Responsive Government	354	9,886	-	10,240
Safe Community	21,846	15,200	-	37,046
Debt Service	-	-	168,294	168,294
General CIP Total	\$ 116,546	\$200,026	\$ 168,294	\$484,866

Outcome	2017-2023 Utility CIP (\$000s)			
	Ongoing Programs	Discrete Projects	Debt and Contingency	Total
Healthy & Sustainable Environment	\$ 162,915	\$ 57,649	\$ -	\$ 220,564
Utility CIP Total*	\$ 162,915	\$ 57,649	\$ -	\$ 220,564

Total CIP	\$ 279,461	\$257,675	\$ 168,294	\$ 705,430
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*Utility CIP Total does not include reserves

The next section describes each of the six outcome areas, along with Debt Service, in the 2017-2023 Capital Investment Program, and also highlights some of the more significant capital projects in each outcome.

Debt Service

Investments in this area cover the debt service requirements for the City’s debt obligations issued for capital investments, for example bonds issued for City Hall, Supplemental CIP and Mobility & Infrastructure Initiative.

Economic Growth and Competitiveness

Economic Growth and Competitiveness investments are intended to plan for growth that will add value to the quality of the City and create a competitive business environment that supports entrepreneurs and creates jobs. Capital investments over the next seven years will focus on:

- Leveraging strategic opportunities to promote economic development throughout the City through Partnership Projects and the creation of a Competitiveness and Collaboration project.

CIP Budget by Outcome

Safe Community

Safe Community investments focused on maintaining a safe place to live, work and play. Capital investments over the next seven years will focus on:

- Major renovation and maintenance for public safety facilities, pedestrian and traffic safety related needs.
- Providing funding for the most critical needs in the Fire Facility Master Plan:
 - Rebuilding Fire Station Five
 - Purchasing property for a new downtown fire station

Improved Mobility and Connectivity

Improved Mobility and Connectivity investments focused on existing and future infrastructure, traffic flow, built environment and travel options. Capital investments over the next seven years will focus on:

- Maintaining the City’s investment in existing infrastructure through road, signal, lighting and operations maintenance; and continued funding for pedestrian access improvements.
- Providing increased capacity and mobility in Bellevue’s transportation system through:
 - Capacity projects that support current and planned growth in the Bel-Red area, including 120th Avenue NE, 124th Avenue NE etc.
 - Fully funds Spring Boulevard Zone 1 and other Spring District related projects.
 - Continued funding for neighborhood sidewalks and traffic calming projects.
- Continues implementation of the East Link MOU, Bellevue Way HOV, and Newport Way Improvements.

Responsive Government

Responsive Government investments are intended to foster stewardship of financial and property interest and ensure deployment of programs that are necessary to deliver the highest priority services. Capital investments over the next seven years will focus on:

- Implementing and renovating some of the City’s major technology systems, such as the Enterprise Asset Management System (Maximo), JDE Financial System and the city-wide Point of Sale System (POS).

Quality Neighborhoods and Innovative, Vibrant and Caring Community

Quality Neighborhoods investments create a “sense of community” by maintaining neighborhoods that support families and provide convenient access to day-to-day activities, while Innovative, Vibrant and Caring Community investments promote community engagement and foster diversity and creativity in City provided services. Capital investments over the next seven years will focus on:

- Continuing the Neighborhood Partnerships program (NIS-2).

CIP Budget by Outcome

- Focuses on Neighborhood specific improvements through the Neighborhood Enhancement Program 2.0 (NEP-2).
- Continuing implementation of the 2008 voter-approved Parks & Open Space Levy by:
 - Acquiring and beginning development of parks and open space areas, including Bellevue Airfield Park and Surrey Downs Park.
- Major renovation and refurbishment of Park facilities.
- Continues Phase 1 of Meydenbauer Bay Park.
- Continuing the City's investment in supporting Bellevue's public art program.

Healthy and Sustainable Environment

Healthy and Sustainable Environment investments focused on preserving nature spaces and providing a healthy environment, which supports healthy living for current and future generations. Capital investments over the next seven years will focus on:

- Restoring, enhancing and renovating degraded natural areas within Bellevue's 2600 acre Parks & Open Space system.
- Renewing and replacing aging infrastructure
- Adding system capacity to support anticipated growth
- Preserving the natural environment
- Customer service enhancements

The following section provides further discussion of the projects programmed in the 2017-2023 CIP related to the 2008 voter approved Parks and Natural Areas Levy.

B. Parks and Natural Areas Levy

In November 2008, 67% of the voters approved a property tax levy to enhance and maintain Bellevue's Parks and Open Space system. The capital levy provides \$3.4M per year over a twenty-year period from 2009 through 2028. The maintenance portion of the levy provides \$660,000 in ongoing funding and does not have a time limitation. Projects funded per the election ordinance and the recommended funding mix are summarized in the table on the following page.

CIP Budget by Outcome

2008 Parks and Natural Areas Levy Proposed Capital Projects

Original Voter Initiative Projects and Funding (stated in 2008\$)

Project Category	Recommended Funding Mix						
	Capital \$M	Annual M&O \$000s	Voter Initiative		City Match		Leveraging
			Capital \$M	Annual M&O \$000s	Capital \$M	Annual M&O \$000s	Capital \$M
Property Acquisition (P-AD-82)	\$ 30.0	\$ 50.0	\$ 10.0	\$ 15.0	\$ 10.0	\$ 35.0	\$ 10.0
Development Projects:							
Eastgate Area Properties (P-AD-83)	\$ 12.0	\$ 250.0	\$ 6.0	\$ 125.0	\$ 4.0	\$ 125.0	\$ 2.0
Surrey Downs (P-AD-86)	7.0	150.0	3.5	100.0	3.5	50.0	
Lewis Creek Phase II (P-AD-91)	4.0	50.0	2.0	25.0	2.0	25.0	
Downtown Park (P-AD-87)	10.0	150.0	5.0	75.0	5.0	75.0	
Trails (P-AD-89)	2.0	50.0	2.0	50.0			
Sportsfields (P-AD-84)	3.0	50.0	3.0	50.0			
Neighborhoods Parks (P-AD-88)	5.0	120.0	5.0	120.0			
Bellevue Botanical Garden (P-AD-85)	5.0	150.0	2.0	50.0	2.0	100.0	1.0
Bellevue Youth Theatre (P-AD-90)	5.0	150.0	2.0	50.0	2.0	100.0	1.0
Total	\$ 83.0	\$ 1,170.0	\$ 40.5	\$ 660.0	\$ 28.5	\$ 510.0	\$ 14.0

Note: The chart displays the 2008 Levy project list and project cost according to the 2008 ballot measure. The funding mix and total project costs are subject to change as projects are developed and constructed.

Other key points of the levy:

- The ballot measure did not include specific timing of project completion; therefore, the 20-year capital levy included a project inflation factor of 5.5% to help ensure that projects could be completed over the duration of the levy.
- Provided flexibility to amend the Parks capital program, by ordinance, as Council determines is in the best interest of the City.
- Provides flexibility to program available funding that best matches the timing of project costs and revenues.

Levy Project Update: Below is a general timeline of all the capital projects included in the 2008 Parks levy:

- Completed projects through 2016 include:
 - Sports field Improvements at Newport Hills, Wilburton, and Hidden Valley,
 - Lewis Creek Picnic Area,
 - Trail Improvements focusing on Coal Creek,
 - Bellevue Botanical Garden Visitors Center and Ravine Garden,
 - Bellevue Youth Theatre at Crossroads Park, and
 - Bridle Trails Neighborhood Park.
- 2017-2023 CIP projects include:
 - Completing the circle and northeast entry improvements at Downtown Park,
 - Surrey Downs park development,
 - Airfield Park design and permitting, and

CIP Budget by Outcome

- Property Acquisition funds for the next seven years.
- Post 2023 Commitments: Includes future development of Airfield Park and a Neighborhood Park along Lake Sammamish, plus ongoing property acquisitions through 2028.

2017-2023 Adopted Budget Parks Levy Package

Project	2017-2023 Adopted Budget (\$000)	Total Project Cost through 2023 (\$000)
P-AD-82 Park & Open Space Acquisition	\$ 7,175	\$ 13,382
Development Projects:		
P-AD-83 Bellevue Airfield Park Development	\$ 95	\$ 1,520
P-AD-95 Surrey Downs Park Development	7,188	8,029
P-AD-87 Downtown Park Development	-	12,000
P-AD-100 Gateway NE Entry Downtown Park	3,000	3,000
TOTAL	\$ 17,458	\$ 37,931

The following section provides a summary of estimated future M&O costs for some of the more significant CIP projects included in the 2017-2023 CIP Plan.

C. Estimated Future Maintenance & Operating (M&O) Costs

For some of the larger projects design and amenities are still being determined, therefore estimated future M&O costs are currently unavailable. In addition, the CIP includes ongoing programmatic projects that construct capital improvements which may have impacts on the operating budget not listed here. Estimated future M&O costs for these engagements are determined through the design phase of each individual project.

The tables on the next page highlights estimated impacts on the City’s operating budget from the ongoing maintenance of some large capital projects. These are preliminary estimates and are subject to change as projects are completed.



CIP Budget by Outcome

Capital Project Maintenance and Operation Estimates

CIP Plan No.	Project Name	Anticipated Completion Date	Estimated Impact of Capital Investments on Operating Budget
P-AD-92	Meydenbauer Bay Phase 1 Park Development	2018	\$ 300,000
PW-R-146	Northup Way Corridor Improvements	2017	\$ 130,000
PW-R-160	NE 4th St Extension-116th to 120th Ave NE	2017	\$ 40,000
PW-R-164	120th Ave NE Stage 2-NE 700 Block to NE 12th St	2017	\$ 40,000
PW-R-166	124th Ave NE-Spring Blvd to Ichigo Way (NE 18th)	2018	\$ 50,000
PW-R-168	120th Ave NE Stage 3-NE 12th St to NE 16th St	2017	\$ 50,000
PW-R-169	124th Ave NE-NE 12th St to NE Spring Blvd	2017	\$ 50,000
PW-R-170	130th Ave NE-BelRed Road to NE 20th St	2017	\$ 50,000
PW-R-172	NE Spring Blvd (Zone 1)-116th to 120th Avenue NE	2020	\$ 75,000
PW-R-173	NE Spring Blvd (Zone 1)-120th to 124th Avenue NE	2017	\$ 75,000
PW-R-174	NE Spring Blvd-130th to 132nd Ave NE	2017	\$ 50,000
*Total \$			910,000

CIP Plan No.	Project Name	Anticipated Completion Date	Estimated Impact of 2008 Parks Levy Capital Investments (Funded by Levy LID Lift)
P-AD-87	Downtown Park Development	2017	\$ 185,000
P-AD-94	Inspiration Playground	2017	\$ 139,000
P-AD-95	Surrey Downs Park Development	2019	\$ 200,000
*Total \$			524,000

***Total** - This represents the anticipated yearly impact of the projects on the operating budget once they are completed. The estimated impact of each project takes effect the year after the anticipated completion date for that project.

The following pages provide a list of the 2017-2023 funded capital projects organized by Outcome.



2017-2023 Capital Investment Program Plan

Debt Service

Investments in this area cover the debt service requirements for the City's debt obligations issued for capital investments, for example bonds issued for City Hall, Supplemental CIP and Mobility & Infrastructure Initiative. Since this CIP Plan is balanced through an appropriate and strategic use of long-term and short-term debt, the following pages contain information on both these means of capital investment funding.

Note: In adopting the 2017-2023 CIP, the City Council did not specifically identify projects to be funded by General Taxes vs. Bond Funding. Since both General Taxes and long-term general obligation bond proceeds are fungible means of project financing, some of the following project description pages have combined these funding sources into a single line. As the City enacts the adopted financing strategy, specific projects will be identified as recipients of the associated proceeds.



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2017-2023 Adopted CIP: Debt

Funded CIP Projects

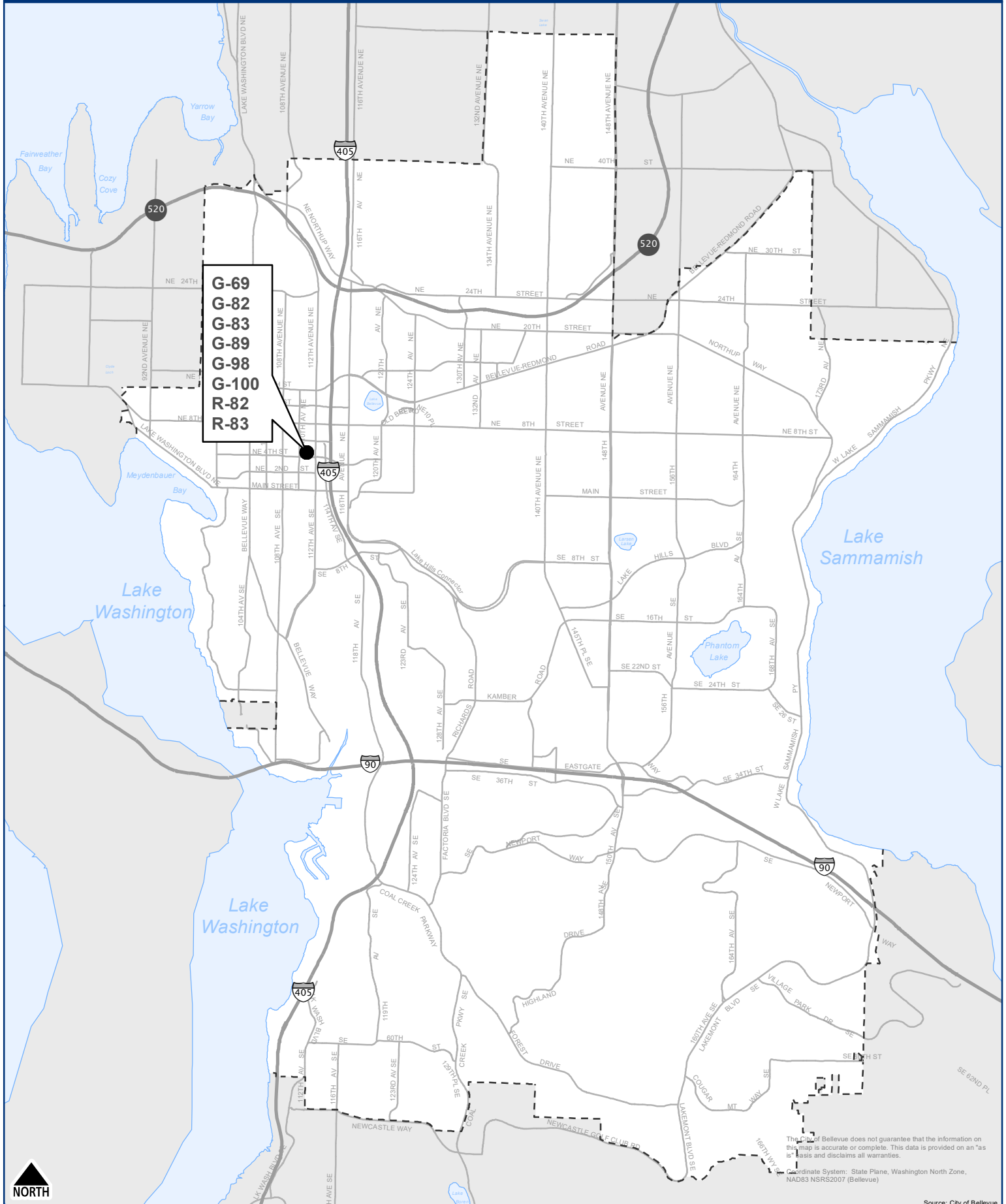
CIP Plan Number	Project Title	\$ in 000s	
		2017-2023 Project Cost	Total Estimated Cost
G-69	Supplemental CIP Debt Funding	6,951	15,895
G-82	City Hall Debt Service	45,877	85,625
G-83	M&II LTGO Bond Debt Service	6,048	11,233
G-89	2013 LTGO Bond Debt Service	33,846	51,532
G-98	Cash Flow Borrowing Payback	31,862	31,862
G-100	2015 20 Year LTGO Bond Debt Service	43,422	49,626
PW-R-82	Public Works Trust Fund Loan - Principal	279	1,630
PW-R-83	Public Works Trust Fund Loan - Interest	10	124
	Total Debt Service	168,294	247,528



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Debt Service CIP Projects 2017 - 2023

2017 - 2018 City of Bellevue Budget





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G-69 Supplemental CIP Debt Funding

Category: **Debt Service**
 Department: **Finance**

Status: **Approved Prior**
 Location: **City Hall**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
15,895,438	8,944,838	1,057,350	985,250	978,750	986,000	981,250	980,000	982,000

Description and Scope

This project provides annual debt service funding for the City Council adopted Supplemental CIP in May, 2007 that consisted a group of six high-priority capital projects financed by a \$14 million LTGO bond issue and the 2015 LTGO Refunding Bonds issued for \$7.9 million in April, 2015.

Rationale

The City Council authorized the issuance of the 2008 Limited Tax General Obligation (LTGO) Bonds for \$14.3 million for the purpose of financing Council adopted Supplemental CIP projects and the 2015 LTGO Refunding Bonds issued for \$7.9 million in April, 2015. The City has a contractual obligation to its bondholders for repayment of the principal borrowed with interest. The full faith and credit of the City is pledged for the levy of taxes and prompt payment of principal and interest.

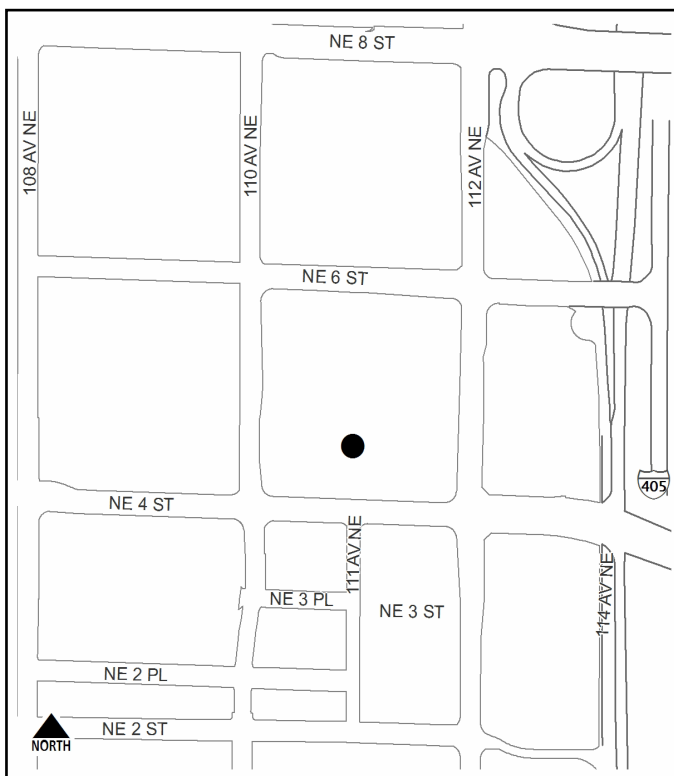
Environmental Impacts

No environmental impacts for this project.

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2008 - 2023	15,895,438
Total Budgetary Cost Estimate:		15,895,438

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	15,870,512
Miscellaneous Revenue	24,926

Total Programmed Funding: 15,895,438
Future Funding Requirements:

Comments

G-82 City Hall Debt Service

Category: **Debt Service**
 Department: **Finance**

Status: **Approved Prior**
 Location: **City Hall**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
85,625,373	39,748,233	6,562,620	6,554,420	6,560,370	6,549,520	6,546,070	6,552,120	6,552,020

Description and Scope

This proposal provides annual debt service funding for the 2012 Limited Tax General Obligation (LTGO) Refunding Bonds issued for \$55.9 million, the 2012B LTGO Refunding Bonds issued for \$43.2 million (both issues refunding the 2004 New City Building Bonds), and the 2015 LTGO Refunding Bonds Proposal for \$3.3 million refunding the 2006 New City Building II Bonds for the purpose of financing the acquisition and development of the current City Hall building.

Rationale

The City Council authorized the issuance of the initial 2004 and 2006 LTGO Bonds issued for \$108.8 million, the 2012 LTGO Refunding Bonds issued for \$55.9 million, 2012B LTGO Refunding Bonds issued for \$43.2 million and the 2015 LTGO Refunding Bonds Proposal for \$3.3 million refunding the 2006 New City Building II Bonds for the City Hall building. The City has a contractual obligation to its bondholders for repayment of the principal borrowed with interest. The full faith and credit of the City is pledged for the levy of taxes and prompt payment of principal and interest.

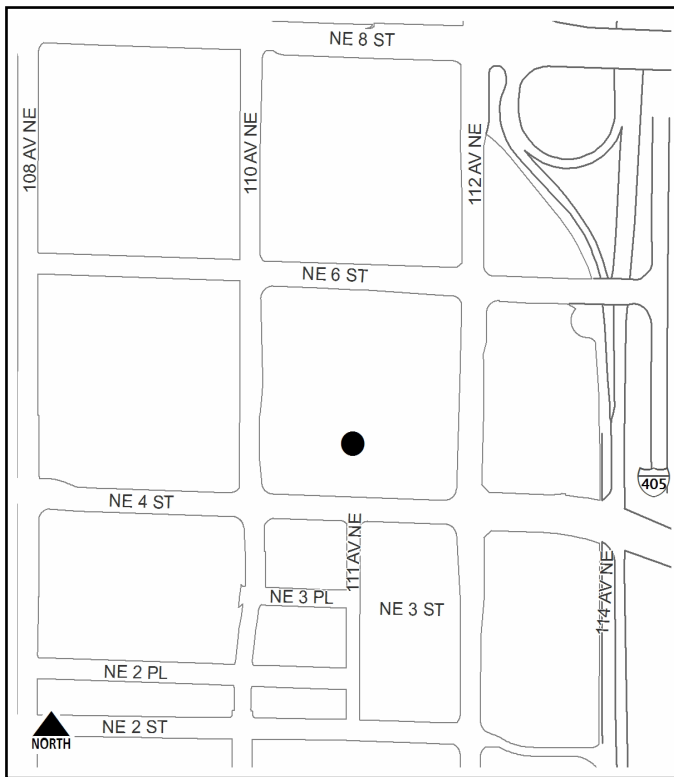
Environmental Impacts

No environmental impacts for this project.

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2011 - 2023	85,625,373

Total Budgetary Cost Estimate: 85,625,373

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	85,625,373

Total Programmed Funding: 85,625,373
Future Funding Requirements:

Comments

G-83 M&I LTGO Bond Debt Service

Category: **Debt Service**
 Department: **Finance**

Status: **Approved Prior**
 Location: **City Hall**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
11,232,768	5,184,768	864,950	865,150	864,550	863,150	865,400	862,000	862,800

Description and Scope

This project provides funding for annual principal and interest payments made by the City for a \$12 million Limited Tax General Obligation (LTGO) Bond issued for the Mobility & Infrastructure Initiative (M&I) to fund high priority projects in the short term funding strategy for the M&I.

Rationale

The City Council approved the short term funding strategy for the M&I, which includes as part of the funding strategy the issuance of \$12 million in LTGO bonds. The City has a contractual obligation to its bondholders for repayment of the principal borrowed with interest. The full faith and credit of the City is pledged for the levy of taxes and prompt payment of principal and interest.

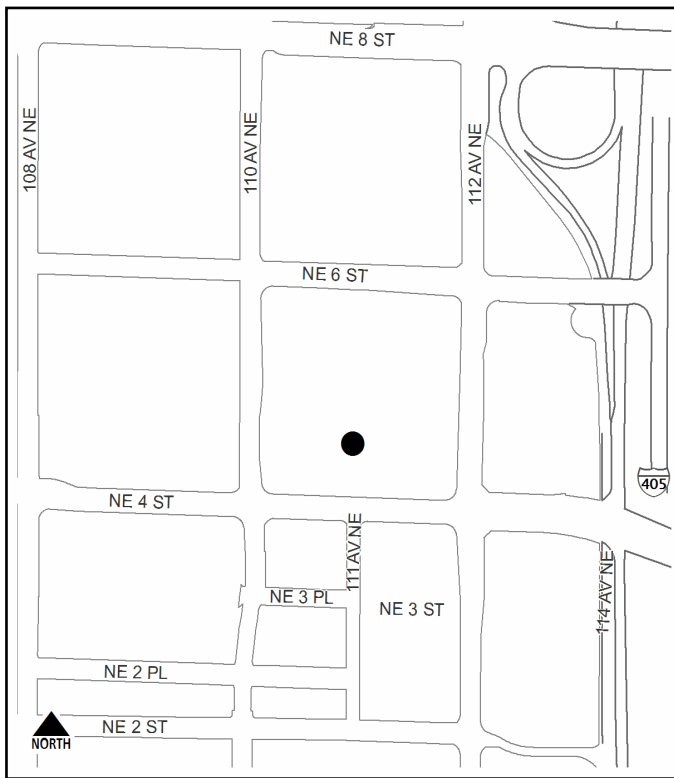
Environmental Impacts

No environmental impacts for this project.

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2011 - 2030	11,232,768

Total Budgetary Cost Estimate: 11,232,768

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	11,232,768

Total Programmed Funding: 11,232,768
Future Funding Requirements:

Comments

G-89 2013 LTGO Bond Debt Service

Category: **Debt Service**
 Department: **Finance**

Status: **Approved Prior**
 Location: **City Hall**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
51,532,433	17,686,433	4,834,250	4,837,000	4,833,750	4,834,500	4,833,750	4,836,250	4,836,500

Description and Scope

This project provides funding for annual principal and interest payments made by the City for the \$62.6 million LTGO Bonds issued in 2013 for the purpose of financing the construction, improving and equipping a portion of the City's CIP which includes streets, sidewalks and other capital improvements.

Rationale

This proposal provides annual debt service funding for the 2013 LTGO Bonds issued to finance a portion of the City Council adopted projects under the amended 2015-2021 CIP including Sound Transit's light rail (Eastlink MOU Commitments) related projects and NE 4th Street extension and the 120th Avenue Northeast improvements. The City has a contractual obligation to its bondholders for repayment of the principal borrowed with interest. The full faith and credit of the City is pledged for the levy of taxes and prompt payment of principal and interest.

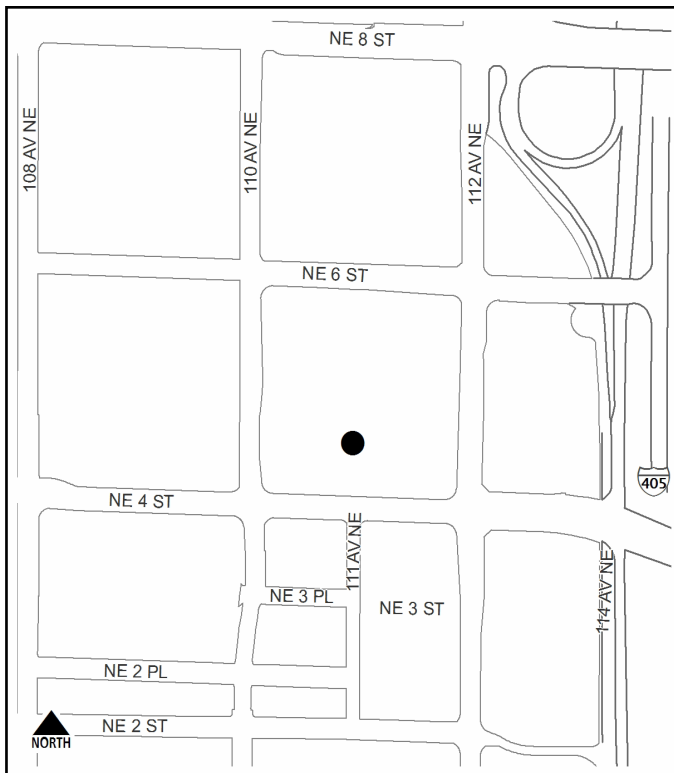
Environmental Impacts

No environmental impacts for this project.

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2013 - 2032	51,532,433

Total Budgetary Cost Estimate: 51,532,433

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	51,532,433

Total Programmed Funding: 51,532,433
Future Funding Requirements:

Comments

G-98 Cash Flow Borrowing Payback

Category: **Debt Service**
 Department: **Finance**

Status: **New**
 Location: **City Hall**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
31,861,921	-	-	-	4,659,384	-	1,481,000	12,582,000	13,139,537

Description and Scope

This project provides funds to support the costs of short-term borrowing when sufficient General CIP revenue is not available. These costs include principal repayment, estimated interest and other related costs of issuing short-term debt to implement sscheduled CIP expenditures over the next seven year period.

Rationale

When annual revenue receipts available for capital expenditures are expected to be less than scheduled project expenditures, interim financing will be needed to offset temporary revenue shortfalls. This project facilitates administrative control over borrowing costs. Short-term borrowing will enable the City to complete work on projects considered high priority.

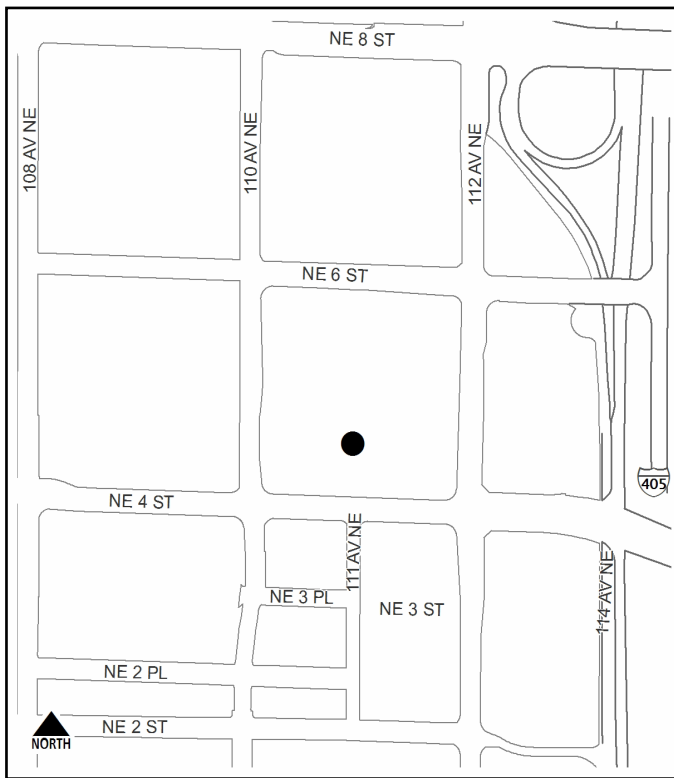
Environmental Impacts

No environmental impacts for this project.

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2019 - 2023	31,861,921

Total Budgetary Cost Estimate: 31,861,921

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	31,861,921

Total Programmed Funding: 31,861,921

Future Funding Requirements:

Comments

G-100 2015 20 Year LTGO Bond Debt Service

Category: **Debt Service**
 Department: **Finance**

Status: **Approved Prior**
 Location: **City Hall**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
49,625,746	6,204,246	6,201,250	6,201,750	6,205,000	6,205,500	6,203,000	6,202,250	6,202,750

Description and Scope

This project provides funding for annual principal and interest payments made by the City for the \$79.1 million LTGO Bonds issued in 2015 for the purpose of financing the construction, improving and equipping a portion of the City's CIP which includes streets, sidewalks, parks and other capital improvements.

Rationale

This proposal provides annual debt service funding for the 2015 LTGO Bonds issued to finance the City Council adopted projects under the amended 2015-2021 CIP including, but not limited to, Sound Transit's light rail (East Link MOU Commitments) related projects, NE Spring Boulevard (Zone 1), the 120th Avenue Northeast improvements and Meydenbauer Bay Park. The City has a contractual obligation to its bondholders for repayment of the principal borrowed with interest. The full faith and credit of the City is pledged for the levy of taxes and prompt payment of principal and interest.

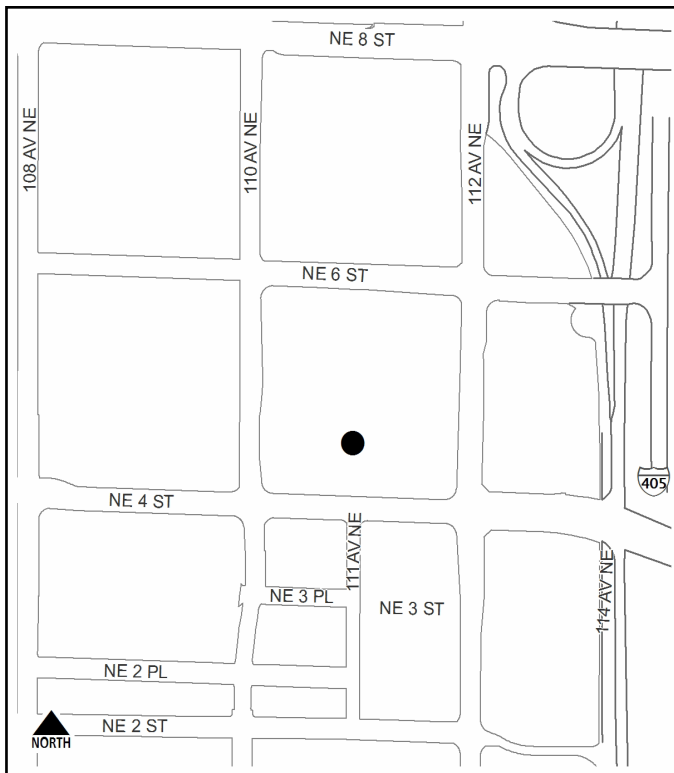
Environmental Impacts

No environmental impacts for this project.

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2015 - 2023	49,625,746

Total Budgetary Cost Estimate: 49,625,746

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	33,853,746
Impact Fees	15,772,000

Total Programmed Funding: 49,625,746
Future Funding Requirements:

Comments

PW-R-82 Public Works Trust Fund Loan - Principal

Category: **Debt Service**
 Department: **Transportation**

Status: **Ongoing**
 Location: **City Hall**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
1,630,471	1,351,563	39,844	39,844	39,844	39,844	39,844	39,844	39,844

Description and Scope

This project is non-capital in nature. The costs represent the annual principal payments made by the City for any Public Works Trust Fund (PWTF) loans. Currently there is one active loan: \$750,000 received in 2006 for the construction of PW-W/B-69 - NE 24th Street - Northrup Way to 130th Avenue NE, the loan repayment is 20 years, ending in 2026, and the interest rate is one half of one percent. Interest payments on the loan are made through a separate CIP, PW-R-83.

Rationale

The Public Works Trust Fund loan is a low-interest loan granted through the State of Washington Department of Community Development that allows high-priority projects to be completed earlier in the plan than would be available if General CIP Revenues were used.

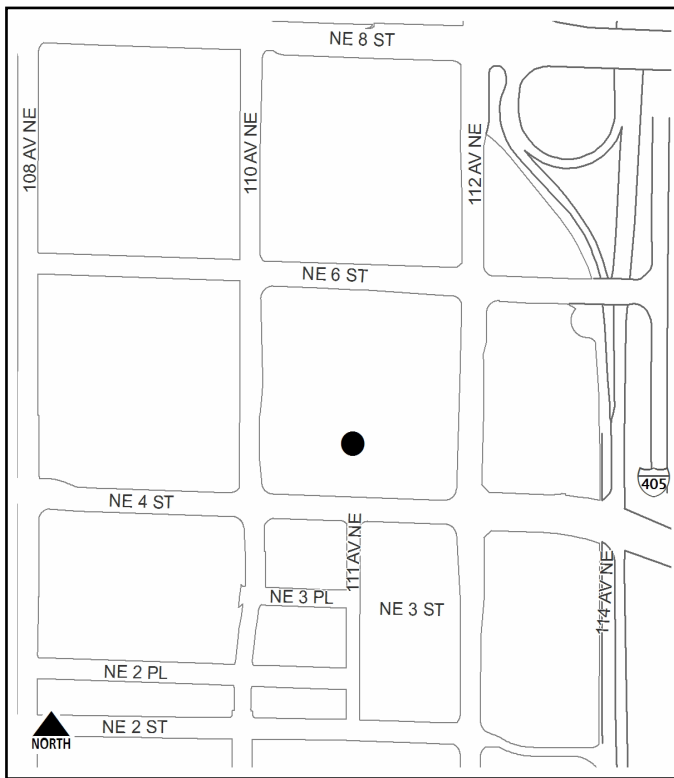
Environmental Impacts

There are no environmental impacts associated with this project.

Operating Budget Impacts

This project will have no impacts on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	1,630,471

Total Budgetary Cost Estimate: 1,630,471

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	1,247,004
Real Estate Excise Tax	239,064
Transportation Funding	144,403

Total Programmed Funding: 1,630,471

Future Funding Requirements:

Comments

PW-R-83 Public Works Trust Fund Loan - Interest

Category: **Debt Service**
 Department: **Transportation**

Status: **Ongoing**
 Location: **City Hall**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
123,629	113,866	1,992	1,793	1,594	1,395	1,195	997	797

Description and Scope

This project is non-capital in nature. The costs represent the annual interest payments made by the City for any Public Works Trust Fund (PWTF) loans. Currently there is one active loan: \$750,000 loan received in 2006 for the construction of PW-W/B-69 - NE 24th Street - Northrup Way to 130th Avenue NE, the loan repayment is 20 years, ending in 2026, and the interest rate is one half of one percent. Principal payments are made through a separate CIP, PW-R-82.

Rationale

The Public Works Trust Fund loan is a low-interest loan granted through the State of Washington Department of Community Development that allows high-priority projects to be completed earlier in the plan than would be possible if General CIP Revenues were used.

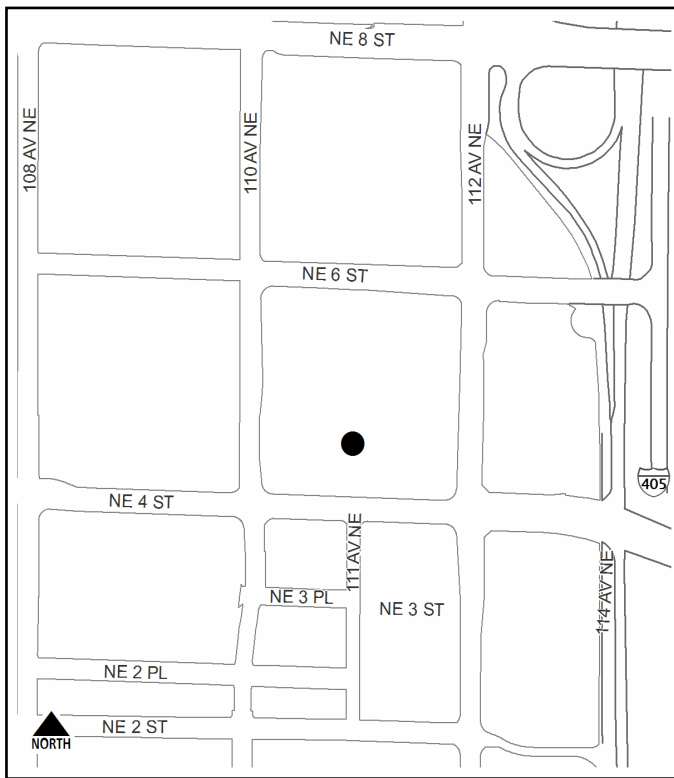
Environmental Impacts

There are no environmental impacts associated with this project.

Operating Budget Impacts

This project will have no impacts on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	123,629

Total Budgetary Cost Estimate: 123,629

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	123,629

Total Programmed Funding: 123,629
Future Funding Requirements:

Comments

2017-2023 Adopted CIP: Debt

Combined, Completed Projects

CIP Plan Number	Project Name	(\$000s) Total Estimated Cost
G-92	New Short-term Debt Service (Interfund Loan)	15,145
	Total	15,145



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2017-2023 Capital Investment Program Plan

Economic Growth & Competitiveness

The Economic Growth & Competitiveness project category makes use of public/private partnerships, interdepartmental collaborations, and CIP funds to achieve projects which implement the City's vision. The category seeks opportunities to acquire land which could be instrumental to this purpose; makes use of City property and public rights-of-way; and plans and develops projects which may require innovative and coordinated approaches. Economic Growth & Competitiveness projects require multi-departmental effort and they achieve development objectives (often multiple objectives) identified in the Comprehensive Plan or other City policy documents. Separate public or private funding may be sought for portions of these projects.

The Economic Growth & Competitiveness outcome also integrates a public arts program to link the City's investments in public art to other public facility development opportunities. Projects which demonstrate both partnership and seizing opportunities to accomplish City goals include teaming with private developers on placement of public art in the downtown, gateway and neighborhood identity projects throughout the City, and ongoing work to increase open space opportunities in urban districts.

Economic Growth & Competitiveness projects are also designed to contribute to the economic health of Bellevue. The projects aim to achieve growth in retail, housing capacity, or business activity in the City and contribute to other City goals. Many of the Economic Development projects within this outcome involve interdepartmental collaborations, or public/private partnerships.

Typically, projects in this category are precipitated by private development activity which offers an opportunity for appropriate City involvement, or where the City's participation becomes a key ingredient in accomplishing a public purpose. Projects present quantifiable economic benefits through increased tax revenues to the City, business receipts, or operating surplus.

Note: In adopting the 2017-2023 CIP, the City Council did not specifically identify projects to be funded by General Taxes vs. Bond Funding. Since both General Taxes and long-term general obligation bond proceeds are fungible means of project financing, some of the following project description pages have combined these funding sources into a single line. As the City enacts the adopted financing strategy, specific projects will be identified as recipients of the associated proceeds.



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2017-2023 Adopted CIP: Economic Growth & Competiveness

Funded CIP Projects

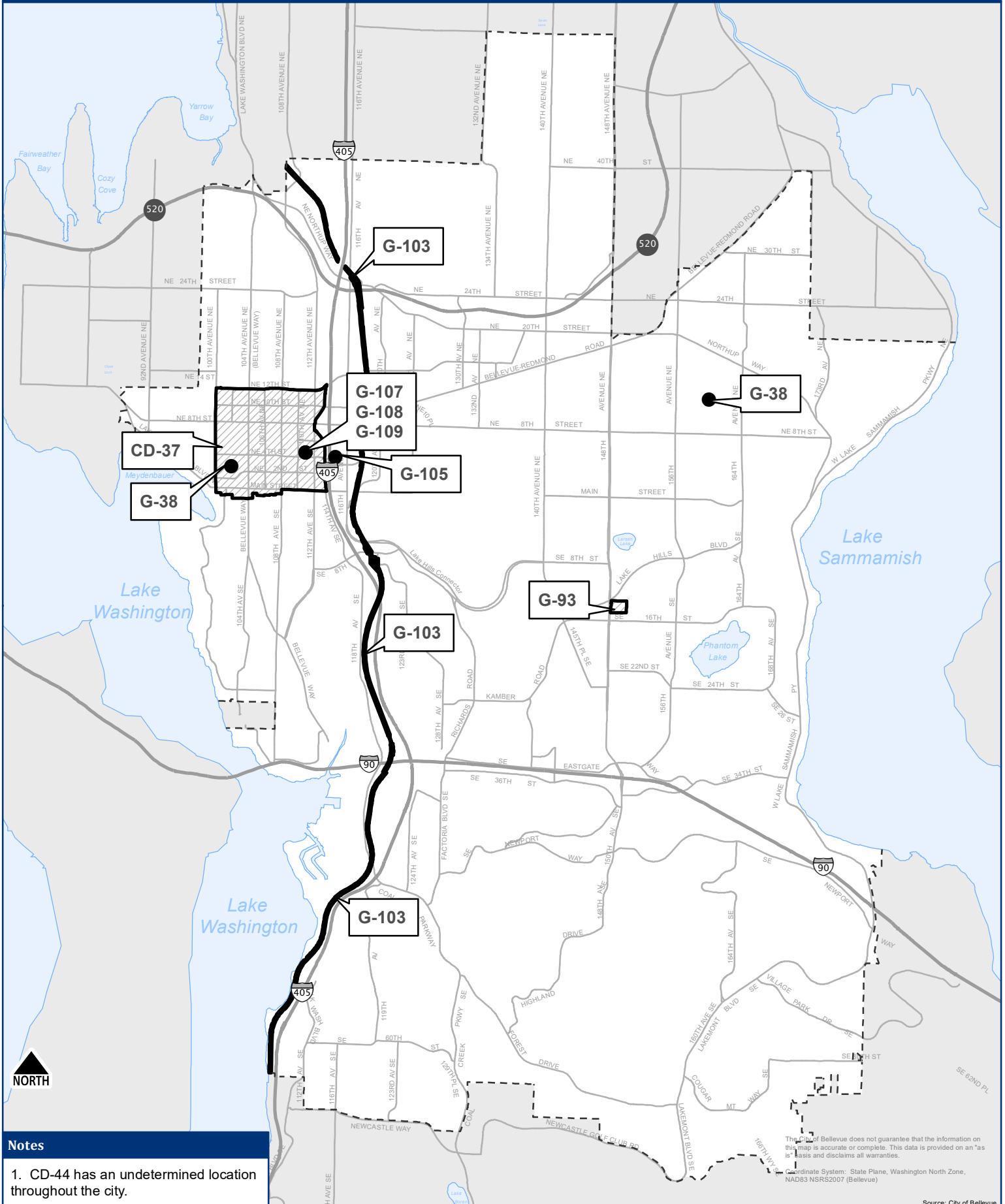
CIP Plan Number	Project Title	\$ in 000s	
		2017-2023 Project Cost	Total Estimated Cost
CD-37	Downtown Community/Livability	4,153	4,153
CD-44	Grand Connection - Early Implementation	3,500	3,500
G-38	Expanded Community Connectivity	1,297	1,497
G-93	Community Network Connectivity	500	650
G-103	Eastside Rail Corridor Project	500	2,500
G-105	Competitiveness and Collaboration	296	796
G-107	Council Contingency	1,500	1,500
G-108	Supplemental Housing Trust Fund Investment	80	80
G-109	Affordable Housing Contingency	3,500	3,500
	Total Economic Growth & Competiveness	15,326	18,176



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Economic Growth & Competitiveness CIP Projects 2017 - 2023

2017 - 2018 City of Bellevue Budget



Notes

1. CD-44 has an undetermined location throughout the city.

The City of Bellevue does not guarantee that the information on this map is accurate or complete. This data is provided on an "as is" basis and disclaims all warranties.
 Coordinate System: State Plane, Washington North Zone, NAD83 NSRS2007 (Bellevue)

Source: City of Bellevue



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CD-37 Downtown Community/Livability

Category: **Econ Growth & Competitiveness** Status: **New**

Department: **PCD** Location: **Downtown Subarea**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
	-	649,500	799,500	649,500	500,000	500,000	500,000	554,000

Description and Scope

This CIP proposal implements a range of Downtown Community Development initiatives. It would be led by Planning & Community Development staff, and include cross-departmental teams. The components of the proposal include:

Comprehensive Downtown Parking Study: In recognition of a number of parking issues that came before the Downtown Livability CAC, the committee recommended in late 2014 that the City conduct a comprehensive Downtown parking study. Parking issues are multi-faceted, and steeped in consideration of factors such as development economics, the competitive environment, customer convenience and loyalty, and travel behavior. Moreover, there are major differences in approaches to parking for different purposes—commuter, residential, and retail/visitor parking; as well as differences in managing the public and private supply. Parking policy can be quite controversial, and affects virtually every type of Downtown stakeholder: developers, tenants, employees, residents, and visitors. A comprehensive Downtown parking study would require an estimated \$400,000 budget over 18-24 months, targeted for 2017-18. Council would approve a scope and guiding principles prior to project initiation.

Downtown Medians Implementation: Recent City planning efforts have highlighted the need to improve the appearance and experience of streetscapes in Downtown. Guided by the Downtown Livability Initiative, the Downtown Transportation Plan and other planning documents prepared by the City, Bellevue is looking to enhance the aesthetics of the Downtown streetscapes, increase tree canopy, look for opportunities to reduce impervious surfaces, and improve the experience of pedestrians, bicyclists and drivers by installing medians where appropriate. Medians can have a dramatic impact within the Downtown by reinforcing the vision of Bellevue as a “City in a Park”, adding interest to the streetscape, supporting traffic calming goals, providing pedestrian refuges at street crossings, supporting key pedestrian routes, and serving as entry features into Downtown and each of its distinct neighborhoods. Medians can also provide operational benefits by enforcing turn restrictions and supporting access management to improve multi-modal operational safety. A 2015 study identified 60 opportunities for medians along Downtown streets, including 22 priority locations. In-house design work will be conducted during the implementation phase to determine project cost at each location. As site conditions vary, costs per location will be different. This proposal asks for \$500,000 per year, for a total of \$3.5 million between 2017-2023. It is estimated this would deliver on average 1.5 new medians per year. Design staffing for this proposal is included in 130.33NA. Staffing will be right-sized based upon the Capital Investment Plan adopted by the City Council. On-going maintenance of the medians would be covered by proposal 100.10NA (Street Trees, Landscaping & Vegetation Management Program).

Downtown Sustainability Features: The Downtown Livability Initiative laid the foundation for transforming downtown Bellevue into a sustainable thriving downtown through changes to the land use code. However, more opportunities exist to enhance the sustainability and livability of downtown through improved urban design and additional sustainability features, such as through improved frontage design to allow for increased tree canopy, improved streetscape design for enhanced walkability/bikeability, along with expanded recycling infrastructure and electric vehicle infrastructure. A portion of this overall work will include a study to identify opportunities to further enhance the livability of Downtown through future capital projects, partnerships, design guidelines, and incentives, which will ultimately increase the “percent of downtown residents who say their neighborhood is a good or excellent place to live” and the “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.” The study will also include a plan for the expansion of the electric vehicle charging station network, which will support Council’s goal of creating a community that is visionary. The proposed Downtown Sustainability Features study would cost \$75,000 in 2017 and a fund to allow for the replacement and expansion of the electric vehicle charging station network, would cost \$155,000 between 2017-2023.

Open Space/Through-Block Wayfinding: There are a number of existing Downtown publicly accessible open spaces and pedestrian connections through superblocks that are in need of wayfinding. These amenities are key assets for Downtown residents, workers and visitors, but are oftentimes “hidden” because of lack of wayfinding. Staff proposes to implement this signage program over the first three years of the CIP at a cost of \$7,500 per year (total of \$22,500 between 2017-2019).

Rationale

This proposal includes focused implementation of Downtown projects that will:

- Create a path for improving Downtown parking through collaboration and strategic investment following a comprehensive study. The \$400,000 being requested in the estimated amount for this work, provided Council will determine the precise scope prior to project initiation.
- Enhance the aesthetics of Downtown streetscapes, increase tree canopy, and opportunities to reduce impervious surfaces, and improve the experience of pedestrians, bicyclists and drivers by installing medians where appropriate. The \$500,000 per year over the course of the CIP will provide funding to implement high priority median locations within Downtown.
- Enhance the sustainability of Downtown by identifying opportunities for improved design and infrastructure, to enhance the tree canopy, recycling, and walkability/bikeability (in collaboration with the Downtown Transportation Plan).
- Provide improved Downtown wayfinding for publicly accessible open spaces and pedestrian connections through superblocks. The \$22,500 being requested will provide capital dollars to retrofit and enhance existing open spaces and connections to work as a system with newer development.

CD-44 Grand Connection Early Implementation

Category: **Econ Growth & Competitiveness** Status: **New**

Department: **PCD**

Location **Downtown core-Old Bellevue-Civic Center District**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
3,500,000	-	500,000	1,000,000	1,000,000	500,000	500,000	-	-

Description and Scope

The project includes two complementary planning efforts – establishing a high level vision for the Grand Connection and the re-visioning of the Wilburton Commercial Area. The scope of the Grand Connection is to create a signature element that is both memorable and serves as a unique urban experience while establishing connectivity to Downtown and the Wilburton Commercial area. The entire route will function as a place, situated along a route through Bellevue’s core commercial district that attracts people, businesses, and tourists. As part of the high level visioning process, the selected consultant will establish an identity for the route; the signature element that will be the pedestrian span across I-405. The process will also identify small scale easy to implement solutions that will allow for “claiming of the corridor.” Art will be a key element along the Grand Connection and will serve as an essential element and amenity to establishing a sense of place. As a long-range project, the early and easy wins will be essential in advancing the vision of the project. These early wins will consist of early implementation strategies that will create the identity of the route and be the initial improvements that will begin advancing the vision. The visioning phase is well underway, including partnering with the Bellevue Arts Museum to host the Grand Connection charrette in April 2016. Staff is now engaging with the Grand Connection consultant team led by Balmori Associates. The second phase of the project, the Wilburton Land Use and Urban Design analysis, will seek to revision the area based on its context and the multi-modal improvements being made in the area. Several road improvements, the Eastside Rail Corridor, East Link light rail, and Grand Connection will all intersect within the Wilburton Commercial area, establishing it as a vital commercial business node in Bellevue’s and region’s transportation network. Additionally, the area will have new connections to the adjacent high growth areas of Downtown and BelRed. The re-visioning will seek to define the unique niche that will satisfy an unmet commercial and residential demand in Bellevue and the region, while complementing rather than competing with Downtown and BelRed.

Rationale

Establishing the identity of the route will be essential to building momentum that will provide support to the larger improvements that would be made in the future, including the connection across I-405. Furthermore, this work would improve the quality of life and livability for residents and users of the route, creating new opportunities for social engagement, commercial activity, and vibrancy within the Bellevue core. The original scope identified early wins as essential to demonstrate that the project could create change early in the process despite being a long range project. These early wins could also work to advance the original goals of the Pedestrian Corridor, while creating new opportunities for public space. The funds would be allocated to the recommended and identified changes proposed from the design consultant, as well as ideas derived from the Grand Connection visioning charrette. In addition to creating early physical changes that advance the vision of the Grand Connection, these changes will serve as a demonstration to stakeholders and the public that the City is committed to the project in the near and long term. The funds allocated would also pursue additional refinement to the original high level visioning. This would allow the City to better assess the full cost of the project as well as detail some of the high level visioning elements as deemed necessary based upon priority of implementation. This would be a necessary and logical step in advancing the vision of the entire project from the visioning stage to implementation.

Environmental Impacts

The environmental impacts of the project are to be studied in a joint Environmental Impact Statement that would be part of the Wilburton Land Use and Urban Design analysis.

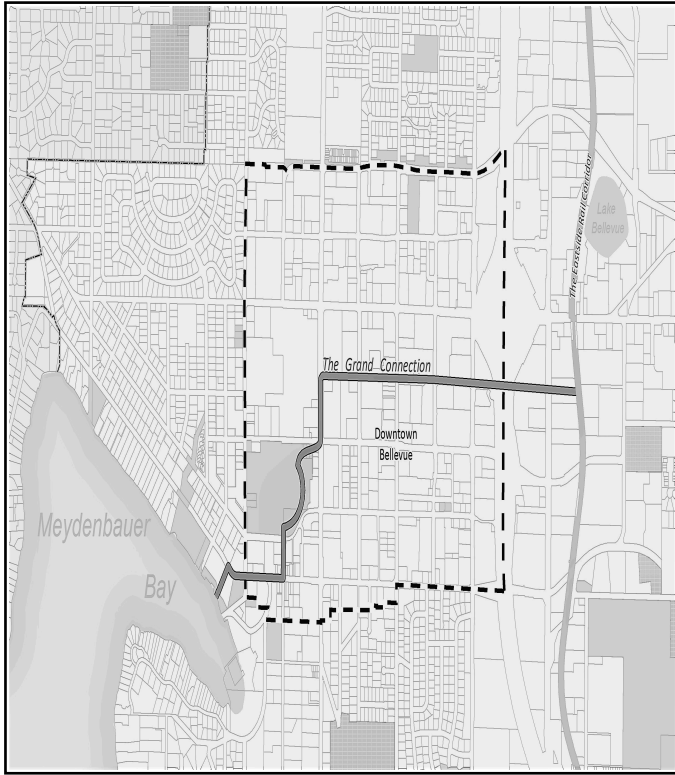
Operating Budget Impacts

This program will have no impact on operating expenditures.

FY2017-2023 Capital Investment Program

Project Map

Schedule of Activities



Project Activities	From - To	Amount
Project Costs	2017 - 2023	3,500,000

Total Budgetary Cost Estimate: 3,500,000

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	3,500,000

Total Programmed Funding: 3,500,000
Future Funding Requirements:

Comments

G-38 Expanded Community Connectivity

Category: **Econ Growth & Competitiveness** Status: **Approved Prior**

Department: **Information Technology**

Location: **Various locations throughout the City of Bellevue**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
1,497,000	200,000	259,000	188,000	200,000	200,000	250,000	100,000	100,000

Description and Scope

This proposal funds the expansion of public Wi-Fi throughout Bellevue. The Expanded Community Connectivity project directly responds to Council's priority on high-speed data options for a Smart City. In the 2015-16 budget, Council approved developing the Expanded Wi-Fi Plan, and this proposal reflects the phased implementation of that plan over multiple years. In addition to supporting the Smart City Strategy, this proposal supports the strategic areas in Council's 20-year vision for Economic Development, High Quality Built and Natural Environment, Great Places You Want to Be, and Achieving Human Potential.

Rationale

Access to the internet, and the information and services it enables, is essential for the economic growth, job creation, education attainment, and better quality of life for Bellevue citizens. While most of the Bellevue population has access broadband internet access, the Community Broadband Assessment conducted in December 2015 shows that 10% of the population does not have easy access to the internet, with this 'digital divide' most pronounced along income and age demographics. Expanding public Wi-Fi in more locations throughout the City is a way to provide a connectivity safety net for students and low-income older adults.

The Expanded Wi-Fi Plan specifically recommends expanding Bellevue's existing Wi-Fi service in low-income housing in partnership with King County Housing Authority to serve students and older adults; in select business corridors with small businesses to support economic development; in parks, community centers and sports fields to enhance community gathering places, and select locations to create mobile hotspots for the City's mobile workforce. Potential locations were assessed with the goal of leveraging existing infrastructure, such as City-owned street light poles and fiber and conduit infrastructure. Fully deploying Wi-Fi on available infrastructure would cost around \$7M, but could result in Wi-Fi areas that may not be as well used, such as on arterials with few businesses close enough to light poles to benefits from Wi-Fi service.

The targeted, cost-efficient approach for expanding Wi-Fi in this proposal focuses instead on people's needs for Wi-Fi. Collaboration was pursued with Bellevue School District to better understand its one-to-one laptop program for all middle and high school students, King County Housing Authority for low-income housing in Bellevue, Planning and Community Development Department for demographics analysis, Parks and Community Services for community facing programs, Economic Development for business needs, and the Diversity Team for equity issues. The Community Broadband Assessment also asked residents questions about Wi-Fi, and three key areas for expansion were identified by survey respondents, and these areas are included in this proposal.

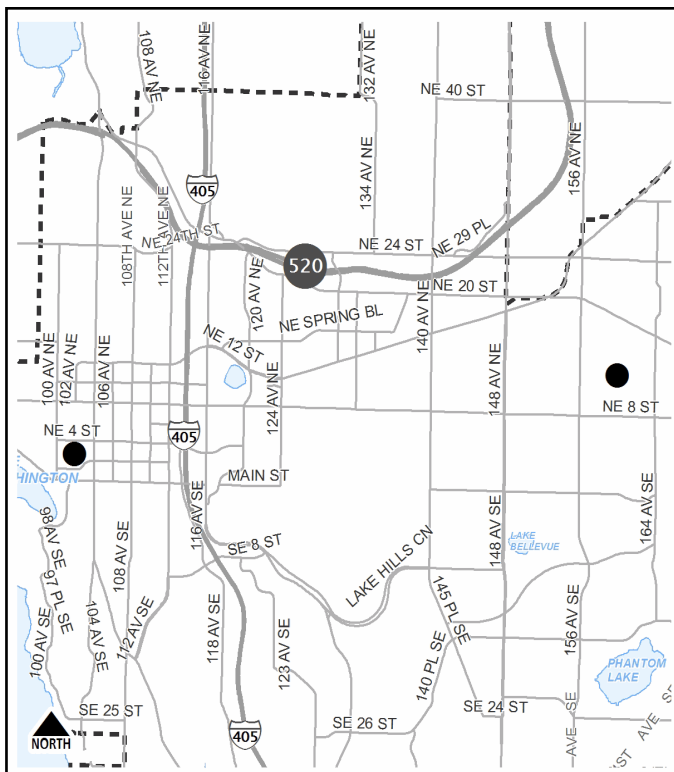
Environmental Impacts

None

Operating Budget Impacts

This program will have no impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2015 - 2023	1,497,000
Total Budgetary Cost Estimate:		1,497,000

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	1,497,000

Total Programmed Funding: 1,497,000
Future Funding Requirements:

G-93 Community Network Connectivity

Category: **Econ Growth & Competitiveness** Status: **Approved Prior**

Department: **Information Technology** Location: **Various locations throughout the City of Bellevue**

Programmed Expenditures

<u>Programmed Expenditures</u>	<u>Appropriated To Date</u>	<u>FY 2017 Budget</u>	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>	<u>FY 2023 Budget</u>
650,000	150,000	50,000	50,000	50,000	50,000	100,000	100,000	100,000

Description and Scope

The Community Network Connectivity proposal will fund enhancements and minor extensions to the City network which can then be leased to private providers to meet immediate needs and facilitate private expansion, such as upgrading vaults, connections boxes, etc. This CIP proposal funds situations in which limited capital is needed to upgrade or extend existing facilities or CIP projects to meet those needs as identified. Remaining funds, if any, will be used to begin replacement funding for City fiber and network assets.

The Community Network Connectivity proposal supports the Council priority and Economic Development Plan priority to develop the Smart City strategy to include high speed data options to support businesses and residents. This proposal secures sufficient funding dedicated to: Provide additional capital to maintain and address gaps and bottlenecks in the existing City fiber network,

Modestly fund replacement for the fiber network used to connect City facilities, the Intelligent Transportation System and street light system
Make minor enhancements to existing fiber and wireless City networks as needed to support Council's priority on Smart City.

Rationale

Infrastructure such as the fiber network, fiber optics, conduits, cabinets and junction boxes have always been critical to the continuing economic vitality of our community. The City of Bellevue has begun installation of these assets over 10 years ago with no established replacement funding. Fiber assets typically have a 30 year life, and this proposal establishes the strategic replacement funding structure intent to keep the assets in good enough condition to support community demand.

The City of Bellevue has over 80 miles of fiber and conduit installed throughout the city, including supporting infrastructure, such as vaults, junction boxes and slice cases. This extensive and robust infrastructure provides a foundation for future Smart City systems and enables major facilities like the Global Innovation Exchange to locate in Bellevue.

Allocating adequate funds in the multi-year Community Network Connectivity proposal for replacement needs is fiscally prudent and in keeping with other replacement practices. Collecting equipment replacement reserve is a best practice per the Government Finance Officers Association (GFOA) Asset Maintenance and Replacement Best Practice (2009, 2011 EDCP) that recommends local governments establish a system for assessing assets and planning for replacement needs.

This proposal will fund maintenance, enhancements, and minor extensions to fill identified gaps to the City's fiber infrastructure as partnership opportunities arise. Available capacity can be leased to private service providers (Verizon Wireless and Wave Broadband are two examples) to meet needs and facilitate public-private partnerships to improve connectivity services for the community. This is a coordination and collaboration role that the City plays with private property owners and service providers. The Community Network Connectivity proposal can also fund situations in which limited capital is needed to upgrade or extend existing facilities in conjunction with other CIP projects. Funds will also be used to support on-going maintenance and replacement of fiber network assets. The City has been partnering with key institutional partners, such as the Bellevue School District, Overlake Hospital and University of Washington, for fiber and conduit access to select locations, to improve overall community services. This CIP proposal provides modest funds that can be used to support these efforts through nominal upgrades and extensions to existing City infrastructure.

Environmental Impacts

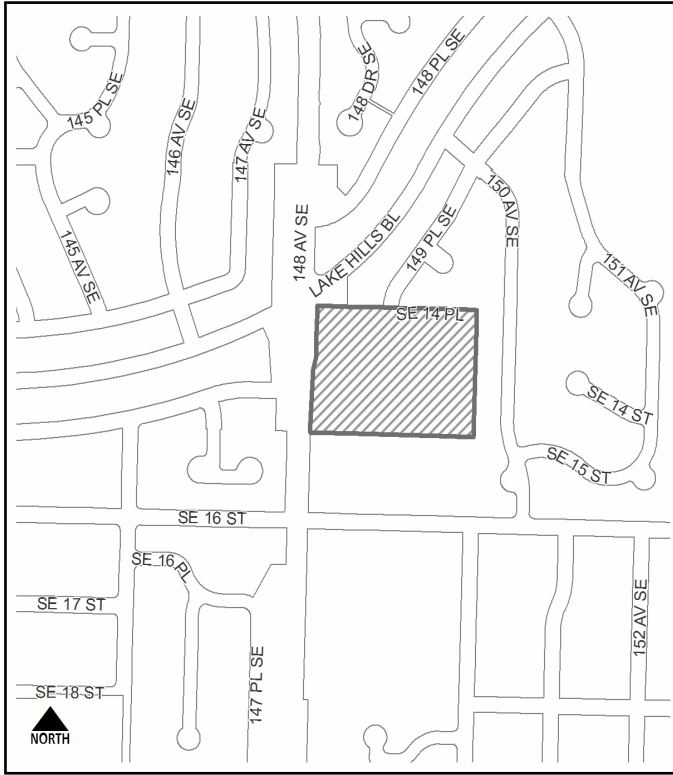
None

Operating Budget Impacts

This program will have no impact on operating revenues and/or expenditures.

Project Map

Schedule of Activities



Project Activities	From - To	Amount
Project Costs	2015 - 2023	650,000
Total Budgetary Cost Estimate:		650,000
Means of Financing		
Funding Source	Amount	
General Taxes & LTGO Bond Proceeds	650,000	
Total Programmed Funding:		650,000
Future Funding Requirements:		

Comments

G-103 Eastside Rail Corridor Project

Category: **Econ Growth & Competitiveness** Status: **Approved Prior**

Department: **City Manager's Office**

Location: **Eastside Rail Corridor (City Limits)**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
2,500,000	2,000,000	250,000	250,000	-	-	-	-	-

Description and Scope

This project provides placeholder funding to be programmed later but could include the development of conceptual design, other amenities (such as plantings or gravel pathways) or purchases along the Eastside Rail Corridor. The final programming of these funds will be addressed by Council. This project will assist in informing City coordination with King County Parks in developing and advancing design options for a trail that address the needs of the multiple agencies with ownership or other secured interest in using the corridor (including Sound Transit, PSE and King County Parks) while also meeting the needs and interests of the Bellevue community. For 2017 and 2018, the adopted budget provides \$500,000 in funding that the City Council directed to advance the design of key crossings and connections in the Wilburton Segment in partnership with other regional agencies.

Rationale

This project assists in assuring that the city's interests are considered by King County and others in the planning for a regional trail on the Eastside Rail Corridor alignment. The corridor through Bellevue is owned by King County and Sound Transit and crosses multiple city streets and passes through commercial areas and neighborhoods.

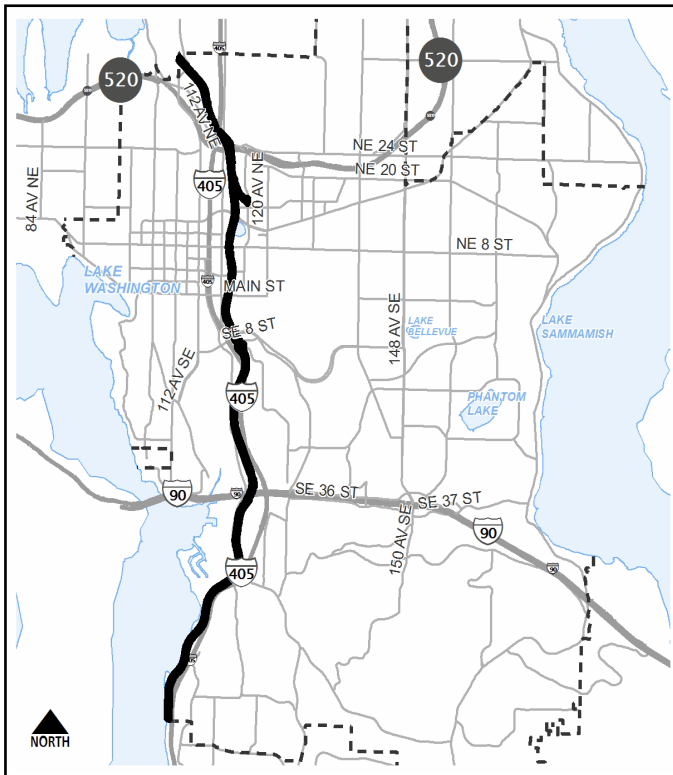
Environmental Impacts

A project specific environmental review, consistent with federal requirements, will be made during the project design phase.

Operating Budget Impacts

Operating costs will be determined on an as needed basis.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2015 - 2023	2,500,000

Total Budgetary Cost Estimate: 2,500,000

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	2,500,000

Total Programmed Funding: 2,500,000
Future Funding Requirements:

Comments

G-105 Competitiveness and Collaboration

Category: **Econ Growth & Competitiveness** Status: **Approved Prior**
 Department: **PCD** Location: **Citywide**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
796,000	500,000	50,000	50,000	50,000	146,000	-	-	-

Description and Scope

City Council established the Competitiveness and Collaboration CIP project to support the Office of Economic Development. The project will allow the Office to meet its mission to develop and implement sustainable programs that advance job creation and investment, develop human capital, and spur innovation and entrepreneurship in order to build a foundation for prosperity in the community.

Rationale

This CIP project will be used to support the City's work to provide accessible and inclusive spaces for startups and aspiring entrepreneurs in our community. During the 2015-2016 budget, the OED partnered with the private organization, Impact Hub, to manage the co-working facility at the City-owned Lincoln Center. Due to East Link construction the current facility will be demolished in early 2017. The requested funding will facilitate the relocation of the co-working space to the south building at Lincoln Center that will not be impacted by Eastlink Construction. The co-working space will continue to be managed by Impact Hub and will also include space for the Startup 425 Entrepreneur Center, a partnership with the City of Kirkland and OneRedmond, to provide startup business services.

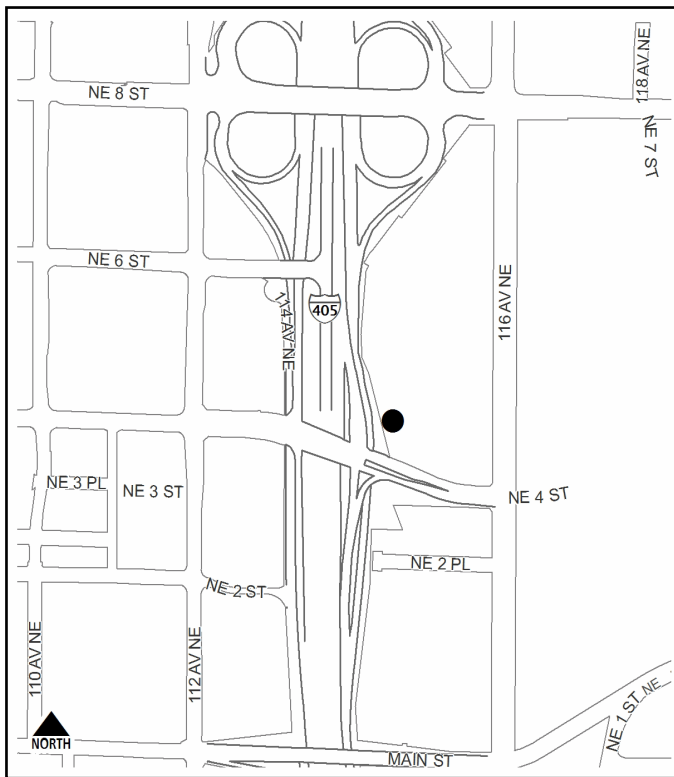
Environmental Impacts

N/A

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2015 - 2020	796,000

Total Budgetary Cost Estimate: 796,000

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	796,000

Total Programmed Funding: 796,000
Future Funding Requirements:

Comments

G-107 Council Contingency

Category: **Econ Growth & Competitiveness** Status: **New**
 Department: **Finance** Location: **Citywide**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
1,500,000	-	250,000	250,000	-	-	-	500,000	500,000

Description and Scope

This CIP project is a placeholder of CIP funding for Council Advancement projects that the City Council may identify.

Rationale

N/A

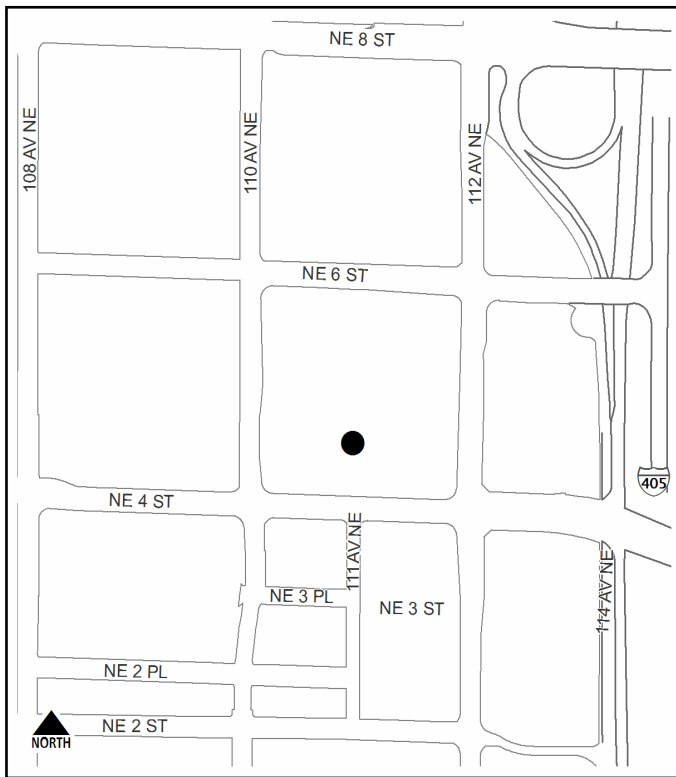
Environmental Impacts

Environmental Impacts will be determined when funds are programmed.

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2017 - 2023	1,500,000

Total Budgetary Cost Estimate: 1,500,000

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	1,500,000

Total Programmed Funding: 1,500,000
Future Funding Requirements:

Comments

G-108 Supplemental Housing Trust Fund Investment

Category: **Econ Growth & Competitiveness** Status: **New**
 Department: **PCD** Location: **City Hall**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
80,000	-	40,000	40,000	-	-	-	-	-

Description and Scope

Contributions to the Housing Trust Fund from the General CIP in 2017-2018 can be used at the discretion of council for any affordable housing project. It has been the City's practice that Trust Fund expenditures are administered through ARCH, but in recent times the Housing Trust Fund has also been used for urgent affordable housing needs such as Highland Village. All uses are subject to Council direction.

Rationale

N/A

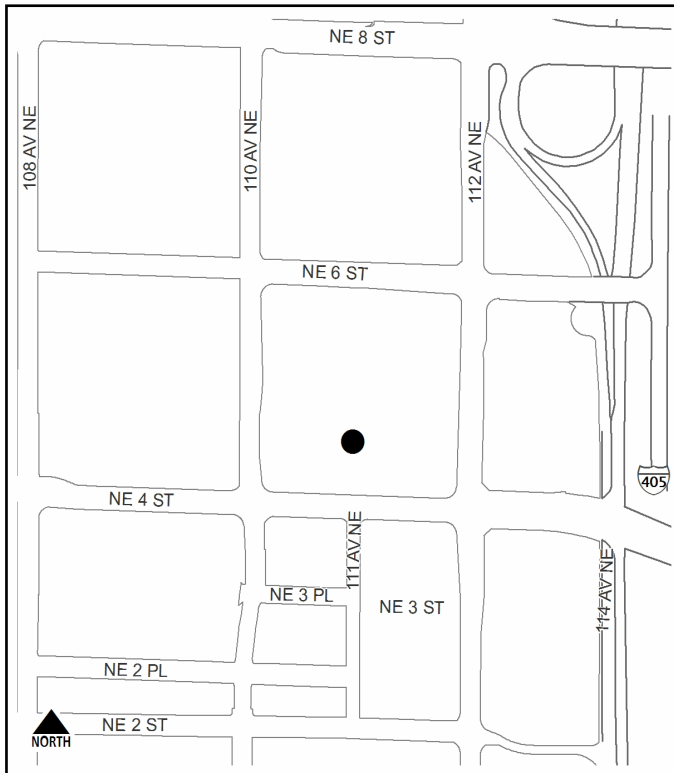
Environmental Impacts

N/A

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2017 - 2018	80,000

Total Budgetary Cost Estimate: 80,000

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	80,000

Total Programmed Funding: 80,000
Future Funding Requirements:

Comments

G-109 Affordable Housing Contingency

Category: **Econ Growth & Competitiveness** Status: **New**
 Department: **PCD** Location: **City Hall**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
3,500,000	-	500,000	500,000	500,000	500,000	500,000	500,000	500,000

Description and Scope

This CIP project provides funding to be held in contingency until further direction from the City Council.

Rationale

This project provides supplementation appropriation for affordable housing purposes. It is intended to provide resources to supplement the Affordable Housing Strategy. This budget will be reviewed by Council in Spring 2017 and Council will determine more specific use of funds.

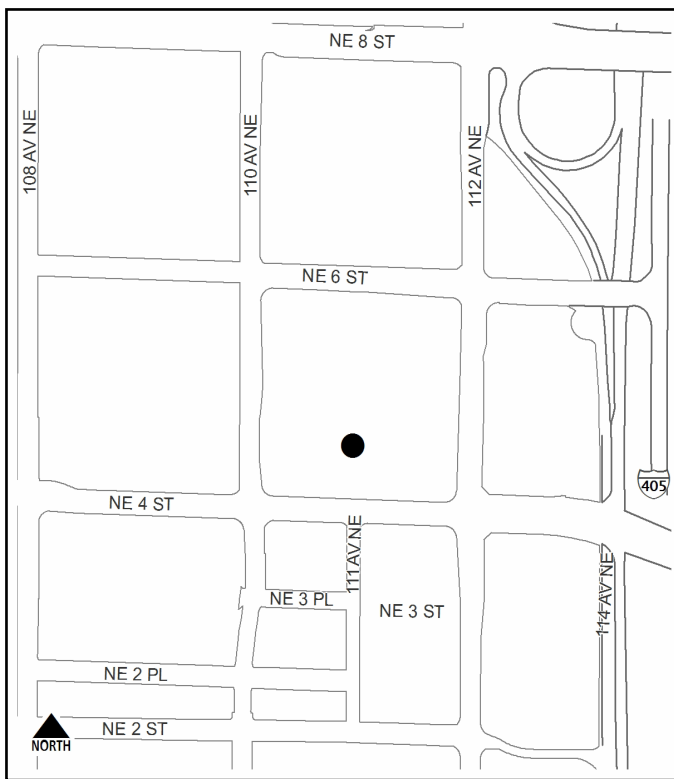
Environmental Impacts

N/A

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2017 - 2023	3,500,000

Total Budgetary Cost Estimate: 3,500,000

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	3,500,000

Total Programmed Funding: 3,500,000
Future Funding Requirements:

Comments

2017-2023 Adopted CIP: Economic Growth and Competiveness

Combined, Completed Projects

CIP Plan Number	Project Name	(\$000s) Total Estimated Cost
P-AD-99	Partnership Projects	<u>3,575</u>
	Total	<u><u>3,575</u></u>



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2017-2023 Capital Investment Program Plan

Safe Community

The Safe Community outcome contains projects that maintain existing infrastructure and support the efforts of Bellevue's emergency personnel to respond to both the emergency and daily needs of Bellevue's citizens and those who work here in the daytime.

Projects funded in the 2017-2023 are public safety facility and major transportation systems related and preserve our capital investment in existing structures, address mandated safety issues, reduce City liability, and provide a working environment for delivery of 24-hour emergency response. Facility projects include major repairs and renovations at the 10 public safety facilities and necessary remodels of fire stations as well as funding for the purchase of property for a new downtown fire station. Also included is funding to advance the Fire Facility Master Plan.

Note: In adopting the 2017-2023 CIP, the City Council did not specifically identify projects to be funded by General Taxes vs. Bond Funding. Since both General Taxes and long-term general obligation bond proceeds are fungible means of project financing, some of the following project description pages have combined these funding sources into a single line. As the City enacts the adopted financing strategy, specific projects will be identified as recipients of the associated proceeds.



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2017-2023 Adopted CIP: Safe Community

Funded CIP Projects

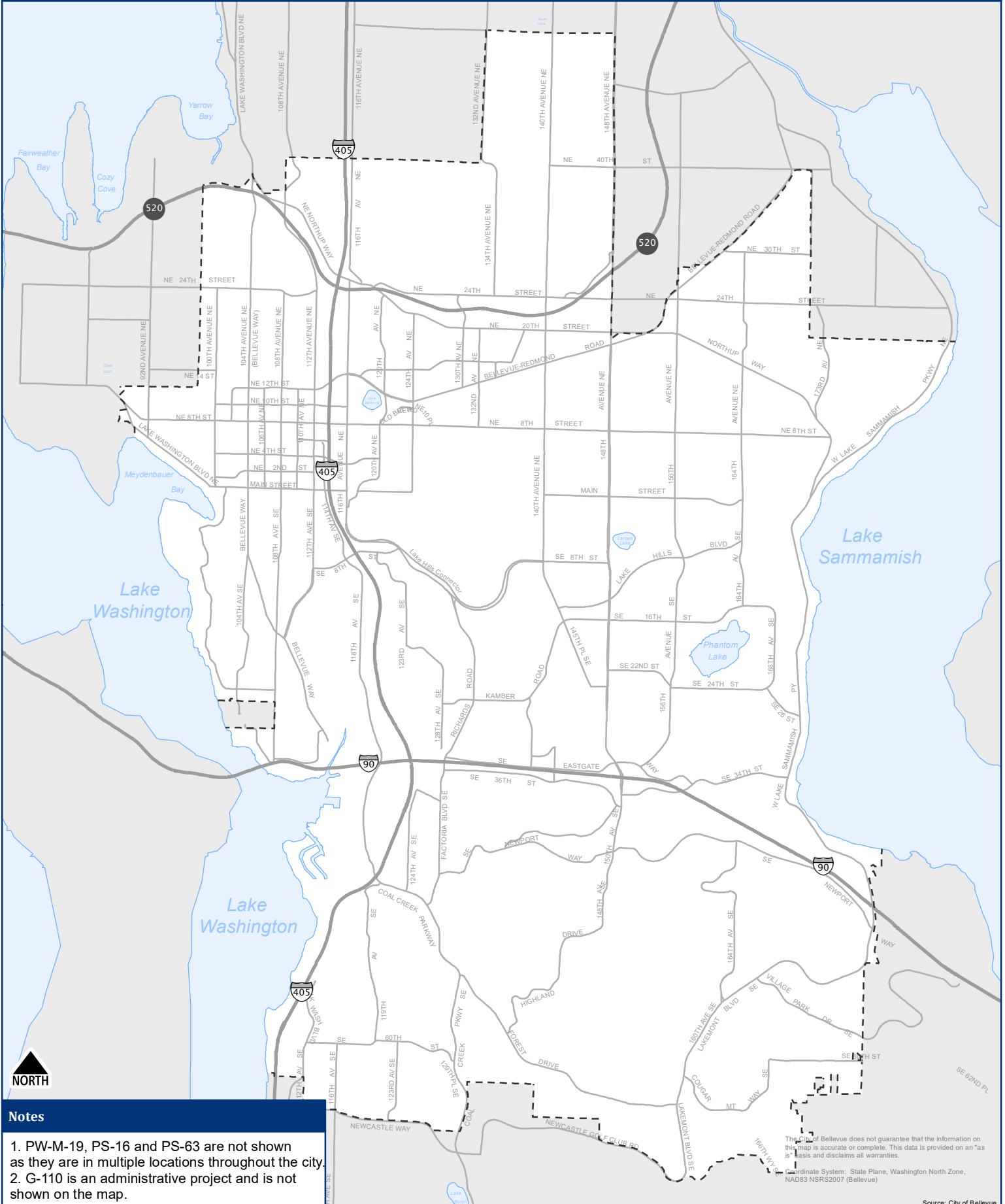
CIP Plan Number	Project Title	\$ in 000s	
		2017-2023 Project Cost	Total Estimated Cost
G-110	Citywide Security Improvements	350	350
PS-16	Fire Facility Maintenance	13,921	26,343
PS-63	Fire Facility Master Plan	14,850	22,100
PW-M-19	Major Maintenance Program	7,925	14,736
	Total Safe Community	37,046	63,529



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Safe Community CIP Projects 2017 - 2023

2017 - 2018 City of Bellevue Budget



- Notes**
1. PW-M-19, PS-16 and PS-63 are not shown as they are in multiple locations throughout the city.
 2. G-110 is an administrative project and is not shown on the map.

The City of Bellevue does not guarantee that the information on this map is accurate or complete. This data is provided on an "as is" basis and disclaims all warranties.
 Coordinate System: State Plane, Washington North Zone, NAD83 NRS2007 (Bellevue)



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G-110 Citywide Security Improvements

Category: **Safe Community**
 Department: **Civic Services**

Status: **New**
 Location: **Various**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
350,000	-	150,000	100,000	100,000	-	-	-	-

Description and Scope

Perform site security audits of approximately 22 City facilities and strategically add or upgrade security monitoring devices/methods, access controls, policies and practices based on recommendations of consultant's final audit report and City Security Team prioritization. Proposal will provide funding to systematically phase in the most critical improvements over the next three years.

Rationale

Increased threats to civic and public spaces in the current world climate warrants an updated review of security policies, procedures and practices to ensure vulnerabilities are regularly re-assessed and mitigated in a preemptive manner to ensure the continued safety of employees and the general public at City facilities. Security measures for City Hall have not been vigorously reviewed or amended since the original building design in 2005 and most outlying facilities have had little or no security related evaluations completed at all. Rising national incidents of random shootings and the ever-present threat of international and domestic terrorism has increased the importance of reinforcing this facet of our operations to minimize our exposure potential through due diligence.

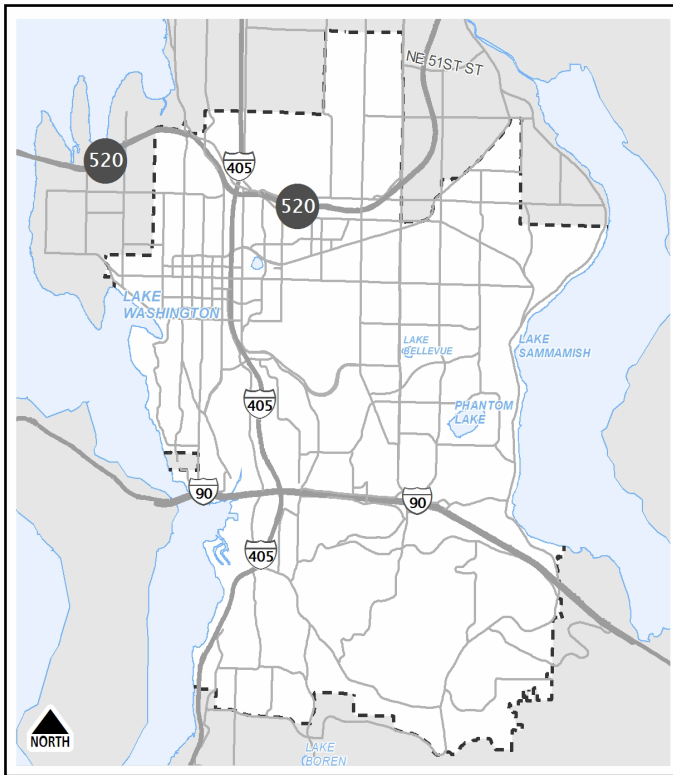
Environmental Impacts

N/A

Operating Budget Impacts

Site security audits may identify additional ongoing security needs. It is unknown at this time if any future M&O will be needed.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2017 - 2019	350,000

Total Budgetary Cost Estimate: 350,000

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	350,000

Total Programmed Funding: 350,000
Future Funding Requirements:

Comments

PS-16 Fire Facility Maintenance

Category: **Safe Community**
 Department: **Fire**

Status: **Ongoing**
 Location **9 Fire Stations and Public Safety Training Center**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
26,343,297	12,422,297	1,824,000	1,965,000	2,008,000	1,953,000	2,001,000	2,055,000	2,115,000

Description and Scope

This project provides funds for major repairs, renovation, and/or upgrades required at all Fire Stations and the Public Safety Training Center which are not otherwise of sufficient magnitude to warrant a separate capital investment project. The Fire Department has 10 facilities to maintain with unique and special conditions required to operate these facilities 24 hours a day. Proactive planning and management of facility maintenance and renovation will avoid last minute fixes, extend the life of the facilities, and keep them in the condition expected by the community. In order to continue to provide critical services to the community, fire facilities are required to operate continuously during earthquakes, power outages, and other emergency events.

Rationale

This project addresses needed improvements and safety issues in all fire stations and the public safety training center. The project has been established in response to the high priority the City has placed on maintaining current facilities in a safe and responsible manner, and providing for the most effective and efficient use of the facilities. The repairs and improvements accomplished through this project will maintain and enhance the condition of City facilities, increase firefighter safety and preserve the City's capital investment in its buildings.

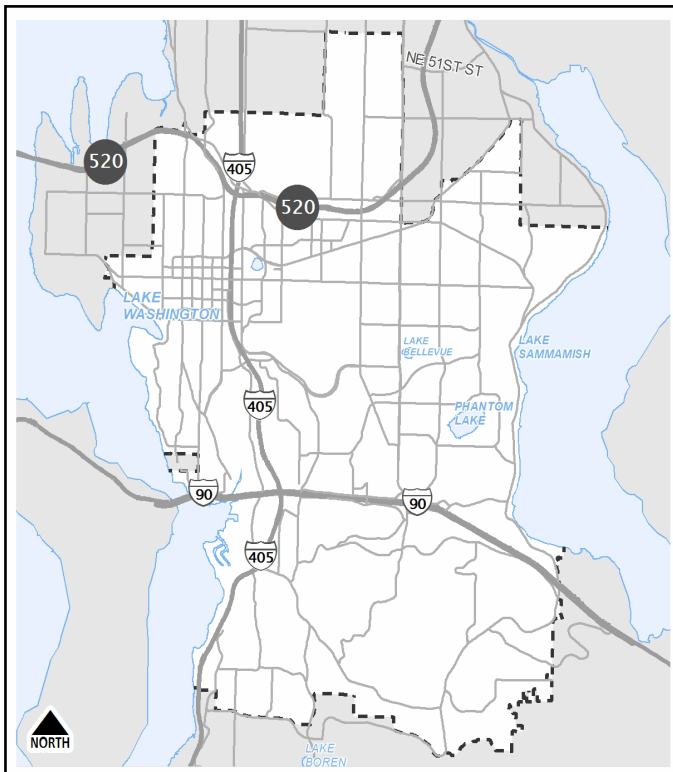
Environmental Impacts

Renovation and refurbishment projects are generally exempt from the State Environmental Protection Act (SEPA). The Fire Department works with Civic Services and project engineers to minimize any environmental impacts and when possible seeks facility improvements that reduce the impact of our facilities on the environment. For example, the gas burn props installed over the past two years in the Training Center Burn Tower, have eliminated the need to burn wood pallets for live fire training, and the installation of new exhaust systems filter the exhaust rather than release it to the outside environment.

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	26,343,297

Total Budgetary Cost Estimate: 26,343,297

Means of Financing

Funding Source	Amount
Charges for Services	1,477
General Taxes & LTGO Bond Proceeds	23,172,445
Intergovernmental Contributions	2,762,362
Miscellaneous Revenue	227,007
Operating Transfers In	137,140
Private Contributions	16,115
Sale of Fixed Assets	26,751

Total Programmed Funding: 26,343,297

Future Funding Requirements:

Comments

PS-63 Fire Facility Master Plan

Category: **Safe Community**
 Department: **Fire**

Status: **Approved Prior**
 Location: **Citywide**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
22,100,000	7,250,000	2,850,000	-	-	8,000,000	4,000,000	-	-

Description and Scope

In 2013, the Bellevue City Council authorized the development of a Fire Facility Master Plan to meet the changing emergency response needs of our community. The consultant study analyzed population, fire risk, service demand, emergency response performance, firefighter health & safety, operations, training requirements and functional space needs at nine fire stations and the Public Safety Training Center. Due to fiscal constraints, this proposal seeks to fund only the most critical needs identified in the study. The two most critical needs identified in the study include:

1. Rebuilding Fire Station Five (\$12M); and,
2. Purchasing property for a new downtown fire station (\$10M).

A funding plan will need to be developed in the future to address the remaining projects identified in the master plan including identifying additional funds to complete the expansion of the training center.

Rationale

Maintaining our emergency response capabilities and providing adequate training facilities for firefighters is directly related to the Key Community Indicator described as a community that is prepared for and responds to emergencies.

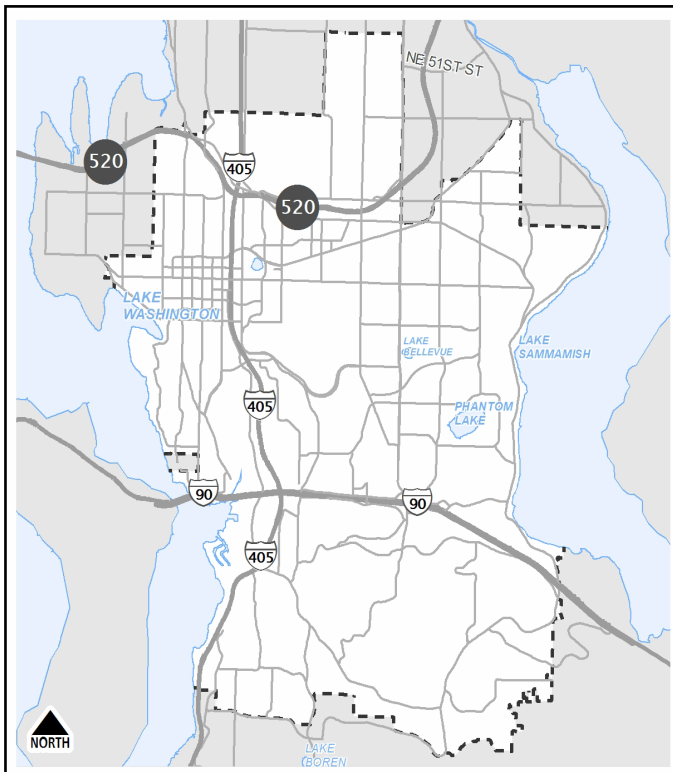
Environmental Impacts

New Fire Department facilities will be designed to promote environmental stewardship through increased efficiencies and/or the purchase of environmentally recommended products.

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2015 - 2023	22,100,000

Total Budgetary Cost Estimate: 22,100,000

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	22,100,000

Total Programmed Funding: 22,100,000

Future Funding Requirements:

Comments

PW-M-19 Major Maintenance Program

Category: **Safe Community**
 Department: **Transportation**

Status: **Ongoing**
 Location: **Citywide**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
14,736,006	6,810,951	1,351,055	1,018,000	1,050,000	1,080,000	1,109,000	1,142,000	1,175,000

Description and Scope

This program will inventory and prioritize needs for maintenance, rehabilitation, reconstruction, or replacement of significant transportation systems components and other transportation related right-of-way appurtenances. The program will address high priority maintenance needs including, but not limited to, the repair, rehabilitation, or replacement of roadways, walkways, trails, retaining walls, rockeries, guardrail, pedestrian safety railing, and City-owned fences. The program may also conduct street lighting or traffic signal system repairs or replacements.

Rationale

This program provides funds for major maintenance improvements that will preserve and extend the life of previous transportation investments throughout the City. The program provides necessary capital resources to address a wide range of maintenance related needs that exceed the financial capacity of the Streets Maintenance or Traffic Operations operating budgets but are too small for standalone CIP projects.

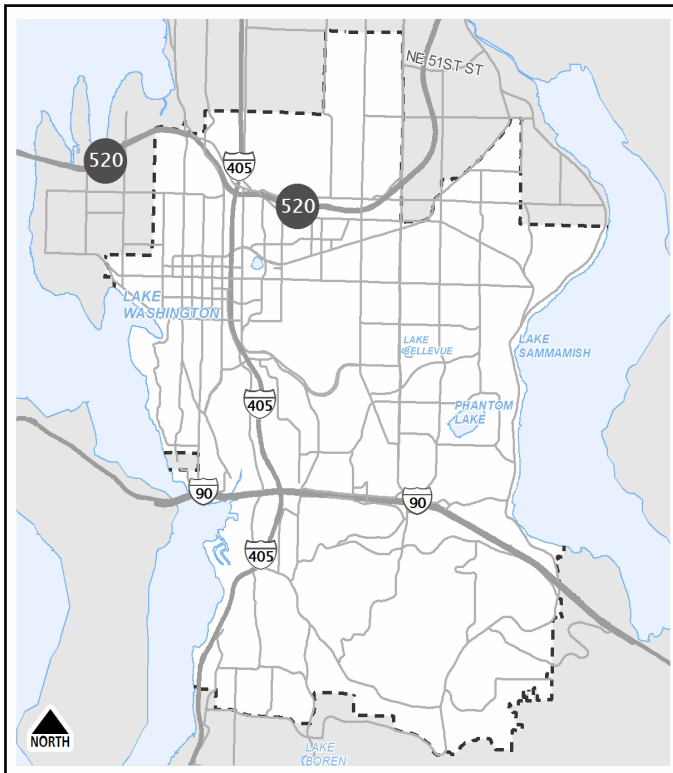
Environmental Impacts

This program funds projects that are primarily maintenance and safety oriented which are implemented on previously improved rights of way, so environmental issues are minimal and are addressed as appropriate on a location-by-location basis.

Operating Budget Impacts

Operating costs for this program will be determined on an as needed basis.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	14,736,006

Total Budgetary Cost Estimate: 14,736,006

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	2,040,095
Miscellaneous Revenue	4,333
Real Estate Excise Tax	12,691,578

Total Programmed Funding: 14,736,006
Future Funding Requirements:

Comments

2017-2023 Adopted CIP: Safe Community

Combined, Completed Projects

CIP Plan Number	Project Name	(\$000s) Total Estimated Cost
NONE		
	Total	-



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2017-2023 Capital Investment Program Plan

Improved Mobility and Connectivity

Projects in the Improved Mobility and Connectivity outcome include a variety of street improvements to address safety, capacity, access, and mobility needs for various modes of travel. Capacity projects are needed to relieve high congestion locations and/or to help the City continue to meet its adopted roadway level-of-service standards. These projects range from widening of existing roads to the addition of turn lanes and signals, to the construction of entirely new roadway sections. Other projects will improve separation between motorized vehicle, pedestrian and bicycle traffic flow, perform planning, design, or feasibility studies, and provide street lighting, landscaping or other amenities.

Roadway projects from the Transportation Facilities Plan (TFP) serve as the primary source of candidate projects considered for the latest update of the Capital Investment Program (CIP) Plan. TFP roadway projects selected for inclusion in the CIP rank high in a prioritization system based strongly on transportation system goals and policies identified in the Comprehensive Plan. The ranking system gives significant weight to both a project's ability to address safety issues and its likelihood of leveraging outside funding sources. Level-of-service benefits are strongly considered as well as a project's benefits to transit service and mode split goal achievement. Finally, a project's regional significance as indicated by its inclusion in a regional transportation plan, a specific interlocal agreement, or impact to a regional facility is factored into the prioritization process.

Projects listed herein comply with the goals and policies of the City's Comprehensive Plan and with applicable state and federal standards. Implementation of these projects will help to provide a safer roadway system while improving mobility in Bellevue.

Note: In adopting the 2017-2023 CIP, the City Council did not specifically identify projects to be funded by General Taxes vs. Bond Funding. Since both General Taxes and long-term general obligation bond proceeds are fungible means of project financing, some of the following project description pages have combined these funding sources into a single line. As the City enacts the adopted financing strategy, specific projects will be identified as recipients of the associated proceeds.



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2017-2023 Adopted CIP: Improved Mobility and Connectivity

Funded CIP Projects

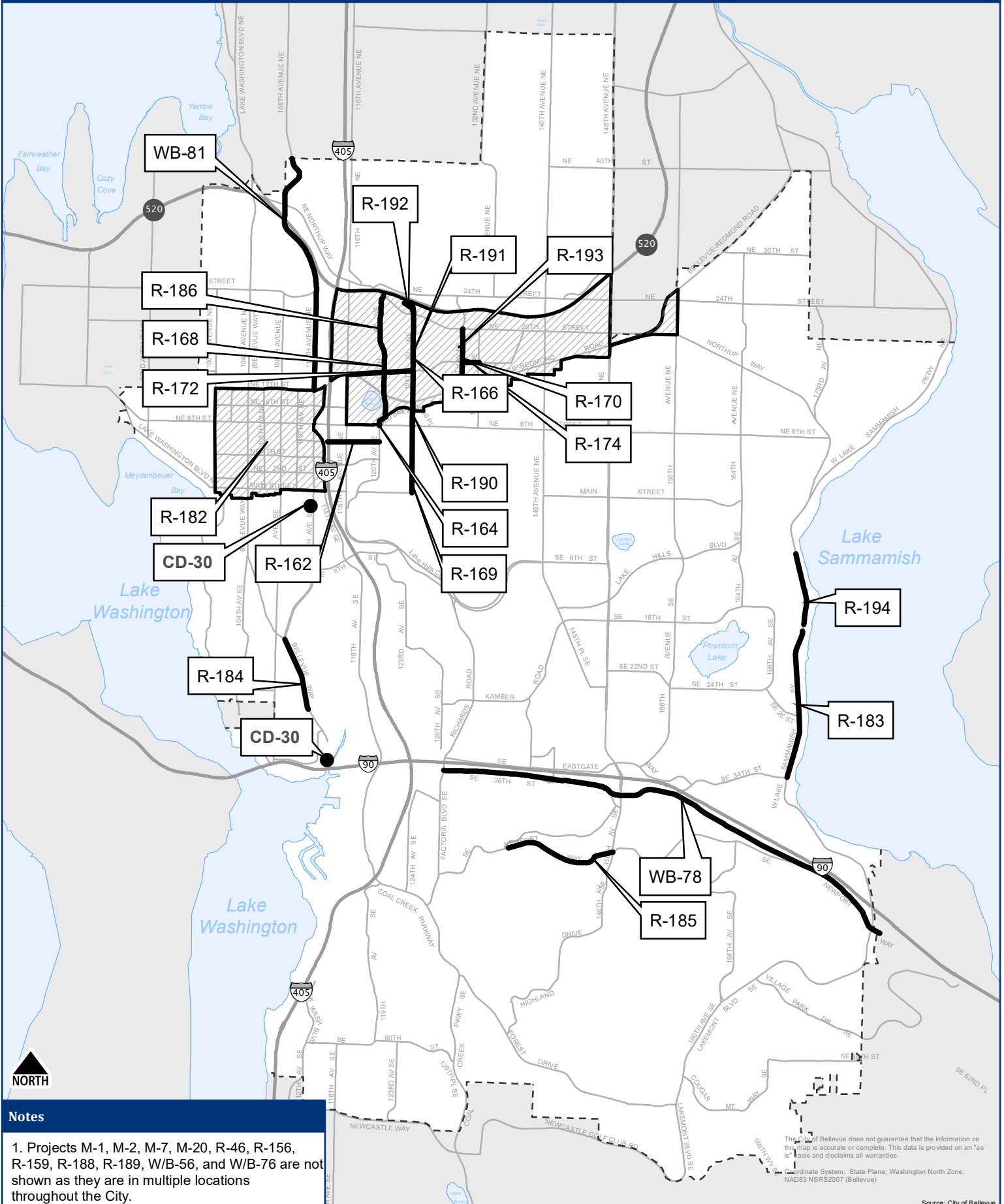
CIP Plan Number	Project Title	\$ in 000s	
		2017-2023 Project Cost	Total Estimated Cost
CD-30	Station Area Planning Implementation	5,500	5,500
PW-M-1	Overlay Program	48,162	157,618
PW-M-2	Minor Capital - Traffic Operations	1,246	10,663
PW-M-7	Neighborhood Traffic Safety Program	2,523	10,652
PW-M-20	Minor Capital - Signals and Lighting	2,909	5,352
PW-R-46	Traffic Safety Improvements	915	4,249
PW-R-156	ITS Master Plan Implementation Program	3,171	4,146
PW-R-159	East Link Analysis and Development	6,153	18,922
PW-R-164	120th Ave NE Stage 2 - NE 8th St to NE 12th St	8,824	45,395
PW-R-166	124th Ave NE - NE Spring Boulevard to Ichigo Way (18th St)	13,004	28,287
PW-R-168	120th Ave NE (Stage 3) NE 12th St to NE 16th St	6,609	25,524
PW-R-169	124th Ave NE - NE 12th to NE Spring Boulevard	87	3,365
PW-R-170	130th Ave NE - Bel-Red Rd to NE 20th St	1,036	2,789
PW-R-172	NE Spring Blvd (Zone 1) - 116th to 120th Avenues NE	23,414	31,593
PW-R-174	NE Spring Boulevard - 130th to 132nd Ave NE	3,600	4,897
PW-R-182	Downtown Transportation Plan/NE 6th Street Station Access	7,450	8,700
PW-R-183	West Lake Sammamish Parkway, Phase 2	8,000	8,000
PW-R-184	Bellevue Way SE HOV Lane - 112th Ave SE 'Y' to I-90	1,170	4,400
PW-R-185	Newport Way Improvements - Somerset Blvd to 150th Ave	5,923	8,123
PW-R-186	120th Ave NE Stage 4 Design - NE 16th St to Northup Way	500	1,000
PW-R-188	Franchise Utility Relocation	143	570
PW-R-189	TOD, Station Area and Land Use Planning	1,517	2,690
PW-R-190	124th Avenue NE – NE 8th to NE 12th Street	100	919
PW-R-191	124th Avenue NE/Ichigo Way (NE 18th St) to Northup Way	1,840	2,560
PW-R-192	124th Avenue NE at SR 520	250	250
PW-R-193	BelRed Corridor Local Street Network	432	432
PW-R-194	West Lake Sammamish Parkway Phase 3	1,000	1,000
PW-W/B-56	Pedestrian and Bicycle Access Improvements	3,364	11,600
PW-W/B-76	Neighborhood Sidewalks	8,404	14,181
PW-W/B-78	Mountains to Sound Greenway Trail	903	3,449
Total Improved Mobility and Connectivity		168,148	426,826



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Improved Mobility and Connectivity CIP Projects 2017 - 2023

2017 - 2018 City of Bellevue Budget



Notes

1. Projects M-1, M-2, M-7, M-20, R-46, R-156, R-159, R-188, R-189, W/B-56, and W/B-76 are not shown as they are in multiple locations throughout the City.

The City of Bellevue does not guarantee that the information on this map is accurate or complete. This data is provided on an "as is" basis and disclaims all warranties.
 Coordinate System: State Plane, Washington North Zone, NAD83 NRS2007 (Bellevue)



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CD-30 Station Area Planning Implementation

Category: **Improved Mobility/Connectivity** Status: **New**
 Department: **PCD** Location **South Bellevue and East Main light rail stations**

Programmed Expenditures

<u>Programmed Expenditures</u>	<u>Appropriated To Date</u>	<u>FY 2017 Budget</u>	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>	<u>FY 2023 Budget</u>
5,500,000	-	500,000	500,000	500,000	1,500,000	1,500,000	1,000,000	-

Description and Scope

South Bellevue Station Area Plan Report was approved by City Council in January 2016. Approved implementation strategies include:
 *Design and construction of walkways (e.g. sidewalks, pavement markings) and wayfinding on designated routes to the station:
 --106th Ave SE, --SE 34th, --113th Ave SE, --SE 28th, --SE 30th, --112th Ave SE
 *Improved pedestrian lighting for safety along designated walk routes and on stairs;
 *Feasibility study and possible construction of a pedestrian overpass at 112th Ave SE and Bellevue Way;
 *Study to recommend traffic flow improvements at the 2 neighborhood entrances off Bellevue Way; and
 *Design and construct enhanced art, landscaping and other aesthetic treatments on the west side of Bellevue Way between I-90 and the "Y."

East Main Station Area Plan Report has been drafted by the Citizen Advisory Committee and scheduled for City Council approval fall 2016. Recommended implementation strategies include:

- *Design and construction of walkways, bike lanes/routes and wayfinding on designated routes to the station:
 --Main St off-street path from Bellevue Way to 116th --Lake Hills Connector off-street path
 --114th Ave SE bike lanes --SE 8th St from 114th to east of I-405
 --SE 8th St off-street path from 112th to 114th --SE 16th St from Bellevue Way to 108th
 --110th Ave NE from Main St to NE 2nd St --110th Ave SE from Main to SE 1st St
 --109th Ave SE, 111th Ave SE --SE 2nd St, SE 4th St and SE 6th St
 --SE 10th St from 108th Ave SE to Bellevue High School
- *Improved pedestrian lighting for safety along designated walk routes;
- *Feasibility study and possible construction of a pedestrian overpass at Surrey Downs Park and 112th Ave SE;
- *Design and construct enhanced sidewalks, planting strips, art, trees and other landscaping and amenities to reinforce an attractive pedestrian environment along Main Street and 112th Ave SE; and
- *Pedestrian and bicycle safety improvements on Main Street between Bellevue Way and 116th Ave SE.

Rationale

Light Rail Best Practices identified station area planning and early implementation of capital investments as actions that could be taken by cities to "reduce costs and minimize disruption." Implementing these capital investments during light rail construction may reduce some costs and it will limit disruption to the same time period and ensure improved access and connectivity is in place when light rail service begins in 2023. Delaying the city's capital investments in these projects will prolong an already lengthy (i.e. 7-year) period of construction and impede the ability of people to connect to the South Bellevue and East Main light rail stations until these projects are in place.

Environmental Impacts

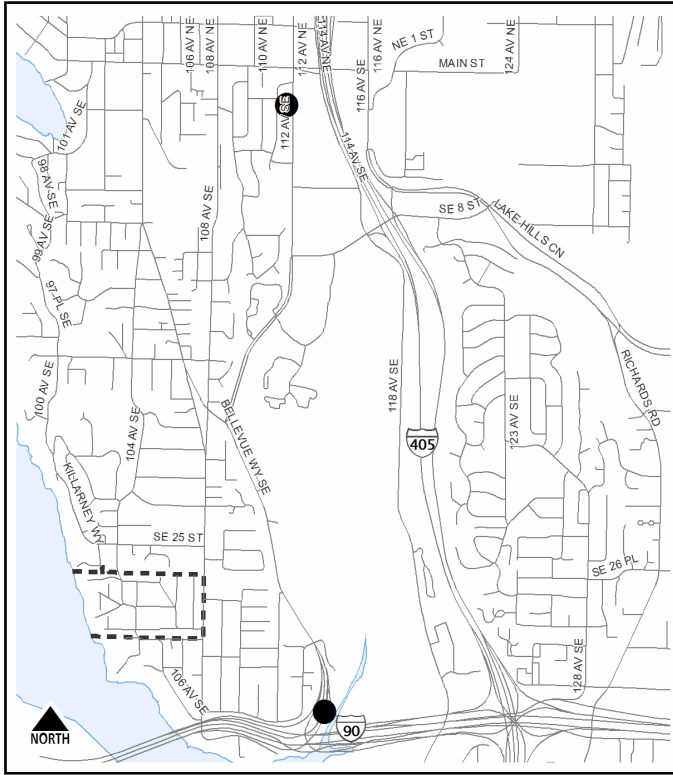
Most projects will occur in existing public right-of-way. Environmental review will be conducted as determined on a project specific basis.

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map

Schedule of Activities



Project Activities	From - To	Amount
Project Costs	2017 - 2023	5,500,000
Total Budgetary Cost Estimate:		5,500,000
Means of Financing		
Funding Source	Amount	
General Taxes & LTGO Bond Proceeds	5,500,000	
Total Programmed Funding:		5,500,000
Future Funding Requirements:		

Comments

PW-M-1 Overlay Program

Category: **Improved Mobility/Connectivity** Status: **Ongoing**
 Department: **Transportation** Location: **Citywide**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
157,618,009	109,456,009	6,848,000	7,847,000	5,868,000	6,031,000	6,197,000	7,574,000	7,797,000

Description and Scope

This program provides major street maintenance including street overlays, pavement rehabilitation, curb, gutter, and sidewalk or walkway rehabilitation, bridge condition inventory and maintenance and appropriate Americans with Disabilities Act (ADA) retrofit work.

Rationale

Investment in roadway and walkway maintenance contributes to smooth traffic circulation and reduces the long-term cost of major reconstruction by extending the life of Bellevue's transportation system and preserving the City's investment in existing facilities. The project also funds Federal Highway Administration mandated bridge inspection, inventory and minor maintenance activities.

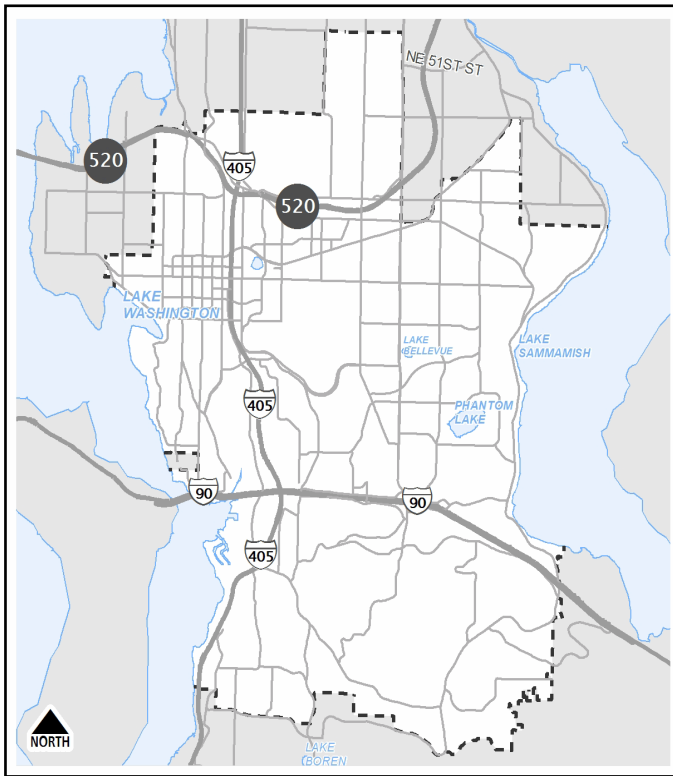
Environmental Impacts

This program funds projects that are primarily maintenance oriented and implemented on previously improved rights of way, so environmental issues are minimal and are addressed as appropriate on a location-by-location basis.

Operating Budget Impacts

Operating costs for this program will be determined on an as needed basis.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	157,618,009

Total Budgetary Cost Estimate: 157,618,009

Means of Financing

Funding Source	Amount
Charges for Services	5,656
Contributions from Other City Funds	1,013,000
Developer Contributions	645,505
Federal Grants	4,716,672
General Taxes & LTGO Bond Proceeds	20,964,753
Intergovernmental Contributions	750,529
Local Improvement District	101,971
Private Contributions	63,405
Real Estate Excise Tax	124,128,902
Transportation Funding	5,227,616

Total Programmed Funding: 157,618,009

Future Funding Requirements:

Comments

Funding increase of \$1,000,000 (+inflation) beginning in 2022 to address degradation of residential streets pavement conditions.

PW-M-2 Minor Capital - Traffic Operations

Category: **Improved Mobility/Connectivity** Status: **Ongoing**
 Department: **Transportation** Location: **Citywide**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
10,663,441	9,417,526	148,915	170,000	175,000	180,000	185,000	191,000	196,000

Description and Scope

This program funds minor capital transportation improvements throughout the City to address traffic operation issues and concerns. This program helps fill a need in the City to address projects that are important to safety and mobility but are too small to complete as individual Capital Investment Program (CIP) projects. Typical projects include new crosswalk installations, sign upgrades, channelization improvements, access management improvements, new bike lanes, bicycle route signing, and sidewalk and new curb ramp installations. This program also implements pilot projects using new, innovative traffic control devices and evaluates their effectiveness. This program often provides matching funds to grant funded projects to improve pedestrian and bicycle mobility while observing ADA requirements.

Rationale

This program provides funds for traffic operation improvement projects that are beyond the scope of the operating budget but too small for individual CIP projects. The program allows the City to respond on an ongoing and timely basis to citizen projects and safety related requests, unfunded mandates, changes to standards, partnership opportunities with other capital or private development projects, and other emergent needs. Annually, this program can complete 5-7 standalone projects that directly address safety, mobility and connectivity in Bellevue. This includes support of the crosswalk improvement program. In 2015, this program was able to help construct six crosswalks on the priority crosswalk list. The needs for crosswalk improvements in Bellevue far exceed the budget available through small on-going CIP proposals, but this program consistently helps address some of the most critical locations. This program has also been leveraged to support grant applications through providing matching money.

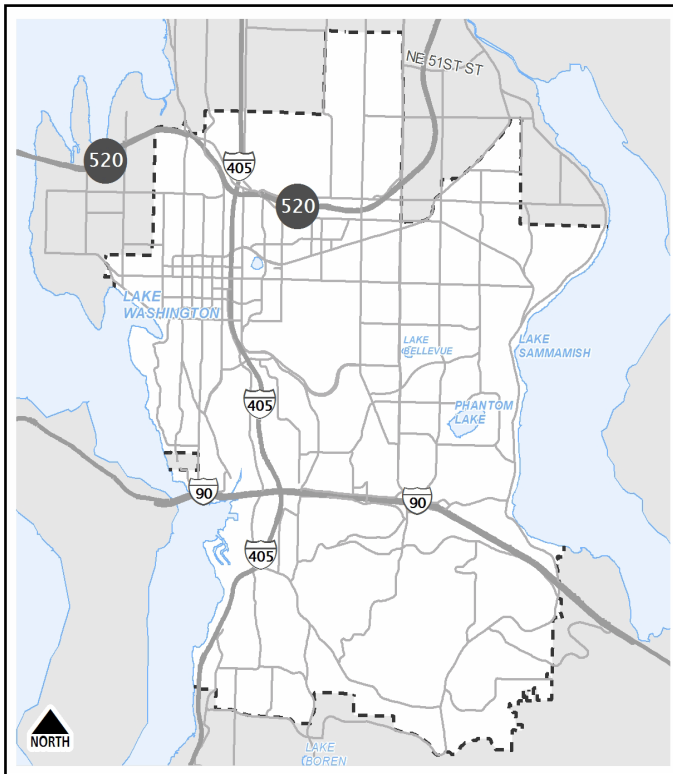
Environmental Impacts

This program funds projects that are primarily safety oriented and implemented on previously improved rights of way, so environmental issues are minimal and are addressed as appropriate on a location-by-location basis.

Operating Budget Impacts

Operating costs for this program will be determined on an as needed basis.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	10,663,441

Total Budgetary Cost Estimate: 10,663,441

Means of Financing

Funding Source	Amount
Charges for Services	2,390
Contributions from Other City Funds	10,290
Developer Contributions	47,821
Federal Grants	781,990
General Taxes & LTGO Bond Proceeds	2,875,573
Interlocal Contributions	73,279
Miscellaneous Revenue	3,721,790
Real Estate Excise Tax	1,370,006
State Grants	730,191
Transportation Funding	1,050,111

Total Programmed Funding: 10,663,441
Future Funding Requirements:

Comments

PW-M-7 Neighborhood Traffic Safety Program

Category: **Improved Mobility/Connectivity** Status: **Ongoing**
 Department: **Transportation** Location: **Citywide**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
10,652,276	8,129,271	330,005	340,000	350,000	360,000	370,000	381,000	392,000

Description and Scope

This program funds minor capital improvements for neighborhood traffic calming/safety projects throughout the City. These projects may include the use of physical measures such as speed humps, raised crosswalks, traffic circles, medians and/or curb extensions, in an effort to reduce vehicle speeds, non-local traffic and to improve walking and bicycling safety and school zone improvements such as flashing 20 MPH school zone signs.

Rationale

The primary benefits of this investment are improved safety and protection of quality of life for neighborhoods. As traffic congestion increases on arterials, the potential for cut-through traffic and higher speeds on neighborhood streets increases. This program focuses on mitigating these impacts through the development of neighborhood traffic calming/safety plans to divert and/or slow traffic, improve non-motorized safety, enhance school zone safety and protect neighborhood quality of life.

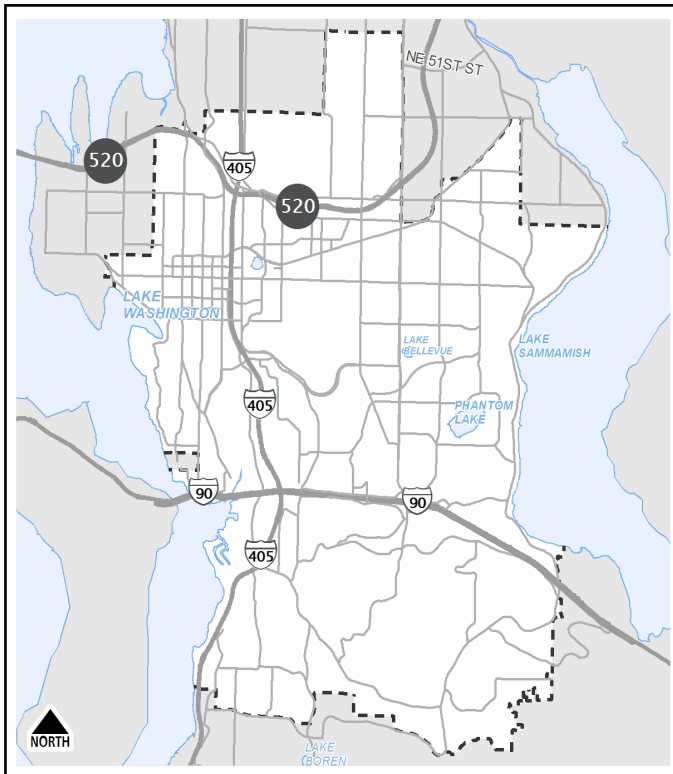
Environmental Impacts

This program funds projects that are primarily safety oriented and implemented on previously improved rights of way, so environmental issues are minimal and are addressed as appropriate on a location-by-location basis.

Operating Budget Impacts

Operating costs for this program will be determined on an as needed basis.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	10,652,276

Total Budgetary Cost Estimate: 10,652,276

Means of Financing

Funding Source	Amount
Charges for Services	1,307
Federal Grants	345,348
General Taxes & LTGO Bond Proceeds	4,197,614
Miscellaneous Revenue	159,795
Private Contributions	20,000
Real Estate Excise Tax	4,562,926
State Grants	48,970
Transportation Funding	1,316,316

Total Programmed Funding: 10,652,276
Future Funding Requirements:

Comments

PW-M-20 Minor Capital - Signals and Lighting

Category: **Improved Mobility/Connectivity** Status: **Ongoing**
 Department: **Transportation** Location: **Citywide**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
5,351,921	2,442,791	414,130	386,000	399,000	410,000	421,000	433,000	446,000

Description and Scope

This program funds traffic signal and street lighting related projects that are beyond the scope of the operating budget but too small for individual CIP projects. Typical projects funded include new traffic signals; traffic signal upgrades including new signal phases and displays for increased efficiency and safety; pedestrian signal upgrades at traffic signals; roadway signage and channelization upgrades near traffic signals; new or revised street lighting including the systematic upgrade to Light Emitting Diode (LED) street lights; upgrade of Emergency Vehicle Preemption technology to a Global Positioning System (GPS) technology base; and communication upgrades including fiber optic cables for broadband communications.

Rationale

This program provides funds for traffic signal and street lighting improvement projects that are beyond the scope of the operating budget but too small for individual CIP projects. The program allows the City to respond on a timely basis to citizen projects and safety related requests; address unfunded mandates and changes to standards; support partnership opportunities with other capital or private development projects; and address other emergent needs. Projects under this program, such as the LED street lighting conversion and Emergency Vehicle Preemption upgrade to GPS support the Council's priority toward making Bellevue a "Smart City", as well as Environmental Stewardship and ITS efforts.

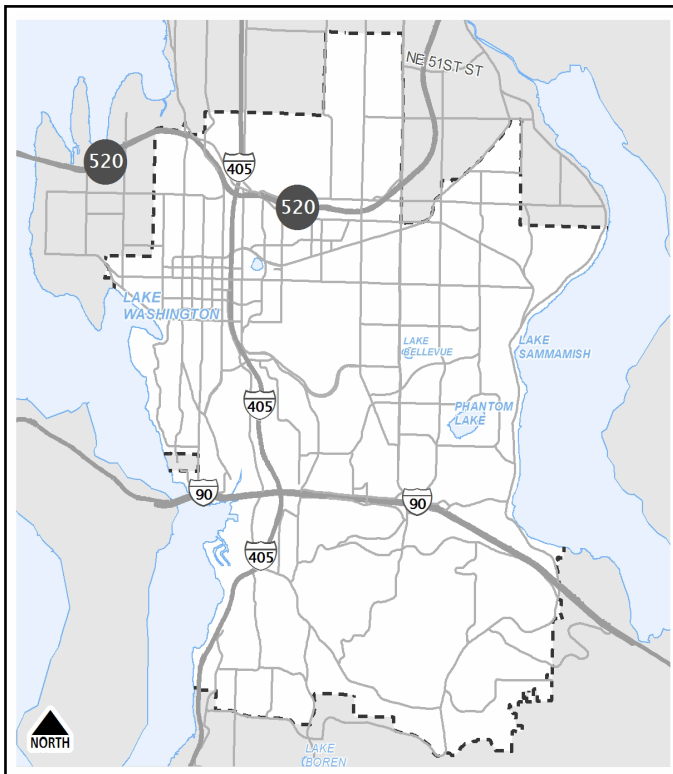
Environmental Impacts

This program funds projects that are primarily safety oriented and implemented on previously improved rights of way, so environmental issues are minimal and are addressed as appropriate on a location-by-location basis. Environmental improvements are anticipated through the reduction in energy consumption realized through the deployment of LED street lighting.

Operating Budget Impacts

Operating costs for this program will be determined on an as needed basis.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	5,351,921

Total Budgetary Cost Estimate: 5,351,921

Means of Financing

Funding Source	Amount
Contributions from Other City Funds	571,000
Federal Grants	265,732
General Taxes & LTGO Bond Proceeds	1,666,604
Private Contributions	238,916
Real Estate Excise Tax	2,603,628
Transportation Funding	6,041

Total Programmed Funding: 5,351,921

Future Funding Requirements:

Comments

2017-2023 Update: Annual funding increase of \$150,000 (+inflation) beginning in 2017 for upgrading existing city owned street lights from incandescent to LED; and upgrade to GPS technology to the existing Opticom signal preemption system.

PW-R-46 Traffic Safety Improvements

Category: **Improved Mobility/Connectivity** Status: **Ongoing**
 Department: **Transportation** Location: **Various**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
4,249,131	3,334,112	182,019	114,000	117,000	120,000	124,000	127,000	131,000

Description and Scope

This program will implement various roadway safety-related capital improvements citywide as identified through the Collision Reduction Program, deficiency analysis, and community input. Projects include road rechannelization and access revisions to reduce traffic collisions, guardrail installation, roadside hazard removal, pedestrian crossing enhancements, improved roadway lighting, and other safety improvements. This program will also support Vision Zero through the proactive advancement of safety improvement throughout the City.

Rationale

This program is the main funding source for the city's Collision Reduction Program and it serves as a catalyst in achieving Vision Zero. The Collision Reduction Program is a dedicated, proactive, and consistently applied program to reduce public collision costs to those that travel in Bellevue. Between the program's inception in 1990 and 2016, 72 individual projects have been implemented at intersections and within corridors, resulting in a public cost savings of \$3.8 million annually through 2015. This program also funds safety improvements that are not included in the Collision Reduction Program, typically at locations that exhibit high collision potential, risk, or severity, through a Vision Zero approach to creating a transportation system that is safe for all users.

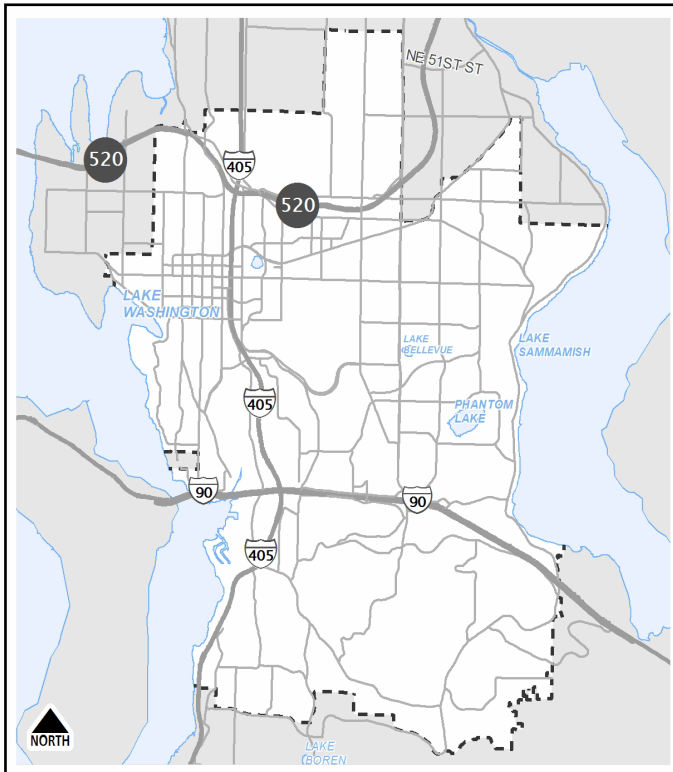
Environmental Impacts

This program funds projects that are primarily safety oriented and implemented on previously improved rights of way, so environmental issues are minimal and are addressed as appropriate on a location-by-location basis.

Operating Budget Impacts

Operating costs for this program will be determined on an as needed basis.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	4,249,131

Total Budgetary Cost Estimate: 4,249,131

Means of Financing

Funding Source	Amount
Charges for Services	1,126
Contributions from Other City Funds	69,000
Developer Contributions	5,715
Federal Grants	308,074
General Taxes & LTGO Bond Proceeds	454,150
Intergovernmental Contributions	13,399
Miscellaneous Revenue	502,252
Real Estate Excise Tax	2,012,440
Transportation Funding	882,975

Total Programmed Funding: 4,249,131

Future Funding Requirements:

Comments

PW-R-156 ITS Master Plan Implementation Program

Category: **Improved Mobility/Connectivity** Status: **Approved Prior**
 Department: **Transportation** Location: **Citywide**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
4,146,002	975,000	414,002	427,000	440,000	453,000	465,000	479,000	493,000

Description and Scope

This program will systematically implement the recommendations of the City's Intelligent Transportation System (ITS) Master Plan completed in 2005 and provide the funding need to update the plan in 2017. The plan update will be a catalyst toward providing the direction needed to support many of the emerging technologies in the transportation industry such as Connected Vehicles, Smart Cities and Autonomous Vehicles. ITS projects will be selected to provide cost effective measures to reduce traffic congestion, improve safety, and increase the availability of real time traffic information to users of the transportation system. Possible projects include, but are not limited to, additional traffic cameras for motorist information and investigation of collisions; flood location monitoring; real-time traveler information enhancements; installation of dynamic message signs at key locations; variable lane controls that adjust to changing traffic conditions; WiFi system expansion; roadway weather stations; parking management; emergency vehicle preempt upgrades; and street light monitoring systems. This program also includes community safety technologies such as stationary radar signs that have proven effective at reducing vehicle speeds and addressing citizen concerns.

Rationale

This program is a key strategy in transitioning from a transportation system focused on the drive alone trip, to one that focuses on actively managing the transportation system to systematically improve traffic capacity, enhance and promote multi-modal transportation and safety, effectively address emergency management and events, promote neighborhood safety, and providing improved motorist information for better transportation decision making by users. ITS projects provide cost-effective solutions to help reduce traffic congestion and increase the capacity of the transportation system through efficiency gains and the provision of an alternative to costly roadway and intersection expansion projects. With the completion of the SCAT adaptive signal control system deployment, this program is crucial for funding on-going expenditures for support, system maintenance and software licensing.

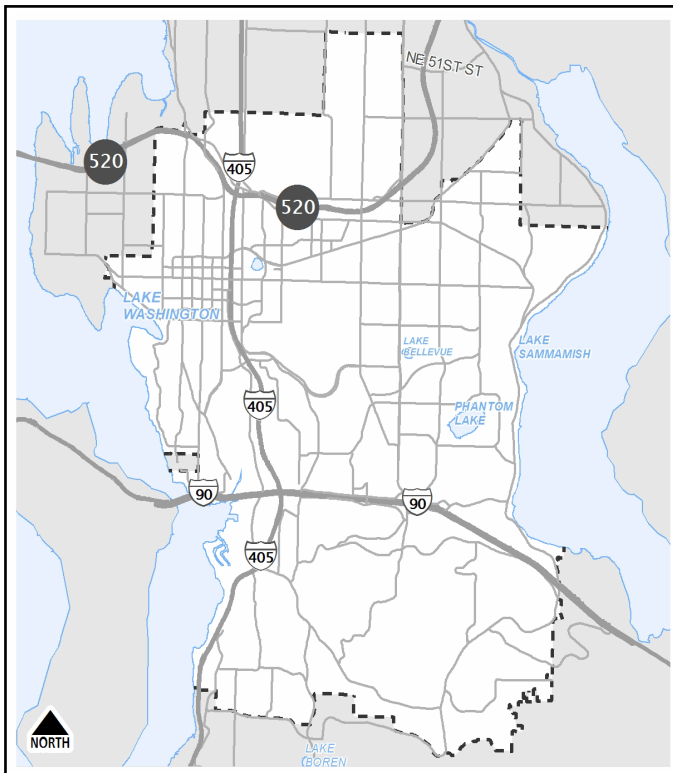
Environmental Impacts

This program funds projects that are primarily safety oriented and implemented on previously improved rights of way, so environmental issues are minimal and are addressed as appropriate on a location-by-location basis. This project will support lower vehicle fuel usage and lower electrical energy production reducing carbon emissions.

Operating Budget Impacts

Operating costs for this program will be determined on an as needed basis.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2013 - 2023	4,146,002

Total Budgetary Cost Estimate: 4,146,002

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	489,224
Real Estate Excise Tax	3,656,778

Total Programmed Funding: 4,146,002
Future Funding Requirements:

Comments

PW-R-159 East Link Analysis and Development

Category: **Improved Mobility/Connectivity** Status: **Approved and Begun**
 Department: **Transportation** Location: **Citywide**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
18,921,695	12,769,128	1,176,123	1,013,167	1,046,740	1,030,537	1,047,000	413,000	426,000

Description and Scope

Utilize in-house and consultant resources to participate with Sound Transit and other potential project partners to advance the design and construction of the East Link light rail project. Work tasks will include, but are not limited to, activities that relate to the East Link project, including City-sponsored projects and programs. Key tasks include traffic analysis including operational simulation; identification and evaluation of potential funding sources and associated financial analyses; specialized environmental analyses; engineering support relating to alignments, track profiles, stations, and city roadway-light rail interface; design issues; construction management; community and stakeholder outreach; intergovernmental relations and agreements; and other tasks necessary for the City to fully engage in and influence the East Link project.

Rationale

East Link is a Sound Transit-funded light rail project that will connect Bellevue with Seattle and with the Overlake area of Redmond by 2023. The \$2.8+ billion project will be routed through south Bellevue, downtown Bellevue, and the BelRed corridor with six stations. The City and Sound Transit (ST) have executed a Memorandum of Understanding (MOU) which commits the City to a financial contribution of up to \$100 million. Additionally, both parties endorsed an ongoing Collaborative Design Process (CDP) to advance project design and address project mitigation issues. Also in April 2015, Parties amended and restated the Memorandum of Understanding to reflect updated project information. The Amended MOU commits the City and ST to project delivery elements to advance design and construction of the East Link Light Rail and BelRed Operations and Maintenance Satellite Facility (OMSF). In addition to the CDP, both parties will establish a Collaborative Construction Program to advance the project through construction. Construction commence in early 2016. During the construction phase (which commenced in 2016) the City will focus on investigating and resolving design variations; construction management; coordinating City roadway projects in the vicinity of East Link with Sound Transit; implementing an appropriate permitting and inspection process; identifying and evaluating complimentary City actions; and analyzing community issues and preferences, and other project elements. The Bellevue City Council has indicated its desire to adhere to the lessons learned from the Light Rail Best Practices Project to ensure that the system is "done right the first time" and is an asset to the community. The City is therefore investing resources in the East Link project to ensure issues are analyzed adequately and decisions are fully informed.

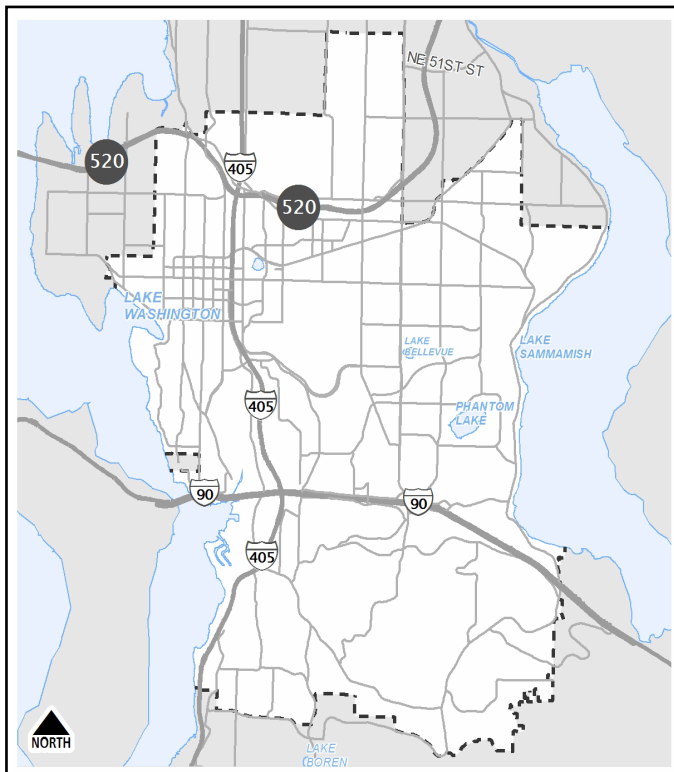
Environmental Impacts

An Environmental Impact Statement was prepared by Sound Transit for the overall East Link Project.

Operating Budget Impacts

This project has no known impacts to operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2009 - 2023	18,921,695

Total Budgetary Cost Estimate: 18,921,695

Means of Financing

Funding Source	Amount
Contributions from Other City Funds	60,000
General Taxes & LTGO Bond Proceeds	18,637,694
Intergovernmental Contributions	150,001
Miscellaneous Revenue	74,000

Total Programmed Funding: 18,921,695
Future Funding Requirements:

Comments

PW-R-164 120th Ave NE Stage 2 - NE 700 Block to NE 12th St

Category: **Improved Mobility/Connectivity**
 Department: **Transportation**

Status: **Approved Prior**
 Location: **120th Ave NE from NE 700 Block to NE 12th St**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
45,394,759	36,571,069	8,823,690	-	-	-	-	-	-

Description and Scope

This project will extend, realign and widen 120th Ave NE from NE 700 Block to south of NE 12th Street. The project includes all intersection and signal improvements at NE 8th St and a new signalized intersection at Lake Bellevue Drive/Old BelRed Road. The roadway cross-section will consist of five lanes, including two travel lanes in each direction with turn pockets or a center turn lane. The project will improve, or install where missing, bike lanes, curb, gutter and sidewalk on both sides, illumination, landscaping, irrigation, storm drainage, and water quality treatment. The project will be designed and constructed to reflect Wilburton/BelRed urban design criteria. The project includes new utility infrastructure including a joint utility trench (JUT) to accommodate future underground utilities. The project will also be coordinated with private development in the vicinity and with development of the 120th Ave NE Improvements projects south of NE 8th St (Stage 1; CIP Plan No. PW-R-161) and from NE 12th Street to the north (Stage 3, CIP Plan No. PW-R-168).

Rationale

The 120th Ave NE project is one of a number of high priority transportation investments that will improve access, circulation, and mobility options for passenger cars, transit, freight, pedestrians, and bicycles to and between Downtown Bellevue, Wilburton, the new BelRed transit-oriented-development nodes, and the larger city and region. This project in coordination with the extension of NE 4th St, a widened and improved 124th Ave NE corridor, the planned NE 6th St extension, and the new NE Spring Boulevard (NE 15th/16th St) multi-modal corridor have been associated and advanced as part of the Mobility and Infrastructure Initiative (M&I) of 2009. The package of projects was formed to address recent growth, accommodate planned new land use development in the vicinity, and to ensure coordinated design and implementation with the Sound Transit East Link light rail project.

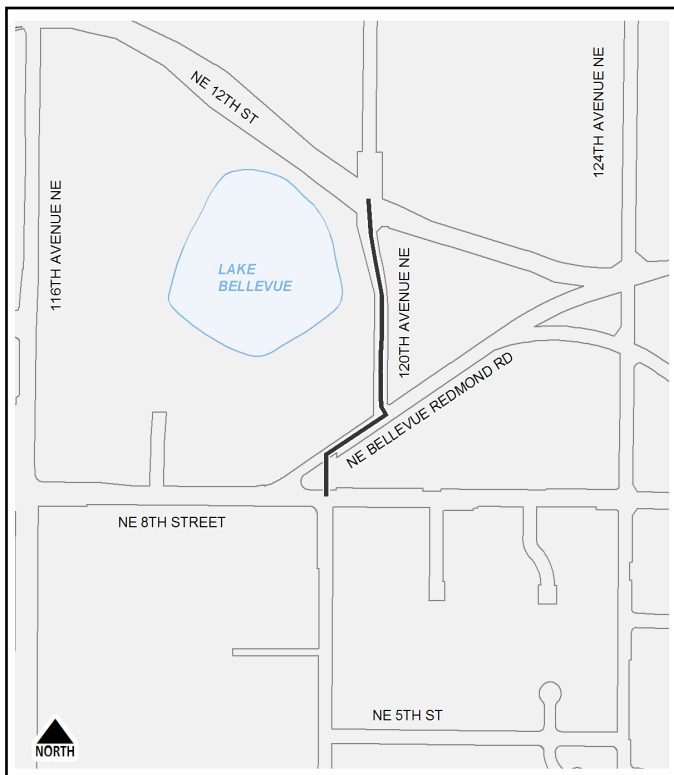
Environmental Impacts

Consistent with state and federal environmental requirements, this project obtained SEPA and NEPA environmental approval and obtained the required City permits prior to construction.

Operating Budget Impacts

Operating costs will increase due to added street lighting/signal (electricity) and the maintenance of the roadway and landscaping. An estimated \$40,000 will be required to fund these costs adjusted for inflation annually.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2010 - 2017	45,394,759

Total Budgetary Cost Estimate: 45,394,759

Means of Financing

Funding Source	Amount
Federal Grants	3,232,775
General Taxes & LTGO Bond Proceeds	20,286,840
Miscellaneous Revenue	22,440
Private Contributions	1,861,287
Real Estate Excise Tax	2,978,820
Sale of Fixed Assets	3,455,000
State Grants	3,000,000
Transportation Funding	1,190,217
Transportation Impact Fees	9,367,380

Total Programmed Funding: 45,394,759
Future Funding Requirements:

Comments

PW-R-166 124th Ave NE - Spring Blvd to Ichigo Way (NE 18th)

Category: **Improved Mobility/Connectivity**
 Department: **Transportation**

Status: **Approved Prior**
 Location: **124th Ave NE – NE Spring Blvd to Ichigo Way**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
28,287,235	15,283,124	8,698,111	4,306,000	-	-	-	-	-

Description and Scope

This project will widen and raise the profile for 124th Avenue NE from NE Spring Boulevard to Ichigo Way (NE 18th Street) in coordination with the undercrossing of the Sound Transit (ST) East Link light rail line in this vicinity. The roadway cross-section will consist of five lanes, including two travel lanes in each direction with turn pockets or a center turn lane, install curb, gutter and sidewalk on the eastside for the entire corridor and on the west side from NE Spring Boulevard to NE 16th Street, planter strips, a bridge structure, retaining walls, illumination, landscaping, irrigation, storm drainage, water quality treatment, and install a new signal at NE 16th Street. The project will reflect BelRed urban design criteria and include new and/or relocation of utility infrastructure. Implementation will be coordinated with private development in the vicinity and the development of 124th Ave NE-NE 12th St to NE Spring Blvd (PW-R-169) and the NE Spring Blvd improvements to the west of the 124th Ave NE corridor (Zones 1 & 2; PW-R-172 & 173). This budget is intended to fully fund the City's share of all phases of the roadway and ST's share of design and construction of the project scope. Prior to 2015, this project advanced the design of the 124th Ave NE corridor between Ichigo Way (NE 18th St) and Northup Way to the 90% level. Future implementation of this segment may occur in phases or include interim facilities dependent upon funding availability and coordination with other BelRed area capital investments or private developments.

Rationale

This project is one of a number of high priority transportation investments that will improve access, circulation, and mobility options for passenger cars, transit, freight, pedestrians, and bicycles to and between Downtown Bellevue, Wilburton, the new BelRed transit-oriented -development nodes, and the larger city and region. In coordination with the extension of NE 4th St., a widened and realigned 120th Ave NE corridor, the planned NE 6th Street extension, and the new NE Spring Blvd multi-modal corridor have been associated and advanced as part of the Mobility and Infrastructure Initiative (M&I) of 2009. The package of projects was formed to address growth, accommodate planned new land use development in the vicinity, and to ensure coordinated design and implementation with the ST East Link project.

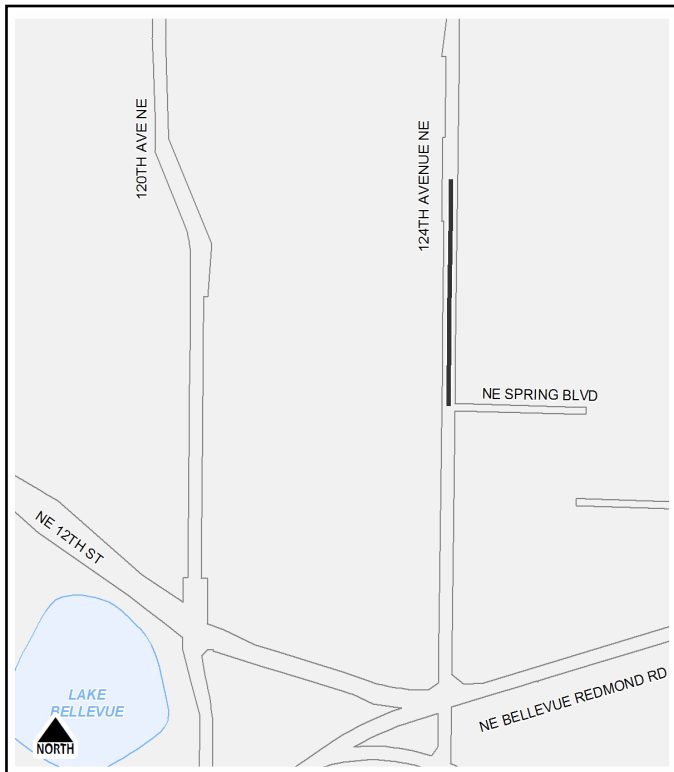
Environmental Impacts

Consistent with state and federal environmental requirements, this project has obtained SEPA and NEPA environmental approvals for the full 124th Ave NE corridor between NE 8th Street and Northup Way. A citywide programmatic environmental review including this project was conducted as part of the citywide 2013-2024 Transportation Facilities Plan (TFP) update. Programmatic impact and mitigation documentation is included in the TFP Final Environmental Impact Statement (July 2013).

Operating Budget Impacts

Operating costs will increase due to added street lighting/signal (electricity) and the maintenance of the roadway and landscaping. An estimated \$50,000 will be required to fund these costs adjusted for inflation annually.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2011 - 2018	28,287,235

Total Budgetary Cost Estimate: 28,287,235

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	13,552,770
Intergovernmental Contributions	3,843,640
Private Contributions	5,997,256
Transportation Funding	50,000
Transportation Impact Fees	4,843,569

Total Programmed Funding: 28,287,235
Future Funding Requirements:

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

Category: **Improved Mobility/Connectivity**
 Department: **Transportation**

Status: **Approved Prior**
 Location: **120th Ave NE from NE 12th St. to NE 16th St.**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
25,523,665	18,914,838	6,608,827	-	-	-	-	-	-

Description and Scope

This project will widen and raise the profile for 120th Avenue NE from NE 12th Street to NE 16th Street in coordination with the undercrossing of the Sound Transit (ST) East Link light rail line in this vicinity. This corridor segment includes all intersection improvements at NE 12th Street. The roadway cross-section will consist of five lanes, including two travel lanes in each direction with turn pockets or a center turn lane. The project will include bike lanes, curb, gutter and sidewalk on both sides, illumination, landscaping, irrigation, storm drainage, and water quality treatment. Between NE 14th and NE 16th Streets, the project will include a bridge structure to accommodate the undercrossing of the East Link light rail line project in this vicinity. The project will be designed and constructed to reflect BelRed urban design criteria and include new and/or relocation of utility infrastructure. The project implementation will also be coordinated with private development in the vicinity and the development of 120th Ave NE Improvements – NE 8th to NE 12th Streets (Stage 2; CIP Plan No. PW-R-164) and the NE Spring Blvd improvements to the west and east of the 120th Ave NE corridor (Zones 1 and 2; CIP Plan Nos. PW-R-172 and 173). As defined in the 2015 amended umbrella MOU between ST and the City, the project budget is intended to fully fund both the City's and ST's share of costs to fully implement the project scope described above. Prior to 2015, this CIP project also advanced the design of the 120th Avenue NE corridor between NE 16th Street and Northrup Way to the 60% level.

Rationale

The 120th Avenue NE project is one of a number of high priority transportation investments that will improve access, circulation, and mobility options for passenger cars, transit, freight, pedestrians, and bicycles to and between Downtown Bellevue, Wilburton, the new BelRed transit-oriented-development nodes, and the larger city and region. This project in coordination with the extension of NE 4th Street, a widened and improved 124th Avenue NE corridor, the planned NE 6th Street extension, and the new NE Spring Boulevard multi-modal corridor have been associated and advanced as part of the Mobility and Infrastructure Initiative (M&I) of 2009. The package of projects was formed to address recent growth, accommodate planned new land use development in the vicinity, and to ensure coordinated design and implementation with the ST East Link light rail project.

Environmental Impacts

Consistent with federal and state environmental requirements, this project obtained NEPA and SEPA environmental approval and will obtain the required City, state and federal permits prior to construction.

Operating Budget Impacts

Operating costs will increase due to added street lighting/signal (electricity) and the maintenance of the roadway and landscaping. An estimated \$50,000 will be required to fund these costs adjusted for inflation annually.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2013 - 2017	25,523,665

Total Budgetary Cost Estimate: 25,523,665

Means of Financing

Funding Source	Amount
Federal Grants	4,390,000
General Taxes & LTGO Bond Proceeds	1,733,469
Private Contributions	10,836,000
State Grants	4,850,000
Transportation Impact Fees	3,714,196

Total Programmed Funding: 25,523,665

Future Funding Requirements:

Comments

PW-R-169 124th Ave NE - NE 12th Street to NE Spring Boulevard

Category: **Improved Mobility/Connectivity** Status: **Approved Prior**

Department: **Transportation**

Location: **124th Ave NE between NE 12th St & NE Spring Blvd**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
3,364,685	3,278,131	86,554	-	-	-	-	-	-

Description and Scope

This project advances the design of 124th Ave NE from NE 12th St (BelRed Rd) to NE Spring Blvd. The roadway cross-section of this segment consists of five lanes, including two travel lanes in each direction with turn pockets or a center turn lane; curb, gutter, and separated multi-use paths on both sides; and illumination, landscaping, irrigation, storm drainage and water quality treatment, intersection, and signal system improvements. The project will be designed and constructed to reflect BelRed urban design criteria and to accommodate any new and/or relocation of existing utility infrastructure and will be coordinated with the design and implementation of 124th Ave NE Improvements – NE Spring Blvd to Ichigo Way (CIP Plan PW-R-166). Prior to 2016, this project also completed conceptual design of non-motorized improvements between NE 8th and NE 12th Streets. This project designed and completed mitigation measures south of 8th Street to protect residential communities from potential traffic impacts of BelRed growth and the major roadway projects in the vicinity.

Rationale

The 124th Ave NE project is one of a number of high priority transportation investments that will improve access, circulation, and mobility options for passenger cars, transit, freight, pedestrians, and bicycles between Downtown Bellevue, Wilburton, the new BelRed transit-oriented-development nodes, and the larger city and region. This project in coordination with the extension of NE 4th St., a widened and realigned 120th Ave NE corridor, the new NE Spring Blvd multi-modal corridor are associated and advanced as part of the Mobility and Infrastructure Initiative of 2009 (M&I). The M&I was formed to address growth, accommodate planned new land use development in the vicinity, and to ensure coordinated design and implementation with the Sound Transit East Link project.

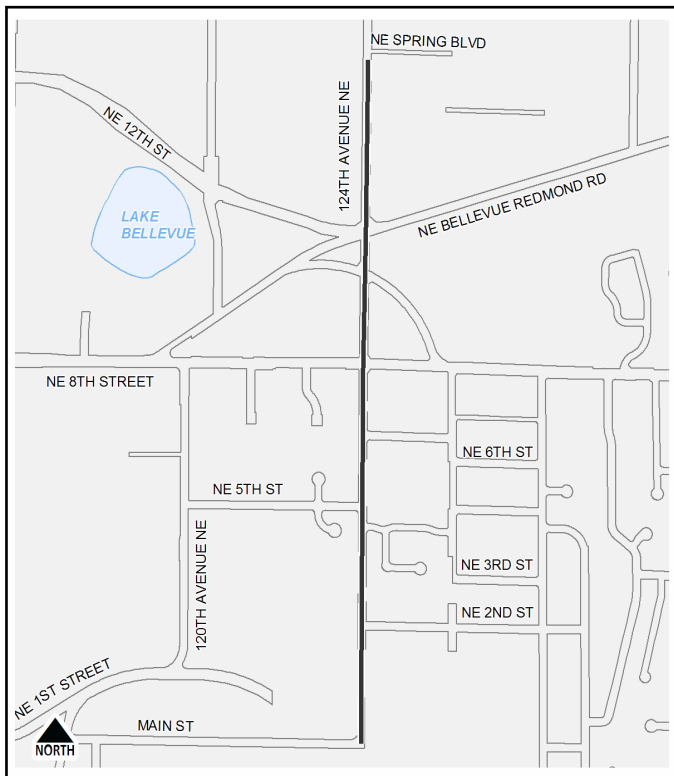
Environmental Impacts

A SEPA determination of non-significance was issued for the implementation of the streetscape improvements between Main and NE 8th Streets. In association with the 124th Ave NE Improvements - NE Spring Blvd to Ichigo Way (CIP Plan PW-R-166) and consistent with state and federal environmental requirements, this project obtained SEPA and NEPA environmental approvals for the remainder of the 124th Ave NE corridor between NE 8th St and Northup Way.

Operating Budget Impacts

Operating costs will increase due to added street lighting/signal (electricity) and the maintenance of the roadway and landscaping, pending final design and future funding allocated to construct the improvements. Operating costs are estimated at \$50,000.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2013 - 2017	3,364,685

Total Budgetary Cost Estimate: 3,364,685

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	2,920,554
Real Estate Excise Tax	108,273
Transportation Funding	335,858

Total Programmed Funding: 3,364,685

Future Funding Requirements:

Comments

PW-R-170 130th Ave NE - BelRed Rd to NE 20th St

Category: **Improved Mobility/Connectivity**
 Department: **Transportation**

Status: **Approved Prior**
 Location: **130th Avenue NE – BelRed Road to NE 20th Street**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
2,788,916	1,753,353	1,035,563	-	-	-	-	-	-

Description and Scope

This project will initiate the design and provide property acquisition funding for the redevelopment of 130th Avenue NE between BelRed Road and NE 20th Street. The segment north of the planned intersection with NE 16th Street will include a retail focused/pedestrian-oriented design with a two-lane cross-section, bike lanes, and on-street parking. The segment south of the NE 16th Street intersection will transition from the retail street design to the north to a three lane section. Along both segments, the project will design new or redeveloped curb, gutter and sidewalk on both sides of the street, future intersection improvements including turn lanes, potential mid-block crossings, illumination, landscaping, irrigation, storm drainage, water quality treatment, and other underground utilities. The project will be designed in coordination with the Sound Transit East Link light rail line project crossing 130th Avenue NE at the NE 16th Street alignment and the planned light rail station and park & ride facility between 130th and 132nd Avenues NE. The project will be designed to reflect BelRed urban design criteria and will also be coordinated with private development in the vicinity and the development of NE 16th Street - 130th to 132nd Avenues NE (CIP Plan No. PW-R-174).

Rationale

The 130th Avenue NE project is one of a number of high priority transportation investments that will improve access, circulation, and mobility options for passenger cars, transit, freight, pedestrians, and bicycles to and between the new BelRed transit-oriented-development nodes and the larger city and region. This project in coordination with the Sound Transit East Link Light Rail project, the planned light rail station between 130th and 132nd Avenues NE, the planned extensions and improvements to Spring Boulevard, and with other new amenities will support the area’s redevelopment, attracting private investment in commercial and residential uses to create entirely new neighborhoods.

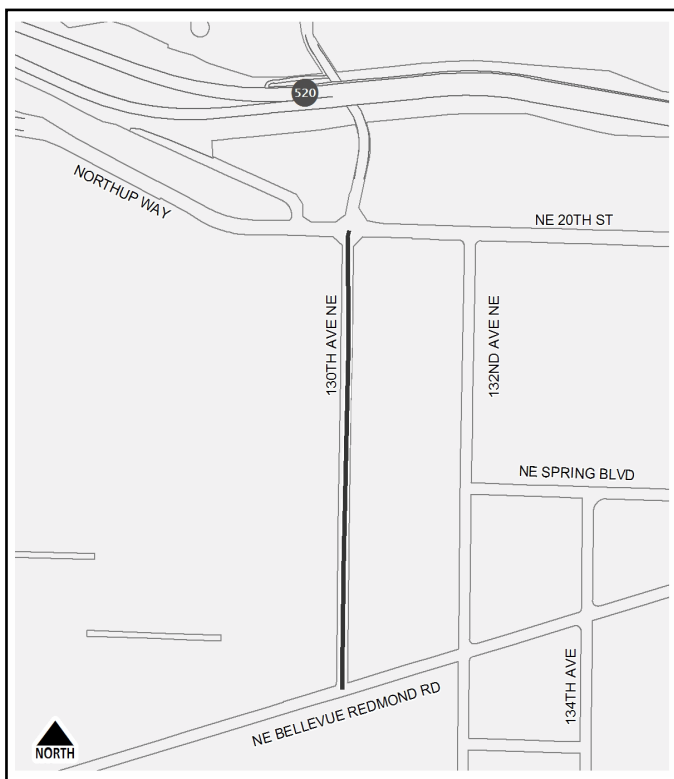
Environmental Impacts

A project specific environmental determination, consistent with federal requirements, will be made during the project design phase.

Operating Budget Impacts

Operating costs will increase due to added street lighting/signal (electricity) and the maintenance of the roadway and landscaping, pending final design and future funding allocated to construct the improvements. Operating costs are estimated at \$50,000

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2013 - 2017	2,788,916

Total Budgetary Cost Estimate: 2,788,916

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	1,500,000
Miscellaneous Revenue	131,000
Transportation Funding	1,157,916

Total Programmed Funding: 2,788,916
Future Funding Requirements:

Comments

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

Category: **Improved Mobility/Connectivity** Status: **Approved Prior**
 Department: **Transportation** Location: **NE Spring Blvd (Zone 1) 116th to 120th Avenues NE**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
31,592,740	8,178,489	14,001,251	800,000	1,828,000	6,785,000	-	-	-

Description and Scope

This project will complete the design and construct a new multi-modal arterial street connection between NE 12th Street/116th Avenue NE and 120th Avenue NE. NE 12th Street will be widened between 116th Avenue NE and the new street connection west of the Eastside Rail Corridor. The planned roadway cross-section for the new arterial street between NE 12th Street and 120th Avenue NE will include two travel lanes in each direction with turn pockets, along with new traffic signals at the NE 12th Street and at 120th Avenue NE intersections. This project will also incorporate other work elements including modifications to the existing NE 12th Street/116th Avenue NE intersection, a separated multi-purpose path along the north side and a sidewalk on the south side, landscaping and irrigation, illumination, storm drainage improvements and water quality treatment, and other underground utilities. The project will be designed and constructed in coordination with Sound Transit so that it may cross over the East Link light rail alignment and Eastside Rail Corridor. The project will be designed to reflect BelRed urban design criteria and will also be coordinated with private development in the vicinity and the development of NE Spring Boulevard - 120th to 124th Avenues NE (Zone 2; CIP Plan No. PW-R-173) and 120th Avenue NE Improvements – NE 12th Street to NE 16th Street (Stage 3; CIP Plan No. PW-R-168). The current project budget is intended to fully fund all phases of the project. The construction phase of the project may be implemented in stages.

Rationale

The NE Spring Boulevard project is one of a number of high priority transportation investments that will improve access, circulation, and mobility options for passenger cars, transit, freight, pedestrians, and bicycles to and between Downtown Bellevue, Wilburton, the new BelRed transit-oriented-development nodes, and the larger city and region. This project in coordination with the extension of NE 4th Street, a widened and realigned 120th Avenue NE corridor, the planned NE 6th Street extension, and a widened and improved 124th Avenue NE corridor have been associated and advanced as part of the Mobility and Infrastructure Initiative (M&I) of 2009. The package of M&I projects was formed to address recent growth, accommodate planned new land use development in the vicinity, and to ensure coordinated design and implementation with the Sound Transit East Link light rail project.

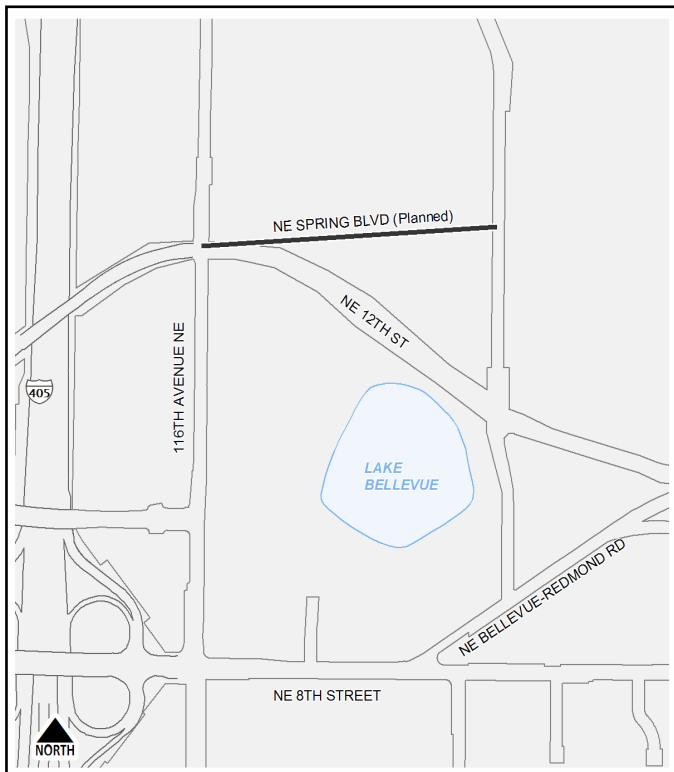
Environmental Impacts

In association with the NE Spring Boulevard Zone 2 project (CIP Plan No. PW-R-173), a corridor specific environmental determination consistent with state (SEPA) and federal requirements (NEPA) has been made in conjunction with the final design of both projects.

Operating Budget Impacts

Operating costs will increase due to added street lighting/signal (electricity) and the maintenance of the roadway and landscaping. An estimated \$75,000 will be required to fund these costs adjusted for inflation annually.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2013 - 2019	31,592,740

Total Budgetary Cost Estimate: 31,592,740

Means of Financing

Funding Source	Amount
Federal Grants	7,217,500
General Taxes & LTGO Bond Proceeds	5,458,500
Intergovernmental Contributions	1,133,000
Private Contributions	900,000
Transportation Funding	6,354,240
Transportation Impact Fees	10,529,500

Total Programmed Funding: 31,592,740
Future Funding Requirements:

Comments

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

Category: **Improved Mobility/Connectivity**
 Department: **Transportation**

Status: **Approved Prior**
 Location: **NE Spring Blvd – 130th to 132nd Avenues NE**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
4,896,963	1,296,962	600,001	-	-	830,000	2,170,000	-	-

Description and Scope

This project will complete the design of the full roadway cross-section and construct transportation system improvements on the westbound lane of a new arterial roadway connection between 130th Avenue NE and 132nd Avenue NE. The project includes traffic signals at the 130th Avenue NE and 132nd Avenue NE that will integrate traffic, pedestrian, and bicycle movements with the Sound Transit East Link Light Rail Transit (LRT) project. The roadway cross-section will include single travel lanes outside the LRT alignment, sidewalks and bicycle facilities, illumination, landscaping and irrigation, storm drainage and water quality treatment, and other underground utilities. The project will be designed and constructed in coordination with Sound Transit and possible transit-oriented development to the immediate north. The 130th Avenue NE LRT station will be located between the westbound and eastbound roadway lanes. The project will be designed to reflect BelRed urban design criteria and will also be coordinated with potential future private development in the vicinity, and designs for 130th Avenue NE – BelRed Road to NE 20th Street (CIP Plan No. PW-R-170) and NE Spring Boulevard – 132nd Avenue NE to NE 20th Street project (CIP Plan No. PW-R-175). Prior to 2015, this project advanced preliminary design of an eastbound lane and other roadway improvements to the south of the planned 130th Avenue NE LRT station.

Rationale

The NE Spring Boulevard project is one of a number of high priority transportation investments that will improve access, circulation, and mobility options for passenger cars, transit, freight, pedestrians, and bicycles to and between the new BelRed transit-oriented-development nodes and the larger city and region. This project, in coordination with the Sound Transit East Link Light Rail project, the planned light rail station between 130th and 132nd Avenues NE, the planned improvements to 130th Avenue NE and extension and improvements to 134th Avenue NE along with other amenities will support the area’s redevelopment, attracting private investment in commercial and residential uses to create entirely new neighborhoods.

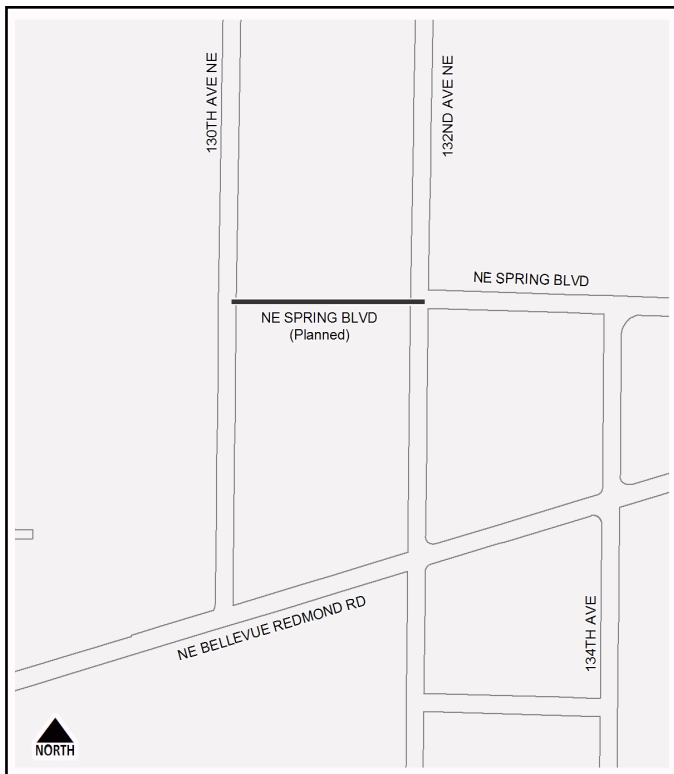
Environmental Impacts

A project specific environmental determination will be made in conjunction with the final design for this project.

Operating Budget Impacts

Operating costs will increase due to added street lighting/signal (electricity) and the maintenance of the roadway and landscaping, pending final design and future funding allocated to construct the improvements. Operating costs are estimated at \$50,000.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2013 - 2021	4,896,963

Total Budgetary Cost Estimate: 4,896,963

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	900,000
Miscellaneous Revenue	185,000
Transportation Funding	211,962
Transportation Impact Fees	3,600,001

Total Programmed Funding: 4,896,963
Future Funding Requirements:

Comments

PW-R-182 Downtown Transportation Plan/NE 6th Street Station Access

Category: **Improved Mobility/Connectivity** Status: **Approved and Begun**
 Department: **Transportation** Location: **Downtown Subarea and vicinity**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
8,700,000	1,250,000	700,000	450,000	600,000	2,000,000	1,200,000	1,200,000	1,300,000

Description and Scope

This project implements the Downtown Transportation Plan (DTP) to improve mobility options for people traveling to/from and within Downtown Bellevue. Significant emphasis is given to improvements that provide exceptional pedestrian and bicycle access to the Downtown light rail stations, in Old Bellevue, and along the Grand Connection. DTP identified intersections that merit “Enhanced” or “Exceptional” treatment to safely accommodate pedestrians. Also, DTP identified and established locations and near-term priorities for new mid-block crossings. To implement the Comprehensive Plan vision for the character of three Downtown roadway corridors – 106th Ave NE, 108th Ave NE and Main St – analysis and community engagement will determine the design of travel lanes, intersections, mid-block crossings, sidewalks, transit and bicycle facilities.

Rationale

Significant growth in the number of people who live and work in Downtown will increase the number of daily trips for all purposes – for many of these trips people will choose to walk, bicycle and ride transit because these are easy ways to get around. Against this backdrop of growth, the average number of vehicle trips is expected to maintain the stability observed through several growth cycles dating to 1990. Light rail stations and RapidRide B serving Downtown Bellevue will attract pedestrians who will use transit for access to jobs, shopping and recreation. Along the Grand Connection, in Old Bellevue and in other Downtown neighborhoods, people are choosing to walk or bicycle for short trips. As a consequence of more people choosing to get around without a car, enhanced infrastructure to accommodate pedestrians, bicyclists and transit riders is needed.

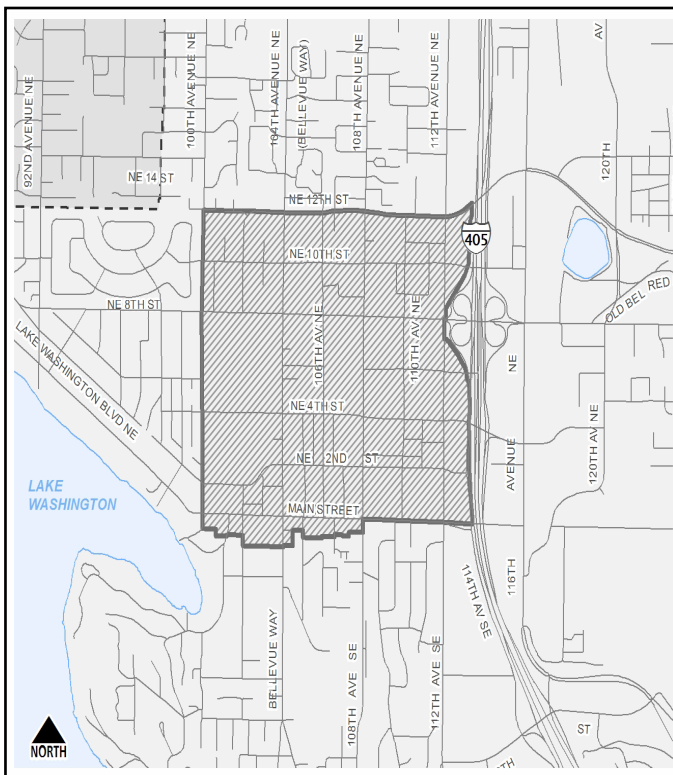
Environmental Impacts

Program funds build projects that are intended primarily to improve mobility, access and safety for pedestrians and bicyclists, with emphasis on access to transit. Projects are implemented on existing improved rights-of-way/easements. Adverse environmental impacts are not expected. Programmatic State Environmental Policy Act (SEPA) documentation is being developed collaboratively through the Downtown Transportation Plan/Downtown Livability Initiative in a SEPA Report for amendments to the Downtown Land Use Code and Subarea Plan.

Operating Budget Impacts

Operating costs for this project will be determined on an as needed basis.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2015 - 2023	8,700,000

Total Budgetary Cost Estimate: 8,700,000

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	8,558,129
Private Contributions	114,910
Real Estate Excise Tax	26,961

Total Programmed Funding: 8,700,000
Future Funding Requirements:

Comments

PW-R-183 West Lake Sammamish Parkway, Phase 2

Category: **Improved Mobility/Connectivity**
 Department: **Transportation**

Status: **Approved Prior**
 Location: **West Lake Samm Pkwy - SE 34th to SE 1700 block**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
8,000,000	-	-	500,000	1,500,000	2,000,000	4,000,000	-	-

Description and Scope

This project will conduct a design alternatives analysis in coordination with the community and other stakeholders, complete design, and includes a placeholder for construction of the second phase of the West Lake Sammamish Parkway corridor improvements, potentially between SE 34th St and approximately the SE 1700 block of the parkway. The design analysis process will confirm phase 2 termini and consider variations to the original scope and/or project implementation methods with the intent of developing less costly alternatives while maintaining the original project objectives.

Due to the length and cost of needed improvements to the overall corridor (5.5 miles), a public engagement process was conducted to develop a scope, pre-design and construction phasing plans for the full corridor. This work and the full implementation of the first phase, completed in 2013, was funded by CIP Plan No. PW-R-141. The ultimate corridor improvement project is intended to provide a consistent 4' shoulder on the east side, a 10.5' northbound vehicle travel lane, a 10' wide southbound vehicle travel lane, a primarily 10' wide multi-purpose trail, and a 2' or 5' wide landscape buffer where space is available. Pedestrian crossings were identified for SE 26th St, Northup Way, NE 24th St, and 5 other locations along the parkway. A signal may be installed at SE 34th St. The project will also make storm drainage, water quality and fish passage improvements as needed throughout the corridor.

Rationale

This project began with the work completed in a joint (Bellevue, Redmond, King County) West Lake Sammamish Parkway Study completed in 1996. Growing traffic volumes and Bellevue's annexation of the long, southern segment of this road provided the impetus for reevaluating the roadway and potential improvements. A new analysis of possible treatments to the Parkway between I-90 and the north Bellevue / Redmond city limits was completed in 2005. The analysis included extensive community outreach and facilitation of public involvement in the development of a preferred conceptual design. Alternatives were developed and analyzed with consideration given to traffic engineering principles, intersection treatments, traffic management, pedestrian and bicycle facilities, private property access, parking, storm drainage and water quality, environmental issues, and existing topographic features such as steep slopes and maintaining native vegetation. The 2009 City of Bellevue Pedestrian and Bicycle Transportation Plan Update identifies improvements to this corridor as a high priority.

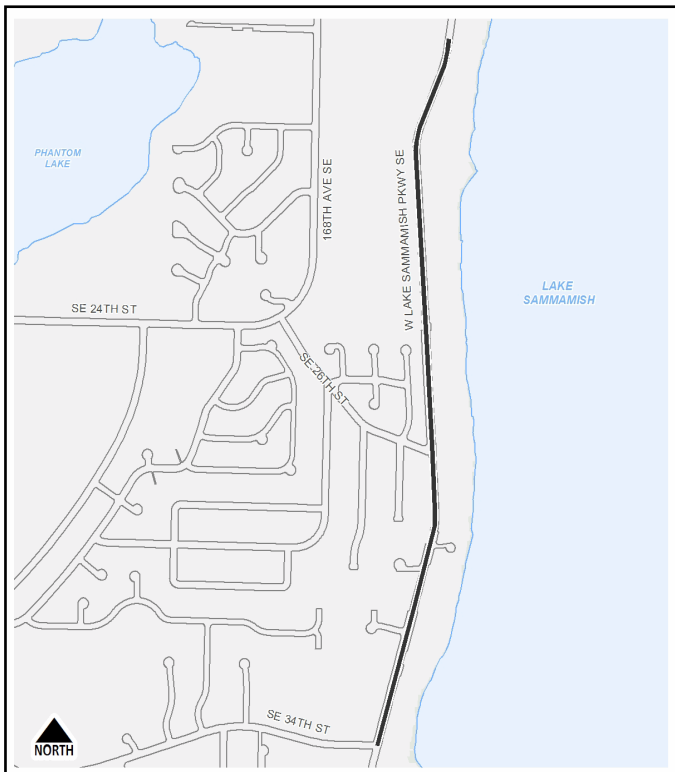
Environmental Impacts

A project specific environmental determination will be made in conjunction with the final design for this this phase of the project.

Operating Budget Impacts

Operating costs for this project will be determined during the project's design phase.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2018 - 2021	8,000,000

Total Budgetary Cost Estimate: 8,000,000

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	8,000,000

Total Programmed Funding: 8,000,000
Future Funding Requirements:

Comments

PW-R-184 Bellevue Way SE HOV Lane - 112th Ave SE 'Y' to I-90

Category: **Improved Mobility/Connectivity**
 Department: **Transportation**

Status: **Approved Prior**
 Location: **Bellevue Way SE HOV Lane-112th Ave SE 'Y' to I-90**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
4,400,000	3,230,000	-	1,170,000	-	-	-	-	-

Description and Scope

This project will develop the design and the environmental documentation needed to construct an inside High Occupancy Vehicle (HOV) lane and an outside sidewalk or shoulder on southbound Bellevue Way SE between the "Y" intersection of 112th Avenue SE and Bellevue Way on the north and the main entrance to the South Bellevue Park & Ride on the south end. The HOV lane segment between the South Bellevue Park & Ride and I-90 will be built by Sound Transit as part of the East Link project. The improvements may extend to all legs of affected intersections to accommodate or optimize the function of the HOV lane.

The design phase will include a public engagement process to help ensure the informed consent of the local community and other stakeholders in the Bellevue Way SE corridor. Future project implementation may occur in phases or include interim facilities dependent upon funding availability and coordination with other capital investments in the area.

Rationale

Bellevue Way SE is a high volume arterial roadway handling over 34,000 vehicles during the average weekday. Southbound PM peak volumes often exceed 2,300 vehicles per hour causing significant congestion for those trying to reach I-90 or the Enatai area. Long traffic backups cause delay in service for buses trying to reach the South Bellevue Park & Ride and points beyond. Implementation of this new HOV lane improves multi-modal access to the South Bellevue Park and Ride and to I-90 helping alleviate overall traffic congestion in that area. It will provide significant benefit to those who use transit, carpool, or vanpool.

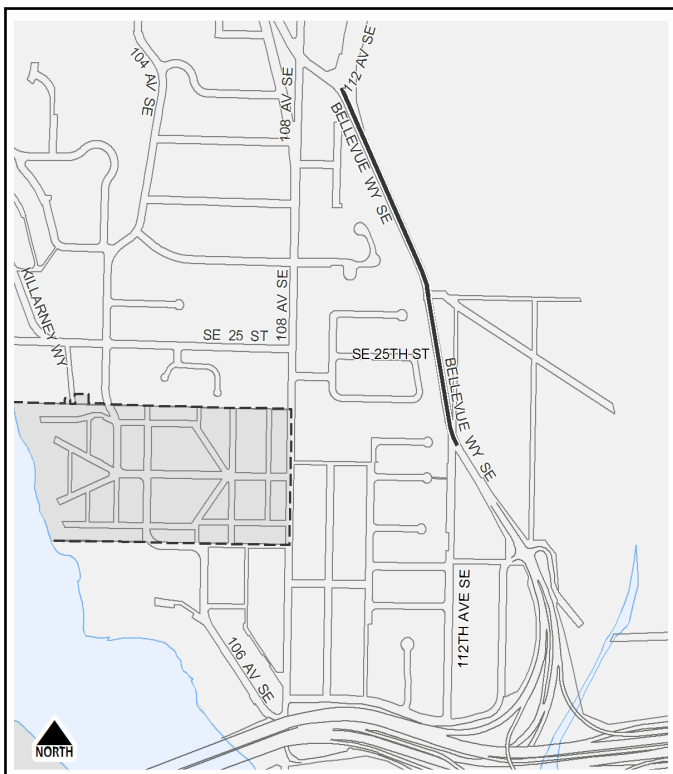
Environmental Impacts

A project specific environmental determination will be made in conjunction with the final design for this project.

Operating Budget Impacts

Operating costs for this project will be determined during the project's design phase.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2015 - 2018	4,400,000
Total Budgetary Cost Estimate:		4,400,000

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	3,230,000
Transportation Impact Fees	1,170,000

Total Programmed Funding: 4,400,000
Future Funding Requirements:

Comments

PW-R-185 Newport Way Improvements - Somerset Blvd-150th Ave

Category: **Improved Mobility/Connectivity**
 Department: **Transportation**

Status: **Approved Prior**
 Location: **Newport Way - Somerset Blvd to 150th Ave SE**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
8,122,929	2,200,000	2,922,929	3,000,000	-	-	-	-	-

Description and Scope

This project budget will conduct a design alternatives analysis in coordination with the community, complete design, and includes a placeholder for construction of the identified roadway and non-motorized improvements to SE Newport Way between Somerset Boulevard and 150th Avenue SE. Specific improvements may include sidewalks on at least one side, pedestrian crossing facilities, if feasible bike lanes on both sides, turn lanes where necessary, and other potential roadway amenities including illumination, landscaping, irrigation, storm drainage and water quality treatments.

Rationale

This section of SE Newport Way is within the area recently annexed into the City from King County. The corridor carries approximately 7,000 vehicles during the average weekday. There are currently very limited pedestrian or bicycle facilities requiring users to navigate very narrow shoulders to walk and bike along this route. Additionally, there are no designated street crossings for users desiring access to the popular destinations including a middle school, a branch of the King County library system, Eastgate Park, and the South Bellevue Community Center. This project is identified as a high priority in the City's 2009 Pedestrian and Bicycle Transportation Plan, and implements the vision outlined in the City's Comprehensive Plan policies.

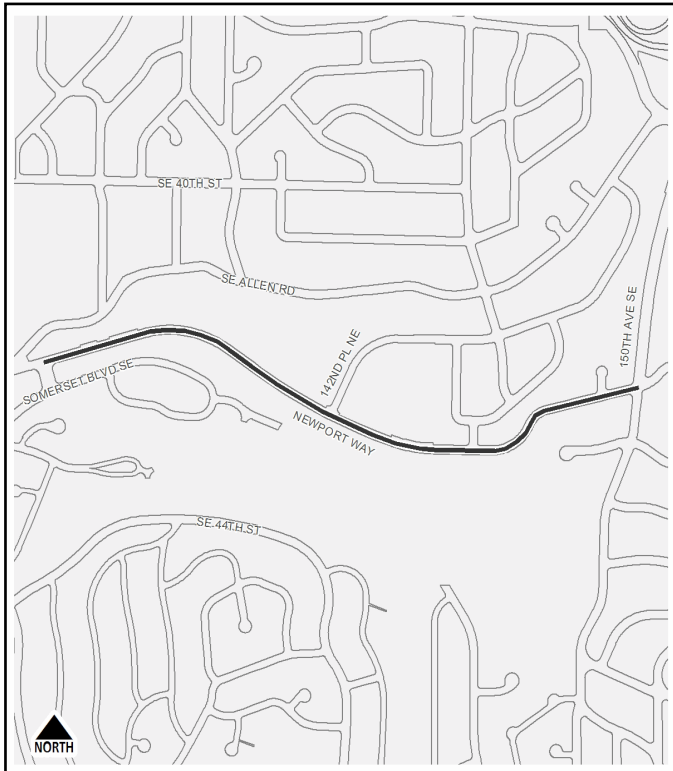
Environmental Impacts

A project specific environmental determination will be made in conjunction with the final design for this project.

Operating Budget Impacts

Operating costs for this project will be determined during the project's design phase.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2015 - 2018	8,122,929

Total Budgetary Cost Estimate: 8,122,929

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	8,122,929

Total Programmed Funding: 8,122,929
Future Funding Requirements:

Comments

PW-R-186 120th Avenue NE Stage 4, NE 16th St to Northup Way

Category: **Improved Mobility/Connectivity**
 Department: **Transportation**

Status: **Approved Prior**
 Location: **120th Ave NE - NE 16th Street to Northup Way**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
1,000,000	500,000	500,000	-	-	-	-	-	-

Description and Scope

This project will develop preliminary design, cost estimates, and update the previously completed environmental documentation needed to evaluate the feasibility and impacts of the widening and realignment of 120th Avenue NE between NE 16th Street and Northup Way. The project will evaluate how the roadway vertical and horizontal realignment may accommodate the planned Sound Transit Operations and Maintenance Satellite Facility (OMSF) and potential Transit Oriented Development on the west side of the roadway corridor. The project will also include evaluation of the NE 16th Street intersection, both sides of 120th Avenue NE, with particular focus on the west side (the south end of the planned OMSF); evaluate the approach alignment and the feasibility of potential extension of NE 16th Street west to 116th Avenue NE.

Rationale

This project builds upon the previously completed 60% design of 120th Avenue NE between NE 12th Street and Northup Way, which maintained the roadway generally within its current alignment (CIP Project PW-R-168). The project is in response to a three-party interagency agreement between the City, King County and Sound Transit, executed in May 2015, that stipulates that the City will be the lead design agency for developing roadway design and alignment alternatives.

Environmental Impacts

Consistent with federal and state environmental requirements, this project obtained NEPA and SEPA environmental approval and will obtain the required City, state and federal permits prior to construction.

Operating Budget Impacts

Operating costs for this project will be determined during the project's design phase.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2017 - 2017	1,000,000

Total Budgetary Cost Estimate: 1,000,000

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	500,000
Transportation Funding	500,000

Total Programmed Funding: 1,000,000
Future Funding Requirements:

Comments

PW-R-188 Franchise Utility Relocation

Category: **Improved Mobility/Connectivity**
 Department: **Transportation**

Status: **Approved Prior**
 Location: **Bellevue Wy SE-S Bellevue P&R to 112th Ave SE 'Y'**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
570,000	427,500	142,500	-	-	-	-	-	-

Description and Scope

This project provides for the City's cost share (40%) for the relocation and undergrounding of franchise utilities along Bellevue Way SE extending from the South Bellevue Park & Ride to the vicinity of the 112th Avenue SE 'Y', which is required for the Sound Transit (ST) East Link project. As defined in the 2015 amended umbrella Memorandum of Understanding (MOU) between ST and the City, ST will reimburse the City for the actual costs incurred.

Rationale

Implementing the 2015 amended umbrella Memorandum of Understanding (MOU) between Sound Transit and the City. The City to enter into a Schedule 74 Construction Agreement with PSE to facilitate undergrounding of PSE facilities. Sound Transit to perform certain work related to undergrounding of PSE facilities and to reimburse the City for all costs associated with the Schedule 74 Construction Agreement with PSE.

Environmental Impacts

An Environmental Impact Statement was prepared for the overall ST East Link Project. This utility relocation work was covered within the scope of the environmental review completed for the larger project.

Operating Budget Impacts

This project has no known impacts to operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2017 - 2017	570,000

Total Budgetary Cost Estimate: 570,000

Means of Financing

Funding Source	Amount
Intergovernmental Contributions	570,000

Total Programmed Funding: 570,000
Future Funding Requirements:

Comments

PW-R-189 TOD, Station Area, and Land Use Planning

Category: **Improved Mobility/Connectivity** Status: **Approved Prior**
 Department: **Transportation** Location: **Multiple**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
2,689,919	1,172,550	411,369	359,000	161,000	165,000	169,000	124,000	128,000

Description and Scope

Utilize in-house and consultant resources to complete plans for the South Bellevue and East Main station areas. Work tasks for South Bellevue will include finalizing the report for City Council action and any additional follow-up from Council related to finalizing the plan. Work tasks for East Main include but are not limited to activities that relate to technical support for the citizen advisory committee (CAC); community and stakeholder outreach; developing and analyzing alternative redevelopment scenarios; traffic analyses; environmental analyses; public engagement; and City Council action and associated staff follow-up.

Implementation of transit-oriented development (TOD) at the two BelRed stations requires in-house and consultant resources to complete agreements with Sound Transit, including transfer of property ownership; coordination with Sound Transit and other agencies, organizations and potential developers on plans for TOD; technical analyses (e.g. market, transportation, environmental); and public engagement.

Rationale

Station area planning and TOD around most of the future Bellevue light rail stations is a priority in the Comprehensive Plan and was a key action identified in the Bellevue Light Rail Best Practices Report. This will wrap up the major work of the station area planning program. Additional planning for areas around future light rail stations will be integrated with other related planning efforts (i.e. Wilburton study, BelRed look-back). The TOD program will focus on achieving TOD at sites around the OMSF and 130th stations that will be developed at or about the same time as East Link becomes operational. TOD is important to achieve the goals of the Comprehensive Plan around future light rail stations and to optimize the investment in East Link and other local infrastructure.

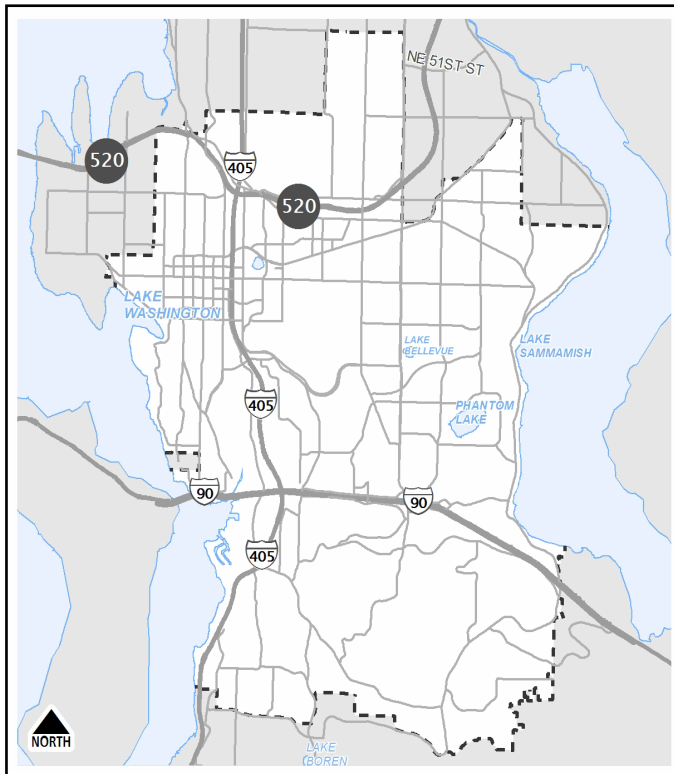
Environmental Impacts

SEPA, including related technical analyses, will be done as needed for individual station area plans and TOD projects.

Operating Budget Impacts

This project has no known impacts to operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2015 - 2023	2,689,919

Total Budgetary Cost Estimate: 2,689,919

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	2,437,919
Miscellaneous Revenue	252,000

Total Programmed Funding: 2,689,919
Future Funding Requirements:

Comments

PW-R-190 124th Avenue NE – NE 8th to NE 12th Street

Category: **Improved Mobility/Connectivity**
 Department: **Transportation**

Status: **Approved Prior**
 Location: **124th Avenue NE – NE 8th Street to NE 12th Street**

Programmed Expenditures

<u>Programmed Expenditures</u>	<u>Appropriated To Date</u>	<u>FY 2017 Budget</u>	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Budget</u>	<u>FY 2023 Budget</u>
919,000	819,000	100,000	-	-	-	-	-	-

Description and Scope

This project advances the design, property acquisition and construction of non-motorized improvements on 124th Ave NE from NE 8th Street to NE 12th St (BelRed Rd). This project will construct a separated multipurpose pathway on both sides; and illumination, landscaping, irrigation, storm drainage and water quality treatment. The project will be designed and constructed to reflect BelRed urban design criteria and to accommodate any new and/or relocation of existing utility infrastructure and will be coordinated with the design and implementation of 124th Ave NE Improvements – NE Spring Blvd to NE 18th St (CIP Plan PW-R-166) and NE 12th Street to Spring Blvd. (CIP Plan PW-R-169). This project completes design of non-motorized improvements on 124th Ave NE between NE 8th and NE 12th Streets. This portion of 124th Ave NE will add a multipurpose pathway on both sides of 124th Ave SE, landscaping, illumination, and utility improvements.

Rationale

The 124th Ave NE project is one of a number of high priority transportation investments that will improve access, circulation, and mobility options for passenger cars, transit, freight, pedestrians, and bicycles to and between Downtown Bellevue, Wilburton, the new BelRed transit-oriented-development nodes, and the larger city and region. This project in coordination with the extension of NE 4th St., a widened and realigned 120th Ave NE corridor, the planned NE 6th Street extension, and the new NE Spring Blvd multi-modal corridor have been associated and advanced as part of the Mobility and Infrastructure Initiative (M&I) of 2009. The package of projects was formed to address recent growth, accommodate planned new land use development in the vicinity, and to ensure coordinated design and implementation with the ST East Link project.

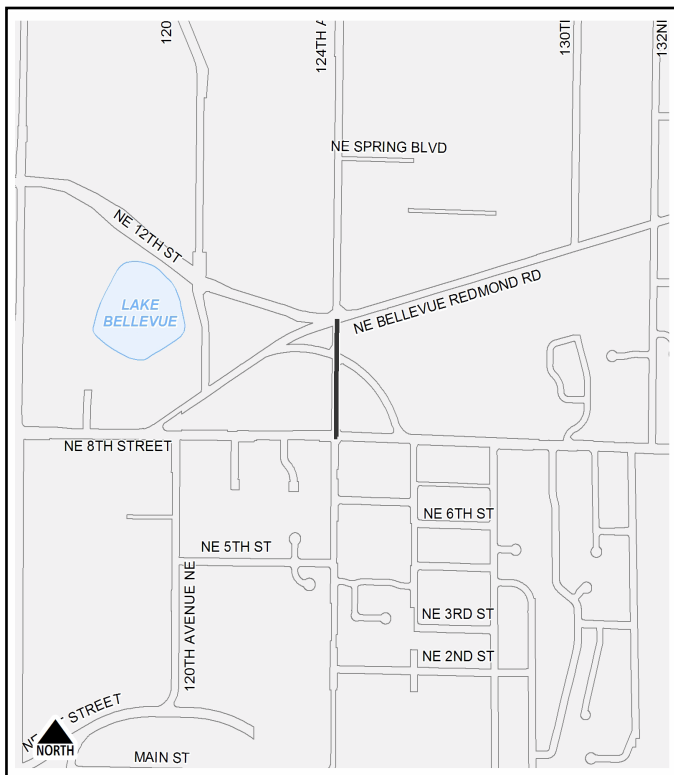
Environmental Impacts

Consistent with state and federal environmental requirements, this project has obtained SEPA and NEPA environmental approvals for the full 124th Ave NE corridor between NE 8th Street and Northup Way. A citywide programmatic environmental review including this project was conducted as part of the citywide 2013-2024 Transportation Facilities Plan update. Programmatic impact and mitigation documentation is included in the 2013-2024 TFP Final Environmental Impact Statement, published in July 2013.

Operating Budget Impacts

Operating costs for this project will be determined during the project's design phase.

Project Map



Schedule of Activities

<u>Project Activities</u>	<u>From - To</u>	<u>Amount</u>
Project Costs	2016 - 2017	919,000
Total Budgetary Cost Estimate:		919,000

Means of Financing

<u>Funding Source</u>	<u>Amount</u>
General Taxes & LTGO Bond Proceeds	919,000

Total Programmed Funding: 919,000
Future Funding Requirements:

Comments

PW-R-191 124th Avenue NE/Ichigo Way (NE 18th St) to Northup Way

Category: **Improved Mobility/Connectivity**
 Department: **Transportation**

Status: **Approved Prior**
 Location: **124th Avenue NE – Ichigo Way to Northup Way**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
2,560,000	720,000	1,840,000	-	-	-	-	-	-

Description and Scope

This project provides design funding for improvements to 124th Avenue NE between Ichigo Way (NE 18th Street) and Northup Way, which will include travel lanes, turn lanes, street lighting, traffic signals, sidewalk facilities, culvert replacement, wetland and critical area mitigation, landscaping, underground utilities, urban design treatments, and provisions for gateways. This project also provides funding to finish design for a multipurpose pathway on the west side between NE 16th Street and Ichigo Way and replaces existing City of Seattle transmission towers with mono-tube towers. The project will also support evaluating environmental and open-space enhancements/trail connections along the West Tributary regional detention facilities.

Rationale

The 124th Avenue NE project is one of a number of high priority transportation investments that will improve access, circulation, and mobility options for passenger cars, transit, freight, pedestrians, and bicycles to and between Downtown Bellevue, Wilburton, the new BelRed transit-oriented-development nodes, and the larger city and region. This project in coordination with the extension of NE 4th Street, a widened and realigned 120th Avenue NE corridor, the planned NE 6th Street extension, and the new NE 15th/16th Street multi-modal corridor have been associated and advanced as part of the Mobility and Infrastructure Initiative (M&I) of 2009. The package of projects was formed to address recent growth, accommodate planned new land use development in the vicinity, and to ensure coordinated design, implementation, and appropriate cost sharing with the Sound Transit East Link light rail project. Ultimately, the scope of improvements will increase roadway capacity by adding north/south travel lanes to address the projected 2,100 vehicle p.m. peak trips, further reducing delay and congestion to the south and east. The improvements reflect the approximate 3,000,000 to 4,000,000 square feet of new office development and 1,000 multi-family dwelling units within a 36 acre area identified as the "Spring District" and improve access to/from SR 520.

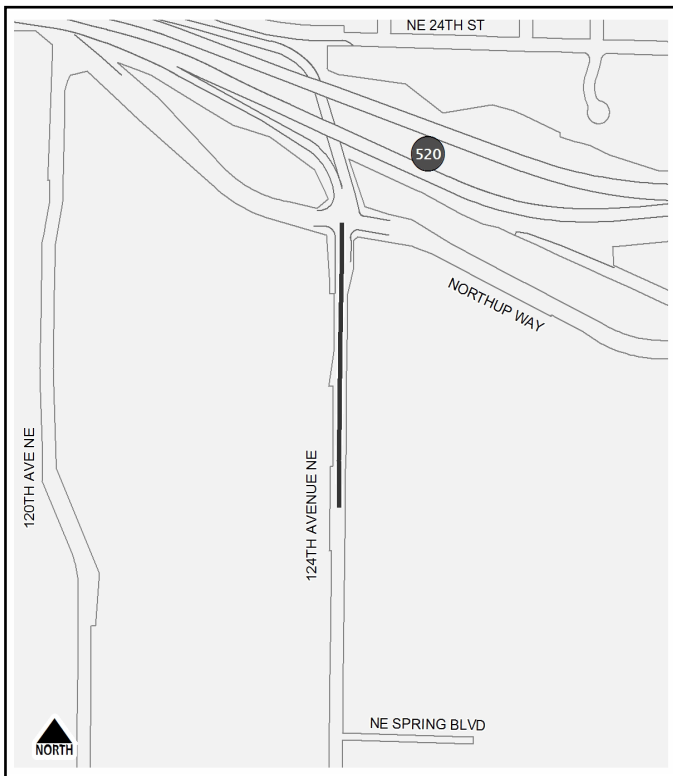
Environmental Impacts

A project specific environmental determination, consistent with federal requirements, has been completed. A citywide programmatic environmental review including this project was conducted as part of the Transportation Facilities Plan update.

Operating Budget Impacts

Operating costs for this project will be determined during the project's design phase.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2016 - 2017	2,560,000

Total Budgetary Cost Estimate: 2,560,000

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	2,560,000

Total Programmed Funding: 2,560,000
Future Funding Requirements:

Comments

PW-R-192 124th Avenue NE at SR 520

Category: **Improved Mobility/Connectivity** Status: **New**
 Department: **Transportation** Location: **SR-520 and 124th Avenue NE**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
250,000	-	-	250,000	-	-	-	-	-

Description and Scope

This project will allow the city to coordinate with WSDOT on the planning, design, environmental and potential implementation of interchange improvements at SR-520 and 124th Avenue NE.

Rationale

Although WSDOT funding (\$40.9 million) isn't programmed until 2018, it is a city council desire that this funding be advanced to the extent possible to support anticipated development in the BelRed area. Project funding to coordinate with or advance early implementation is needed.

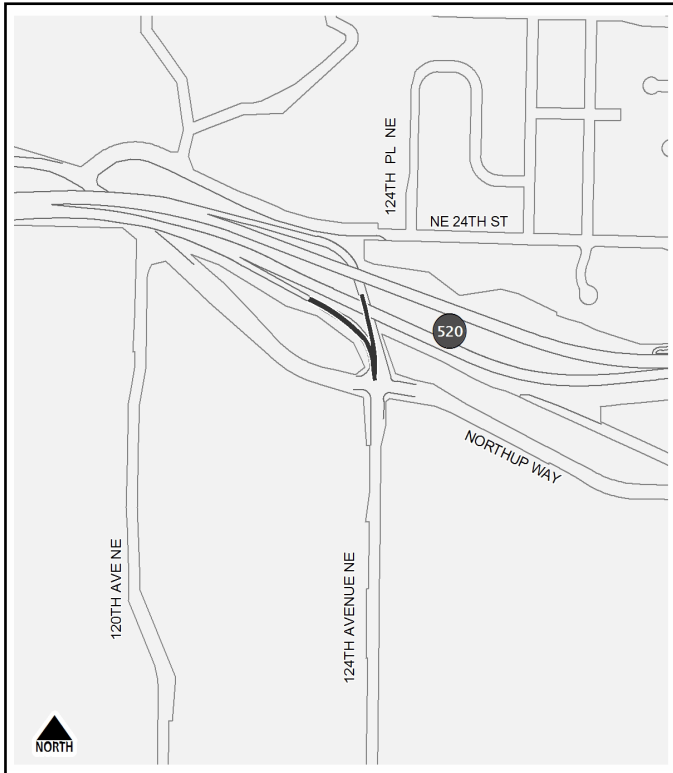
Environmental Impacts

Project-specific environmental work is being performed by WSDOT

Operating Budget Impacts

Operating costs for this project will be determined during the project's design phase.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2018 - 2018	250,000

Total Budgetary Cost Estimate: 250,000

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	250,000

Total Programmed Funding: 250,000
Future Funding Requirements:

Comments

PW-R-193 BelRed Corridor Local Street Network

Category: **Improved Mobility/Connectivity** Status: **New**
 Department: **Transportation** Location: **BelRed subarea**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
432,000	-	432,000	-	-	-	-	-	-

Description and Scope

This project will fund the additional planning and preliminary engineering necessary so that the precise street and right of way needs and locations can be documented and communicated for each BelRed Corridor parcel or group of parcels at the time of development. The BelRed Subarea Plan and the Land Use Code identify an idealized small block size of 300 feet on each face which may be adjusted for factors including current parcel configurations, existing streets, and natural features such as streams, topography, and other geographic elements. The identification of a preferred street network will also consider detailed attributes such as the location of existing or necessary utilities, curb cuts, and property access easements. The project will also include an alignment study for extending 143rd Ave NE from its terminus north of BelRed Rd to the existing signal at 143rd and NE 20th St, as well as layout of a new turn lane and signal at NE 20th Place and BelRed Road. The extension road is anticipated to be a 25 mph, two lane roadway with bicycle accommodation, planters, and sidewalks on both sides. Turn lanes will be included at the traffic signals, and possibly midblock if warranted.

Rationale

The BelRed Plan requires the progressive development of a network of new local streets to unlock development potential and to create walkable, attractive neighborhoods. During the BelRed Planning process the Planning Commission reviewed a potential new street grid, this resulted in a planned street network adopted into the BelRed Subarea Plan and zoning code that requires new development to contribute toward build out of the local street network. However, while the plan for new local streets considered a number of factors, it was conducted at the subarea-wide level and was unable to review very detailed attributes, such as the location of utilities, existing curb cuts, and property access easements. In some locations, a prescriptive design will be required due to overall street requirements. In other cases, a design template will provide guidance that may be adapted on a case-by-case basis depending on the nature of the development. There are currently no public roadways connecting BelRed Rd and NE 20th St for the ½ mile stretch between 140th Ave NE and 148th Ave NE. The installation of a signal and turn lane at BelRed/NE 20th Place, and extension of the existing roadway that currently ends near the Highland Center through the Ross Plaza site to connect to the existing traffic signal at NE 20th St and 143rd would address this lack of connectivity concern. Benefits would include better connectivity between two major arterials in the Overlake area (BelRed Rd and NE 20th St), which would result in better circulation, less vehicle miles traveled, better business access, and better pedestrian and bicycle access and connections. The proposed extension of 143rd has interdepartmental support due to its benefits, has been established as a TFP project (TFP-264), and is anticipated to be included in the comprehensive plan as part of the BelRed look back process now underway.

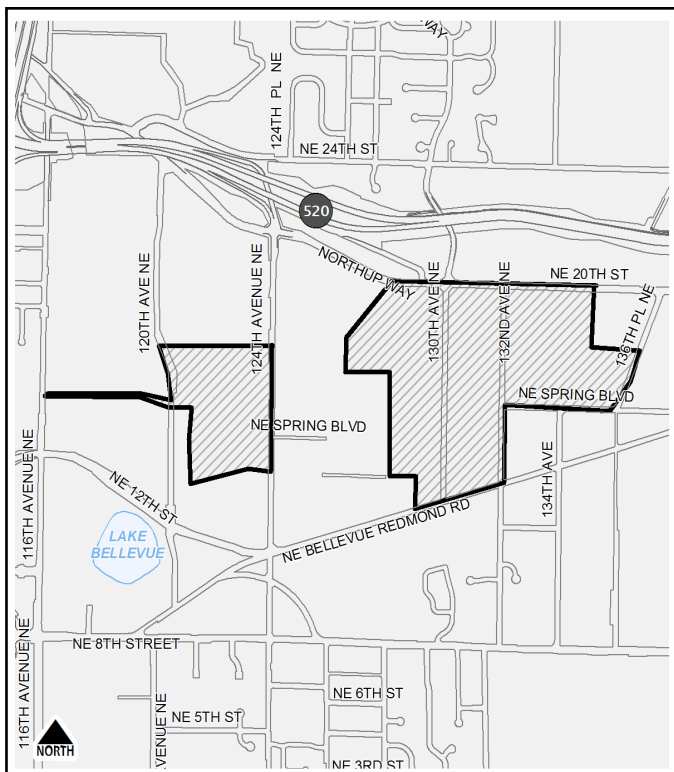
Environmental Impacts

There are no environmental impacts associated with this study.

Operating Budget Impacts

This project has no known impacts to operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2017 - 2017	432,000
Total Budgetary Cost Estimate:		432,000

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	432,000

Total Programmed Funding: 432,000
Future Funding Requirements:

PW-R-194 West Lake Sammamish Parkway Phase 3

Category: **Improved Mobility/Connectivity** Status: **New**
 Department: **Transportation** Location: **West Lake Sammamish Parkway TBD**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
1,000,000	-	-	-	-	-	-	-	1,000,000

Description and Scope

The project will conduct a design alternatives analysis in coordination with the community and other stakeholders, select a preferred design alternative, and develop preliminary engineering of the third phase of the West Lake Sammamish Parkway corridor improvements (of five anticipated phases.) The design analysis process will confirm phase 3 termini and consider variations to the original scope and/or project implementation methods with the intent of developing less costly alternatives while maintaining the original project objectives.

Due to the length and cost of needed improvements to the overall corridor (5.5 miles), a public engagement process was conducted to develop a scope, pre-design and construction phasing plans for the full corridor. This work and the full implementation of the first phase, completed in 2013, was funded by CIP Plan No. PW-R-141. The ultimate corridor improvement project is intended to provide a consistent 4' shoulder on the east side, a 10.5' northbound vehicle travel lane, a 10' wide southbound vehicle travel lane, a primarily 10' wide multi-purpose trail, and a 2' or 5' wide landscape buffer where space is available. Pedestrian crossings were identified for SE 26th St, Northup Way, NE 24th St, and 5 other locations along the parkway. A signal may be installed at SE 34th St. The project will also make storm drainage, water quality and fish passage improvements as warranted throughout the corridor.

Rationale

This project began with the work completed in a joint (Bellevue, Redmond, King County) West Lake Sammamish Parkway Study completed in 1996. Growing traffic volumes and Bellevue's annexation of the long, southern segment of this road provided the impetus for reevaluating the roadway and potential improvements. A new analysis of possible treatments to the Parkway between I-90 and the north Bellevue / Redmond city limits was completed in 2005. The analysis included extensive community outreach and facilitation of public involvement in the development of a preferred conceptual design. Alternatives were developed and analyzed with consideration given to traffic engineering principles, intersection treatments, traffic management, pedestrian and bicycle facilities, private property access, parking, storm drainage and water quality, environmental issues, and existing topographic features such as steep slopes and maintaining native vegetation. The City of Bellevue Pedestrian and Bicycle Transportation Plan identifies improvements to this corridor as a high priority.

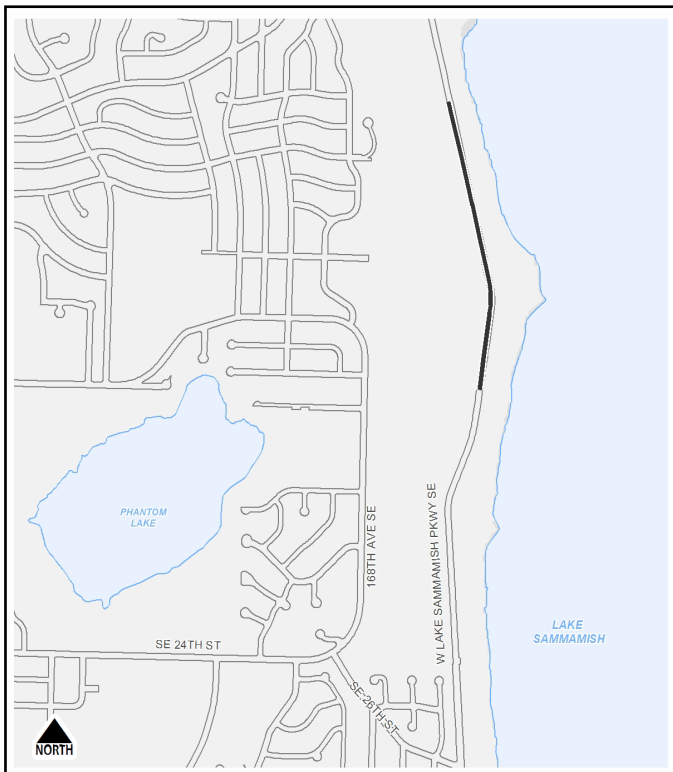
Environmental Impacts

A project specific environmental determination will be made in conjunction with the final design for this this phase of the project.

Operating Budget Impacts

Operating costs for this project will be determined during the project's design phase.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2023 - 2023	1,000,000

Total Budgetary Cost Estimate: 1,000,000

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	1,000,000

Total Programmed Funding: 1,000,000
Future Funding Requirements:

Comments

PW-W/B-56 Pedestrian and Bicycle Access and Connections

Category: **Improved Mobility/Connectivity** Status: **Approved Prior**
 Department: **Transportation** Location: **Various**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
11,600,175	8,236,176	439,999	453,000	467,000	480,000	493,000	508,000	523,000

Description and Scope

This program improves access and connections for people walking and bicycling. Projects funded through this program enhance mobility for everyone and simultaneously promote community health and foster environmental sustainability. Program funds build discrete small projects and may be used to leverage grants, and to enable partnerships with other City programs, agencies, or the private sector to construct larger-scale projects.

Rationale

Through this program the City responds to citizen requests, emerging needs and partnering opportunities to construct small-scale non-motorized transportation projects. Program priorities – derived from policy support in the Transportation Element of the Comprehensive Plan – are to provide access and to enhance connections for people walking and bicycling to schools, shopping, jobs, transit, parks and other destinations.

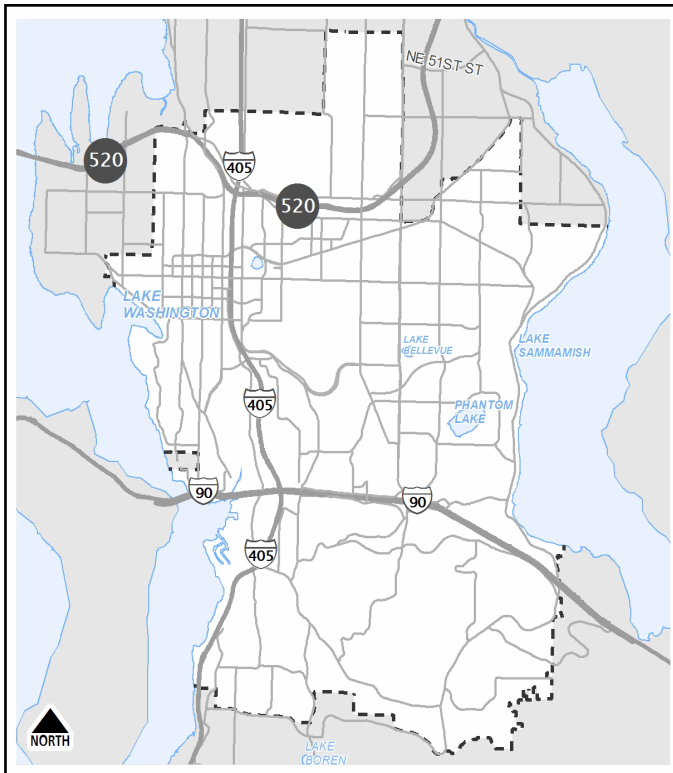
Environmental Impacts

Environmental impacts are minimal and are addressed as appropriate on a location-by-location basis.

Operating Budget Impacts

Operating costs for this program will be determined on an as needed basis.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2000 - 2023	11,600,175

Total Budgetary Cost Estimate: 11,600,175

Means of Financing

Funding Source	Amount
Charges for Services	1,646
Developer Contributions	30,000
Federal Grants	1,025,568
General Taxes & LTGO Bond Proceeds	4,423,857
Intergovernmental Contributions	603,829
State Grants	92,092
Transportation Funding	5,423,183

Total Programmed Funding: 11,600,175
Future Funding Requirements:

Comments

PW-W/B-76 Neighborhood Sidewalks

Category: **Improved Mobility/Connectivity** Status: **Ongoing**
 Department: **Transportation** Location: **Various**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
14,181,144	5,777,260	1,098,884	1,131,000	1,167,000	1,200,000	1,232,000	1,269,000	1,306,000

Description and Scope

This program funds the community outreach, design, and construction of sidewalk projects in neighborhoods throughout the city. Neighborhood sidewalks are pedestrian facilities connecting neighborhood residents to neighborhood destinations including housing, parks, schools, shopping and services, employment, and the transit and school bus systems. Individual projects are selected in part based on strong and sustained community support demonstrated through other programs and public processes. Project costs, typically in the range between \$500,000 and \$2,000,000, exceed the financial capacity of ongoing minor capital programs like Pedestrian and Bicycle Access and Connections (CIP Plan No. PW-W/B-56), but the projects often do not compete well for stand-alone CIP project funding.

Rationale

This program helps to accomplish the department's mission to provide a safe and efficient transportation system that supports livable neighborhoods and a vital economy in partnership with the community. The program is designed to respond to identified neighborhood priorities for sidewalk facilities that may not otherwise compete for citywide CIP funding. Consistent with city policy, priority is given to neighborhood sidewalk segments that address safety issues; provide access to activity centers such as schools, parks, and commercial areas; provide accessible linkages to transit and school bus systems; complete planned pedestrian and bicycle facilities; and, provide system connectivity.

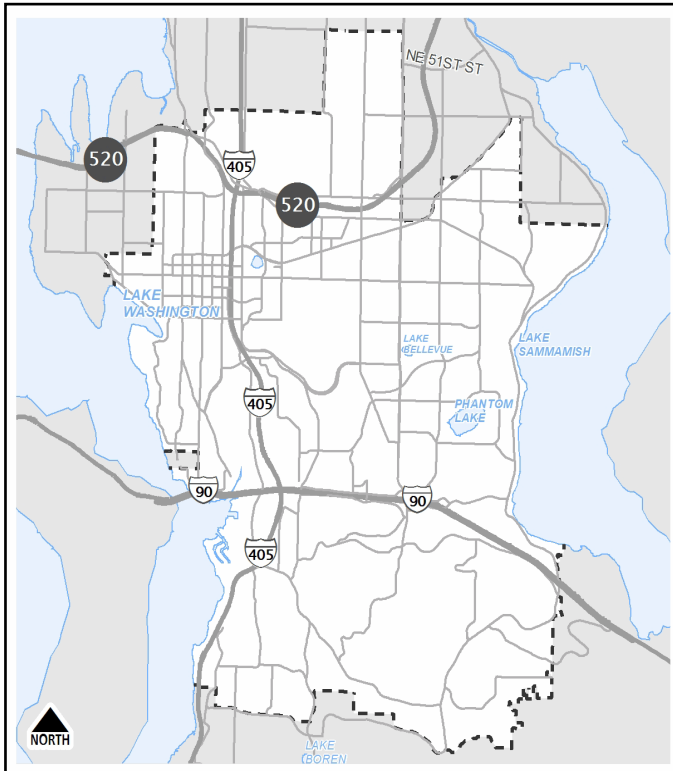
Environmental Impacts

Project specific environmental determinations will be made for each individual project in conjunction with its final design phase.

Operating Budget Impacts

Operating costs for this program will be determined on an as needed basis.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	14,181,144

Total Budgetary Cost Estimate: 14,181,144

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	2,568,616
General Taxes & LTGO Bond Proceeds	11,612,528

Total Programmed Funding: 14,181,144
Future Funding Requirements:

Comments

PW-W/B-78 Mountains to Sound Greenway Trail

Category: **Improved Mobility/Connectivity**
 Department: **Transportation**

Status: **Approved Prior**
 Location: **I-90 Corridor - Factoria Blvd SE to Lakemont Blvd**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
3,449,173	2,545,830	407,343	496,000	-	-	-	-	-

Description and Scope

This project will advance the design of priority segments of the Mountains to Sound Greenway Trail between Factoria Blvd SE and Lakemont Blvd SE. This project will continue work initiated by the Mountains to Sound Greenway Trail Design Study, completed in 2012 with funding from the Pedestrian and Bicycle Access Improvements program (CIP Plan No. PW-W/B-56). Trail design will typically include a 12 foot wide, hard surface cross-section. Various trail corridor segments will include additional design elements that may include trailhead treatments, way-finding and signage; planted roadway medians, street trees, and/or landscaped trail buffers; bridges, crosswalks, and mid-block crossings; lighting, trail furniture, and public art; and natural storm drainage practices. The current project budget is intended to fully fund the design phase for all at-grade segments between Factoria Blvd and Lakemont Blvd, and the design of grade separated crossings of Factoria Blvd and the interchange ramps between I-405, I-90, and Factoria Blvd. Future project implementation may occur in phases or include interim facilities dependent upon funding availability and coordination with other public capital investments or private developments along the project alignment.

Rationale

This project will complete the design of segments of the Mountains to Sound Greenway Trail within Bellevue. There is currently a 3.6 mile gap in the Greenway Trail between Factoria Blvd and Lakemont Blvd. Bellevue's Comprehensive Plan identifies the need to address the "Eastgate Gap" and "integrate into the designs of frontage roads along the I-90 freeway corridor the Mountains-to-Sound Greenway concept." (Policy UD-53) The desire to improve multi-modal facilities in order to provide safe transportation alternatives for commuters and recreational users is recognized in the vision outlined in the 2009 Pedestrian & Bicycle Transportation Plan and the City's Comprehensive Plan policies. Fully completed design plans and cost estimates will make the project more competitive for grants or other sources of implementation funding. The relocation of the trail from the eastbound I-90 off-ramp is intended to address traffic safety concerns associated with the off-ramp in this location, to engage WSDOT, and to advance a permanent alternative trail alignment to address the concerns.

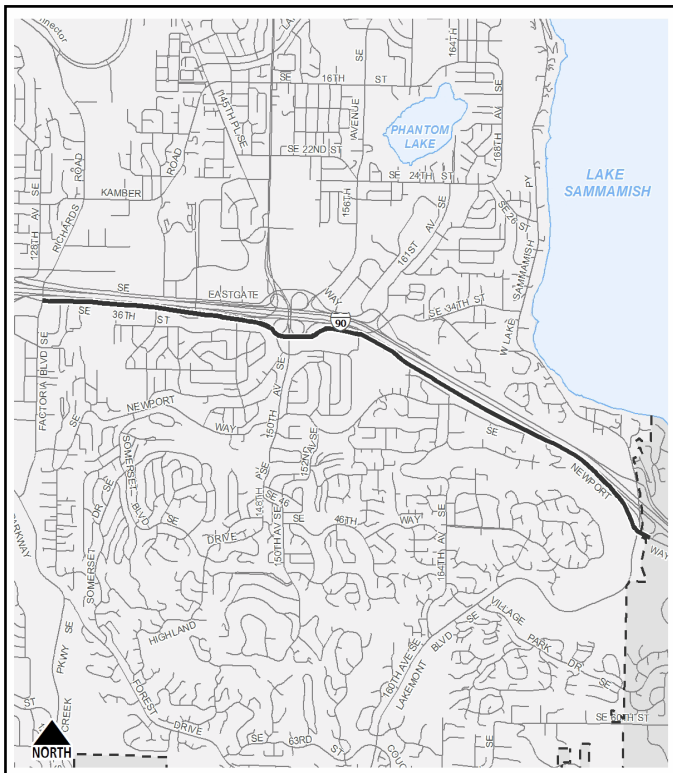
Environmental Impacts

A project specific environmental determination, consistent with state and federal requirements, will be made in conjunction with the final design for this project.

Operating Budget Impacts

Operating costs for this project will be determined during the project's design phase.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2013 - 2018	3,449,173

Total Budgetary Cost Estimate: 3,449,173

Means of Financing

Funding Source	Amount
Federal Grants	1,660,000
General Taxes & LTGO Bond Proceeds	102,000
Miscellaneous Revenue	407,343
Real Estate Excise Tax	220,104
Transportation Funding	1,059,726

Total Programmed Funding: 3,449,173
Future Funding Requirements:

Comments



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2017-2023 Adopted CIP: Improved Mobility and Connectivity

Combined, Completed Projects

CIP Plan Number	Project Name	(\$000s) Total Estimated Cost
PW-I-92	Lakemont Blvd and Cougar Mountain Way Improvements	1,360
PW-R-141	West Lake Sammamish-SE 34th St to	9,812
PW-R-161	120th Ave NE Stage 1	8,679
PW-R-171	134th Ave NE-NE Spring Boulevard to NE 20th St	267
PW-R-175	NE Spring Blvd & 136th Pl NE - 132nd Ave to NE 20th S	-
PW-R-176	Downtown Transportation Plan Implementation	800
PW-R-180	Annexation Area Transportation Capital	1,069
	Total	21,986



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2017-2023 Capital Investment Program Plan

Responsive Government

The Responsive Government outcome consists of projects that are considered to be of general municipal benefit. These projects include information technology projects and City facility investments.

Information technology (IT) investments implement projects that are aligned with the City's Technology Strategic plan and technology standards, encourage collaboration, and curtail uncontrolled proliferation of standalone systems.

Facility investments provide for compliance with legal mandates, improve health and/or safety, and maintain the existing infrastructure to preserve the City's large capital facility investment, improve asset utilization, and support the delivery of City services and programs

Note: In adopting the 2017-2023 CIP, the City Council did not specifically identify projects to be funded by General Taxes vs. Bond Funding. Since both General Taxes and long-term general obligation bond proceeds are fungible means of project financing, some of the following project description pages have combined these funding sources into a single line. As the City enacts the adopted financing strategy, specific projects will be identified as recipients of the associated proceeds.



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2017-2023 Adopted CIP: Responsive Government

Funded CIP Projects

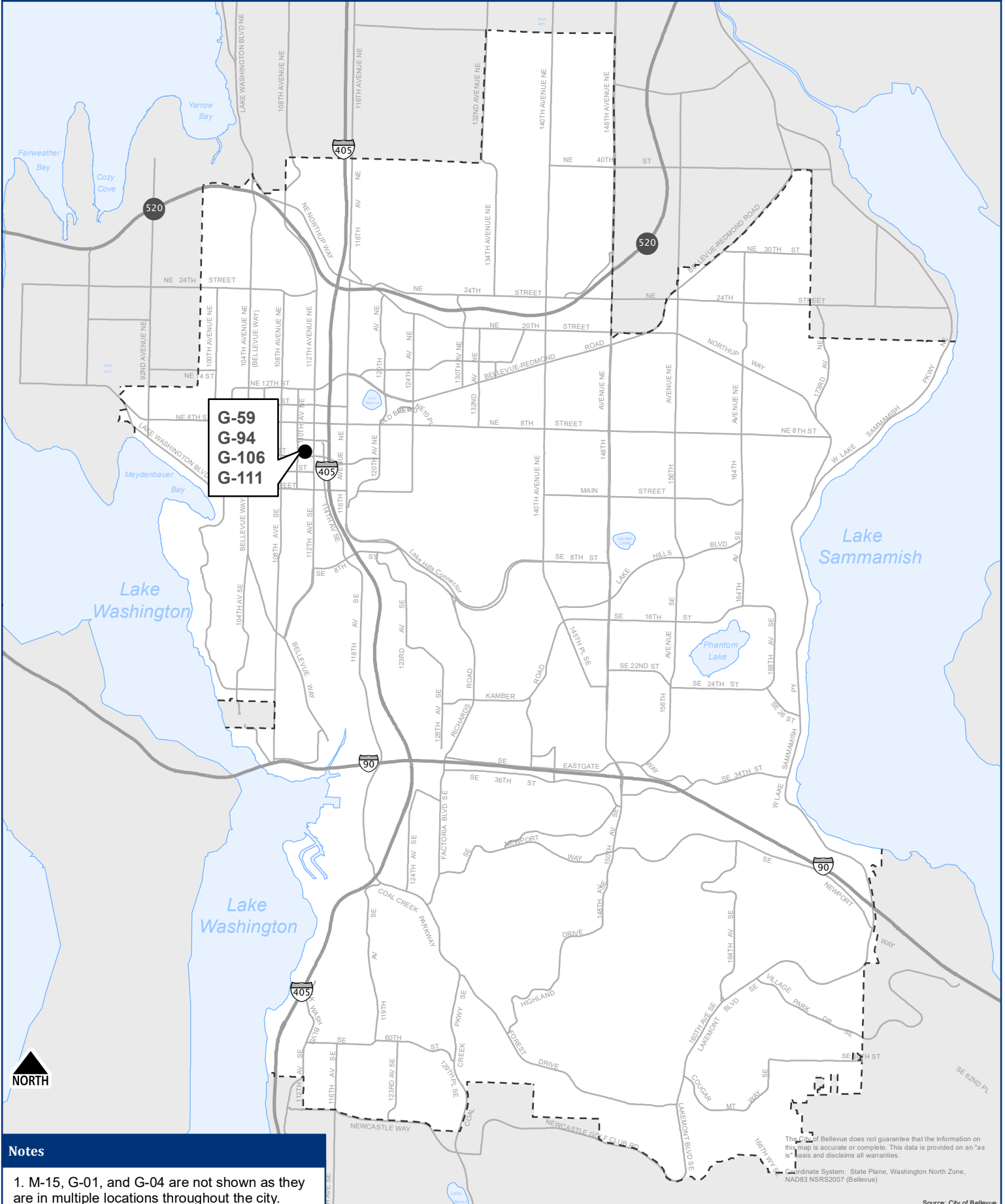
CIP Plan Number	Project Title	\$ in 000s	
		2017-2023 Project Cost	Total Estimated Cost
G-01	COB Fuel System Replacement	725	995
G-04	Hearing Accessibility for Public Spaces	240	480
G-59	JDE System Upgrade and Enhancements	1,123	15,750
G-94	Enterprise Application Replacement Reserve	6,400	6,900
G-106	Interlocal Council Contingency	1,118	1,118
G-111	Long-Range Property & Facilities Plan	280	280
PW-M-15	Wetland Monitoring	354	495
	Total Responsive Government	10,241	26,019



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Responsive Government CIP Projects 2017 - 2023

2017 - 2028 City of Bellevue Budget



Notes

1. M-15, G-01, and G-04 are not shown as they are in multiple locations throughout the city.

The City of Bellevue does not guarantee that the information on this map is accurate or complete. This data is provided on an "as is" basis and disclaims all warranties.
 Coordinate System: State Plane, Washington North Zone, NAD83 NSRS2007 (Bellevue)

Source: City of Bellevue



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G-01 City Fuel System Replacement

Category: **Responsive Government**
 Department: **Civic Services**

Status: **Approved Prior**
 Location: **Various throughout the City.**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
995,000	270,000	250,000	125,000	350,000	-	-	-	-

Description and Scope

This project will replace 11 of the City's aging fuel pumps, fuel lines, and some metal underground storage tanks with equipment that is compatible with alternative fuels. This equipment will support the City in meeting State regulations that mandate the use of alternative fuels.

Rationale

Much of this equipment was installed in the late 1980s and early 1990s using CIP projects to replace equipment that no longer met environmental regulatory requirements. These tanks support the daily operations for all departments as well as emergency operations for Police, Fire, Utilities, Parks, and Civic Services. Most of the existing equipment has reached the end of its useful life and should be replaced with equipment that meets the City's future needs. Much of this older equipment must be replaced to allow for the use of alternate fuels to meet the Green House Gas initiative and support the development of alternate fuels.

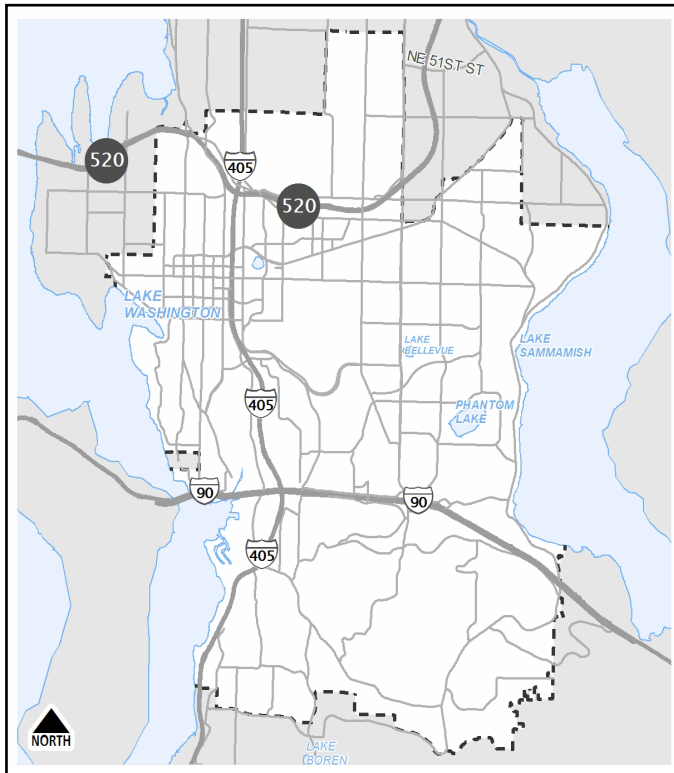
Environmental Impacts

Replacement of this equipment will reduce the potential for fuel spills or leaks from exiting tanks as well as assist in reducing our carbon footprint and meet government mandates.

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2015 - 2019	995,000
Total Budgetary Cost Estimate:		995,000

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	641,504
Miscellaneous Revenue	123,836
Operating Transfers In	229,660

Total Programmed Funding: 995,000
Future Funding Requirements:

Comments

G-04 Hearing Accessibility for Public Spaces

Category: **Responsive Government**
 Department: **Civic Services**

Status: **Approved Prior**
 Location: **Various locations throughout the city.**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
480,000	240,000	-	120,000	120,000	-	-	-	-

Description and Scope

Assess, install or update hearing assistance systems in public meeting spaces in five Community Centers, Bellevue Botanical Garden, customer service counters in Mini City Hall, Police and Probation, and various other locations.

Rationale

The City of Bellevue believes that providing full access for all its constituents is vital. Completing the next phase of this project will deliver hearing accessibility services and tools that residents have asked for. It also supports Bellevue's compliance with the Americans with Disabilities Act (ADA) requirements to provide effective communication, and promotes equitable, accessible and inclusive service for the public.

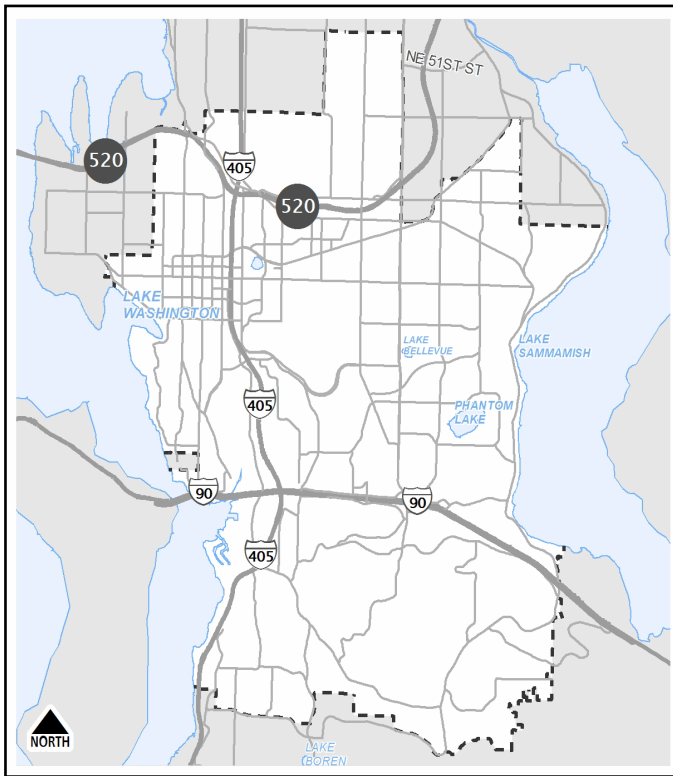
Environmental Impacts

N/A

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2015 - 2019	480,000

Total Budgetary Cost Estimate: 480,000

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	480,000

Total Programmed Funding: 480,000
Future Funding Requirements:

Comments

G-59 JDE System Upgrades and Enhancements

Category: **Responsive Government**
 Department: **Finance**

Status: **Approved Prior**
 Location **City Hall**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
15,750,349	14,626,949	315,000	308,400	300,000	50,000	50,000	50,000	50,000

Description and Scope

This project (G-59) originally provided for the replacement of the City's financial and human resource systems with the JD Edwards ERP system. The current CIP introduces funding to upgrade and enhance the City's Financial ERP system. This upgrade will extend its life to 2019, maintain full vendor (Oracle) support in compliance with tax laws and leverage new functionality. Planned enhancements take advantage of new functionality, previously included in the original project scope but delayed due to software and process limitations. The availability of funding for enhancements is frequently necessary to achieve efficiencies identified during process improvement efforts. This project includes funding to complete system work requests for PRAXIS, the B&O Tax and Business License system. These requests have accumulated since the system was released in 2013 due to inadequate funding. The backlog will be completed with this investment and updated to keep pace with tax changes.

This project equips Accounting and Budgets with a tool to better enable financial and budget reporting to the public. The tool will help simplify the organization and assembly of hundreds of pages of documentation into high quality reports.

Finally, this project includes a full suite, talent management system with tools in demand by new entrants into the workforce. Remaining competitive by following industry best practices in a high demand market involves offering the workforce these essential tools to leverage their potential.

Rationale

A stable and accurate Finance and Human Resources System provides information required for financial planning, financial management and enabling the workforce to achieve their potential. This system equips the organization with the technology to perform financial management and conduct financial operations in a timely, consistent, and predictable manner. It disburses over 35,000 paychecks and 30,000 vendor payments and collects ~14% of the City's revenue annually. With investment in improved Human Resources talent management components, we will have a system better aligned with the needs of a changing workforce. Without a system to manage thousands of financial and personnel transactions, we would be severely challenged to control risk and liability, provide accountability for financial operations and enable personnel to deliver effective results.

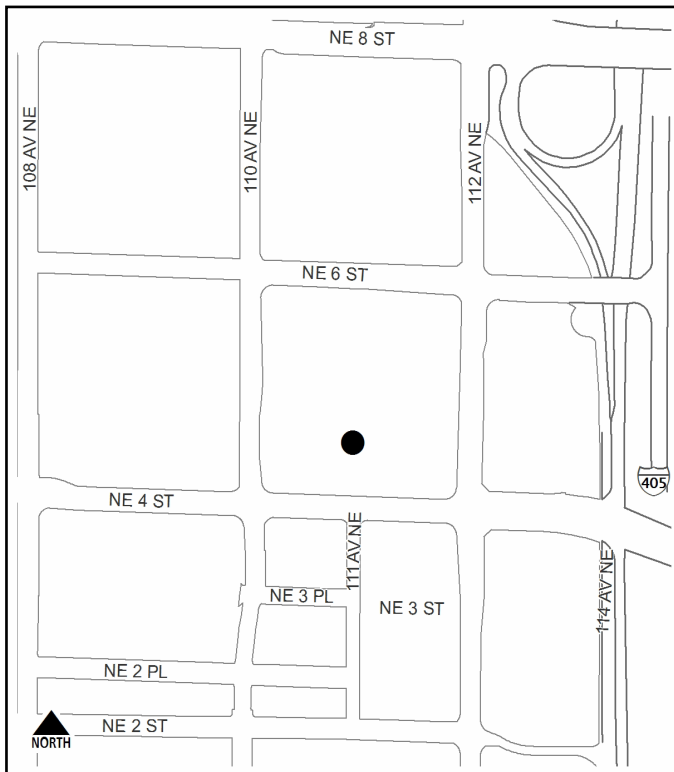
Environmental Impacts

N/A

Operating Budget Impacts

Past experience indicates there are no M&O costs specific to individual enhancements. M&O costs for JDE are aggregated and managed under a IT department services contract.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2003 - 2023	15,750,349

Total Budgetary Cost Estimate: 15,750,349

Means of Financing

Funding Source	Amount
Contributions from Other City Funds	582,162
General Taxes & LTGO Bond Proceeds	11,890,577
Miscellaneous Revenue	195,733
Operating Transfers In	3,081,877

Total Programmed Funding: 15,750,349
Future Funding Requirements:

Comments

G-94 Enterprise Application Replacement Reserve

Category: **Responsive Government**
 Department: **Information Technology**

Status: **Ongoing**
 Location **City Hall**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
6,900,000	500,000	800,000	800,000	800,000	1,000,000	1,000,000	1,000,000	1,000,000

Description and Scope

The City of Bellevue relies on enterprise applications used by all staff and are necessary for the efficient and effective operation of the city. The Enterprise Application Replacement Reserve proposal is used as a financing mechanism to secure the planned replacement of the Financial and Human Resources Information System (JD Edwards), the Enterprise Asset Management System (Maximo), the city-wide Point of Sale (POS) system, city website, and others. Collectively these applications cost around \$8 million to procure and implement. Inadequate replacement funding hampers the ability to respond to future business needs in an ever-changing technology industry.

Rationale

The Enterprise Application Reserve (EAR) fund was established for eventually replacing enterprise systems, including JDE (around \$5M for initial purchase and install in 2006), Maximo (over \$1.5M), POS (over \$330K), city website (over \$350K) and others. These enterprise applications, funded through the CIP and phased in over the past 10 years, have no established replacement funding, unlike some departmental line of business applications and most IT equipment. All departments use these applications for critical functions, such as payroll, procurement, accounting, credit card payments, asset management, work order tracking, and much more. The goal is to reasonably build up funding over time so that these major systems can be replaced when a strategic business shift is merited or at their end-of-life without creating undue fiscal stress on departmental operating budgets. This proposal supports the City Council Vision of High Performance Government and the budget outcome for Responsive Government, specifically the factor of 'stewardship of public trust'. By allocating funds in this multi-year capital plan, the City reduces the downstream risk of designating large one-time funds for replacement of major business applications. An asset lifecycle management best practice is followed in planning for replacement and determining the long-term financial impact to ensure adequate fiscal resources to maintain investments and replace as necessary. The replacement cost may differ from initial implementation costs resulting in a gap, but this reasonable approach of saving for replacement can mitigate the size of additional funding request if needed. Setting aside a nominal replacement amount each year is fiscally prudent and in keeping with other replacement practices per Government Finance Officers Association (GFOA) Asset Maintenance and Replacement best practices (2010). The EAR fund positively influences the City's AAA bond rating (Standard & Poor's and Moody's, March 2015) that recognizes the city's careful oversight and fiscal stewardship on behalf of the public.

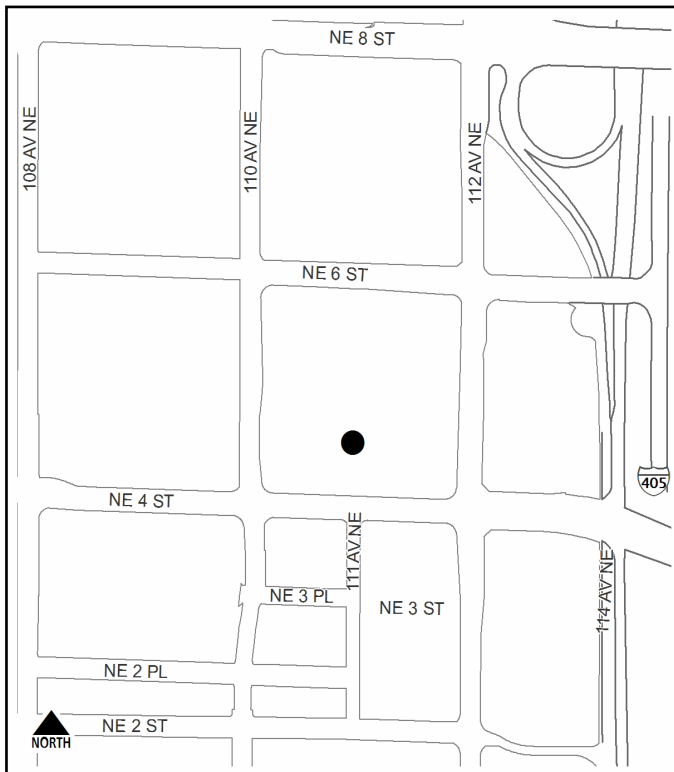
Environmental Impacts

None

Operating Budget Impacts

This program will have no impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	6,900,000

Total Budgetary Cost Estimate: 6,900,000

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	6,837,392
Miscellaneous Revenue	62,608

Total Programmed Funding: 6,900,000
Future Funding Requirements:

Comments

G-106 Interlocal Council Contingency

Category: **Responsive Government**
 Department: **City Manager's Office**

Status: **Approved Prior**
 Location: **Citywide**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
1,118,469	-	295,775	291,574	297,479	223,641	10,000	-	-

Description and Scope

This CIP project is a placeholder of CIP funding for allocation to capital projects that the City Council may identify.

Rationale

N/A

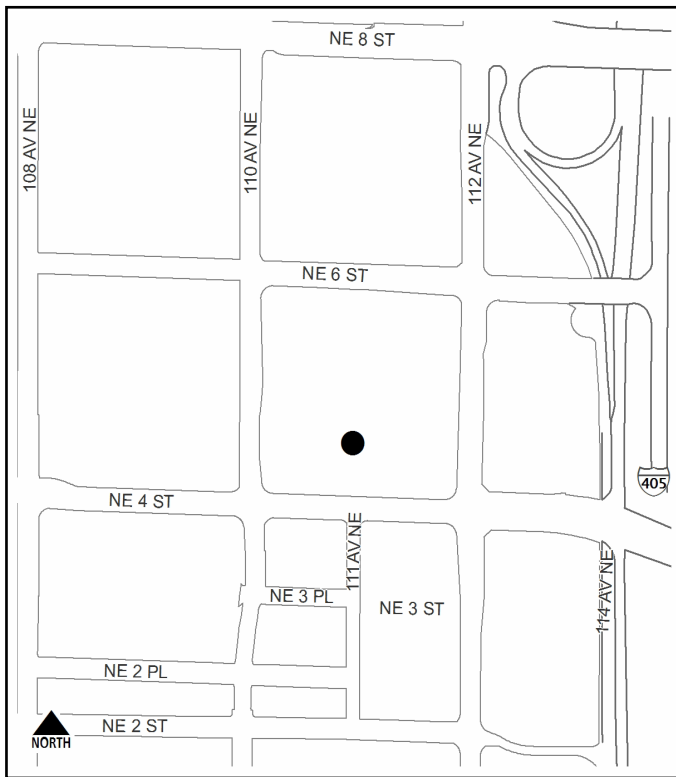
Environmental Impacts

Environmental impacts will be determined when funds are programmed.

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2016 - 2021	1,118,469
Total Budgetary Cost Estimate:		1,118,469

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	1,118,469

Total Programmed Funding: 1,118,469
Future Funding Requirements:

Comments

G-111 Long-Range Property & Facilities Plan

Category: **Responsive Government**
 Department: **Civic Services**

Status: **New**
 Location: **Facilities and properties citywide.**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
280,000	-	280,000	-	-	-	-	-	-

Description and Scope

An integrated property and facility plan would achieve several objectives: Comprehensive assessment of short-and long-term City needs; plan to optimize beneficial use of current City properties; strategies to align acquisitions and development for multiple benefits where possible, thus reducing City expenditures; plan for strategic property surplus and sale opportunities; recommendations on software to better manage information about City properties and facilities; financial strategies for property acquisitions and facility development; and potential partnerships for shared facilities.

Rationale

The City lacks a comprehensive property and facility plan. The demand on our current facilities continues to grow and several are at or rapidly approaching maximum capacity (e.g., City Hall, BSC, Eastgate Yard). Others are in need of replacement, expansion, and/or relocation (e.g., Parks Resource Management, Fire Stations 4 and 6, and Fire Training Center). Some are underutilized (e.g., Lincoln Center and BSC lower lot). Additional property and facilities are needed for various community needs (e.g., additional maintenance yard, additional community center). At the same time, property values are increasing and City financial resources continue to be limited. Some departments have generated plans specific to their own needs, but there are gaps, leading to reactive decisions instead of proactive and strategic citywide planning.

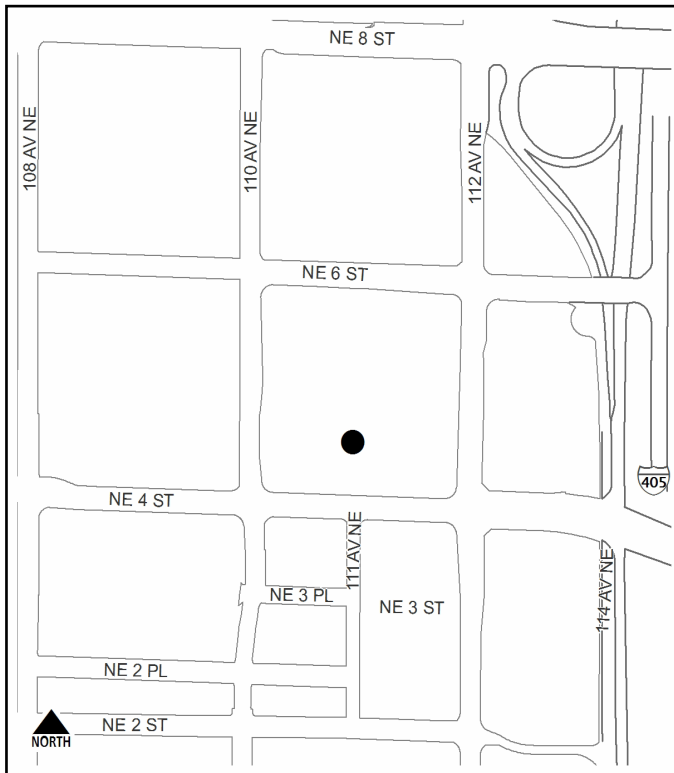
Environmental Impacts

N/A

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2017 - 2017	280,000

Total Budgetary Cost Estimate: 280,000

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	280,000

Total Programmed Funding: 280,000
Future Funding Requirements:

Comments

PW-M-15 Wetland Monitoring

Category: **Responsive Government**
 Department: **Transportation**

Status: **Approved Prior**
 Location: **Citywide**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
495,239	141,000	32,239	51,000	52,000	54,000	55,000	57,000	53,000

Description and Scope

Perform ongoing wetland monitoring and maintenance activities required by the local, state or federal permits issued for the implementation of completed transportation improvement projects. Current funding is for the 120th Avenue NE (Stage 3) project (PW-R-168) and the 124th Avenue NE - NE Spring Boulevard to Ichigo Way project (PW-R-166).

Rationale

This program will allow specific transportation improvement projects to be closed when complete.

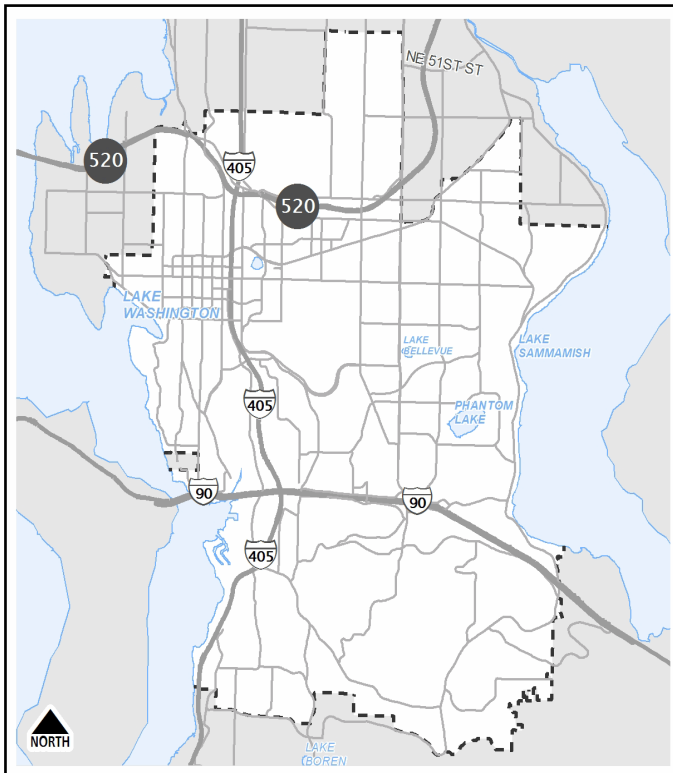
Environmental Impacts

Work performed under this program is required by the environmental determinations and/or permit conditions issued for specific transportation improvement projects.

Operating Budget Impacts

This program has no known impacts to operating revenues and/or expenditures

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2005 - 2026	495,239

Total Budgetary Cost Estimate: 495,239

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	469,352
Miscellaneous Revenue	10,887
Real Estate Excise Tax	15,000

Total Programmed Funding: 495,239
Future Funding Requirements:

Comments



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2017-2023 Adopted CIP: Responsive Government

Combined, Completed Projects

CIP Plan Number	Project Name	(\$000s) Total Estimated Cost
G-84	Relocation of Courts from Surrey Downs to Alternate Site	4,704
G-86	City Hall East Garage Redevelopment	8,267
G-88	Joint City and Tax Portal	275
	Total	13,246



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2017-2023 Capital Investment Program Plan

Quality Neighborhoods and Innovative, Vibrant & Caring Community

The goal of the Quality Neighborhoods and Innovative, Vibrant and Caring Community outcome is to maintain the high level of citizen satisfaction with Bellevue as an excellent place to live, and to continually improve access to the services and outreach programs that create a caring, vibrant, and diverse community. Its selection as an outcome in the Budget One process reflect the importance placed on achieving key Council Vision benchmarks such as; Transportation and Mobility, High Quality Built and Natural Environment, Bellevue: Great Places Where You Want to Be, and Achieving Human Potential.

There are four key elements that shape neighborhood quality: Neighborhood Core Needs, Social Connectivity, Adaptability and Neighborhood Character. Fulfilling these four elements supports the City of Bellevue in achieving its goal to maintain and enhance the high quality of life in Bellevue's distinctive neighborhoods.

Surveys of Bellevue citizens conducted annually show that the vast majority of residents (94%) rate their neighborhood as a Good or Excellent place to live. Citizens also strongly agree that their neighborhoods are safe and provide convenient access to day-to-day activities. There is, however, only average citizen agreement that Bellevue provides welcoming and supportive communities that care about residents.

Note: In adopting the 2017-2023 CIP, the City Council did not specifically identify projects to be funded by General Taxes vs. Bond Funding. Since both General Taxes and long-term general obligation bond proceeds are fungible means of project financing, some of the following project description pages have combined these funding sources into a single line. As the City enacts the adopted financing strategy, specific projects will be identified as recipients of the associated proceeds.



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2017-2023 Adopted CIP: Quality Neighborhoods and Innovative, Vibrant, & Caring Community

Funded CIP Projects

CIP Plan Number	Project Title	\$ in 000s	
		2017-2023 Project Cost	Total Estimated Cost
CD-11	Public Art Program	2,450	7,956
CD-22	Enhanced Right of Way and Urban Boulevards (ERUB)	3,500	6,399
CD-41	Civic Center Plan	550	550
NEP-2	NEP-2.0 Neighborhood Enhancement Program	5,075	6,525
NIS-2	Neighborhood Partnerships	560	1,687
P-AD-27	Park Planning & Design	2,200	8,557
P-AD-79	King County Parks Levy	1,242	5,584
P-AD-82	Park & Open Space Acquisition (Levy)	7,175	13,382
P-AD-83	Bellevue Airfield Park Development (Levy)	95	1,520
P-AD-92	Meydenbauer Bay Phase 1 Park Development	9,522	17,222
P-AD-95	Surrey Downs Park Development (Levy)	7,188	8,029
P-AD-96	Mercer Slough East Link Mitigation	2,140	2,340
P-AD-100	Gateway/NE Entry at Downtown Park	3,000	3,000
P-R-02	Enterprise Facility Improvements	2,250	13,219
P-R-11	Parks Renovation & Refurbishment Plan	38,069	91,590
PW-W/B-49	Pedestrian Facilities Compliance Program	796	2,478
Total Quality Neighborhoods and Innovative, Vibrant, & Caring Community		85,811	190,038

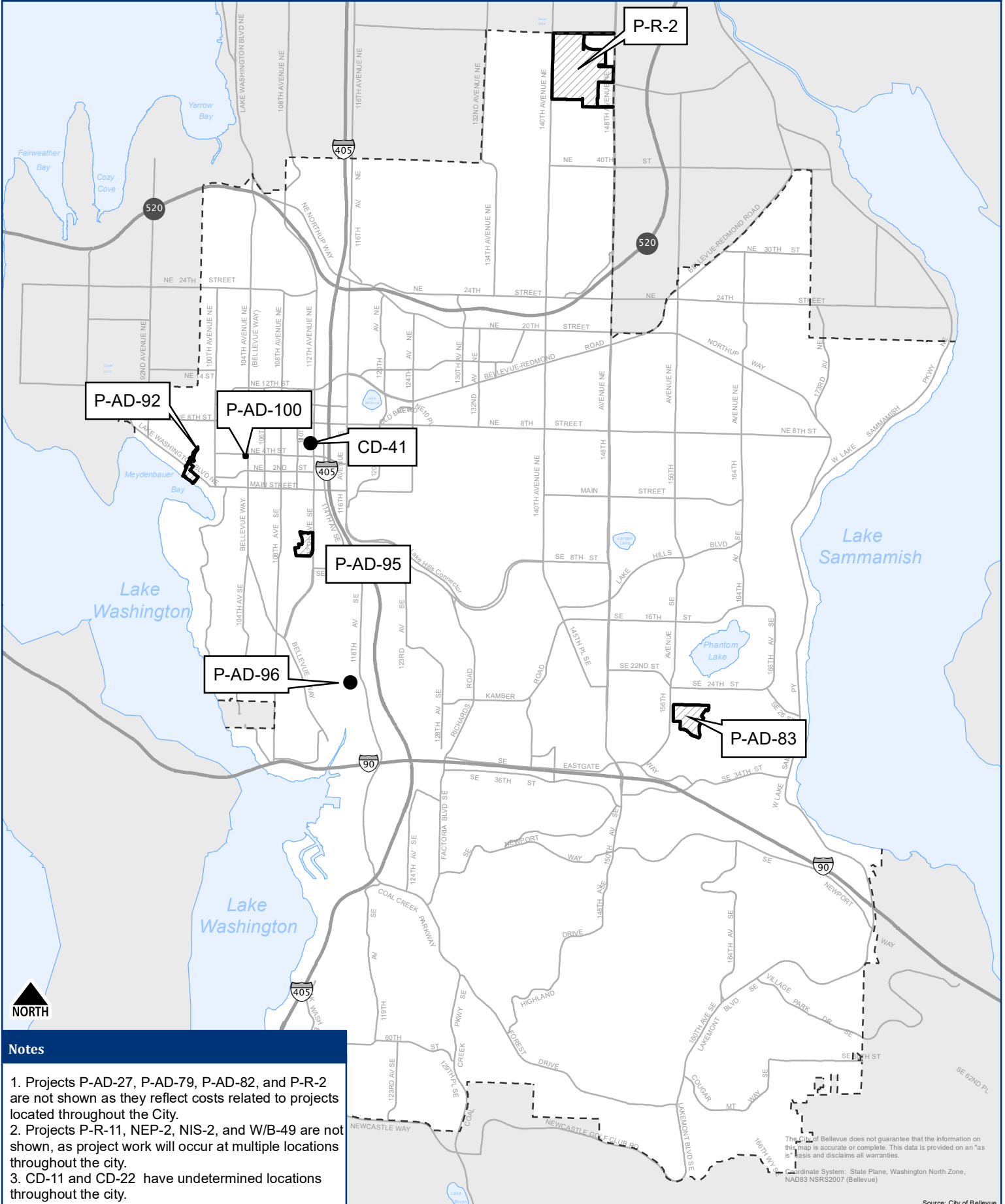


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Quality Neighborhoods and Innovative, Vibrant & Caring Communities

CIP Projects 2017 - 2023

2017 - 2018 City of Bellevue Budget



Notes

1. Projects P-AD-27, P-AD-79, P-AD-82, and P-R-2 are not shown as they reflect costs related to projects located throughout the City.
2. Projects P-R-11, NEP-2, NIS-2, and W/B-49 are not shown, as project work will occur at multiple locations throughout the city.
3. CD-11 and CD-22 have undetermined locations throughout the city.

The City of Bellevue does not guarantee that the information on this map is accurate or complete. This data is provided on an "as is" basis and disclaims all warranties.
 Coordinate System: State Plane, Washington North Zone, NAD83 NSRS2007 (Bellevue)



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CD-11 Public Art Program

Category: **Quality Neighborhoods/IVCC**
 Department: **PCD**

Status: **Approved Prior**
 Location: **Various**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
7,955,875	5,505,870	350,005	350,000	350,000	350,000	350,000	350,000	350,000

Description and Scope

Between 2017 and 2018 the scope of the Public Art Program will advance its reputation as a creative and innovative community and ensure the public realm is a leading source of pride for citizens by:

- ~ Maintaining 64 permanent public artworks in the Public Art Collection
- ~ Adding 9 new permanent outdoor artworks and 1 new permanent indoor artworks to the Collection
- ~ Acquiring at least 2 new portable artworks for display inside City buildings
- ~ Activating 6 neighborhood areas with new public art investments
- ~ Mounting 1 new Bellwether Exhibition that will showcase the vision of the Grand Connection
- ~ Launching a new Street Arts initiative that offers "tactical" art solutions in the right-of-way by 2017
- ~ Launching a new Portable Art Collection and acquire at least two new artworks to rotate through City buildings by 2018

Between 2019 and 2023 the scope of the Public Art Program is planned to include:

- ~ Maintaining over 70 permanent public artworks in the Public Art Collection
- ~ Adding 11 new permanent outdoor artworks and 3 new permanent indoor artworks to the Collection
- ~ Acquiring at least 4 new portable artworks for display inside City buildings
- ~ Activating 9 neighborhood areas with new public art investments
- ~ Mounting 2 new Bellwether Exhibition that will showcase the vision of the Grand Connection
- ~ Continuing Street Arts throughout Bellevue

Rationale

Public Art Program funds implement the City's commitment to investment in art. Public art investments are linked to park improvements, public buildings, transportation projects and neighborhood sites to integrate visual art into the everyday life of Bellevue citizens. The community will obtain permanent and temporary art works with this funding and participate in their development. These artworks will contribute aesthetically and culturally to the community's quality of life by being accessible, in public ownership, representative of various styles, periods, or materials, and/or relating to the life of the community.

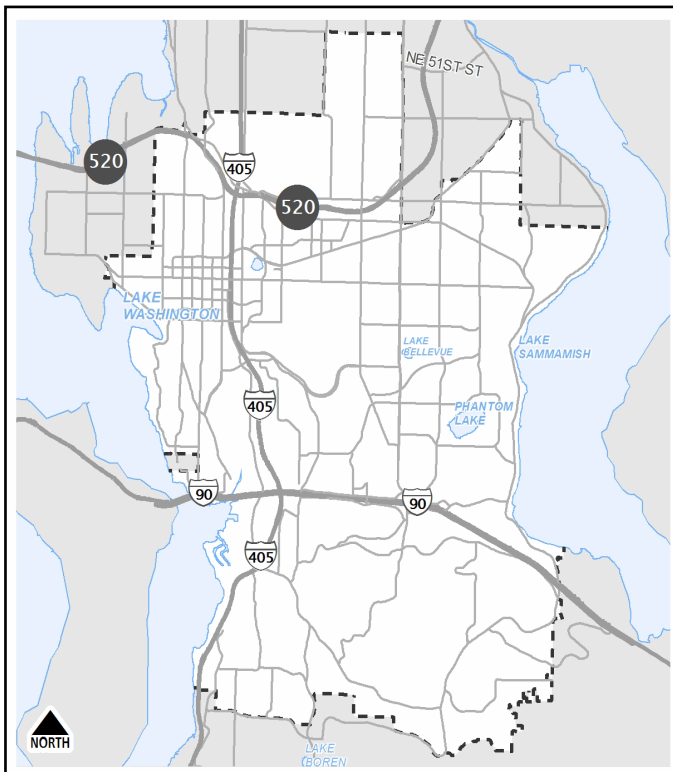
Environmental Impacts

Reviewed on a per project basis.

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2000 - 2023	7,955,875

Total Budgetary Cost Estimate: 7,955,875

Means of Financing

Funding Source	Amount
Charges for Services	31,834
Contributions from Other City Funds	427,509
General Taxes & LTGO Bond Proceeds	7,071,826
Judgements/Settlements	600
Miscellaneous Revenue	420,495
Operating Transfers In	2,005
Private Contributions	1,606

Total Programmed Funding: 7,955,875

Future Funding Requirements:

Comments

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

Category: **Quality Neighborhoods/IVCC** Status: **Approved Prior**
 Department: **PCD** Location: **Various**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
6,399,180	2,899,180	500,000	500,000	500,000	500,000	500,000	500,000	500,000

Description and Scope

This proposal funds enhancements to the public Rights-of-Way that help to create a cohesive yet distinct system of greenways and boulevards that provide multiple benefits and functions for our community. Funding is for consultant expertise in the fields of urban design, landscape architecture, and for implementation and installation. The ERUB program improves the character, function, and value of community streetscapes while lowering maintenance costs and liabilities. The program collaborates among departments and with the community to achieve enhancements that are consistent with City Council's vision. Work will include restoring inadequate or failed roadside vegetation with suitable landscaping, replacing hazardous trees and noxious weeds to improve appearance, environmental performance and user safety, improving the overall experience of the city and supporting neighborhood character by incorporating enhanced design features that improve the overall appearance and promote multimodal use throughout Bellevue. Examples of possible design elements and features include: greenways that support connectivity and multimodal use, innovative designs that increase on-site runoff infiltration, planting street trees and designing sidewalks that limit potential risk hazards and reduce long term costs, enhanced landscaping, special lighting and sidewalk design, urban design elements, and public art.

Rationale

This will work to enhance the city's largest asset, Rights-of-Way and boulevards, through collaborative long term and short term cost saving measures. Maintenance and enhancements to streetscapes, as Bellevue's most used public space, is critical in shaping the experience of residents and workers, and attracting new businesses to Bellevue. With the tremendous growth and change Bellevue is experiencing, this planning and implementation effort capitalizes on opportunities soon lost to affect the livability, safety, and aesthetics of Bellevue's most distinctive asset. Projects work to harness technological innovation in Bellevue's infrastructure, and to promote a sense of civic pride while providing enhanced mobility options and environments.

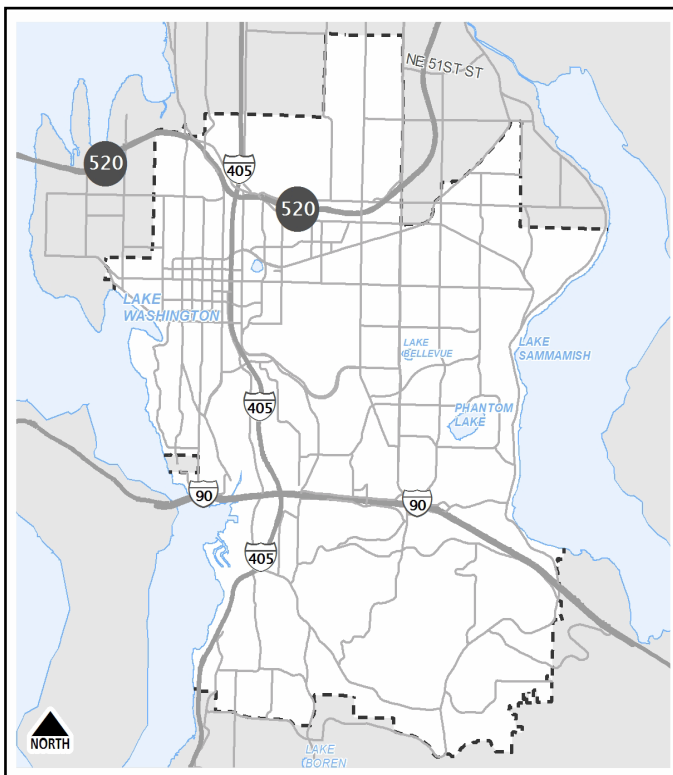
Environmental Impacts

Environmental impacts will be determined on a project by project basis.

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2008 - 2023	6,399,180

Total Budgetary Cost Estimate: 6,399,180

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	5,791,177
Miscellaneous Revenue	608,003

Total Programmed Funding: 6,399,180
Future Funding Requirements:

Comments

CD-41 Civic Center Plan

Category: **Quality Neighborhoods/IVCC**
 Department: **PCD**

Status: **New**
 Location: **Area-110th Ave. NE and 112th Ave NE, and NE 4th**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
550,000	-	-	350,000	200,000	-	-	-	-

Description and Scope

Project will result in a master plan for the Civic Center District that will guide the area's development in the coming decade. The master plan will include the following key elements:

- Development scenarios for the Metro site, including civic uses and public/private partnership/transit-oriented development options
- Development scenarios for the Convention Center expansion site, including optimal ways to serve the center's expansion needs
- Integration of open space, including possible expansion of City Hall Plaza, the Pedestrian Corridor, and Grand Connection
- Pedestrian and bicycle circulation through the study area, with connections to the Downtown Transit Center and light rail station
- Vehicular access and parking for new uses
- High level cost estimates
- A preferred master plan plan that integrates all the above elements
- Funding and implementation guidance

While the master plan effort is not expected to be underway until 2018, some early decisions will be needed earlier, specifically with regard to pedestrian connections between the Downtown light rail station and Meydenbauer Center, and the western launch point for connecting the Grand Connection across I-405. These early decisions may be made through other, complementary work programs already underway. Given the importance of this district to the city center and the Grand Connection, public engagement will be a key component of this initiative. In order to accomplish the project, the proposed CIP budget includes \$400,000 in consulting services, plus support for one LTE to manage the project over a two-year planning period of 2018-19.

Rationale

This project implements Council priority #12, and directly responds to the elements called out by the Council for a plan integrating City Hall, the former Metro property, Convention Center expansion, and the transit center. The Council did not identify a specific time for completion, but given that all their priorities fall into a near-term action agenda, it is appropriate to program this initiative into the new CIP, while taking into account critical path timing issues. The ideal project timing is 2018-19, following completion of the Grand Connection visioning and a long-range City facility plan, and in advance of Sound Transit's release of the Metro site from construction staging.

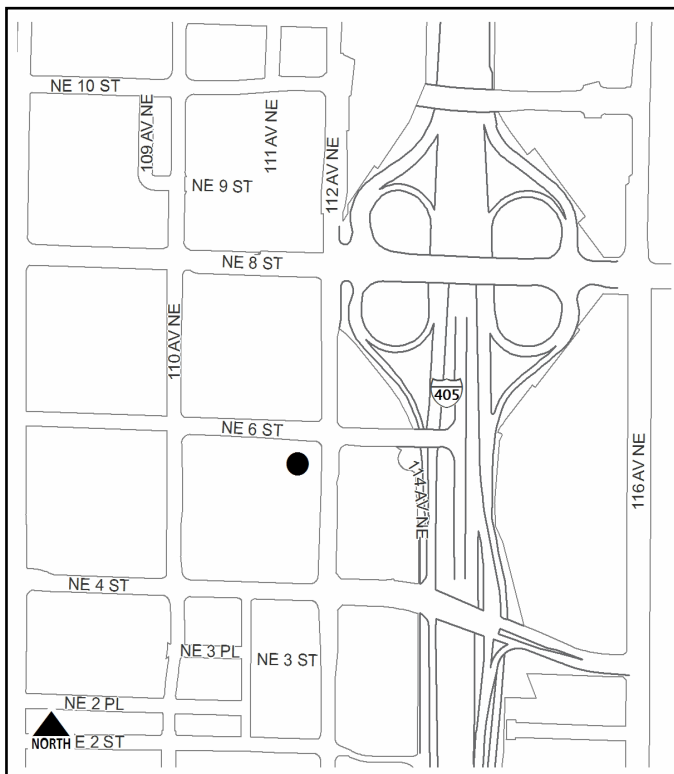
Environmental Impacts

The Civic Center Plan is expected to undergo programmatic review under the State Environmental Policy Act (SEPA). It is not anticipated to require an Environmental Impact Statement.

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2017 - 2023	550,000

Total Budgetary Cost Estimate: 550,000

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	550,000

Total Programmed Funding: 550,000
Future Funding Requirements:

NEP-2 Neighborhood Enhancement Program

Category: **Quality Neighborhoods/IVCC**
 Department: **PCD**

Status: **Approved Prior**
 Location: **All 14 NEP Neighborhood Areas**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
6,525,000	1,450,000	725,000	725,000	725,000	725,000	725,000	725,000	725,000

Description and Scope

NEP will provide a process and strategy for executing community-driven projects in neighborhoods. An allocation of \$725,000 per-year, from 2017 to 2023 (\$5.075M total), will cover project costs and program management.

NEP will continue its 7-year rotation cycle through the 14 NEP Neighborhood Areas, reaching West Lake Sammamish and Northeast Bellevue in 2017; Bridle Trails and Northwest Bellevue in 2018; Downtown/BelRed and Lake Hills in 2019; Crossroads and Wilburton in 2020; West Bellevue and Woodridge in 2021; and Newport and Somerset in 2022.

Rationale

NEP would ensure that projects meet critical needs, provide maximum public benefit and align with city planning efforts. NEP would provide a method for funding smaller-scale, physical improvements that would not compete successfully for funding in the larger CIP, while offering citizens a voice in deciding how City funding is spent in their neighborhood.

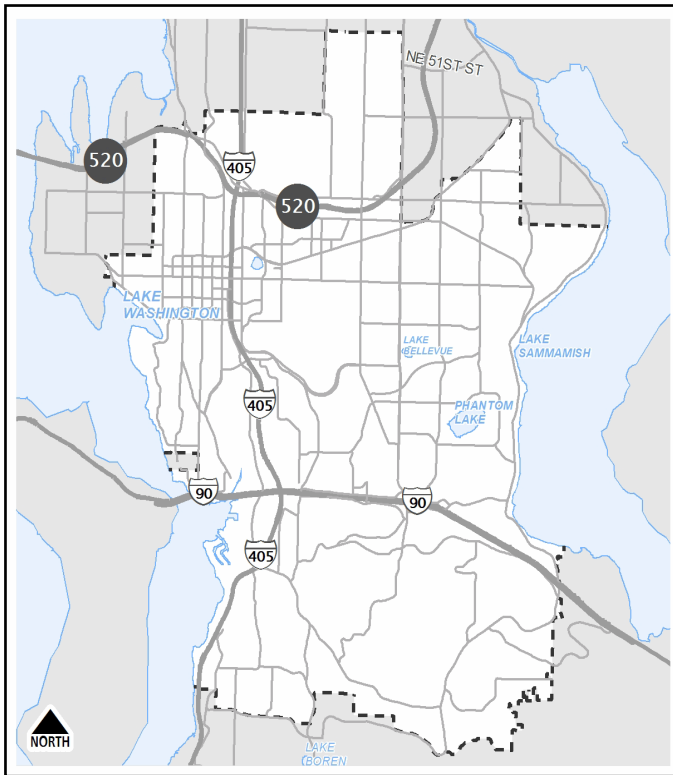
Environmental Impacts

Environmental impacts will be determined on a project by project basis.

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2015 - 2023	6,525,000

Total Budgetary Cost Estimate: 6,525,000

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	6,525,000

Total Programmed Funding: 6,525,000
Future Funding Requirements:

Comments

NIS-2 Neighborhood Partnerships

Category: **Quality Neighborhoods/IVCC**
 Department: **PCD**

Status: **Approved Prior**
 Location: **Various Locations**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
1,687,218	1,127,213	80,005	80,000	80,000	80,000	80,000	80,000	80,000

Description and Scope

The Neighborhood Partnership program is a program focusing on small capital improvements, educational and community-building activities to improve the quality and appearance of neighborhoods throughout Bellevue. Neighborhood Partnerships provides funding for Neighborhood Match projects, including such capital improvements as community landscaping, neighborhood entry treatments, enhancements for public gathering spaces, and projects that result in improvement of overall community livability, appearance and sense of community. Partnership projects and events will be designed to strengthen community pride, stimulate private investment and restore neighborhood vitality. The City's primary role will be as a catalyst, engaging in activities which both demonstrate and encourage a resurgence of confidence in the quality and appeal of Bellevue neighborhoods.

Rationale

Council has set a high priority on neighborhood services. Neighborhood Partnerships addresses the needs of neighborhoods seeking to maintain their quality appearance and character in partnership with the City, its residents and community organizations. Major goals and outcomes include: Increased private investment in the neighborhood, with the City acting as a catalyst; reinforcement of neighborhood image; enhancement of neighborhood character and identity; cultivation of neighborhood public gathering spaces; resolution of problems related to aging; continued emphasis on coordination of work already being done by City departments; stronger relationships with neighborhoods; continued development of citizen participation and leadership at the neighborhood level.

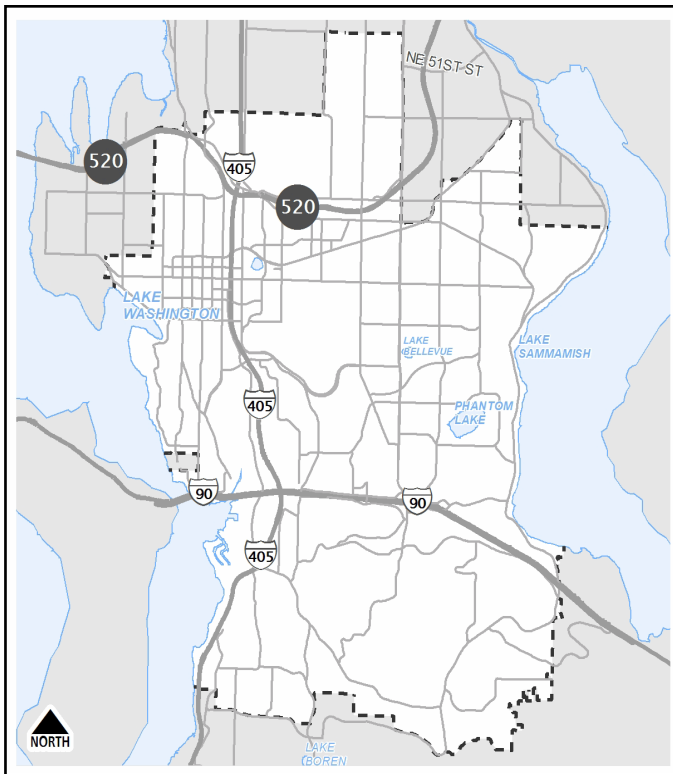
Environmental Impacts

Environmental impacts will be determined on a project by project basis.

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2006 - 2023	1,687,218

Total Budgetary Cost Estimate: 1,687,218

Means of Financing

Funding Source	Amount
General Taxes & LTGO Bond Proceeds	1,487,218
Miscellaneous Revenue	200,000

Total Programmed Funding: 1,687,218
Future Funding Requirements:

Comments

P-AD-27 Park Planning & Design

Category: **Quality Neighborhoods/IVCC** Status: **Ongoing**
 Department: **Parks & Community Services** Location: **Citywide**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
8,557,471	6,357,464	400,007	300,000	300,000	300,000	300,000	300,000	300,000

Description and Scope

Through this project the Parks and Community Services Department coordinates planning, design and technical work for ongoing park planning efforts, supports multi-departmental planning initiatives, explores potential partnership opportunities, and studies the feasibility of future park acquisition and development projects. Ongoing initiatives include the Inspiration Playground/Rotary partnership, Bannerwood/Seattle University partnership, Hidden Valley/Little League partnership, study of light rail impacts, Bel-Red park research and the Ashwood Park Master Plan update. Past work has included feasibility studies, public surveys and updates to existing long-range plans such as the Parks and Open Space System Plan.

Rationale

The park master planning process creates a plan that guides the future development of a park site. This public planning process responds to the present and future needs of the community and site opportunities and constraints in developing a park site in a strategic, systematic manner. Over time, changes in site conditions and user needs, and the aging of park facilities, necessitate the need to update or prepare new master plans for existing park sites. In some cases, master plans may address issues of liability or safety, pedestrian and vehicular access, and/or changes in adjacent land uses.

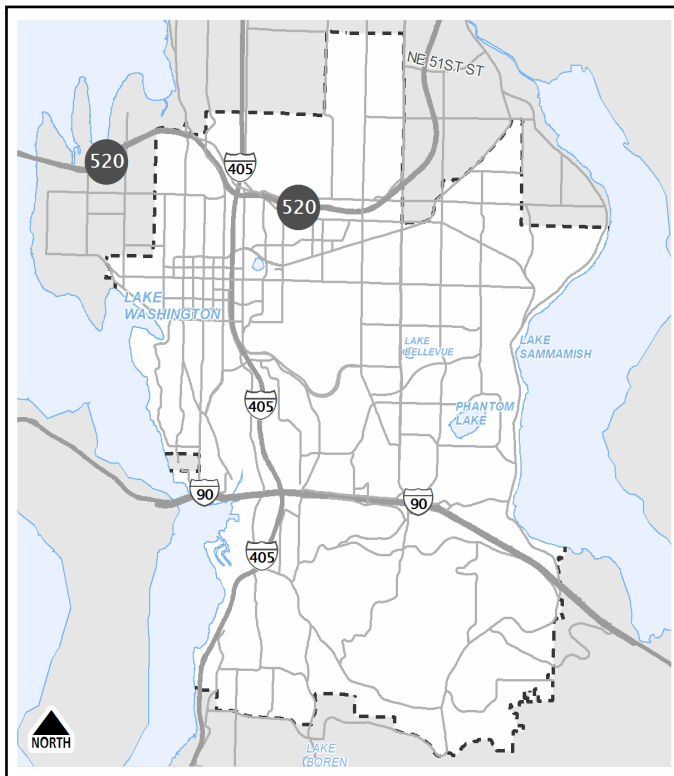
Environmental Impacts

Environmental impacts will be determined by the individual development projects proposed.

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	8,557,471

Total Budgetary Cost Estimate: 8,557,471

Means of Financing

Funding Source	Amount
Charges for Services	988
Contributions from Other City Funds	50,000
General Taxes & LTGO Bond Proceeds	500,346
Miscellaneous Revenue	1,589
Private Contributions	312,440
Real Estate Excise Tax	6,557,032
Rents and Leases	3,589
Sale of Fixed Assets	1,130,537
Utility Rates/Fees	950

Total Programmed Funding: 8,557,471
Future Funding Requirements:

Comments

P-AD-79 King County Parks Levy

Category: **Quality Neighborhoods/IVCC** Status: **Approved Prior**
 Department: **Parks & Community Services** Location: **Various**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
5,583,581	4,341,580	414,001	414,000	414,000	-	-	-	-

Description and Scope

This project provides funds to supplement the acquisition, development and renovation of parks, open space and trails that meet the purpose of the 2013 voter-approved Levy and Parks Property Tax Levy Agreement with King County. In 2013 the citizens of King County extended a tax increase to expand parks and recreation opportunities countywide that was originally passed in 2007. A portion of those funds are distributed to cities to assist with the acquisition, development and renovation of parks, open space and trails. Bellevue will continue to receive funds through 2019 in accordance with the terms of an Agreement between the City and King County. In the previous 6-year levy passed by the voters in 2008, the City used King County funds to supplement City funds to purchase property in the Richards Valley, South Bellevue and Coal Creek Greenways, assisted with a regional trails planning effort, and funded key trail development in the Coal Creek Natural Area. We expect to continue to use these funds to supplement Citywide park acquisition and development opportunities throughout the life of the levy.

Rationale

Projects may include acquisitions and development that meets the purpose of the Parks Property Tax Levy Agreement and allocated from the voter-approved King County parks levy approved in 2013. The actual funding allocation is based upon population and assessed values.

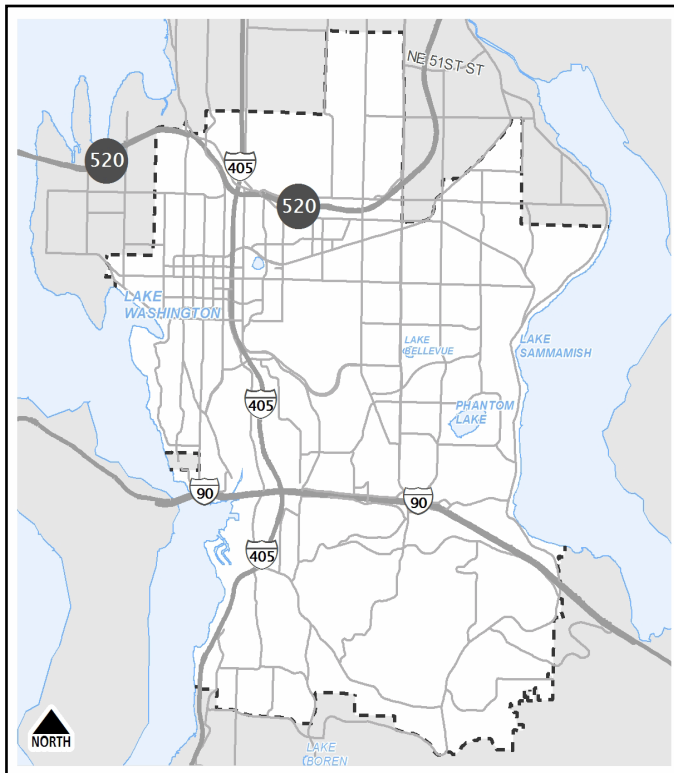
Environmental Impacts

Land acquisition is exempt from the requirements of the State Environment Protection Act (SEPA). The environmental impacts of development projects will be assessed on a case-by-case basis.

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2009 - 2019	5,583,581

Total Budgetary Cost Estimate: 5,583,581

Means of Financing

Funding Source	Amount
Intergovernmental Contributions	5,262,362
Miscellaneous Revenue	3,629
Operating Transfers In	317,590

Total Programmed Funding: 5,583,581
Future Funding Requirements:

Comments

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

Category: **Quality Neighborhoods/IVCC** Status: **Approved Prior**
 Department: **Parks & Community Services** Location: **Various**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
13,381,803	6,206,802	1	350,000	1,275,000	1,275,000	1,275,000	1,500,000	1,500,000

Description and Scope

This project provides the resources to acquire park and open space property throughout the City. An "Acquisition Opportunity Fund" was identified in the 2008 Park Levy to dedicate resources to obtain land that complements the existing park system, to increase public access to the waterfront, preserve open space, protect water quality, increase trail connectivity and create opportunities for new neighborhood parks. The City has identified needs throughout Bellevue to provide additional parks and open space. Specific acquisition targets include the Eastgate neighborhood, BNSF and Lake-to-Lake Trail connections, downtown Bellevue, the Bel-Red Corridor, along Lake Sammamish, and in support of the Grand Connection. We are also exploring the extension of the long-term agreement with WSDOT for the continued use of portions of Enatai Beach Park.

Rationale

Available open space is disappearing as land in Bellevue is developed for other uses. Where increases in population are occurring due to development or redevelopment, there is increased demand for additional parkland. It is incumbent upon the City to identify and satisfy this demand before available parkland disappears. This project is of highest priority to meet the needs identified in the adopted 2016 Parks and Open Space System Plan. It will enable the City to react to opportunities that require immediate action and will help to ensure that adequate open space will be available to meet growing demands for both active and passive recreation.

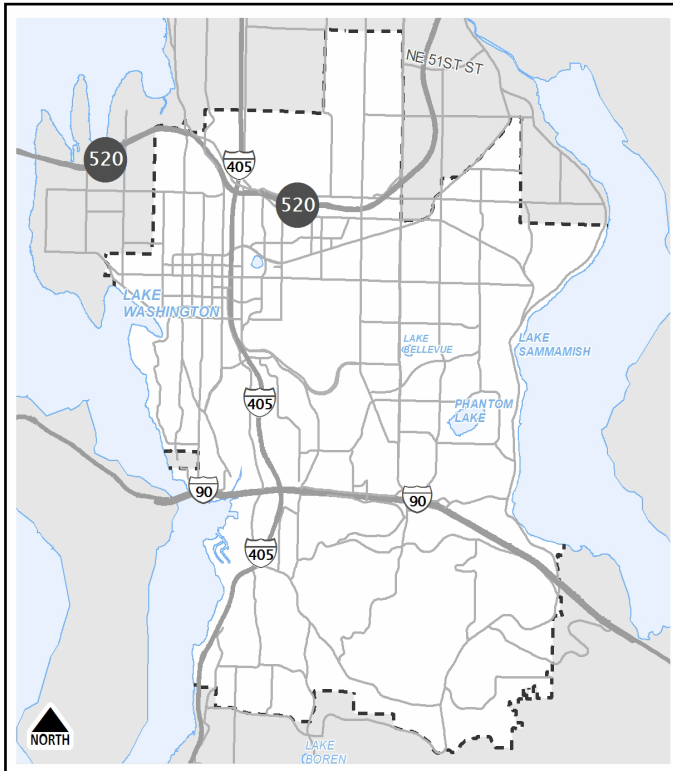
Environmental Impacts

Land acquisition is exempt from the requirements of the State Environment Protection Act (SEPA).

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2011 - 2023	13,381,803

Total Budgetary Cost Estimate: 13,381,803

Means of Financing

Funding Source	Amount
2008 Parks Levy - Property Tax	9,103,798
Intergovernmental Contributions	3,600,604
Rents and Leases	595,000
State Grants	82,401

Total Programmed Funding: 13,381,803
Future Funding Requirements:

Comments

P-AD-83 Bellevue Airfield Park Development (Levy)

Category: **Quality Neighborhoods/IVCC** Status: **Approved Prior**
 Department: **Parks & Community Services** Location: **160th Ave SE & SE 30th PI**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
1,519,654	1,424,583	95,071	-	-	-	-	-	-

Description and Scope

At full build-out, the Park Master Plan includes two lighted, synthetic turf soccer/lacrosse fields, three Little League baseball/softball fields, picnic shelters, children's play areas, restrooms, parking, walking paths, interactive water features and trail connections. Approximately two-thirds of the park will remain in its natural wooded condition to provide passive recreational opportunities, trails and buffers to the adjacent neighborhood. The remainder will be constructed over a former landfill. Initial site development will include landfill and storm water management improvements to ensure public safety and responsible environmental stewardship. Park components for phase 1 development will be determined during project design. Environmental Best Management Practices and low impact development strategies will be used in the design and construction.

Rationale

The Bellevue Airfield Park property is the last undeveloped large tract of land in Bellevue. Approximately one-third of the 27-acre site was operated as a municipal landfill from 1951 to 1964 and an airfield until 1983. It is currently a vacant, grass field rife with utility system easements, an aging landfill gas migration system, ground water monitoring wells, storm water systems, and a major sewer line. The remaining site is predominantly natural wooded area with a storm water collection system. This project will lead toward the conversion of this site from a potential public liability into a highly useable, state-of-the-art environmental and recreational asset.

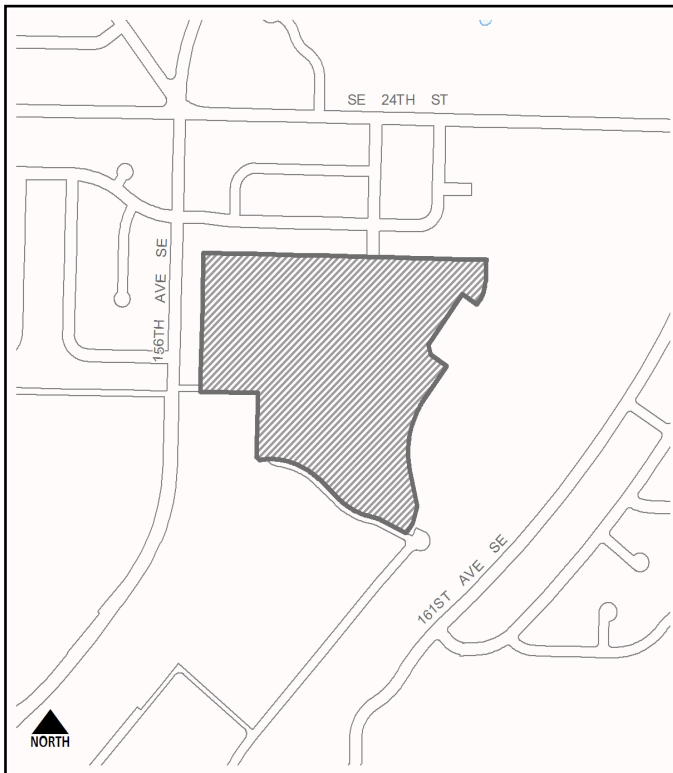
Environmental Impacts

Environmental review will be conducted in conjunction with development of the plans.

Operating Budget Impacts

Annual M&O costs will be determined during the project's design phase.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2011 - 2017	1,519,654

Total Budgetary Cost Estimate: 1,519,654

Means of Financing

Funding Source	Amount
2008 Parks Levy - Property Tax	1,264,654
Real Estate Excise Tax	255,000

Total Programmed Funding: 1,519,654
Future Funding Requirements:

Comments

P-AD-92 Meydenbauer Bay Phase 1 Park Development

Category: **Quality Neighborhoods/IVCC** Status: **Approved Prior**
 Department: **Parks & Community Services** Location: **Lake Washington Blvd NE & 98th PI NE**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
17,222,001	7,700,464	2,471,537	7,050,000	-	-	-	-	-

Description and Scope

This project funds design, permitting and construction of Phase 1 improvements to Meydenbauer Bay Park mainly west of 99th Avenue. The project will extend the existing Meydenbauer Beach Park to the east along the waterfront. The scope of work includes stream daylighting, beach expansion with bathhouse, shoreline restoration, canoe and kayak launch, a pedestrian promenade, pathways, playground equipment, retaining walls, landscaping, parking overlook, a pedestrian pier and Whaling Building improvements to allow for public use.

Rationale

The community has consistently identified public access to the waterfront as a top priority, and connecting Downtown to the waterfront has been a longtime vision of the City. The adopted Meydenbauer Bay Park and Land Use Plan is the result of a comprehensive public outreach process that included neighbors, businesses and citizen groups. This ten acre, quarter-mile waterfront park will improve waterfront access and recreation opportunities for the entire community, celebrate history by preserving historic waterfront buildings, restore ecological functions and water quality, and strengthen the visual, cultural and physical connections of the downtown to Lake Washington.

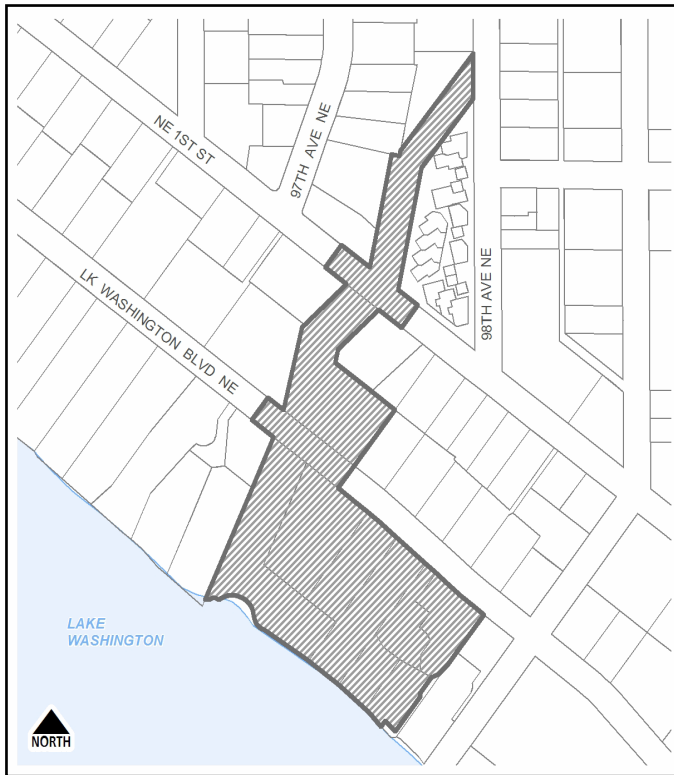
Environmental Impacts

Environmental review is expected to be complete in 2016 in conjunction with project design.

Operating Budget Impacts

Annual M&O costs estimated at \$400K in 2019 (includes startup equipment) and \$300K/year beginning in 2020.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2013 - 2018	17,222,001

Total Budgetary Cost Estimate: 17,222,001

Means of Financing

Funding Source	Amount
Federal Grants	2,950,000
General Taxes & LTGO Bond Proceeds	293,589
Miscellaneous Revenue	3,907,914
Real Estate Excise Tax	9,070,498
State Grants	1,000,000

Total Programmed Funding: 17,222,001
Future Funding Requirements:

Comments

P-AD-95 Surrey Downs Park Development (Levy)

Category: **Quality Neighborhoods/IVCC** Status: **Approved Prior**
 Department: **Parks & Community Services** Location: **SE 9th St & 112th Ave SE**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
8,029,408	841,408	-	2,114,000	5,074,000	-	-	-	-

Description and Scope

This scope of work will be consistent with the updated Master Plan. The park will include large open grass areas, trails, playground equipment areas, a multi-use sports court, restroom, picnic shelters, landscaping, a viewing overlook and a series of retaining walls along the 112th Avenue park frontage. Per the MOU, Sound Transit has provided \$412,000 to fund the design and construction of a new entry drive and parking lot required because of the light rail alignment. Project timing assumes that construction would start in 2018. Timing is dependant on light rail construction progress.

Rationale

The City has maintained a portion of this former elementary school site as a neighborhood park since 1986 under an agreement with King County, who purchased the property from the Bellevue School District for use as a District Court. The City acquired the site from King County in 2005 as a public park. The redevelopment of Surrey Downs Park was part of the 2008 voter-approved Parks Levy. In 2013, the City approved the light rail alignment that will run adjacent to this site, and in 2014, approved a new location for the District Court functions. The park master plan was updated to reflect the impacts of the light rail alignment.

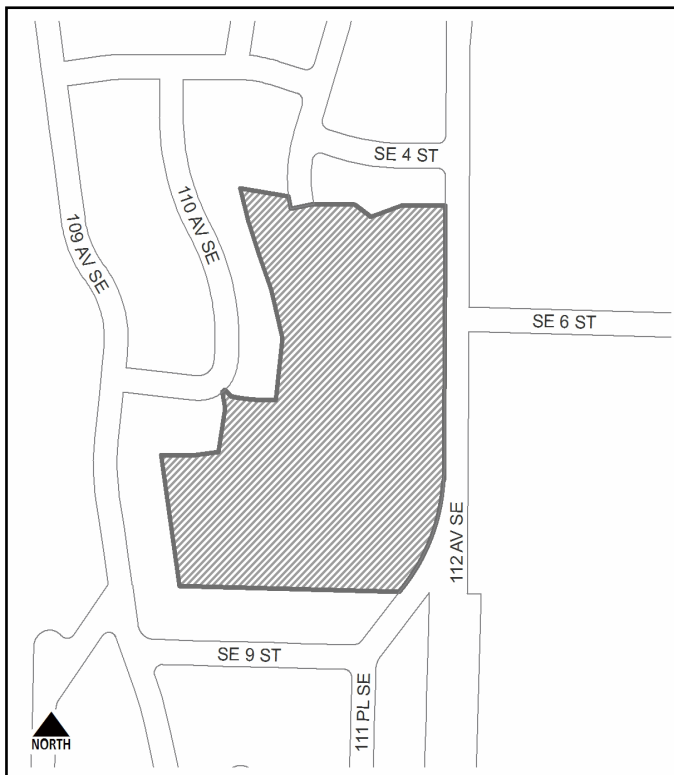
Environmental Impacts

An environmental determination will be made during project design.

Operating Budget Impacts

Annual M&O costs (funded by levy lid lift) estimated at \$200K/year beginning in 2019.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2015 - 2019	8,029,408

Total Budgetary Cost Estimate: 8,029,408

Means of Financing

Funding Source	Amount
2008 Parks Levy - Property Tax	6,063,408
Real Estate Excise Tax	1,966,000

Total Programmed Funding: 8,029,408
Future Funding Requirements:

Comments

P-AD-96 Mercer Slough East Link Mitigation

Category: **Quality Neighborhoods/IVCC** Status: **Approved Prior**
 Department: **Parks & Community Services** Location: **Mercer Slough**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
2,340,000	200,000	-	-	200,000	1,300,000	640,000	-	-

Description and Scope

The scope of work includes the design and construction of trails, trail connections, including boardwalks, and the construction of the farmstand building to replace the existing structure that will no longer be accessible to the public. Interim trail work may occur in 2016 or '17 prior to light rail construction, though most work will take place following light rail construction (design in 2019, construction in 2020).

Rationale

The City agreed to design and construct elements of Sound Transit's park mitigation commitments within Mercer Slough, as provided in the approved MOU. This funding is intended to pay the cost to restore the public park functions at Mercer Slough Nature Park displaced or modified by the light rail facility.

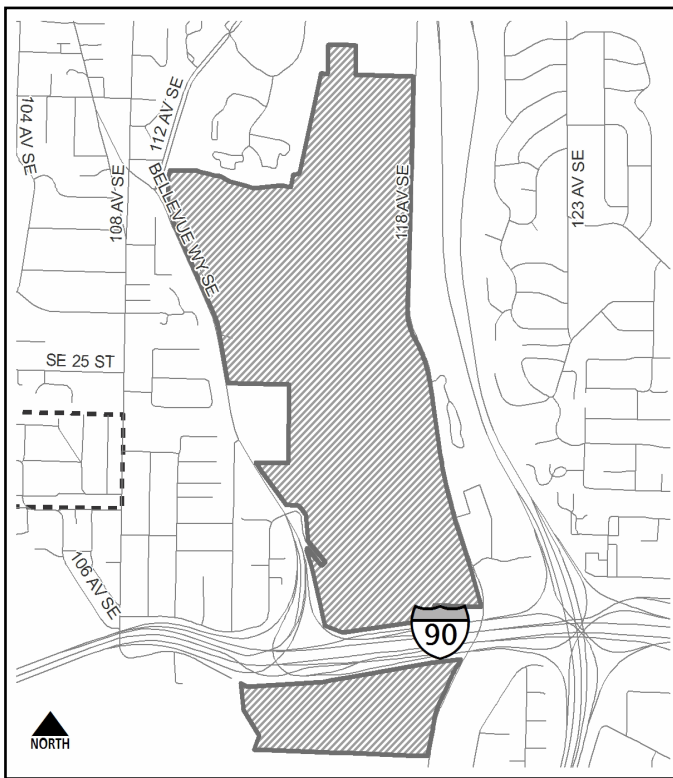
Environmental Impacts

Environmental review for this project was conducted as part of the Sound Transit East Link project design and permitting.

Operating Budget Impacts

Annual M&O costs will be determined during the project's design phase.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2015 - 2021	2,340,000

Total Budgetary Cost Estimate: 2,340,000

Means of Financing

Funding Source	Amount
Intergovernmental Contributions	2,340,000

Total Programmed Funding: 2,340,000
Future Funding Requirements:

Comments

P-AD-100 Gateway NE Entry at Downtown Park

Category: **Quality Neighborhoods/IVCC**
 Department: **Parks & Community Services**

Status: **Approved Prior**
 Location: **SW corner of Bellevue Way & NE 4th Street.**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
3,000,000	-	-	3,000,000	-	-	-	-	-

Description and Scope

The scope of the project includes design, permitting and construction of the improvements at the corner of Bellevue Way and NE 4th Street. Improvements will provide a critical connection to downtown Bellevue, and create an identity to downtown Bellevue that the park currently lacks. It also occupies a strategic location of the Grand Connection, and would provide a key feature and early implementation item for that vision. Planned elements include a water feature visible from Bellevue Way and pedestrian connections to the central promenade and formal gardens along the park's eastern edge. The final design and project timeline may be influenced by the final vision approved for the Grand Connection.

Rationale

Development goals for for this portion of the Downtown Park have been recognized in Bellevue's Comprehensive Plan, Parks & Open Space System Plan, Downtwon Subarea Plan and more recently in the vision of the Grand Connection. These goals, combined with a citizen-driven master planning process, established a framework that allowed the Downtown Park to evolve into one of the most recognized parks in Bellevue. It has become a central gathering place for special events and has emerged as a key factor in establishing the identity of downtown Bellevue. The park creates an important open space for downtown workers and residents, and plays a pivotal role in making downtown an appealing place to live, work and play. Development of this phase will provide the visual and functional connection to downtown Bellevue.

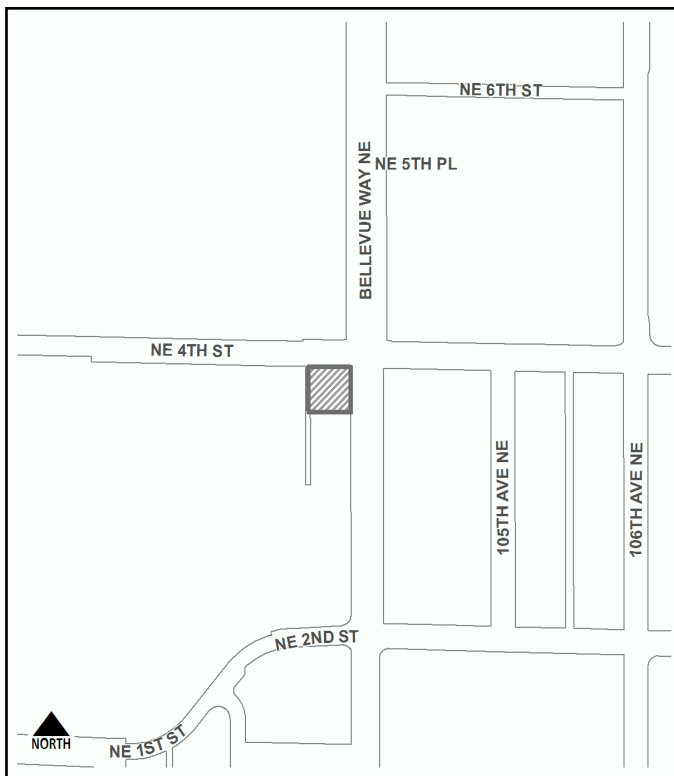
Environmental Impacts

Environmental review will take place during project design.

Operating Budget Impacts

Annual M&O costs will be determined during the project's design phase.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2017 - 2018	3,000,000

Total Budgetary Cost Estimate: 3,000,000

Means of Financing

Funding Source	Amount
2008 Parks Levy - Property Tax	3,000,000

Total Programmed Funding: 3,000,000
Future Funding Requirements:

Comments

P-R-02 Enterprise Facility Improvements

Category: **Quality Neighborhoods/IVCC** Status: **Ongoing**
 Department: **Parks & Community Services** Location: **Various**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
13,218,877	10,968,875	300,002	300,000	300,000	300,000	350,000	350,000	350,000

Description and Scope

This project consists of capital improvements to the Bellevue Golf Course and other Enterprise facilities. Past golf course projects have included reconstruction of tees, greens, and sand traps, cart paths, driving range lighting, hole realignment, and landscape improvements. The driving range project included a two-tiered tee structure to increase capacity and resulting revenues. Future Enterprise facility projects may include improvements to the tennis center, aquatic center, ballfields or Robinswood House.

Rationale

These improvements will limit City liability, maintain and enhance Enterprise facilities, maintain or increase annual revenue and/or reduce annual operating expenses.

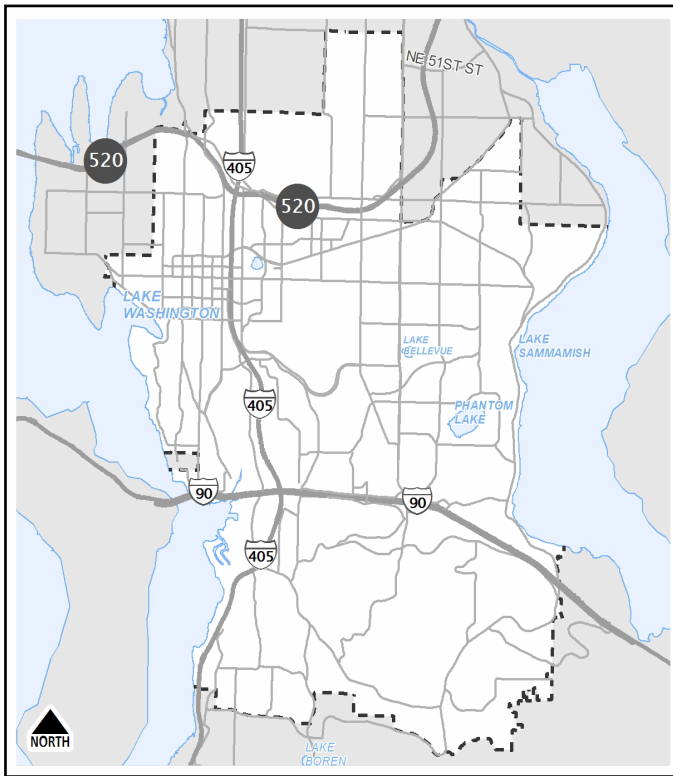
Environmental Impacts

Project-specific impacts will be reviewed during project design.

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	13,218,877

Total Budgetary Cost Estimate: 13,218,877

Means of Financing

Funding Source	Amount
Charges for Services	5,823
Contributions from Other City Funds	11,030,271
General Taxes & LTGO Bond Proceeds	1,475,730
Judgements/Settlements	146,229
Miscellaneous Revenue	374,440
Rents and Leases	186,384

Total Programmed Funding: 13,218,877
Future Funding Requirements:

Comments

P-R-11 Parks Renovation & Refurbishment Plan

Category: **Quality Neighborhoods/IVCC** Status: **Ongoing**
 Department: **Parks & Community Services** Location: **Various**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
	53,521,617	4,739,754	4,860,007	4,975,186	5,408,365	5,548,049	6,023,751	6,513,469

Description and Scope

Typical park projects include repairs, renovation, replacement and/or upgrades to piers/docks, play equipment, drainage and irrigation, lighting, signage, fencing, pavement, sportsfields, trails, shorelines and open space restoration. Building-related projects include repairs or replacements of roofs, flooring, building envelop and mechanical systems, as well as code, accessibility and efficiency upgrades.

Rationale

The park and open space system is comprised of approximately 75 developed parks on over 2,700 acres of land. Park infrastructure includes 34 major buildings, 38 restroom buildings, 38 sports fields, 44 playgrounds, 64 sports courts, 17 miles of fencing and 80 miles of trails. This project addresses improvements beyond normal maintenance requirements, including safety, accessibility and code-related issues. The City has placed high priority on reducing potential liability and increasing safety and accessibility into our park system. These repairs and renovations will preserve the quality of park facilities, reduce potentially dangerous conditions, and allow the public access into park properties and facilities.

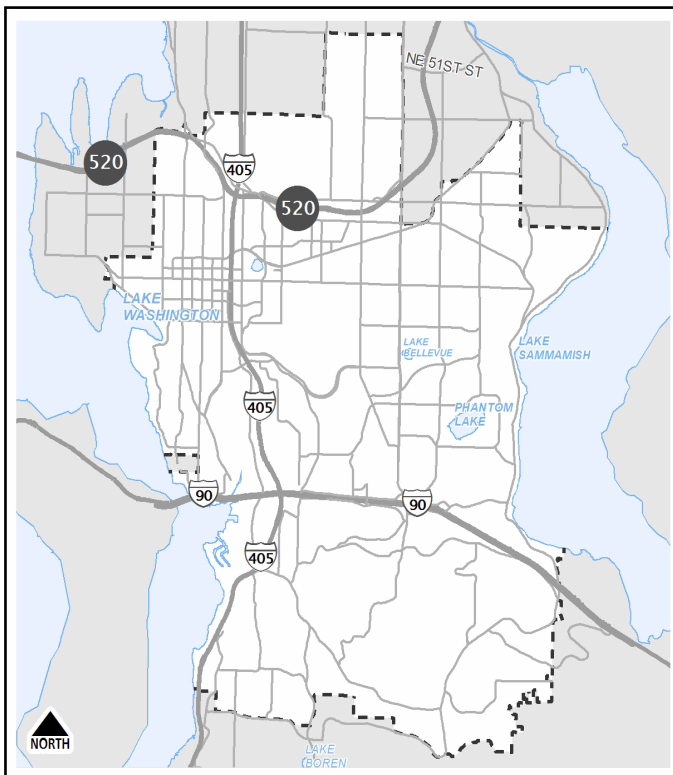
Environmental Impacts

Renovation and refurbishment projects are generally exempt from the State Environmental Protection Act (SEPA). Environmental review for larger projects will be completed on a case-by-case basis.

Operating Budget Impacts

This program will have no impact on operating expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	91,590,198
Total Budgetary Cost Estimate:		91,590,198

Means of Financing

Funding Source	Amount	
Contributions from Other City Funds	78,113	
Developer Contributions	216,582	
Federal Grants	1,159,851	
General Taxes & LTGO Bond Proceeds	14,039,488	
Intergovernmental Contributions	235,000	
Miscellaneous Revenue	2,644,755	
Private Contributions	162,084	
Real Estate Excise Tax	71,779,588	
Rents and Leases	671,918	
State Grants	602,819	
Total Programmed Funding:		91,590,198
Future Funding Requirements:		

Comments

PW-W/B-49 Pedestrian Facilities Compliance Program

Category: **Quality Neighborhoods/IVCC** Status: **Ongoing**
 Department: **Transportation** Location: **Various**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
2,478,131	1,682,129	104,002	107,000	110,000	114,000	117,000	120,000	124,000

Description and Scope

This program provides a resource to identify, inventory, prioritize, design, and construct spot improvements to pedestrian facilities citywide to meet compliance standards stemming from the Americans with Disabilities Act (ADA). This program serves as the City's dedicated resource for addressing citizen accessibility requests and implementing high priority improvements identified in the City's ADA Access infrastructure management program.

Rationale

Title II of the Americans with Disabilities Act (ADA) mandates municipalities to provide programs, facilities, and services that are accessible for citizens of all abilities. This program provides a resource for mitigating barriers to accessibility identified either through citizen requests or prioritized as high priority locations within the ADA infrastructure management program (a required element of ADA compliance).

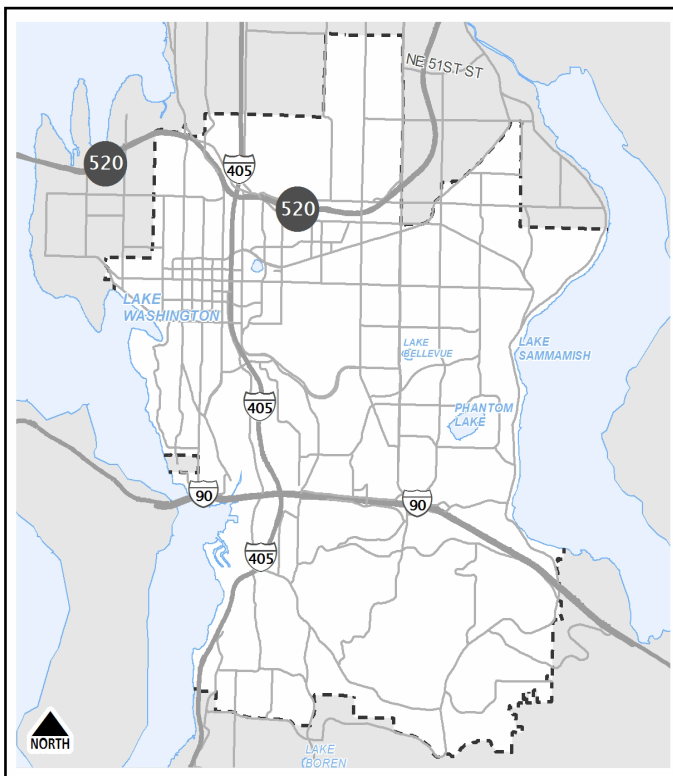
Environmental Impacts

Environmental impacts are minimal and are addressed as appropriate on a location-by-location basis.

Operating Budget Impacts

Operating costs for this program will be determined on an as needed basis.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	2,478,131
Total Budgetary Cost Estimate:		2,478,131

Means of Financing

Funding Source	Amount
Charges for Services	309
General Taxes & LTGO Bond Proceeds	807,426
Intergovernmental Contributions	33,200
Miscellaneous Revenue	171,741
Real Estate Excise Tax	128,261
State Grants	193,715
Transportation Funding	1,143,479

Total Programmed Funding: 2,478,131
Future Funding Requirements:

Comments

2017-2023 Adopted CIP: Quality Neighborhoods and Innovative, Vibrant, & Caring Community

Combined, Completed Projects

CIP Plan Number	Project Name	(\$000s) Total Estimated Cost
P-AD-88	Bridle Trails Neighborhood Park (Levy)	2,555
P-AD-98	Burrows Cabin Relocation	160
	Total	2,715



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Utilities 2017-2023 Capital Investment Program

Overview

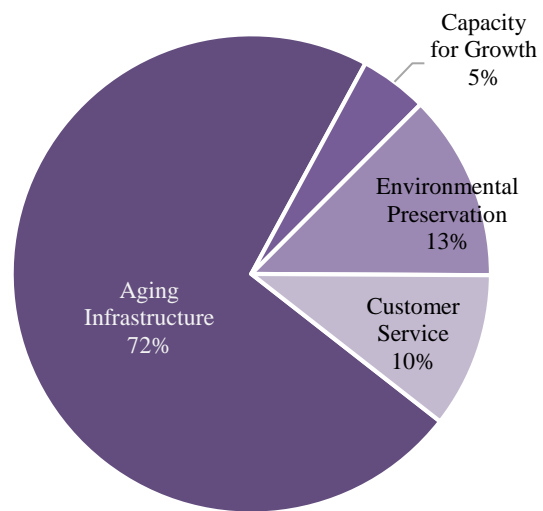
The Utilities 2017-2023 Capital Investment Program (CIP) is a plan and budget for major utility system improvements that will be implemented over a seven-year period. The Adopted Utilities CIP Plan totals \$221 million and defines investments for three utilities--Water, Wastewater, and Storm and Surface Water.

Key drivers for the 2017-2023 CIP are:

- Renewing and replacing aging infrastructure
- Adding system capacity to support anticipated growth
- Preserving the natural environment
- Customer service enhancements

Utilities owns, operates, and maintains over \$3.5 billion of infrastructure assets, with over 1,500 miles of pipeline to provide drinking water, wastewater, and storm and surface water services. This infrastructure was primarily constructed from the 1940s through the 1980s, and most of the assets are well past midlife. As the infrastructure ages, it becomes less reliable and more failures occur. As a result, the cost to operate, maintain, rehabilitate, and replace the various assets increases. Over the next 75 years, approximately \$2.4 billion will be needed to renew or replace infrastructure within the three utilities. System renewal is and will continue to be the most significant driver of the Utilities CIP.

2017-2023 Utilities CIP



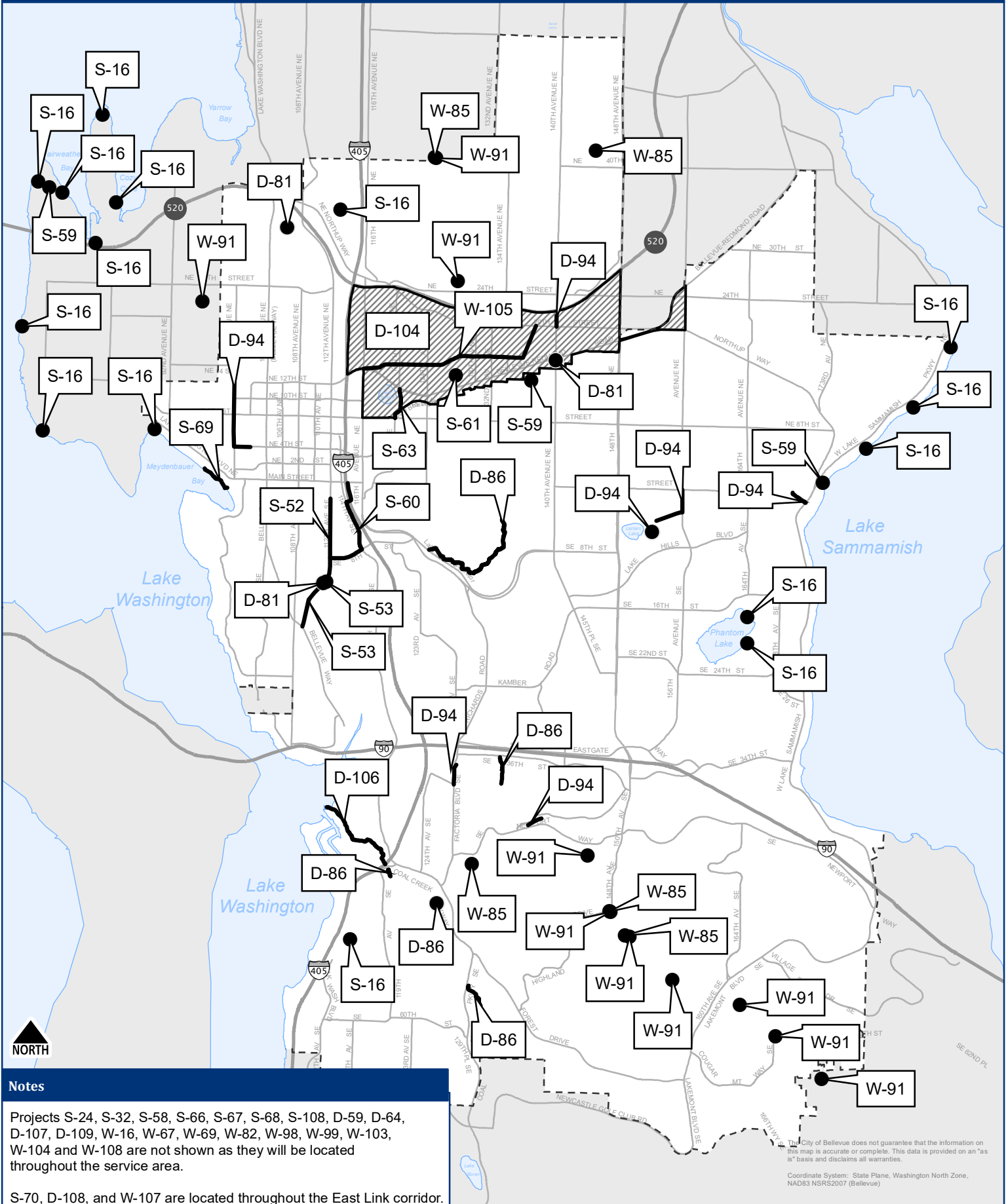
Significant projects include small diameter water main replacement, water pump station and reservoir replacement, sewer pipeline major system repairs, and storm system conveyance repairs. In addition, the Utilities CIP also addresses resiliency preparedness in the event of a major earthquake. This includes ongoing work to perform seismic upgrades to reservoirs, performing a seismic evaluation for water pipes, and evaluating the utility’s emergency water supply. Other significant projects include constructing a new water inlet station, providing drinking water storage for the west operating area, and upgrading sewer capacity for the Wilburton area to address growth, protecting property by reducing surface water runoff and flooding, and restoring stream and natural habitats. The Utility CIP includes funding for the implementation of Advanced Metering Infrastructure (AMI). Currently, water meters are manually read once every two months. AMI will enable the City to provide real-time data to customers, more timely detection of water leaks, and reduced meter reading costs.



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Healthy and Sustainable Environment CIP Projects 2017 - 2023

2017 - 2018 City of Bellevue Budget



Notes

Projects S-24, S-32, S-58, S-66, S-67, S-68, S-108, D-59, D-64, D-107, D-109, W-16, W-67, W-69, W-82, W-98, W-99, W-103, W-104 and W-108 are not shown as they will be located throughout the service area.

S-70, D-108, and W-107 are located throughout the East Link corridor.

The City of Bellevue does not guarantee that the information on this map is accurate or complete. This data is provided on an "as is" basis and disclaims all warranties.
 Coordinate System: State Plane, Washington North Zone, NAD83 NRS2007 (Bellevue)
 Source: City of Bellevue



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2017-2023 Utilities CIP Project Expenditures
City of Bellevue 2017-2018 Adopted Budget

CIP Plan No.	Project Name	2016 Approp. To Date	2017 Budget	2018 Budget	2019 Estimate	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate	2017-2023 Total	New Total Project Budget
WATER CIP											
W-16	Small Diameter Water Main Replacement	63,175,885	10,325,000	9,542,000	9,722,000	9,916,000	10,114,000	10,317,000	10,358,000	70,294,000	133,469,885
W-67	Pressure Reducing Valve (PRV) Rehabilitation	8,456,971	545,000	400,000	281,000	541,000	424,000	433,000	441,000	3,065,000	11,521,971
W-69	Minor (Small) Water Capital Improvement Projects	5,498,619	216,000	253,000	223,000	206,000	119,000	245,000	250,000	1,512,000	7,010,619
W-82	Fire Hydrant Standardization	1,296,965	2,532	315,000	-	254,000	-	-	-	571,532	1,868,497
W-85	Reservoir Rehabilitation or Replacement	11,465,705	61,772	423,000	1,888,000	715,000	777,000	1,382,000	2,011,000	7,257,772	18,723,477
W-91	Water Pump Station Rehabilitation or Replacement	8,026,238	1,345,235	838,000	2,997,000	2,131,000	2,880,000	2,782,000	2,312,000	15,285,235	23,311,473
W-98	Replacement of Large Commercial Water Meters	2,979,308	119,855	550,000	-	573,000	584,000	596,000	608,000	3,030,855	6,010,163
W-99	Water Service Line and Saddle Replacement	2,416,932	72,568	253,000	258,000	263,000	269,000	274,000	280,000	1,669,568	4,086,500
W-103	Increase Drinking Water Storage Availability for West Op Area	779,547	342,539	641,000	654,000	-	-	-	-	1,637,539	2,417,086
W-104	New Water Inlet Station	-	637,000	2,273,000	2,319,000	-	-	-	-	5,229,000	5,229,000
W-105	Water Facilities for NE 15th Multi Modal Corridor	-	387,000	-	364,000	333,000	-	-	-	1,084,000	1,084,000
W-105-B	Water Facilities for NE 15th Multi Modal Corridor (Bank)	1,073,957	231,000	236,000	-	-	250,000	255,000	260,000	1,232,000	2,305,957
W-108	Advanced Metering Infrastructure (AMI) Implementation (Water)	-	210,000	5,644,800	10,307,500	-	-	-	-	16,162,300	16,162,300
W-109	Richards Road Inlet Supply Satation Improvements	-	500,000	-	-	-	-	-	-	500,000	500,000
W-110	NE 40th and Enatai Inlet Water Station	-	200,000	-	-	-	-	-	-	200,000	200,000
TOTAL WATER CIP		105,170,127	15,195,501	21,368,800	29,013,500	14,932,000	15,417,000	16,284,000	16,520,000	128,730,801	233,900,928
SEWER											
S-16	Sewage Pump Station Improvements	14,033,491	40,664	1,815,000	1,095,000	1,118,000	1,110,000	1,013,000	1,212,000	7,403,664	21,437,155
S-24	Sewer System Pipeline Major Repairs	21,014,785	1,890,000	1,952,000	1,991,000	2,031,000	2,072,000	2,113,000	2,155,000	14,204,000	35,218,785
S-32	Minor (Small) Sewer Capital Improvement Projects	2,364,323	102,000	110,000	112,000	115,000	117,000	119,000	122,000	797,000	3,161,323
S-58	Lake Washington Sewer Lake Line Assessment Program	1,801,400	117,555	-	-	-	-	-	-	117,555	1,918,955
S-59	Add on-site Power at Sewer Pump Station	224,981	1,013	77,000	587,000	270,000	-	-	-	935,013	1,159,994
S-60	Wilburton Sewer Capacity Upgrade	9,862,599	568,000	11,000	11,000	11,000	11,000	12,000	-	624,000	10,486,599
S-61	Midlakes Pump Station Capacity Improvements	4,069,715	301,980	-	-	-	-	-	-	301,980	4,371,695
S-66	Sewer System Pipeline Replacement	3,404,100	2,732,789	677,000	2,419,000	1,745,000	1,219,000	1,157,000	1,770,000	11,719,789	15,123,889
S-67	I&I Investigations and Flow Monitoring	470,000	256,382	230,000	223,000	96,000	-	-	-	805,382	1,275,382
S-68	Sewer Force Main Condition Assessment	522,000	236,879	20,000	-	-	-	-	-	256,879	778,879
S-69	Meydenbauer Bay Park Sewer Line Replacement	348,000	3,832,000	-	-	-	-	-	-	3,832,000	4,180,000
S-108	Advanced Metering Infrastructure (AMI) Implementation (Sewer)	-	90,000	2,419,200	4,417,500	-	-	-	-	6,926,700	6,926,700
TOTAL SEWER		58,115,394	10,169,262	7,311,200	10,855,500	5,386,000	4,529,000	4,414,000	5,259,000	47,923,962	106,039,356
STORM & SURFACE WATER											
D-59	Minor (Small) Storm Capital Improvement Projects	3,201,286	-	221,000	218,000	237,000	242,000	246,000	251,000	1,415,000	4,616,286
D-64	Strom System Conveyance Repairs and Replacement	13,921,231	1,886,000	1,373,000	1,241,000	1,330,000	1,424,000	1,524,000	1,633,000	10,411,000	24,332,231
D-81	Fish Passage Improvement Program	4,783,895	418,000	461,000	174,000	467,000	236,000	607,000	507,000	2,870,000	7,653,895
D-86	Stream Channel Modification Program	4,686,568	388,000	303,000	544,000	365,000	423,000	298,000	552,000	2,873,000	7,559,568
D-94	Flood Control Program	7,591,973	-	3,683,000	1,294,000	906,000	957,000	714,000	864,000	8,418,000	16,009,973
D-103	Replace Coal Creek Pkwy Culvert at Coal Creek	5,235,250	13,000	13,000	13,000	-	-	-	-	39,000	5,274,250
D-104	Stream Restoration for Mobility & Infrastructure Iniative	-	110,000	112,000	5,000	6,000	6,000	-	-	239,000	239,000
D-104-B	Stream Restoration for Mobility & Infrastructure Iniative (Bank)	8,194,188	2,231,300	2,522,167	-	-	-	-	-	4,753,467	12,947,655
D-105	Replace NE 8th St Culvert at Kelsey Creek	336,000	733,000	2,778,000	16,000	8,000	8,000	8,000	8,000	3,559,000	3,895,000
D-106	Lower Coal Creek Flood Hazard Reduction Phase I	1,366,889	2,515,000	2,475,000	2,311,000	10,000	10,000	-	-	7,321,000	8,687,889
D-107	Storm Water Video Inspection Enhancement	913,000	963,000	459,000	246,000	-	-	-	-	1,668,000	2,581,000
D-109	Storm Retrofit in Kelsey Creek	-	90,000	125,000	128,000	-	-	-	-	343,000	343,000
TOTAL STORM & SURFACE WATER		50,230,280	9,347,300	14,525,167	6,190,000	3,329,000	3,306,000	3,397,000	3,815,000	43,909,467	94,139,747
TOTAL UTILITIES CIP		213,515,801	34,712,063	43,205,167	46,059,000	23,647,000	23,252,000	24,095,000	25,594,000	220,564,230	434,080,031

Reserves are excluded from the table above.



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2017-2023 Capital Investment Program Plan

Water

The Water Utility owns and operates 611 miles of water distribution and transmission mains, 24 reservoirs with 39.5 million gallons of storage, and 22 pump stations. Water is supplied by the Cascade Water Alliance by contractual arrangement with the City of Seattle through the Tolt and Cedar River supply systems. Bellevue's Water Utility serves all of Bellevue as well as the Points Communities and some areas of unincorporated King County.

Capital improvements for the Water Utility are generally based on Bellevue's 2016 Water System Plan. The System Plan identifies system improvements needed to continue to meet the demands of population growth and system aging, and to provide for orderly system expansion and improvements which increase system reliability, efficiency, and maintain desired levels of service.

The water system was analyzed to identify pressure, capacity, and storage needs now and for anticipated population growth. Other capital investment projects reflect the increasing resources needed to maintain a high level of service and reliability as the water system ages (infrastructure renewal and replacement).

The 2017-2023 CIP Plan recognizes that significant investments are needed to maintain aging systems and replace components that are reaching the end of their useful life. The Water System Plan also includes a number of investments that are necessary to meet system capacity and infrastructure renewal needs as a response to growth and demand in the system.



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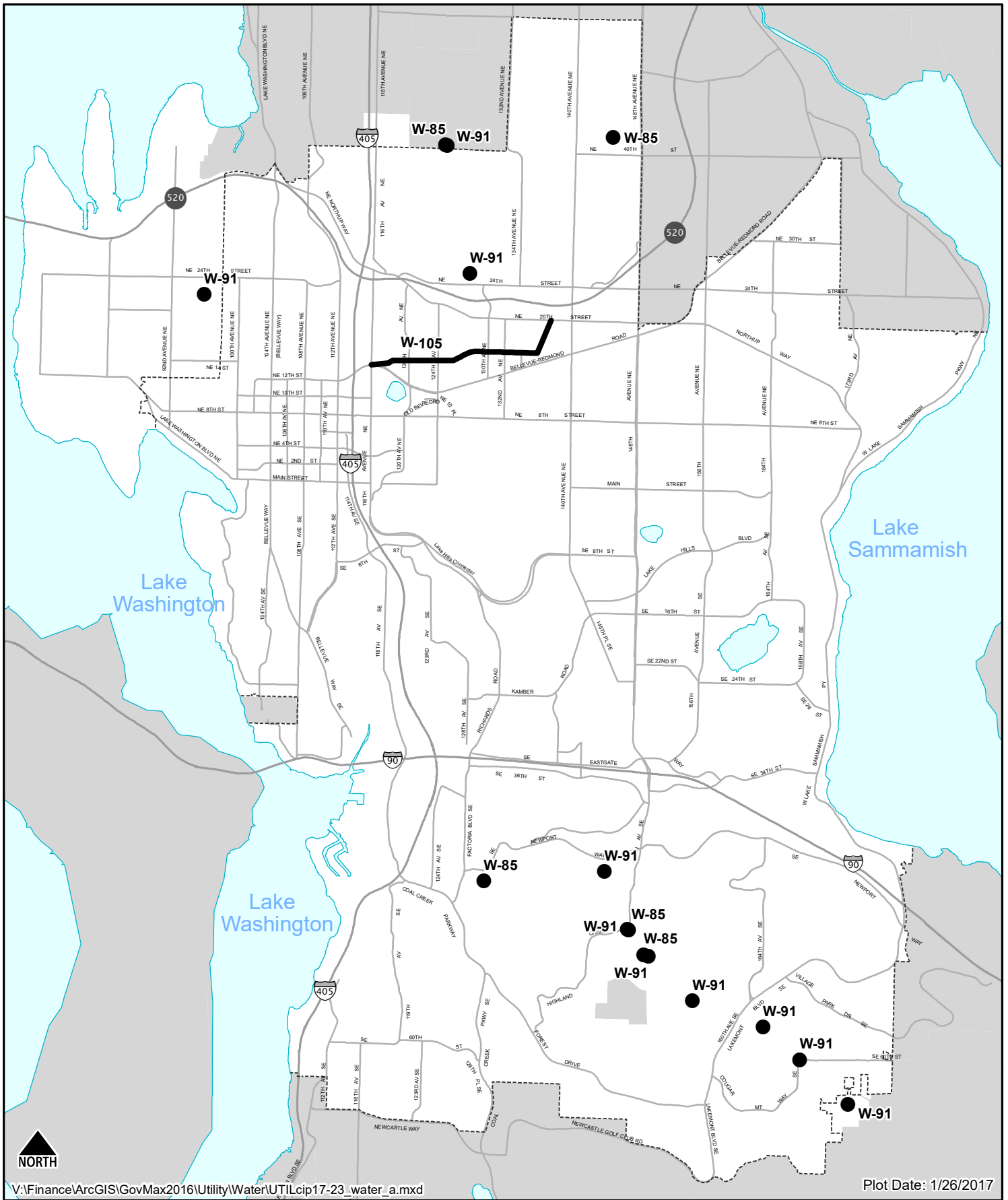
2017-2023 Adopted CIP: Healthy and Sustainable Environment - Water

Funded CIP Projects

CIP Plan Number	Project Title	\$ in 000s	
		2017-2023 Project Cost	Total Estimated Cost
W-16	Small Diameter Water Main Replacement	70,294	133,470
W-67	Pressure Reducing Valve (PRV) Rehabilitation	3,065	11,522
W-69	Minor (Small) Water Capital Improvement Projects	1,512	7,011
W-82	Fire Hydrant Standardization	572	1,868
W-85	Reservoir Rehabilitation or Replacement	7,258	18,723
W-91	Water Pump Station Rehabilitation or Replacement	15,285	23,311
W-98	Replacement of Large Commercial Water Meters	3,031	6,010
W-99	Water Service Line and Saddle Replacement	1,670	4,087
W-103	Increase Drinking Water Storage Availability for West Op Area	1,638	2,417
W-104	New Water Inlet Station	5,229	5,229
W-105	Water Facilities for NE 15th Multi Modal Corridor	1,084	1,084
W-105-B	Water Facilities for NE 15th Multi Modal Corridor (Bank)	1,232	2,306
W-108	Advanced Metering Infrastructure (AMI) Implementation (Water)	16,162	16,162
W-109	Richards Road Inlet Supply Station Improvements	500	500
W-110	NE 40th and Enatai Inlet Water Station	200	200
Total Water CIP		128,731	233,901



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2017-2023 Water CIP Projects

Note: Projects W-16, W-67, W-69, W-82, W-98, W-99, W-103, W-104 and W-108 are not shown as they will be located throughout the service area. W-107 located throughout the East Link corridor.

The information on this map is a geographic representation derived from the City of Bellevue Geographic Information System. The City of Bellevue does not guarantee that the information on this map is accurate or complete. This map is provided on an "as is" basis and disclaims all warranties, express or implied, including but not limited to warranties of merchantability, fitness for a particular purpose and non-infringement. Any commercial use or sale of this map or portions thereof, is prohibited without express written authorization by the City of Bellevue. The City of Bellevue is not responsible for any damages arising from the use of information on this map. Use of this map is at user's risk. Users should verify the information before making project commitments.



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W-16 Small Diameter Water Main Replacement

Category: **Water**
 Department: **Utilities**

Status: **Ongoing**
 Location: **Water Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
133,469,885	63,175,885	10,325,000	9,542,000	9,722,000	9,916,000	10,114,000	10,317,000	10,358,000

Description and Scope

This program focuses primarily on replacing small diameter asbestos cement (AC) pipe that has reached its useful life. A secondary benefit is increasing the emergency fireflow available to neighborhoods. This investment will ramp up water pipeline replacement to 5 miles/year by 2018, and then be adjusted with inflation to maintain the 5 miles per year replacement rate. At that rate, water pipe will need to last on average 100-125 years. Pipes are selected for replacement based on risk of failure (likelihood and consequence), failure history, and coordination with other construction, such as planned street overlays (which reduce restoration costs). Project costs include a 2.8% cost increase reflecting actual bid experience for pipe replacement.

Rationale

In the short term, this program reduces the likelihood of catastrophic system failures, unplanned service interruptions, damage claims to the city, and sharp rate increases to react to system failures rather than proactively managing the system. In the long term, timely replacement or repair of water system assets keeps customer rates as low as practical by managing the system at the least life-cycle cost while maintaining target service levels and meeting regulatory requirements.

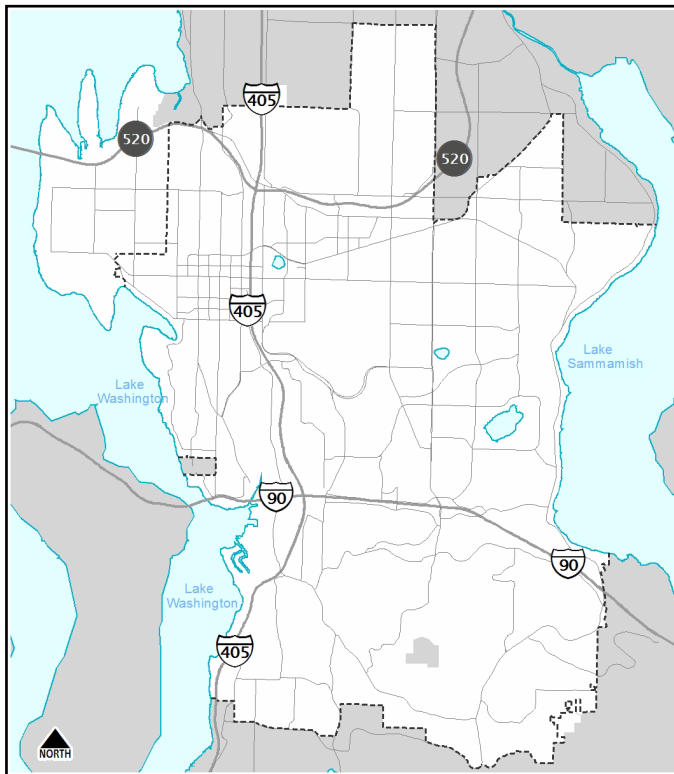
Environmental Impacts

Replacing aging water infrastructure ensures a reliable supply of safe drinking water in sufficient quantity for homes and businesses. Minimizing water system failures means reduced environmental damage such as flooding and erosion, which can damage lakes, streams, and wetlands. Timely replacement of aging water pipes and appurtenances reduces the volume of treated, potable water lost to leakage into the ground or following system breaks.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	133,469,885

Total Budgetary Cost Estimate: 133,469,885

Means of Financing

Funding Source	Amount
Utility Rates/Fees	133,469,885

Total Programmed Funding: 133,469,885
Future Funding Requirements:

Comments

W-67 Pressure Reducing Valve (PRV) Rehabilitation

Category: **Water**
 Department: **Utilities**

Status: **Ongoing**
 Location: **Water Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
11,521,971	8,456,971	545,000	400,000	281,000	541,000	424,000	433,000	441,000

Description and Scope

This ongoing program is to rehabilitate or replace old and deteriorating pressure reducing valves (PRVs) throughout the water service area. The number of pressure reducing valves that are rehabilitated varies from year to year based on the annual program budget and the rehabilitation costs, but over the long term should average about 3 PRVs per year. Replacement criteria include service requirements, safety, maintenance history, age, and availability of replacement parts.

Rationale

In the short term, this program reduces the likelihood of catastrophic system failures, unplanned service interruptions, damage claims to the city, and sharp rate increases to react to system failures rather than proactively managing the system. In the long term, timely replacement or repair of water system assets keeps customer rates as low as practical by managing the system at the least life-cycle cost while maintaining target service levels and meeting regulatory requirements.

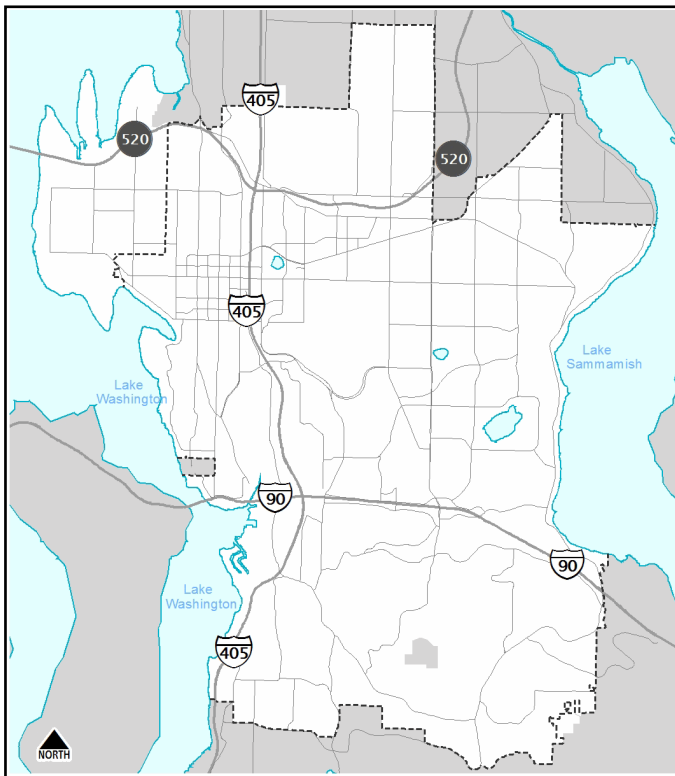
Environmental Impacts

Replacing aging water infrastructure ensures a reliable supply of safe drinking water in sufficient quantity for homes and businesses. Minimizing water system failures means reduced environmental damage such as flooding and erosion, which can damage lakes, streams, and wetlands. Timely replacement of aging water pipes and appurtenances reduces the volume of treated, potable water lost to leakage into the ground or following system breaks.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	11,521,971

Total Budgetary Cost Estimate: 11,521,971

Means of Financing

Funding Source	Amount
Utility Rates/Fees	11,521,971

Total Programmed Funding: 11,521,971
Future Funding Requirements:

Comments

W-69 Minor (Small) Water Capital Improvement Projects

Category: **Water**
 Department: **Utilities**

Status: **Ongoing**
 Location: **Water Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
7,010,619	5,498,619	216,000	253,000	223,000	206,000	119,000	245,000	250,000

Description and Scope

This ongoing program pays for small improvements to Bellevue's water system to resolve deficiencies, improve efficiencies, or resolve maintenance problems, often in conjunction with other programs such as the Transportation overlay program. Projects are prioritized based on criteria including public safety/property damage, maintenance frequency, operator safety, environmental risk, reliability and efficiency gains, coordination with other city projects or development activity, and level of service impact.

Rationale

In the short term, this program reduces the likelihood of catastrophic system failures, unplanned service interruptions, damage claims to the city, and sharp rate increases to react to system failures rather than proactively managing the system. In the long term, timely replacement or repair of water system assets keeps customer rates as low as practical by managing the system at the least life-cycle cost while maintaining target service levels and meeting regulatory requirements.

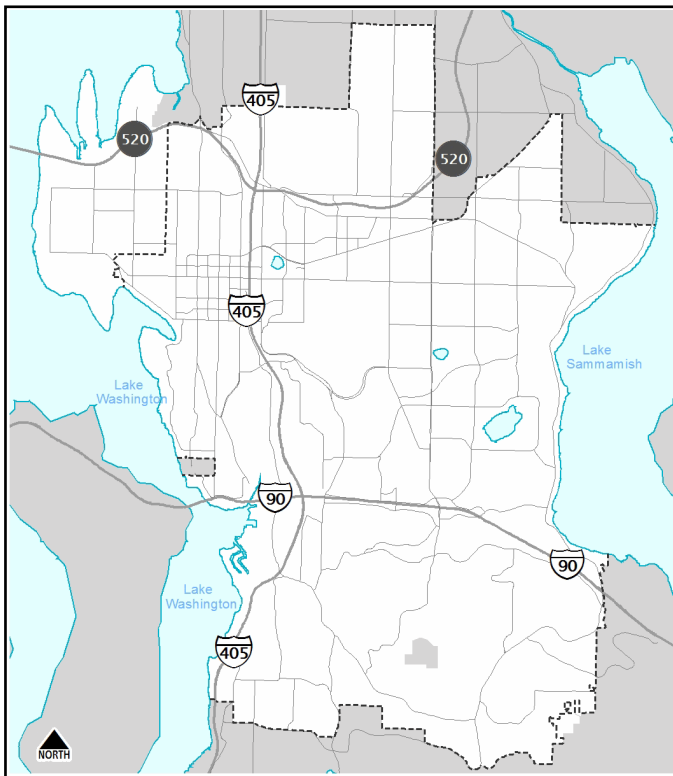
Environmental Impacts

Replacing aging water infrastructure ensures a reliable supply of safe drinking water in sufficient quantity for homes and businesses. Minimizing water system failures means reduced environmental damage such as flooding and erosion, which can damage lakes, streams, and wetlands. Timely replacement of aging water pipes and appurtenances reduces the volume of treated, potable water lost to leakage into the ground or following system breaks.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	7,010,619

Total Budgetary Cost Estimate: 7,010,619

Means of Financing

Funding Source	Amount
Utility Rates/Fees	7,010,619

Total Programmed Funding: 7,010,619
Future Funding Requirements:

Comments

W-82 Fire Hydrant Standardization

Category: **Water**
 Department: **Utilities**

Status: **Ongoing**
 Location: **Water Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
1,868,497	1,296,965	2,532	315,000	-	254,000	-	-	-

Description and Scope

This program replaces non-standard hydrants that have outdated two-port connections, thereby improving the rate of water flow and reducing response time in the event of a fire. Twenty two two-port hydrants are still in service. Based on the proposed budget, these will all be replaced by 2019.

Rationale

In the short term, this program reduces the likelihood of catastrophic system failures, unplanned service interruptions, damage claims to the city, and sharp rate increases to react to system failures rather than proactively managing the system. In the long term, timely replacement or repair of water system assets keeps customer rates as low as practical by managing the system at the least life-cycle cost while maintaining target service levels and meeting regulatory requirements.

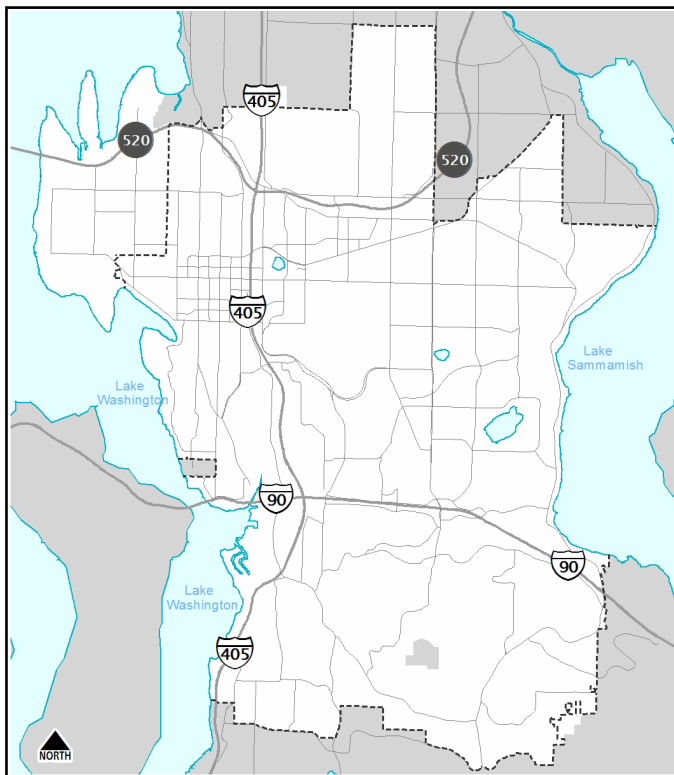
Environmental Impacts

Replacing aging water infrastructure ensures a reliable supply of safe drinking water in sufficient quantity for homes and businesses. Minimizing water system failures means reduced environmental damage such as flooding and erosion, which can damage lakes, streams, and wetlands. Timely replacement of aging water pipes and appurtenances reduces the volume of treated, potable water lost to leakage into the ground or following system breaks.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	1,868,497

Total Budgetary Cost Estimate: 1,868,497

Means of Financing

Funding Source	Amount
Utility Rates/Fees	1,868,497

Total Programmed Funding: 1,868,497
Future Funding Requirements:

Comments

W-85 Reservoir Rehabilitation or Replacement

Category: **Water**
 Department: **Utilities**

Status: **Ongoing**
 Location: **Water Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
18,723,477	11,465,705	61,772	423,000	1,888,000	715,000	777,000	1,382,000	2,011,000

Description and Scope

This program funds retrofit or replacement of drinking water reservoirs to avoid or mitigate earthquake damage, and reservoir rehabilitation for age or use related deterioration. Bellevue operates and maintains 25 drinking water reservoirs in the system with a combined capacity of 40.6 million gallons. A 1993 reservoir study evaluated the seismic vulnerability of 21 of the reservoirs and recommended further evaluation and/or upgrade for 12 of these reservoirs. Remaining work at Horizon View #1, Somerset #1, Pikes Peak Reservoir, and Horizon View #2 reservoirs will be completed during this CIP window. A new study of the other reservoirs will determine upcoming needs and priorities for asset rehabilitation and replacement.

Rationale

In the short term, this program reduces the likelihood of catastrophic system failures, unplanned service interruptions, damage claims to the city, and sharp rate increases to react to system failures rather than proactively managing the system. In the long term, timely replacement or repair of water system assets keeps customer rates as low as practical by managing the system at the least life-cycle cost while maintaining target service levels and meeting regulatory requirements.

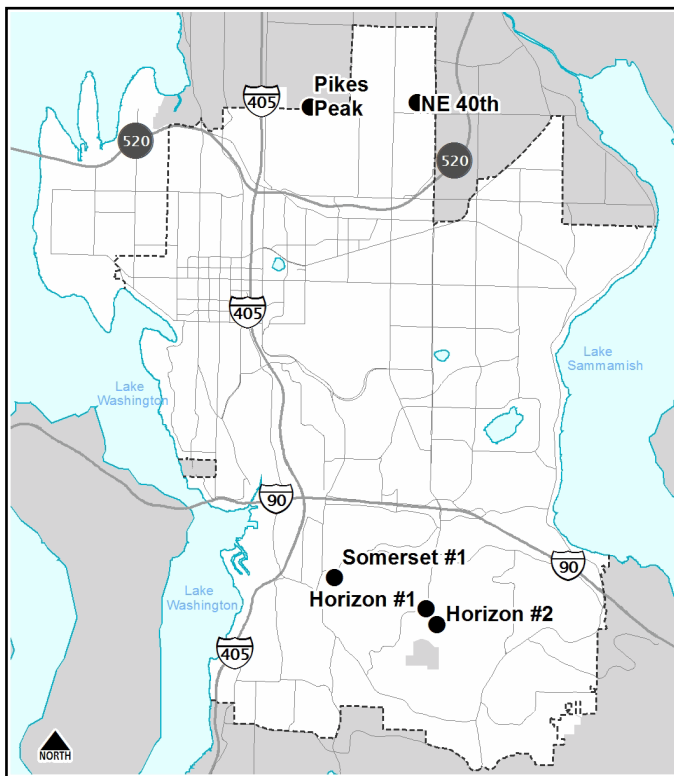
Environmental Impacts

Replacing aging water infrastructure ensures a reliable supply of safe drinking water in sufficient quantity for homes and businesses. Minimizing water system failures means reduced environmental damage such as flooding and erosion, which can damage lakes, streams, and wetlands. Timely replacement of aging water pipes and appurtenances reduces the volume of treated, potable water lost to leakage into the ground or following system breaks.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	18,723,477

Total Budgetary Cost Estimate: 18,723,477

Means of Financing

Funding Source	Amount
Utility Rates/Fees	18,723,477

Total Programmed Funding: 18,723,477
Future Funding Requirements:

Comments

W-91 Water Pump Station Rehabilitation or Replacement

Category: **Water**
 Department: **Utilities**

Status: **Ongoing**
 Location: **Water Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
23,311,473	8,026,238	1,345,235	838,000	2,997,000	2,131,000	2,880,000	2,782,000	2,312,000

Description and Scope

This program was established in 2005 to rehabilitate Bellevue's twenty-one water pump stations. Based on a needs assessment of each pump station, improvements can range from basic improvements to complete reconstruction. The rehabilitation work always includes replacing the mechanical and electrical equipment, adds on-site emergency power generation as needed, and resolves structural deficiencies and life/safety issues as needed. In 2015-21 these pump stations will be rehabilitated or replaced: Horizon View #3, Horizon View #1, Cougar Mtn. #3, Pikes Peak, Cougar Mtn. #2, Clyde Hill P.S., Cougar Mtn. #1, and Horizon View #2.

Rationale

In the short term, this program reduces the likelihood of catastrophic system failures, unplanned service interruptions, damage claims to the city, and sharp rate increases to react to system failures rather than proactively managing the system. In the long term, timely replacement or repair of water system assets keeps customer rates as low as practical by managing the system at the least life-cycle cost while maintaining target service levels and meeting regulatory requirements.

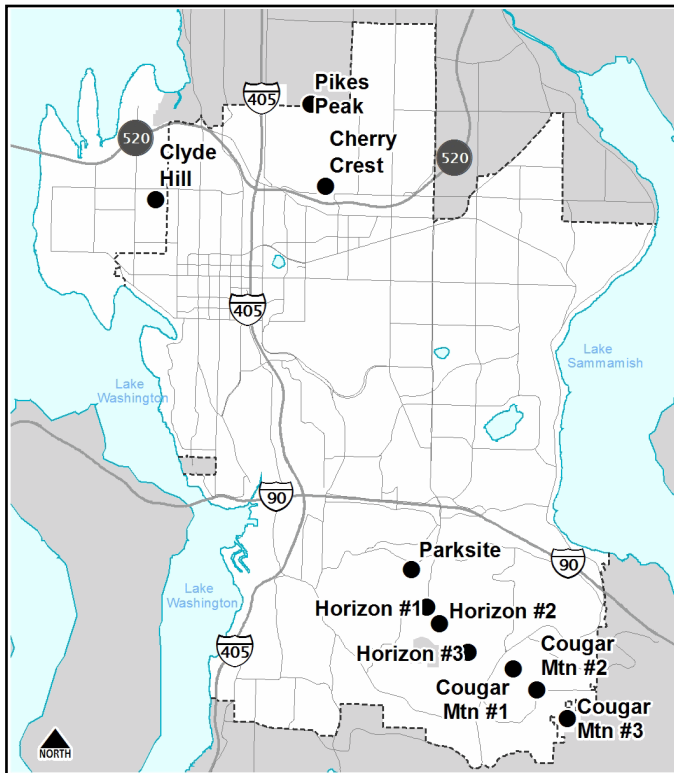
Environmental Impacts

Replacing aging water infrastructure ensures a reliable supply of safe drinking water in sufficient quantity for homes and businesses. Minimizing water system failures means reduced environmental damage such as flooding and erosion, which can damage lakes, streams, and wetlands. Timely replacement of aging water pipes and appurtenances reduces the volume of treated, potable water lost to leakage into the ground or following system breaks.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	23,311,473

Total Budgetary Cost Estimate: 23,311,473

Means of Financing

Funding Source	Amount
Utility Rates/Fees	23,311,473

Total Programmed Funding: 23,311,473
Future Funding Requirements:

Comments

W-98 Replacement of Large Commercial Water Meters

Category: **Water**
 Department: **Utilities**

Status: **Ongoing**
 Location: **Water Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
6,010,163	2,979,308	119,855	550,000	-	573,000	584,000	596,000	608,000

Description and Scope

This program systematically replaces older, obsolete high-volume commercial water meters (3" and larger) as they wear out. Due to their location and condition, these meters pose safety and access concerns and are generally beyond the ability of O&M crews to change out. Improved performance accuracy is a secondary benefit of the program. This ongoing program replaces approximately 4 commercial meters (and meter vaults, if required) each year.

Rationale

In the short term, this program reduces the likelihood of catastrophic system failures, unplanned service interruptions, damage claims to the city, and sharp rate increases to react to system failures rather than proactively managing the system. In the long term, timely replacement or repair of water system assets keeps customer rates as low as practical by managing the system at the least life-cycle cost while maintaining target service levels and meeting regulatory requirements.

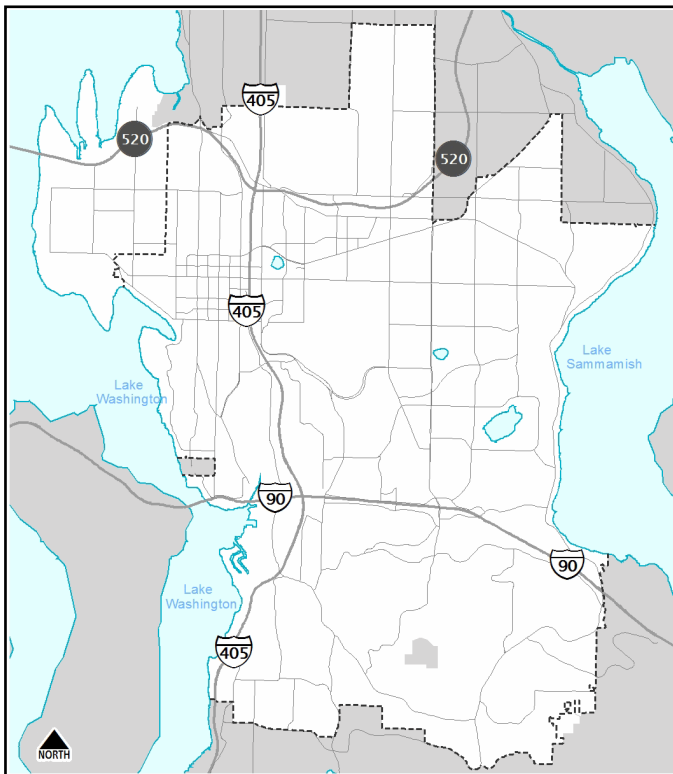
Environmental Impacts

Replacing aging water infrastructure ensures a reliable supply of safe drinking water in sufficient quantity for homes and businesses. Minimizing water system failures means reduced environmental damage such as flooding and erosion, which can damage lakes, streams, and wetlands. Timely replacement of aging water pipes and appurtenances reduces the volume of treated, potable water lost to leakage into the ground or following system breaks.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	6,010,163

Total Budgetary Cost Estimate: 6,010,163

Means of Financing

Funding Source	Amount
Utility Rates/Fees	6,010,163

Total Programmed Funding: 6,010,163
Future Funding Requirements:

Comments

W-99 Water Service Line and Saddle Replacement Program

Category: **Water**
 Department: **Utilities**

Status: **Ongoing**
 Location: **Water Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
4,086,500	2,416,932	72,568	253,000	258,000	263,000	269,000	274,000	280,000

Description and Scope

This program replaces aging and deteriorating water service saddles (the component connecting the customer's water service line to the city-owned water line), and deteriorating water service lines (the pipes between the city's water main to the customer's water meter), most commonly in advance of planned street improvements. Annual expenditures can vary widely depending on the condition of saddles and service lines where street improvement projects are planned. Due to these uncertainties, level funding based on replacement of 100 service/saddles is proposed for each year in the CIP window, recognizing that some years will be over or under spent.

Rationale

In the short term, this program reduces the likelihood of catastrophic system failures, unplanned service interruptions, damage claims to the city, and sharp rate increases to react to system failures rather than proactively managing the system. In the long term, timely replacement or repair of water system assets keeps customer rates as low as practical by managing the system at the least life-cycle cost while maintaining target service levels and meeting regulatory requirements.

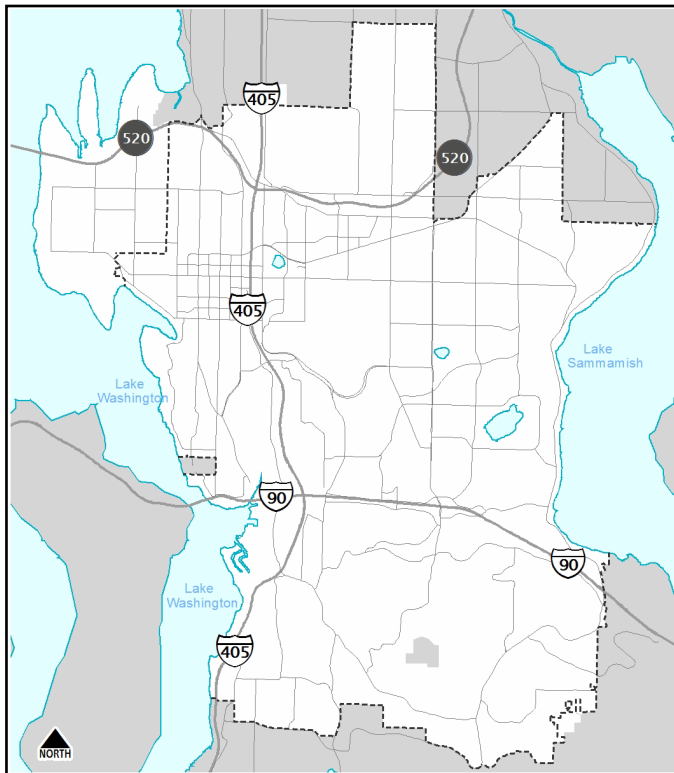
Environmental Impacts

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Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	4,086,500

Total Budgetary Cost Estimate: 4,086,500

Means of Financing

Funding Source	Amount
Utility Rates/Fees	4,086,500

Total Programmed Funding: 4,086,500
Future Funding Requirements:

Comments

W-103 Increase Drinking Water Storage Availability

Category: **Water**
 Department: **Utilities**

Status: **Approved and Begun**
 Location: **West Operating Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
2,417,086	779,547	342,539	641,000	654,000	-	-	-	-

Description and Scope

This project is for design and construction of facilities to increase the drinking water storage available for anticipated population growth in Downtown, Bel-Red, and Wilburton areas. System improvements will be made in this CIP window to allow transfer of surplus water stored in East Bellevue to the growth areas, assuring emergency storage is available for near-term growth. These improvements include upgrades to transmission mains in NE 8th Street and at SE 7th and 140th Ave SE, and upgrades to system Pressure Reducing Valves. The project also includes analysis of emergency well capacity to supplement regional supply in case of an outage, which may offset or reduce the need for added storage. The 2015 Water System Plan update analyzed required timing and volume as well as siting considerations for storage to meet the needs of planned growth.

Rationale

In the short term, utility capacity will be available without delaying development and redevelopment projects. In the long term, recovering the cost of projects from growth will reduce future rate increases to pay for utility system replacement.

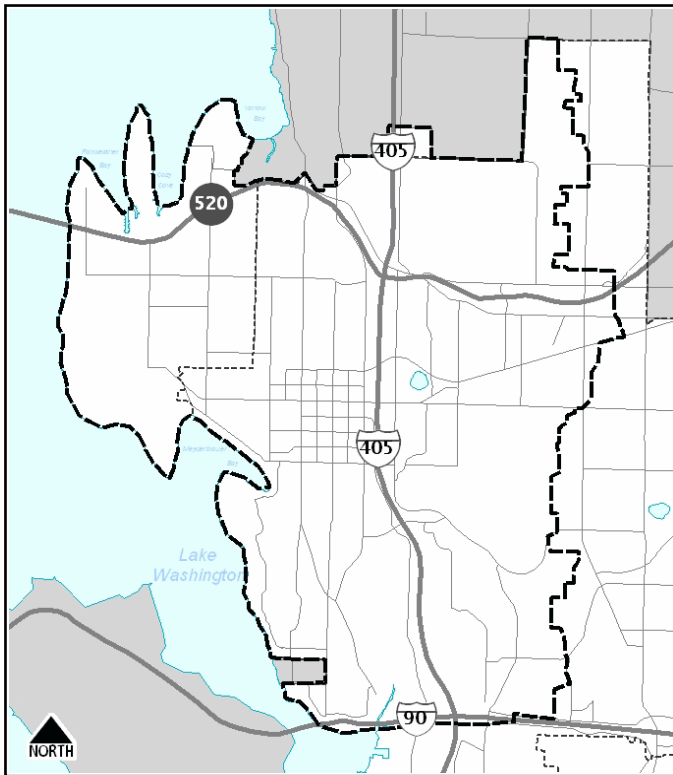
Environmental Impacts

This project ensures a safe, reliable supply of drinking water to homes and businesses as Bellevue grows.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2009 - 2019	2,417,086

Total Budgetary Cost Estimate: 2,417,086

Means of Financing

Funding Source	Amount
Utility Rates/Fees	2,417,086

Total Programmed Funding: 2,417,086
Future Funding Requirements:

Comments

W-104 New Water Inlet Station

Category: **Water**
 Department: **Utilities**

Status: **Approved and Begun**
 Location: **Water and Sewer Service Areas**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
5,229,000	-	637,000	2,273,000	2,319,000	-	-	-	-

Description and Scope

This project will construct a new inlet station from the regional water supply system to provide sufficient drinking water for growth in downtown, Bel-Red, and Wilburton areas. It will also improve drinking water supply reliability (redundancy) to the 200,000 people who will ultimately live and work in these areas. The transmission main improvements of W-103 will improve reliability of water supply in the near term, deferring the need to add inlet station capacity until ~2018-19.

Rationale

In the short term, utility capacity will be available without delaying development and redevelopment projects. In the long term, recovering the cost of projects from growth will reduce future rate increases to pay for utility system replacement.

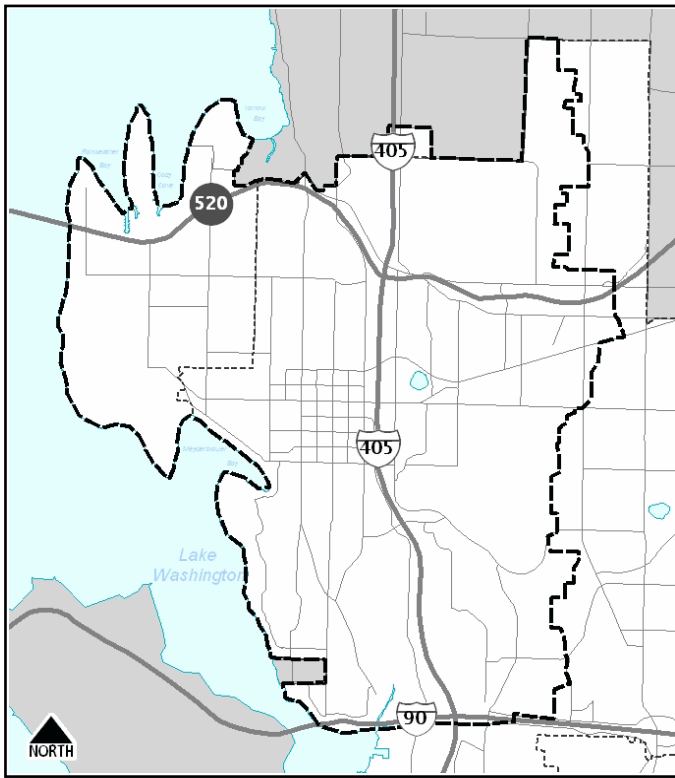
Environmental Impacts

This project ensures a safe, reliable supply of drinking water to homes and businesses as Bellevue grows.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2017 - 2019	5,229,000

Total Budgetary Cost Estimate: 5,229,000

Means of Financing

Funding Source	Amount
Utility Rates/Fees	5,229,000

Total Programmed Funding: 5,229,000
Future Funding Requirements:

Comments

W-105 Water Facilities for NE Spring Blvd Multi-Modal Corridor

Category: **Water**
 Department: **Utilities**

Status: **Approved and Begun**
 Location: **NE Spring Blvd from 116th Ave NE to 136th PI NE**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
1,084,000	-	387,000	-	364,000	333,000	-	-	-

Description and Scope

This project provides funds for the design and construction of new water facilities concurrent with the design and construction of the NE 15th Multi-Modal corridor. The corridor will consist of a new street, bikeways, pathways, and the new East Link light rail. This project will eventually design and construct approximately 2 miles of 12 and 16 inch water main. Anticipated expenses are shown in this CIP window. Actual costs are presumed to extend well beyond 2030. The project schedule will be revised when better information is available about road improvement schedules.

Rationale

Water pipes will be needed to provide utility services to properties adjacent to the new NE Spring Blvd Multi Modal Corridor. Collaboration with the Transportation Department will occur to ensure the design is completed in coordination with the street design. This project will ensure water facilities are ready for construction when resources to build the corridor are secured. In the long term, this project will assure utilities that are foundational to eventual construction of this corridor. The utility investment associated with redevelopment of the Bel-Red Corridor will be recouped via connection charges collected from benefited properties or from Capital Recovery Charges.

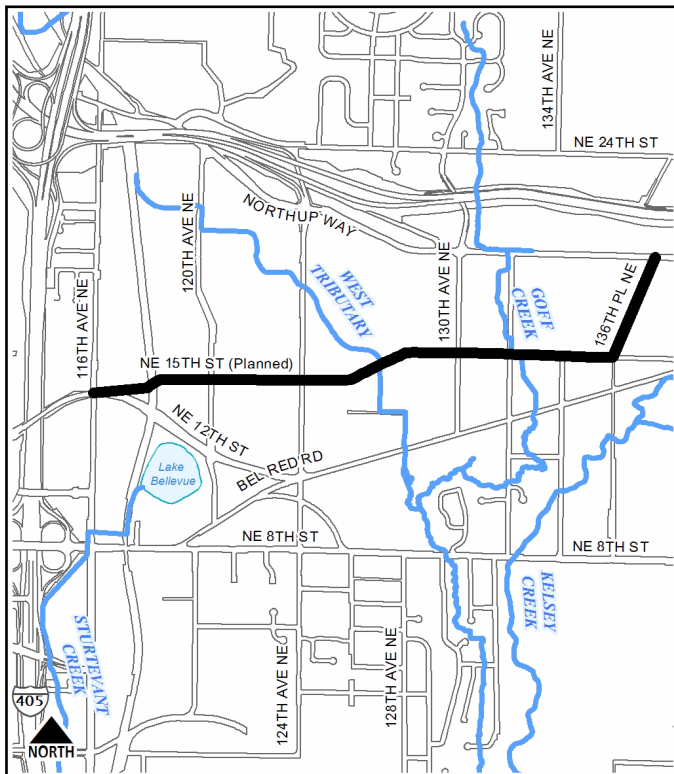
Environmental Impacts

The environmental impacts and State Environmental Protection Act (SEPA) requirements will be determined during the design process with the Transportation Department, but are expected to be minimal and incidental to construction of the corridor.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2016 - 2020	1,084,000

Total Budgetary Cost Estimate: 1,084,000

Means of Financing

Funding Source	Amount
Utility Rates/Fees	1,084,000

Total Programmed Funding: 1,084,000

Future Funding Requirements:

Comments

W-105-B Water Facilities: NE Spring BLVD Multi Modal Corridor (Bank)

Category: **Water**
 Department: **Utilities**

Status: **Approved and Begun**
 Location: **City Hall**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
2,305,957	1,073,957	231,000	236,000	-	-	250,000	255,000	260,000

Description and Scope

This project maintains reserve funds for project W-105, for the design and construction of new water facilities concurrent with the design and construction of the NE 15th Multi-Modal corridor.

Rationale

N/A

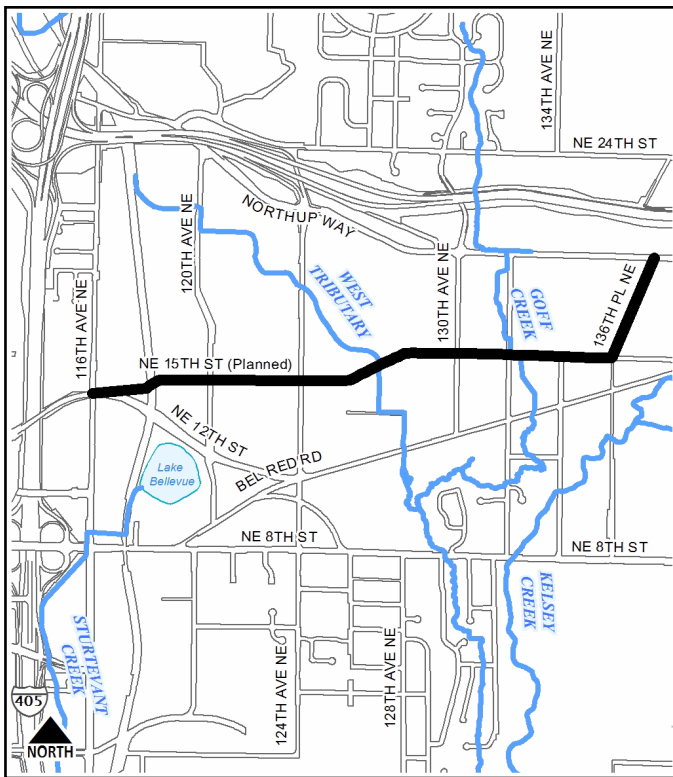
Environmental Impacts

N/A

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2013 - 2023	2,305,957

Total Budgetary Cost Estimate: 2,305,957

Means of Financing

Funding Source	Amount
Utility Rates/Fees	2,305,957

Total Programmed Funding: 2,305,957
Future Funding Requirements:

Comments

W-108 Advanced Metering Infrastructure (AMI) Implementation

Category: **Water**
 Department: **Utilities**

Status: **New**
 Location: **Water Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
16,162,300	-	210,000	5,644,800	10,307,500	-	-	-	-

Description and Scope

This proposal is for a new Utilities CIP Program. Implementation involves: Replacing almost all Utilities meters, total of 39,436 out of 40,804; Replacing half of the meter boxes, approximately 20,000 out of 40,804; Replacing the lids for the other half of the meter boxes, approximately 20,000 lids; Installing Meter Interface Units (MIU); Installing Communication equipment, 100 collectors and 25 repeaters; Implementation of an AMI Meter Data Management Software (MDMS); Systems Integration and Implementation services. This project will be funded 70% by water and 30% by sewer rates. The budget is based on a 2015 AMI feasibility study. Rapid implementation is planned to realize the maximum benefit from labor savings that will be realized by replacing the current manually-read meters, to minimize the time two systems need to be supported, and to deliver a common service level to all customers as rapidly as possible.

Rationale

Replacement of Bellevue’s water meters with AMI technology will immediately result in Financial, Social, and Environmental benefits. • Financial: Improved billing and meter accuracy, reduced labor costs for meter reading, reduced time between meter reads and bill productions, reduced capital expenditures for meter reader vehicles and inventory, reduced manual processing of data, improved system planning due to availability of local water use data for modeling. • Social: Increased responsiveness to customers, more accurate and timely billing, reduced turnaround time related to off-cycle reads, ability to manage water use data holistically, rapid leak detection and reporting, improved staff and customer alarms and notifications. • Environmental: Improved water conservation (less waste) through timely detection of leaks; improved backflow detection (potential for contamination); reduced motor vehicle emissions.

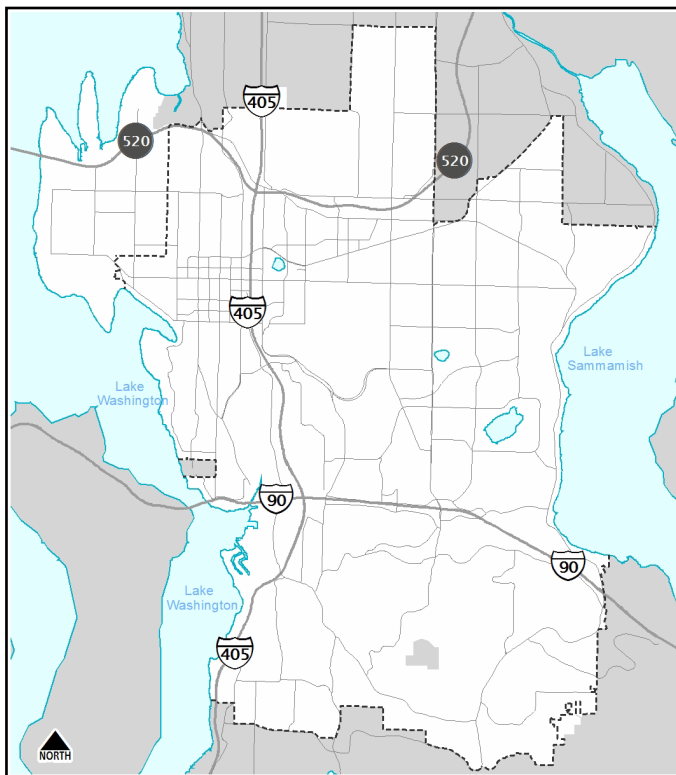
Environmental Impacts

This proposal will result in improved water conservation through prompt leakage detection (due to continuous rather than episodic meter reads) and will reduce the potential for contamination of the public water supply through detection of negative flow. It will reduce motor vehicle emissions since meters will be read remotely via computer rather than from meter reader vehicles driving through Bellevue.

Operating Budget Impacts

There will be ongoing M&O costs after completion of the project but the impact revenues and/or expenses will not be determined until vendors and equipment are selected.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2017 - 2019	16,162,300
Total Budgetary Cost Estimate:		16,162,300

Means of Financing

Funding Source	Amount
Utility Rates/Fees	16,162,300

Total Programmed Funding: 16,162,300
Future Funding Requirements:

Comments

W-109 Richards Road Inlet Supply Station

Category: **Water**
 Department: **Utilities**

Status: **New**
 Location: **Water Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
500,000	-	500,000	-	-	-	-	-	-

Description and Scope

Richard's Road Inlet Station is a critical facility constructed in 1975 to deliver water from Seattle's regional system to Bellevue. It supplies water directly to the RV300, WD400, WD450, WD340 water pressure zones, and is the source of water to fill the Woodridge Reservoir. The associated pressure reducing valve (PRV) reduces pressure to water that is supplied to the RV300 zone, and also controls flow to the Woodridge reservoir. This critical facility has old components that require increasingly frequent maintenance; the existing mechanical and electrical components are outdated and in need of replacement. Due to the risk and consequence of failure, station replacement is required. This project will include constructing a new inlet meter installation and pressure reducing valve station, and upgrading telemetry equipment at the site. Enhanced telemetry will record rate and volume of water that is supplied from the station, will provide pressure information both of the CESSL side and 300 zone; and will provide power to the vault for the meter, flood alarm, and intrusion. Because the existing inlet station is located on Richards Road, a very busy arterial which makes it access difficult and creates safety hazards for workers, the new station will be located on the eastern side of Richards Road, along a grassy area just east of the existing sidewalk, and the existing station will be abandoned. This project was initiated in W-69 (Minor Water CIP), however alternatives analysis resulted in the recommendation to replace the entire station rather than just internal components. The increase in scope and cost warranted the creation of a separate CIP project.

Rationale

In the short term, this project reduces the likelihood of catastrophic system failures, unplanned service interruptions, damage claims to the city, and sharp rate increases to react to system failures rather than proactively managing the system. In the long term, timely replacement or repair of water system assets keeps customer rates as low as practical by managing the system at the least life-cycle cost while maintaining target service levels and meeting regulatory requirements.

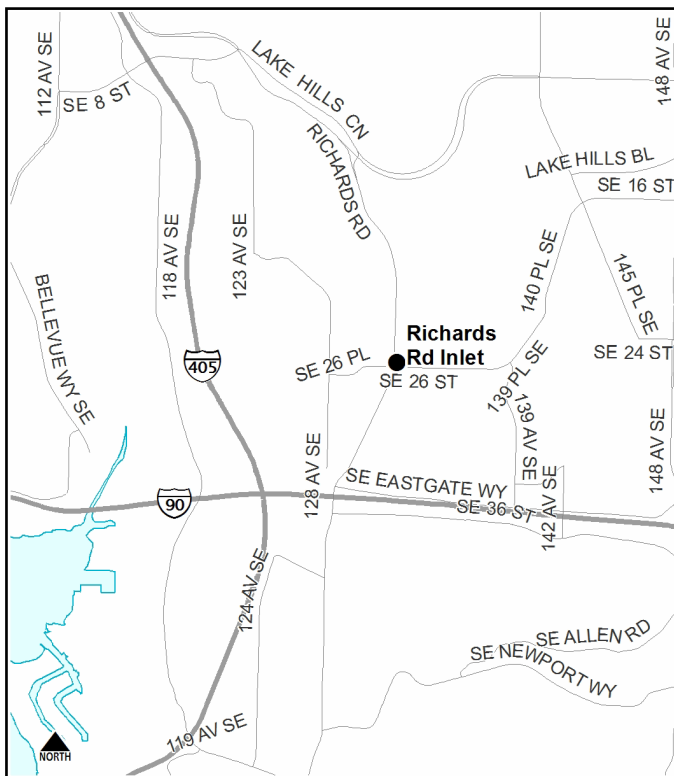
Environmental Impacts

Replacing aging water infrastructure ensures a reliable supply of safe drinking water in sufficient quantity for homes and businesses. Minimizing water system failures means reduced environmental damage such as flooding and erosion, which can damage lakes, streams, and wetlands. Timely replacement of aging water pipes and appurtenances reduces the volume of treated, potable water lost to leakage into the ground or following system breaks.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2017 - 2017	500,000

Total Budgetary Cost Estimate: 500,000

Means of Financing

Funding Source	Amount
Utility Rates/Fees	500,000

Total Programmed Funding: 500,000
Future Funding Requirements:

Comments

W-110 NE 40th and Enatai Inlet Water Supply Improvement

Category: **Water**
 Department: **Utilities**

Status: **New**
 Location: **Water Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
200,000	-	200,000	-	-	-	-	-	-

Description and Scope

This project is for an alternatives analysis and predesign for improvements at the Enatai and NE 40th Water Supply Inlet stations to improve safety, reduce risk, and renew aging infrastructure. The pre-design work will inform future CIP schedule and budgets. It will allow coordination with the City of Redmond, which benefits from and shares costs for the NE 40th Inlet Supply Station. Design and construction costs are not included in proposed budget. The Water System Plan identified deficiencies including safety standards, poor HVAC controls, and deteriorating electrical components. The NE 40th Inlet meter vault has visible joint deflection; there may be perceived increased risk of a transmission main break.

Rationale

In the short term, this project reduces the likelihood of catastrophic system failures, unplanned service interruptions, damage claims to the city, and sharp rate increases to react to system failures rather than proactively managing the system. In the long term, timely replacement or repair of water system assets keeps customer rates as low as practical by managing the system at the least life-cycle cost while maintaining target service levels and meeting regulatory requirements.

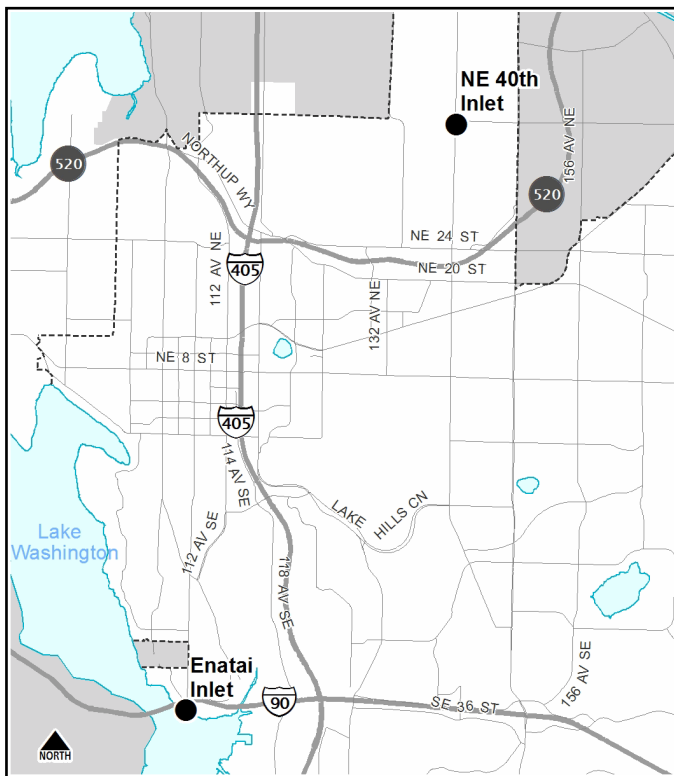
Environmental Impacts

Replacing aging water infrastructure ensures a reliable supply of safe drinking water in sufficient quantity for homes and businesses. Minimizing water system failures means reduced environmental damage such as flooding and erosion, which can damage lakes, streams, and wetlands. Timely replacement of aging water pipes and appurtenances reduces the volume of treated, potable water lost to leakage into the ground or following system breaks.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2017 - 2017	200,000

Total Budgetary Cost Estimate: 200,000

Means of Financing

Funding Source	Amount
Utility Rates/Fees	200,000

Total Programmed Funding: 200,000
Future Funding Requirements:

Comments



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2017-2023 Adopted CIP: Healthy and Sustainable Environment - Water

Combined, Completed Projects

CIP Plan Number	Project Name	(\$000s) Total Estimated Cost
W-102	Relocate Water for WSDOT 520 Expansion	925
W-106	Water Facilities for NE 4th Extension	457
	Total	1,382



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2017-2023 Capital Investment Program Plan

Sewer

The Sewer Utility owns and operates 516 miles of sewer trunk and collector lines, 127 miles of side sewer laterals within public rights-of-way, over 13,000 manholes, and 46 pumping and flushing stations throughout its service area. All sewage is conveyed to King County METRO trunklines or pump stations, which in turn convey it to the South Treatment Plant in Renton. The Sewer Utility serves all of Bellevue as well as the Points Communities, Beaux Arts, and some areas of unincorporated King County.

Capital improvements for the Sewer Utility are generally based on the 2013 Wastewater System Plan. The Plan provides a guide for orderly system expansion to undeveloped areas and to those areas served by septic systems, and recommends improvements which increase or maintain system reliability, efficiency, and level of service. The Sewer Utility's capital improvements are consistent with the Plan's recommendations.

As part of the Wastewater System Plan's development, the sewer system was analyzed to identify potential capacity problems. Other capital investment projects reflect the increasing resource required to maintain a high level of service and reliability as the sewer system ages (infrastructure renewal and replacement), and capacity projects to meet anticipated population growth.

The 2017-2023 CIP Plan recognizes that significant investments are needed to maintain aging systems and replace components that are reaching the end of their useful life. The Plan also includes a number of investments that are necessary to meet system capacity and infrastructure renewal needs as a response to growth and demand in the system.



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2017-2023 Adopted CIP: Healthy and Sustainable Environment - Sewer

Funded CIP Projects

CIP Plan Number	Project Title	\$ in 000s	
		2017-2023 Project Cost	Total Estimated Cost
S-16	Sewage Pump Station Improvements	7,404	21,437
S-24	Sewer System Pipeline Major Repairs	14,204	35,219
S-32	Minor (Small) Sewer Capital Improvement Projects	797	3,161
S-58	Lake Washington Sewer Lake Line Assessment Program	118	1,919
S-59	Add on-site Power at Sewer Pump Station	935	1,160
S-60	Wilburton Sewer Capacity Upgrade	624	10,487
S-61	Midlakes Pump Station Capacity Improvements	302	4,372
S-66	Sewer System Pipeline Replacement	11,720	15,124
S-67	I&I Investigations and Flow Monitoring	805	1,275
S-68	Sewer Force Main Condition Assessment	257	779
S-69	Meydenbauer Bay Park Sewer Line Replacement	3,832	4,180
S-108	Advanced Metering Infrastructure (AMI) Implementation (Sewer)	6,927	6,927
	Total Sewer CIP	47,924	106,039



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S-16 Sewer Pump Station Improvements

Category: **Sewer**
 Department: **Utilities**

Status: **Ongoing**
 Location: **Sewer Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
21,437,155	14,033,491	40,664	1,815,000	1,095,000	1,118,000	1,110,000	1,013,000	1,212,000

Description and Scope

This ongoing program funds rehabilitation of the 36 pump and 10 flush stations in Bellevue's wastewater system. Stations are prioritized based on the risk and consequence of failure, maintenance and operations experience, pump station age, and coordination with other projects. Stations scheduled for work in 2015-21 include: Lake Heights, Wilburton, Cedar Terrace, Lake Hills #17, Cozy Cove, Parkers, Evergreen East, Evergreen West, Fairweather, Hunt's Point, Lake Hills #6, and Lake Hills #7. Historically this program funded rehabilitation of one station per year. Two stations/year are planned beyond 2017 since the electrical and mechanical equipment in them will have reached their 25-30 year useful life. Analysis of 25 stations is currently underway to improve the forecast needs for schedule and cost, and could result in reprioritization of scheduled stations.

Rationale

Sewer infrastructure rehabilitation and replacement is based on asset criticality and business risk, per industry best practices. In the short term, this program reduces the likelihood of catastrophic system failures, damage claims, and sharp rate increases to react to failures rather than proactively managing the system. In the long term, timely replacement or repair of wastewater facilities keeps customer rates as low as practical by managing the system at the lowest life-cycle cost, while maintaining service levels and meeting regulatory requirements.

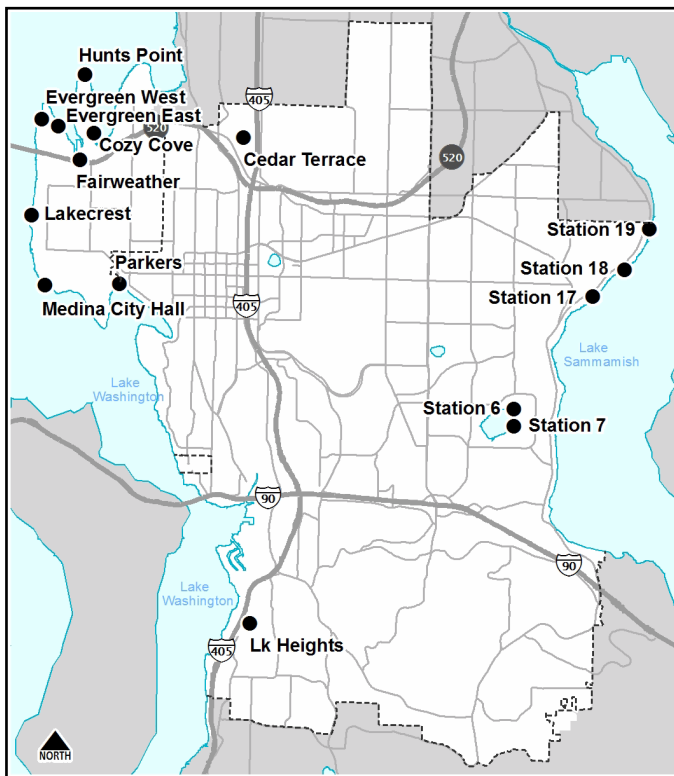
Environmental Impacts

Minimizing wastewater system failures means reduced environmental damage that results from failures, such as sewage backups and pollution to surface waters. Sewage overflows present human health and environmental hazards that threaten a community and can result in beach closures. Timely replacement or rehabilitation of aging sewer infrastructure minimizes this hazard.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	21,437,155

Total Budgetary Cost Estimate: 21,437,155

Means of Financing

Funding Source	Amount
Utility Rates/Fees	21,437,155

Total Programmed Funding: 21,437,155
Future Funding Requirements:

Comments

S-24 Sewer System Pipeline Major Repairs

Category: **Sewer**
 Department: **Utilities**

Status: **Ongoing**
 Location: **Sewer Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
35,218,785	21,014,785	1,890,000	1,952,000	1,991,000	2,031,000	2,072,000	2,113,000	2,155,000

Description and Scope

This program funds major repairs to sewer pipes where there is a cost-effective solution to extend the pipe's service life. Most defects are identified from the Utility's infrastructure condition assessment (video) program. Pipes are prioritized for repair based on risk of failure (likelihood and consequence), failure history, and to coordinate with other construction such as planned street overlays, which reduces restoration costs.

Rationale

Sewer infrastructure rehabilitation and replacement is based on asset criticality and business risk, per industry best practices. In the short term, this program reduces the likelihood of catastrophic system failures, damage claims, and sharp rate increases to react to failures rather than proactively managing the system. In the long term, timely replacement or repair of wastewater facilities keeps customer rates as low as practical by managing the system at the lowest life-cycle cost, while maintaining service levels and meeting regulatory requirements.

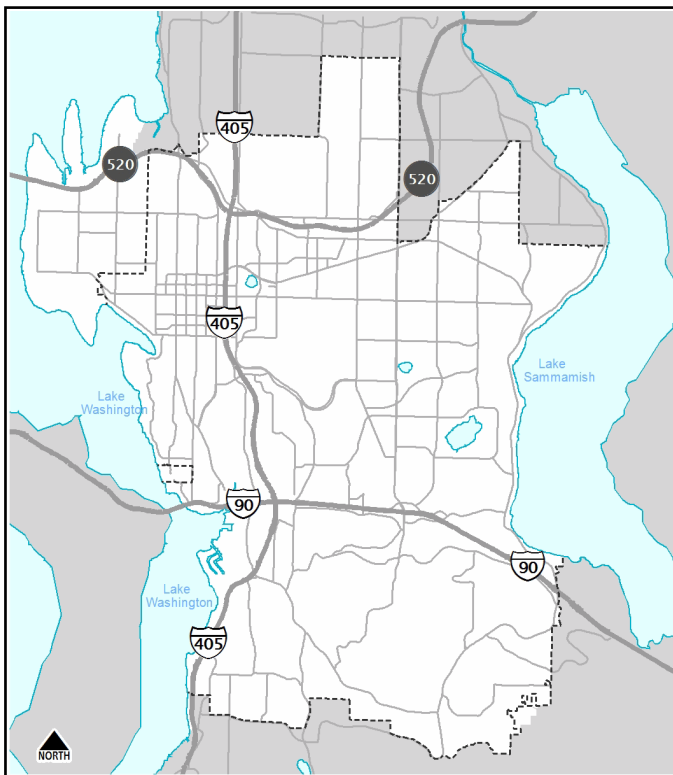
Environmental Impacts

Minimizing wastewater system failures means reduced environmental damage that results from failures, such as sewage backups and pollution to surface waters. Sewage overflows present human health and environmental hazards that threaten a community and can result in beach closures. Timely replacement or rehabilitation of aging sewer infrastructure minimizes this hazard.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	35,218,785

Total Budgetary Cost Estimate: 35,218,785

Means of Financing

Funding Source	Amount
Utility Rates/Fees	35,218,785

Total Programmed Funding: 35,218,785
Future Funding Requirements:

Comments

S-32 Minor (Small) Sewer Capital Improvement Projects

Category: **Sewer**
 Department: **Utilities**

Status: **Ongoing**
 Location: **Sewer Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
3,161,323	2,364,323	102,000	110,000	112,000	115,000	117,000	119,000	122,000

Description and Scope

This ongoing program pays for minor improvements to Bellevue's sewer system to resolve deficiencies, improve efficiencies, or resolve maintenance problems, often in conjunction with other programs such as the Transportation overlay program. The program also investigates the feasibility of possible sewer extensions. Projects are prioritized based on criteria including public safety/property damage, maintenance frequency, operator safety, environmental risk, reliability and efficiency gains, coordination with other city projects or development activity, and level of service impact.

Rationale

Sewer infrastructure rehabilitation and replacement is based on asset criticality and business risk, per industry best practices. In the short term, this program reduces the likelihood of catastrophic system failures, damage claims, and sharp rate increases to react to failures rather than proactively managing the system. In the long term, timely replacement or repair of wastewater facilities keeps customer rates as low as practical by managing the system at the lowest life-cycle cost, while maintaining service levels and meeting regulatory requirements.

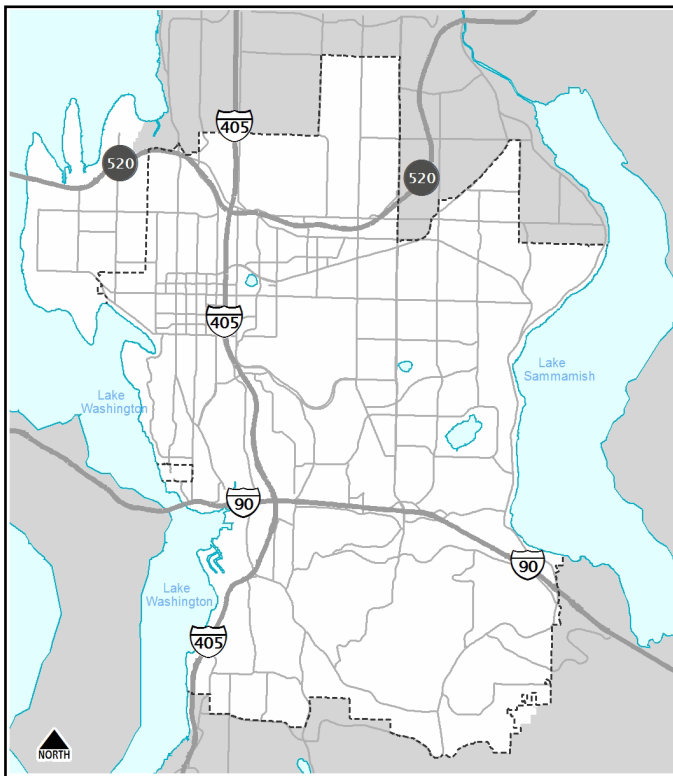
Environmental Impacts

Minimizing wastewater system failures means reduced environmental damage that results from failures, such as sewage backups and pollution to surface waters. Sewage overflows present human health and environmental hazards that threaten a community and can result in beach closures. Timely replacement or rehabilitation of aging sewer infrastructure minimizes this hazard.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	3,161,323

Total Budgetary Cost Estimate: 3,161,323

Means of Financing

Funding Source	Amount
Utility Rates/Fees	3,161,323

Total Programmed Funding: 3,161,323
Future Funding Requirements:

Comments

S-58 Lake Washington Sewer Lake Line Assessment Program

Category: **Sewer**
 Department: **Utilities**

Status: **Approved and Begun**
 Location: **Sewer Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
1,918,955	1,801,400	117,555	-	-	-	-	-	-

Description and Scope

This program is focused on assessing the 14.5 miles of sewer pipe along the Lake Washington shoreline; predicting its remaining life, and developing a strategy for its replacement. It includes condition assessment to collect pipe samples of asbestos cement and cast iron pipes in and analysis of viable alternatives for replacement of logical pipe reaches. Replacement of some of the sewer lake lines will likely be required just beyond this CIP Window. Replacement of the Meydenbauer Bay Park sewer lake line was formerly included in this project; it has been moved to its own project, S-69. Assessment of sewer lines along the Lake Sammamish shoreline is not included, since those pipes are newer and likely to last longer.

Rationale

Sewer infrastructure rehabilitation and replacement is based on asset criticality and business risk, per industry best practices. In the short term, this program reduces the likelihood of catastrophic system failures, damage claims, and sharp rate increases to react to failures rather than proactively managing the system. In the long term, timely replacement or repair of wastewater facilities keeps customer rates as low as practical by managing the system at the lowest life-cycle cost, while maintaining service levels and meeting regulatory requirements.

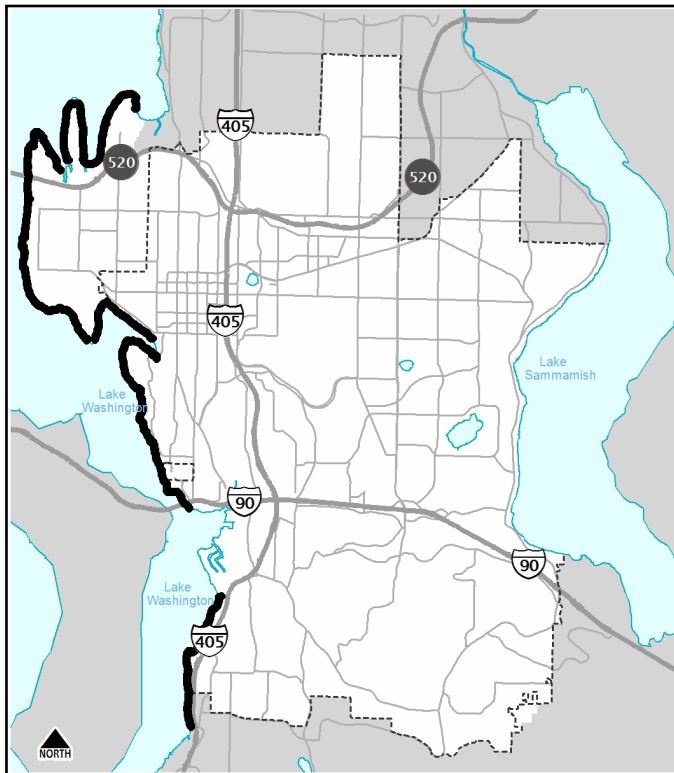
Environmental Impacts

Minimizing wastewater system failures means reduced environmental damage that results from failures, such as sewage backups and pollution to surface waters. Sewage overflows present human health and environmental hazards that threaten a community and can result in beach closures. Timely replacement or rehabilitation of aging sewer infrastructure minimizes this hazard.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2009 - 2017	1,918,955

Total Budgetary Cost Estimate: 1,918,955

Means of Financing

Funding Source	Amount
Utility Rates/Fees	1,918,955

Total Programmed Funding: 1,918,955
Future Funding Requirements:

Comments

S-59 Add On-site Power at Sewer Pump Stations

Category: **Sewer**
 Department: **Utilities**

Status: **Approved and Begun**
 Location: **Storm and Sewer Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
1,159,994	224,981	1,013	77,000	587,000	270,000	-	-	-

Description and Scope

This project will add on-site power generation capability at two or three high priority pumping stations which currently rely on portable generators during power outages. Specific locations would be selected based on a study evaluating the likelihood and consequence of sewage overflows, giving consideration to volume of base flow versus wet well capacity; proximity to surface water bodies; geographic distance from portable equipment.

Rationale

This project along with others in this proposal open salmon access to existing functional habitat, one of the quickest methods to increase salmon populations; helps stabilize streams and improve habitat consistent with Council-approved Lake Washington / Cedar / Sammamish Chinook Salmon Recovery Plan; improves water quality that limits fish viability; protects properties from flooding of structures, flooding which restricts access to residences or businesses, and street flooding that impacts primary emergency routes; restores streams for recreation and environmental health in the redeveloping Bel-Red Corridor; and reduce the potential for sewage overflow to surface water bodies.

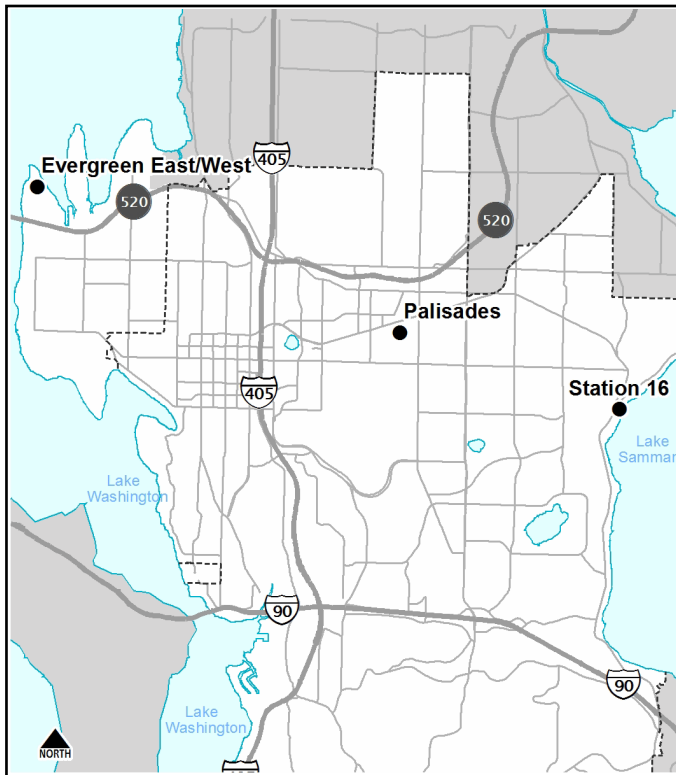
Environmental Impacts

The long term environmental impacts of each program/project are positive in that they improve or protect stream health and habitat, or eliminate environmental damage caused by flooding. Projects may increase the potential for erosion or siltation during construction. Appropriate environmental review (SEPA) and permits (Critical Areas, Hydraulic Project Approval, US Army Corps) are required for most projects.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2014 - 2020	1,159,994

Total Budgetary Cost Estimate: 1,159,994

Means of Financing

Funding Source	Amount
Utility Rates/Fees	1,159,994

Total Programmed Funding: 1,159,994
Future Funding Requirements:

Comments

S-60 Wilburton Sewer Capacity Upgrade

Category: **Sewer**
 Department: **Utilities**

Status: **Approved and Begun**
 Location: **Water and Sewer Service Areas**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
10,486,599	9,862,599	568,000	11,000	11,000	11,000	11,000	12,000	-

Description and Scope

This project will replace approximately 2,000 feet of 12-inch diameter pipe with larger diameter pipe to provide sufficient capacity for anticipated upstream development.

Rationale

In the short term, utility capacity will be available without delaying development and redevelopment projects. In the long term, recovering the cost of projects from growth will reduce future rate increases to pay for utility system replacement.

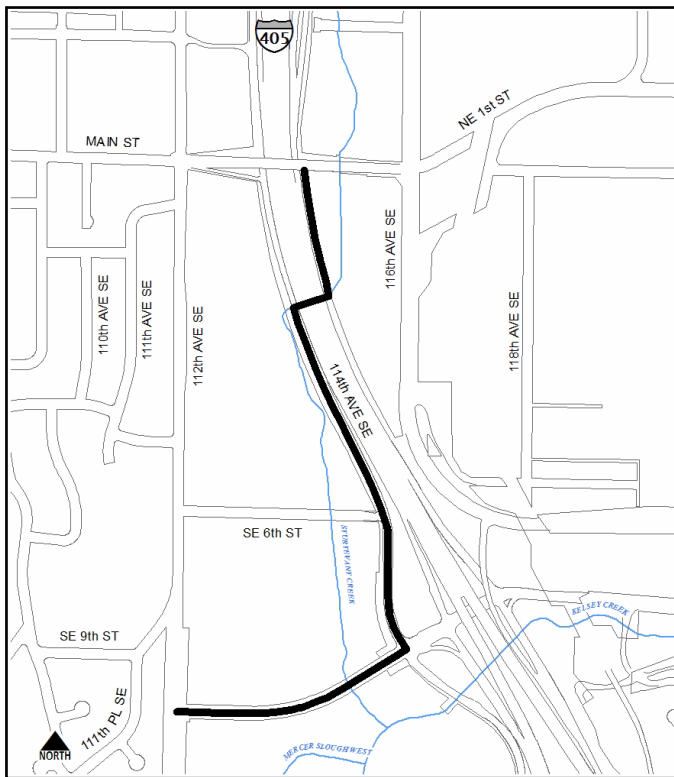
Environmental Impacts

This project ensures safe and reliable removal of wastewater from homes and businesses as Bellevue grows.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2009 - 2022	10,486,599

Total Budgetary Cost Estimate: 10,486,599

Means of Financing

Funding Source	Amount
Utility Rates/Fees	10,486,599

Total Programmed Funding: 10,486,599
Future Funding Requirements:

Comments

S-61 Midlakes Pump Station Capacity Improvements

Category: **Sewer**
 Department: **Utilities**

Status: **Approved and Begun**
 Location: **Midlakes Pump Station Bel-Red Road**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
4,371,695	4,069,715	301,980	-	-	-	-	-	-

Description and Scope

This project will replace the existing Midlakes sewer pump station with a larger one, to provide capacity for planned growth in the Bel-Red Corridor through 2030.

Rationale

N/A

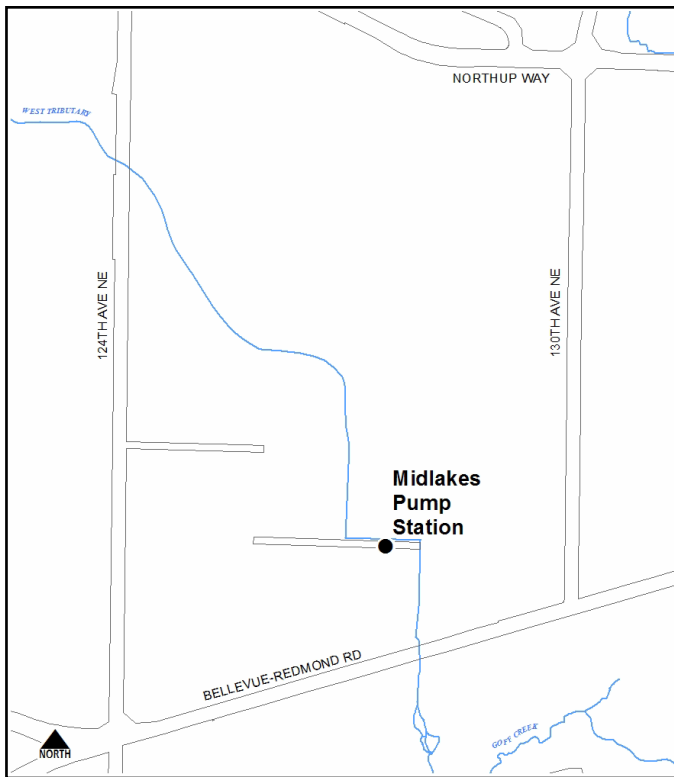
Environmental Impacts

N/A

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2013 - 2017	4,371,695

Total Budgetary Cost Estimate: 4,371,695

Means of Financing

Funding Source	Amount
Utility Rates/Fees	4,371,695

Total Programmed Funding: 4,371,695
Future Funding Requirements:

Comments

S-66 Sewer System Pipeline Replacement

Category: **Sewer**
 Department: **Utilities**

Status: **Ongoing**
 Location: **Sewer Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
15,123,889	3,404,100	2,732,789	677,000	2,419,000	1,745,000	1,219,000	1,157,000	1,770,000

Description and Scope

This program replaces poor condition sewer pipe throughout the service area. The current budget is estimated to replace sewer pipe at a rate of 0.5 to 0.75 miles per year. Pipes are replaced when life cycle cost analysis indicates replacement is more economical than continuing to make point repairs. Replacement methods may include trenchless rehabilitation techniques such as cured-in-place pipe, and pipe bursting, and/or open trench replacement. This program compliments S-24, Sewer System Pipeline Repair, which repairs pipes to extend their service life. This program implements Bellevue's asset management program strategy to meet expected and required customer service levels at the lowest life cycle cost.

Rationale

Sewer infrastructure rehabilitation and replacement is based on asset criticality and business risk, per industry best practices. In the short term, this program reduces the likelihood of catastrophic system failures, damage claims, and sharp rate increases to react to failures rather than proactively managing the system. In the long term, timely replacement or repair of wastewater facilities keeps customer rates as low as practical by managing the system at the lowest life-cycle cost, while maintaining service levels and meeting regulatory requirements.

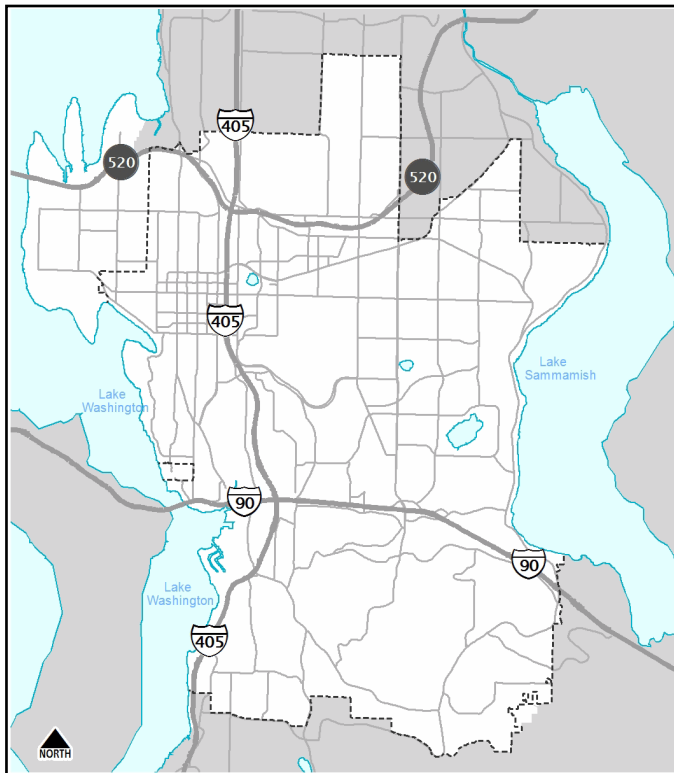
Environmental Impacts

Minimizing wastewater system failures means reduced environmental damage that results from failures, such as sewage backups and pollution to surface waters. Sewage overflows present human health and environmental hazards that threaten a community and can result in beach closures. Timely replacement or rehabilitation of aging sewer infrastructure minimizes this hazard.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	15,123,889

Total Budgetary Cost Estimate: 15,123,889

Means of Financing

Funding Source	Amount
Utility Rates/Fees	15,123,889

Total Programmed Funding: 15,123,889
Future Funding Requirements:

Comments

S-67 I&I Investigations and Flow Monitoring

Category: **Sewer**
 Department: **Utilities**

Status: **Approved and Begun**
 Location: **Sewer Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
1,275,382	470,000	256,382	230,000	223,000	96,000	-	-	-

Description and Scope

This program will investigate the source and magnitude of inflow and infiltration (I&I) of storm and groundwater into the wastewater system at locations where suspected high I&I is currently or is forecast to exceed conveyance and/or pump station capacity. The 2014 Wastewater System Plan recommends this work with a goal of identifying and removing non-sewage flow where that would reduce surcharging such that costly capacity improvements might be avoided. Flow monitoring in five sewer basins is planned for 2015 and 2016. I&I investigation of eight basins is planned, in priority order: Newport, Fairweather and Cozy Cove, Wilburton, Lake Heights, Eastgate, Somerset, and Facteria.

Rationale

Sewer infrastructure rehabilitation and replacement is based on asset criticality and business risk, per industry best practices. In the short term, this project reduces the likelihood of catastrophic system failures, damage claims, and sharp rate increases to react to failures rather than proactively managing the system. In the long term, timely replacement or repair of wastewater facilities keeps customer rates as low as practical by managing the system at the lowest life-cycle cost, while maintaining service levels and meeting regulatory requirements.

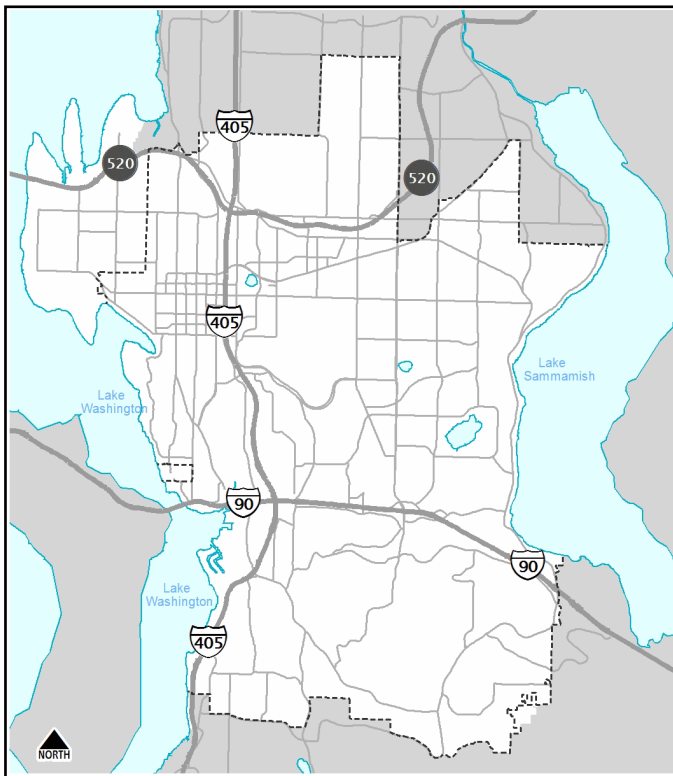
Environmental Impacts

Minimizing wastewater system failures means reduced environmental damage that results from failures, such as sewage backups and pollution to surface waters. Sewage overflows present human health and environmental hazards that threaten a community and can result in beach closures. Timely replacement or rehabilitation of aging sewer infrastructure minimizes this hazard.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2015 - 2020	1,275,382

Total Budgetary Cost Estimate: 1,275,382

Means of Financing

Funding Source	Amount
Utility Rates/Fees	1,275,382

Total Programmed Funding: 1,275,382

Future Funding Requirements:

Comments

S-68 Sewer Force Main Condition Assessment

Category: **Sewer**
 Department: **Utilities**

Status: **Approved and Begun**
 Location: **Sewer Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
778,879	522,000	236,879	20,000	-	-	-	-	-

Description and Scope

This project will assess the structural condition of pressurized sewer mains (known as 'force mains') that are more than 30 years old, and use that information to develop a force main renewal and replacement plan. Representative pipe samples will be collected from asbestos cement (AC) force mains; specialized pipe assessment equipment will be used for cast iron force mains. Condition will be evaluated and remaining useful life estimated. Force mains comprise 5.8 miles of the 526 total miles of public sewer pipe.

Rationale

Sewer infrastructure rehabilitation and replacement is based on asset criticality and business risk, per industry best practices. In the short term, this program reduces the likelihood of catastrophic system failures, damage claims, and sharp rate increases to react to failures rather than proactively managing the system. In the long term, timely replacement or repair of wastewater facilities keeps customer rates as low as practical by managing the system at the lowest life-cycle cost, while maintaining service levels and meeting regulatory requirements.

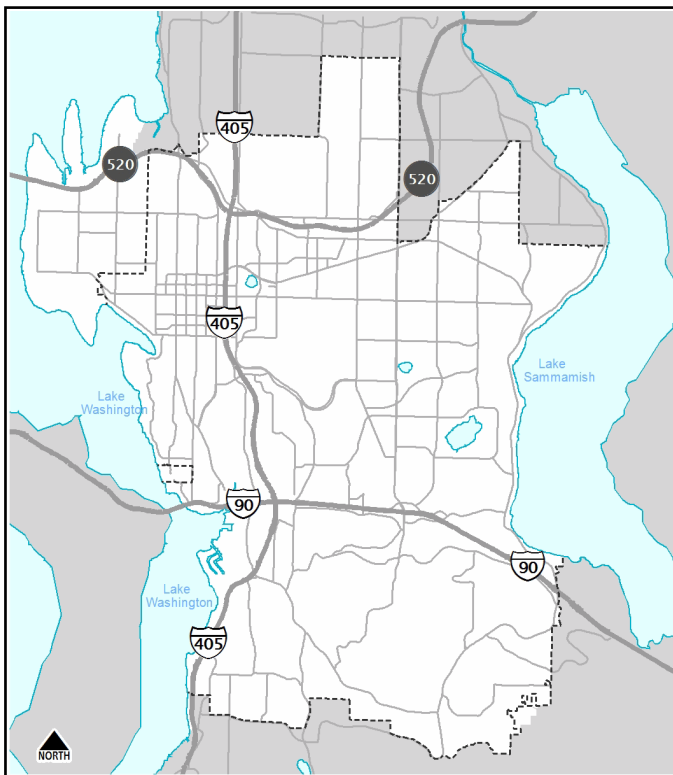
Environmental Impacts

Minimizing wastewater system failures means reduced environmental damage that results from failures, such as sewage backups and pollution to surface waters. Sewage overflows present human health and environmental hazards that threaten a community and can result in beach closures. Timely replacement or rehabilitation of aging sewer infrastructure minimizes this hazard.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2015 - 2018	778,879
Total Budgetary Cost Estimate:		778,879

Means of Financing

Funding Source	Amount
Utility Rates/Fees	778,879
Total Programmed Funding:	778,879
Future Funding Requirements:	

Comments

S-69 Meydenbauer Bay Park Sewer Line Replacement

Category: **Sewer**
 Department: **Utilities**

Status: **Approved and Begun**
 Location: **Sewer Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
4,180,000	348,000	3,832,000	-	-	-	-	-	-

Description and Scope

This project will replace the poor condition sewer line currently under Meydenbauer Bay with a new pipe through the Meydenbauer Bay Park. This project was previously included in the scope of S-58; it has been separated for improved transparency and accountability. The project schedule has been delayed to better coordinate with Meydenbauer Bay Park development. The project cost has been revised based on improved engineering estimates.

Rationale

Sewer infrastructure rehabilitation and replacement is based on asset criticality and business risk, per industry best practices. In the short term, this project reduces the likelihood of catastrophic system failures, damage claims, and sharp rate increases to react to failures rather than proactively managing the system. In the long term, timely replacement or repair of wastewater facilities keeps customer rates as low as practical by managing the system at the lowest life-cycle cost, while maintaining service levels and meeting regulatory requirements.

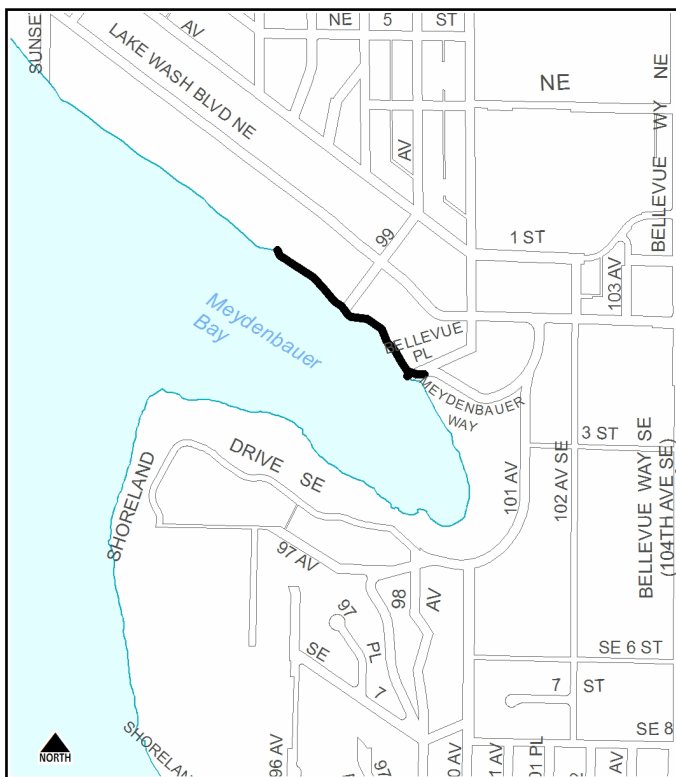
Environmental Impacts

Minimizing wastewater system failures means reduced environmental damage that results from failures, such as sewage backups and pollution to surface waters. Sewage overflows present human health and environmental hazards that threaten a community and can result in beach closures. Timely replacement or rehabilitation of aging sewer infrastructure minimizes this hazard.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2015 - 2018	4,180,000
Total Budgetary Cost Estimate:		4,180,000

Means of Financing

Funding Source	Amount
Utility Rates/Fees	4,180,000
Total Programmed Funding:	4,180,000
Future Funding Requirements:	

Comments

S-108 Advanced Metering Infrastructure (AMI) Implementation

Category: **Sewer**
 Department: **Utilities**

Status: **New**
 Location: **Citywide**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
6,926,700	-	90,000	2,419,200	4,417,500	-	-	-	-

Description and Scope

This proposal is for a new Utilities CIP Program. Implementation involves: Replacing almost all Utilities meters, total of 39,436 out of 40,804; Replacing half of the meter boxes, approximately 20,000 out of 40,804; Replacing the lids for the other half of the meter boxes, approximately 20,000 lids; Installing Meter Interface Units (MIU); Installing Communication equipment, 100 collectors and 25 repeaters; Implementation of an AMI Meter Data Management Software (MDMS); Systems Integration and Implementation services. This project will be funded 70% by water and 30% by sewer rates. The budget is based on a 2015 AMI feasibility study. Rapid implementation is planned to realize the maximum benefit from labor savings that will be realized by replacing the current manually-read meters, to minimize the time two systems need to be supported, and to deliver a common service level to all customers as rapidly as possible.

Rationale

N/A

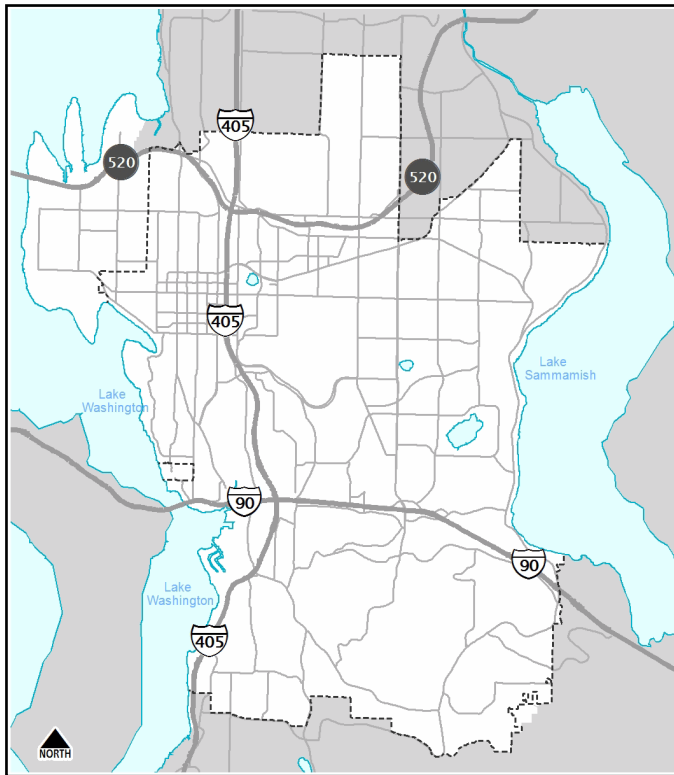
Environmental Impacts

N/A

Operating Budget Impacts

There will be ongoing M&O costs after completion of the project but the impact revenues and/or expenses will not be determined until vendors and equipment are selected.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2017 - 2019	6,926,700

Total Budgetary Cost Estimate: 6,926,700

Means of Financing

Funding Source	Amount
Utility Rates/Fees	6,926,700

Total Programmed Funding: 6,926,700
Future Funding Requirements:

Comments

2017-2023 Adopted CIP: Healthy and Sustainable Environment - Sewer

Combined, Completed Projects

CIP Plan Number	Project Name	(\$000s) Total Estimated Cost
S-55	Relocate Sewer WSDOT I-405/SR 520	41
S-56	Relocate Sewer WSDOT 520 Expansion	1,047
	Total	1,087



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2017-2023 Capital Investment Program Plan

Storm & Surface Water

Bellevue's Storm & Surface Water system includes networks of streams, lakes, pipelines, storm water runoff control, and water quality facilities. Ongoing Utility objectives for the system include managing stream flows and flooding; limiting stream bank erosion; replacing undersized and/or deteriorating pipelines; reducing sedimentation and other water quality problems; and preserving or restoring aquatic wildlife habitat. Bellevue Storm & Surface Water Utility owns, operates and maintains 11 regional detention facilities, 340 neighborhood detention facilities, and monitors nearly 1,000 commercial detention facilities. Storm water is conveyed via 414 miles of pipelines, 86 miles of open ditch, and over 81 miles of open streams. The system includes over 23,000 structures such as manholes and catch basins that require regular maintenance and eventual retrofit/replacement.

The Utility's capital construction projects are implemented under the Comprehensive Drainage Plan (CDP). An update to the Comprehensive Drainage Plan is now underway. Drainage basin studies, storm events, maintenance staff, and citizen input identify additional system needs. A citywide assessment of the storm drainage system ensures that capital dollars are directed to the highest priority and most pressing needs. Updating the Capital Investment Program includes review of known system needs, evaluation of project merit and priority, and preparation of new cost estimates.

The 2017-2023 CIP Plan recognizes that significant investments are needed to maintain aging systems and replace components that are reaching the end of their useful life. The Plan includes a number of investments that are necessary to meet system capacity and infrastructure renewal needs as a response to growth and demand in the system. The plan also includes a program to restore streams in the Bel-Red Corridor as that area redevelops.



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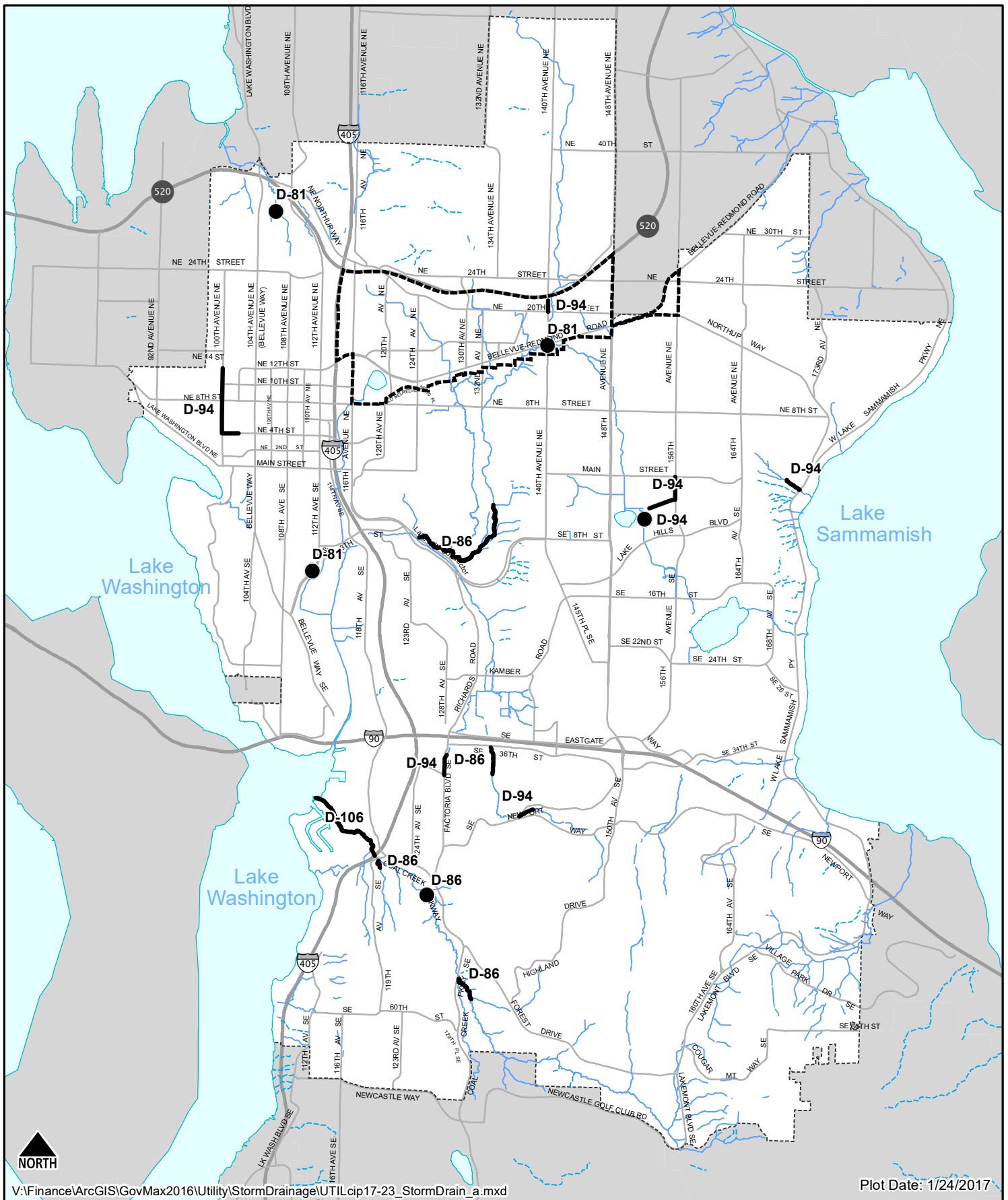
2017-2023 Adopted CIP: Healthy and Sustainable Environment - Storm & Surface Water

Funded CIP Projects

CIP Plan Number	Project Title	\$ in 000s	
		2017-2023 Project Cost	Total Estimated Cost
D-59	Minor (Small) Storm Capital Improvement Projects	1,415	4,616
D-64	Strom System Conveyance Repairs and Replacement	10,411	24,332
D-81	Fish Passage Improvement Program	2,870	7,654
D-86	Stream Channel Modification Program	2,873	7,560
D-94	Flood Control Program	8,418	16,010
D-103	Replace Coal Creek Pkwy Culvert at Coal Creek	39	5,274
D-104	Stream Restoration for Mobility & Infrastructure Initiative	239	239
D-104-B	Stream Restoration for Mobility & Infrastructure Initiative (Bank)	4,753	12,948
D-105	Replace NE 8th St Culvert at Kelsey Creek	3,559	3,895
D-106	Lower Coal Creek Flood Hazard Reduction Phase I	7,321	8,688
D-107	Storm Water Video Inspection Enhancement	1,668	2,581
D-109	Storm Retrofit in Kelsey Creek	343	343
Total Storm & Surface Water CIP		43,909	94,140



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2017-2023

Storm Drainage CIP Projects

Note: Projects D-59, D-64, D-107, and D-109 are not shown as they will be located throughout the service area. D-108 located throughout the East Link corridor.

The information on this map is a geographic representation derived from the City of Bellevue Geographic Information System. The City of Bellevue does not guarantee that the information on this map is accurate or complete. This map is provided on an "as is" basis and disclaims all warranties, express or implied, including but not limited to warranties of merchantability, fitness for a particular purpose and non-infringement. Any commercial use or sale of this map or portions thereof, is prohibited without express written authorization by the City of Bellevue. The City of Bellevue is not responsible for any damages arising from the use of information on this map. Use of this map is at user's risk. Users should verify the information before making project commitments.



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D-59 Minor (Small) Storm Capital Improvement Projects

Category: **Storm Drainage**
 Department: **Utilities**

Status: **Ongoing**
 Location: **Storm Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
4,616,286	3,201,286	-	221,000	218,000	237,000	242,000	246,000	251,000

Description and Scope

This ongoing program is for minor (small) improvements to Bellevue's surface water system to resolve deficiencies, improve efficiencies, or resolve maintenance problems, often in conjunction with other Bellevue programs such as the Transportation overlay program. Examples of projects include pipeline outfall improvements at Meydenbauer Bay; small stormwater pipe extensions to resolve drainage problems; and modifications of catch basins in concert with street projects. Projects are prioritized based on criteria including public safety/property damage, maintenance frequency, flooding history, operator safety, environmental risk, coordination with other city or development activity, and level of service impact.

Rationale

Storm infrastructure rehabilitation and replacement is based on asset criticality and business risk, per industry best practices. In the short term, this program reduces the likelihood of catastrophic system failures; traffic disruption due to failed culverts under streets; damage claims to the city; and utility rate spikes to respond to system failures rather than proactively managing the system. In the long term, timely replacement or repair of stormwater facilities keeps customer rates as low as practical by managing the system at the lowest life-cycle cost, while maintaining service levels and meeting regulatory requirements.

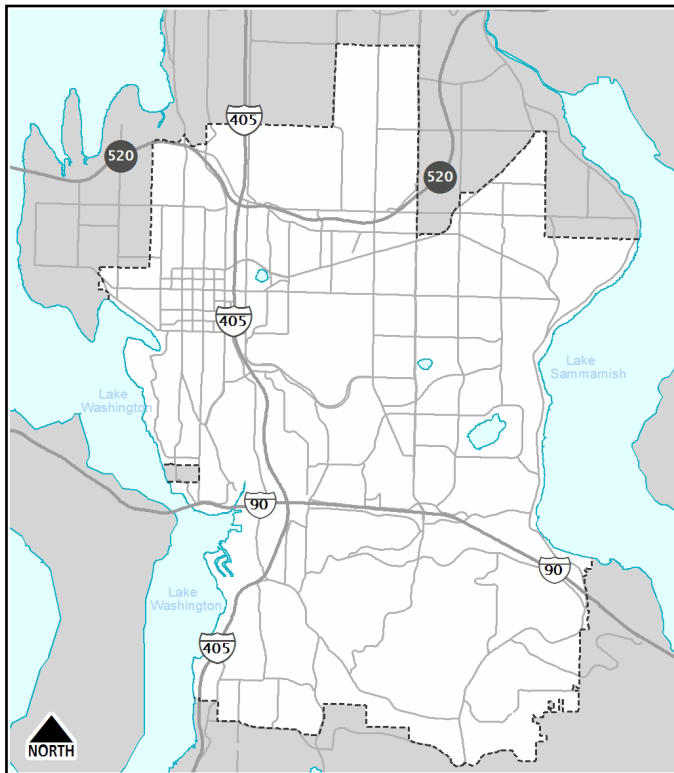
Environmental Impacts

A reliable stormwater system controls stormwater runoff to minimize flood and erosion damage to public and private property and the environment.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	4,616,286

Total Budgetary Cost Estimate: 4,616,286

Means of Financing

Funding Source	Amount
Utility Rates/Fees	4,616,286

Total Programmed Funding: 4,616,286
Future Funding Requirements:

Comments

D-64 Storm System Conveyance Repairs and Replacement

Category: **Storm Drainage**
 Department: **Utilities**

Status: **Ongoing**
 Location: **Storm Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
24,332,231	13,921,231	1,886,000	1,373,000	1,241,000	1,330,000	1,424,000	1,524,000	1,633,000

Description and Scope

This ongoing program repairs defective storm drainage pipelines, culverts and ditches identified in the Utility's condition assessment program or other means. Projects are prioritized based on the severity of deterioration, the risk and consequence of failure, and coordination with planned street improvement projects. As the system ages, costs are expected to increase. The Utilities' Asset Management Program is evaluating when system replacement will require significant increases to the budget.

Rationale

Storm infrastructure rehabilitation and replacement is based on asset criticality and business risk, per industry best practices. In the short term, this program reduces the likelihood of catastrophic system failures; traffic disruption due to failed culverts under streets; damage claims to the city; and utility rate spikes to respond to system failures rather than proactively managing the system. In the long term, timely replacement or repair of stormwater facilities keeps customer rates as low as practical by managing the system at the lowest life-cycle cost, while maintaining service levels and meeting regulatory requirements.

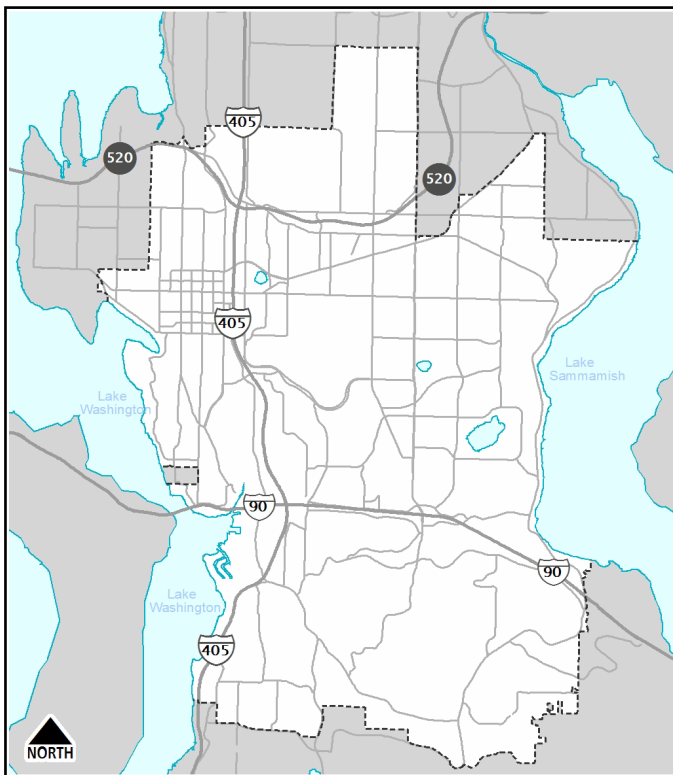
Environmental Impacts

A reliable stormwater system controls stormwater runoff to minimize flood and erosion damage to public and private property and the environment.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	24,332,231

Total Budgetary Cost Estimate: 24,332,231

Means of Financing

Funding Source	Amount
Utility Rates/Fees	24,332,231

Total Programmed Funding: 24,332,231
Future Funding Requirements:

Comments

D-81 Fish Passage Improvement Program

Category: **Storm Drainage**
 Department: **Utilities**

Status: **Ongoing**
 Location: **Storm and Sewer Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
7,653,895	4,783,895	418,000	461,000	174,000	467,000	236,000	607,000	507,000

Description and Scope

This ongoing program provides funding to remove fish passage barriers such as impassable culverts, debris jams, or accumulated sediment, allowing access to critical spawning and rearing habitat for salmon populations. Typical projects include culvert replacement or modification, debris removal, or installation of logs and boulders to improve access at low stream flows. Grant money is pursued to supplement Bellevue's investment whenever possible. Projects planned for this CIP window are on Kelsey Creek at 140th Ave NE; on Yarrow West Tributary; on Newport Creek; at Mercer/Alcove Creek, and on Yarrow East Tributary.

Rationale

This program along with others in this proposal open salmon access to existing functional habitat, one of the quickest methods to increase salmon populations; helps stabilize streams and improve habitat consistent with Council-approved Lake Washington / Cedar / Sammamish Chinook Salmon Recovery Plan; improves water quality that limits fish viability; protects properties from flooding of structures, flooding which restricts access to residences or businesses, and street flooding that impacts primary emergency routes; restores streams for recreation and environmental health in the redeveloping Bel-Red Corridor; and reduce the potential for sewage overflow to surface water bodies.

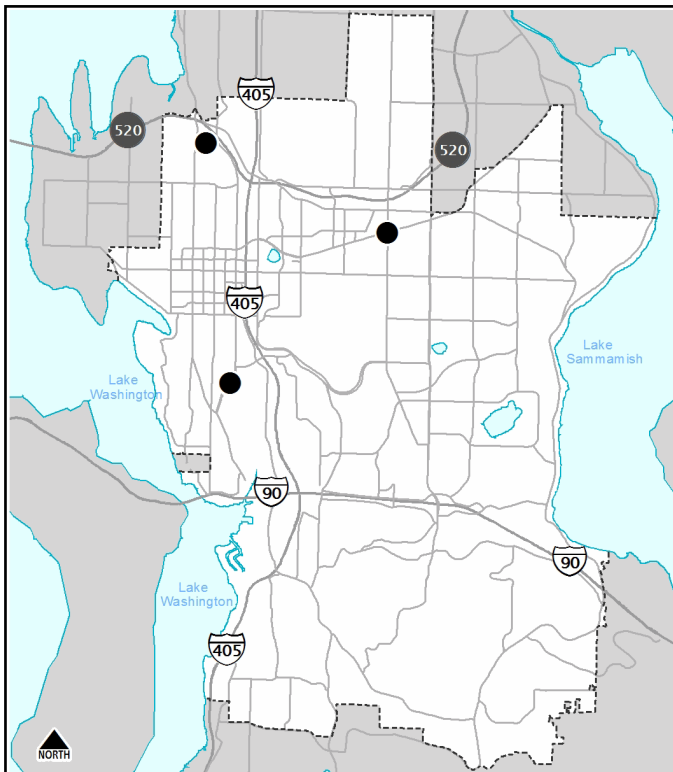
Environmental Impacts

The long term environmental impacts of each program/project are positive in that they improve or protect stream health and habitat, or eliminate environmental damage caused by flooding. Projects may increase the potential for erosion or siltation during construction. Appropriate environmental review (SEPA) and permits (Critical Areas, Hydraulic Project Approval, US Army Corps) are required for most projects.

Operating Budget Impacts

Ongoing maintenance programs for stream projects are not currently in place. This has been identified as a future need that will be reviewed during the next CIP Plan update.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	7,653,895

Total Budgetary Cost Estimate: 7,653,895

Means of Financing

Funding Source	Amount
Utility Rates/Fees	7,653,895

Total Programmed Funding: 7,653,895

Future Funding Requirements:

Comments

D-86 Stream Channel Modification Program

Category: **Storm Drainage**
 Department: **Utilities**

Status: **Ongoing**
 Location: **Storm and Sewer Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
7,559,568	4,686,568	388,000	303,000	544,000	365,000	423,000	298,000	552,000

Description and Scope

This ongoing program resolves unstable stream sections that reduce salmon spawning or rearing habitat or increase Bellevue Utilities maintenance requirements. Stream stability problems include stream sections with excessive erosion or sediment deposition. This program also improves habitat complexity by planting coniferous trees to reduce willow mono-culture or invasive weed species. Stabilizing the stream channel consists primarily of placing large woody debris and boulders in the stream channel, and re-vegetating stream banks, commonly called bioengineering. Projects planned in this CIP window include projects on Lower Kelsey Creek, at the Coal Creek Channel, and erosion control in the Sunset Creek ravine.

Rationale

This program along with others in this proposal open salmon access to existing functional habitat, one of the quickest methods to increase salmon populations; helps stabilize streams and improve habitat consistent with Council-approved Lake Washington / Cedar / Sammamish Chinook Salmon Recovery Plan; improves water quality that limits fish viability; protects properties from flooding of structures, flooding which restricts access to residences or businesses, and street flooding that impacts primary emergency routes; restores streams for recreation and environmental health in the redeveloping Bel-Red Corridor; and reduce the potential for sewage overflow to surface water bodies.

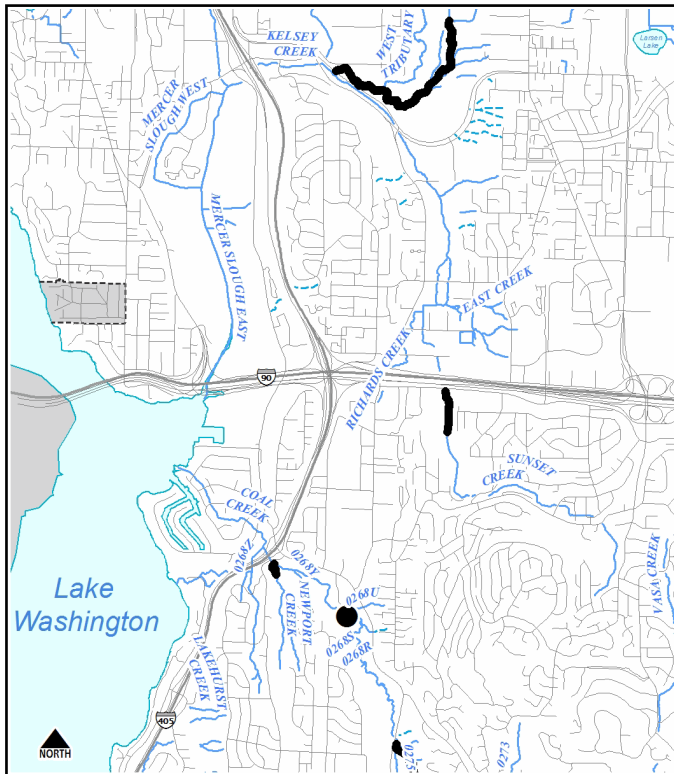
Environmental Impacts

The long term environmental impacts of each program/project are positive in that they improve or protect stream health and habitat, or eliminate environmental damage caused by flooding. Projects may increase the potential for erosion or siltation during construction. Appropriate environmental review (SEPA) and permits (Critical Areas, Hydraulic Project Approval, US Army Corps) are required for most projects.

Operating Budget Impacts

Ongoing maintenance programs for stream projects are not currently in place. This has been identified as a future need that will be reviewed during the next CIP Plan update.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	7,559,568
Total Budgetary Cost Estimate:		7,559,568

Means of Financing

Funding Source	Amount
Utility Rates/Fees	7,559,568

Total Programmed Funding: 7,559,568
Future Funding Requirements:

Comments

D-94 Flood Control Program

Category: **Storm Drainage**
 Department: **Utilities**

Status: **Ongoing**
 Location: **Storm and Sewer Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
16,009,973	7,591,973	-	3,683,000	1,294,000	906,000	957,000	714,000	864,000

Description and Scope

This ongoing program constructs improvements to reduce or eliminate flooding caused by insufficient public drainage system capacity. Projects involve enlarging pipes or culverts to convey more stormwater, re-routing drainage to pipes with more capacity, adding detention or infiltration facilities, or other runoff control strategies. Candidate sites are wherever levels of service (LOS) for flood protection are not met. The following sites have projects in progress or have been identified for future improvements, and are presented in priority order. They will be prioritized for implementation with any others that become apparent as a result of storm or system analysis: 1. Valley Creek / NE 21st Flood control (in progress); 2. Post construction monitoring on Coal Creek Upper Reach; 3. Factoria Boulevard Conveyance Improvements; 4. Meydenbauer Basin / CBD Conveyance Improvements; 5. Wolverine Drive Flood Control Project; 6. North Sammamish Flood Improvements; 7. Overlake Overflow / NE 20th Street Improvements. Lower Coal Creek Sed. Pond, Sunset / SE 30th St Flood Control; 8. Sunset Creek / Garden Brook; 9. 156th Ave SE & SE 4th St. Storm Drainage Improvements; 10. Phantom / Larson Lake Channel Regrade. The SE Newport Way Culvert Replacement Project previously on this list has been deleted. King County completed repairs at the site prior to Bellevue's annexation of the area. Kelsey Creek/SE 7th Street Flood Control was also removed from the list. Field investigation suggests that enhanced maintenance at that site may result in significant improvement. If further channel or culvert work is needed, it will be considered for addition to the project list during a future CIP update.

Rationale

This program along with others in this proposal open salmon access to existing functional habitat, one of the quickest methods to increase salmon populations; helps stabilize streams and improve habitat consistent with Council-approved Lake Washington / Cedar / Sammamish Chinook Salmon Recovery Plan; improves water quality that limits fish viability; protects properties from flooding of structures, flooding which restricts access to residences or businesses, and street flooding that impacts primary emergency routes; restores streams for recreation and environmental health in the redeveloping Bel-Red Corridor; and reduce the potential for sewage overflow to surface water bodies.

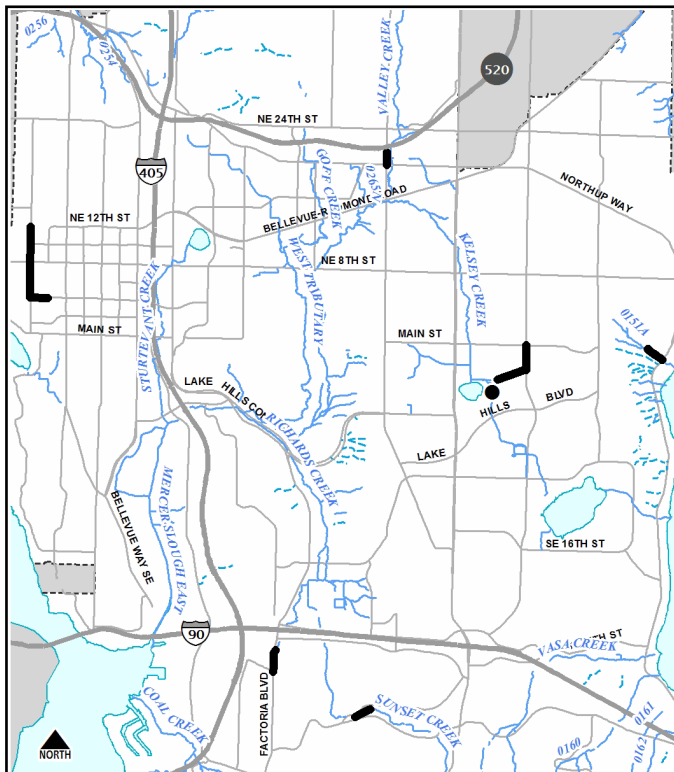
Environmental Impacts

The long term environmental impacts of each program/project are positive in that they improve or protect stream health and habitat, or eliminate environmental damage caused by flooding. Projects may increase the potential for erosion or siltation during construction. Appropriate environmental review (SEPA) and permits (Critical Areas, Hydraulic Project Approval, US Army Corps) are required for most projects.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	Ongoing	16,009,973

Total Budgetary Cost Estimate: 16,009,973

Means of Financing

Funding Source	Amount
Interlocal Contributions	3,600,000
Utility Rates/Fees	12,409,973

Total Programmed Funding: 16,009,973

Future Funding Requirements:

Comments

D-103 Replace Coal Creek Pkwy Culvert at Coal Creek

Category: **Storm Drainage**
 Department: **Utilities**

Status: **Approved and Begun**
 Location: **Storm Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
5,274,250	5,235,250	13,000	13,000	13,000	-	-	-	-

Description and Scope

This project replaced a 96-inch diameter, 110 foot long corrugated metal pipe built in the 1980s that carries Coal Creek beneath Coal Creek Parkway. The old culvert impeded fish passage. Remaining costs are for permit-required post-construction monitoring for ten years after project completion.

Rationale

Storm infrastructure rehabilitation and replacement is based on asset criticality and business risk, per industry best practices. In the short term, this project reduces the likelihood of catastrophic system failures; traffic disruption due to failed culverts under streets; damage claims to the city; and utility rate spikes to respond to system failures rather than proactively managing the system. In the long term, timely replacement or repair of stormwater facilities keeps customer rates as low as practical by managing the system at the lowest life-cycle cost, while maintaining service levels and meeting regulatory requirements.

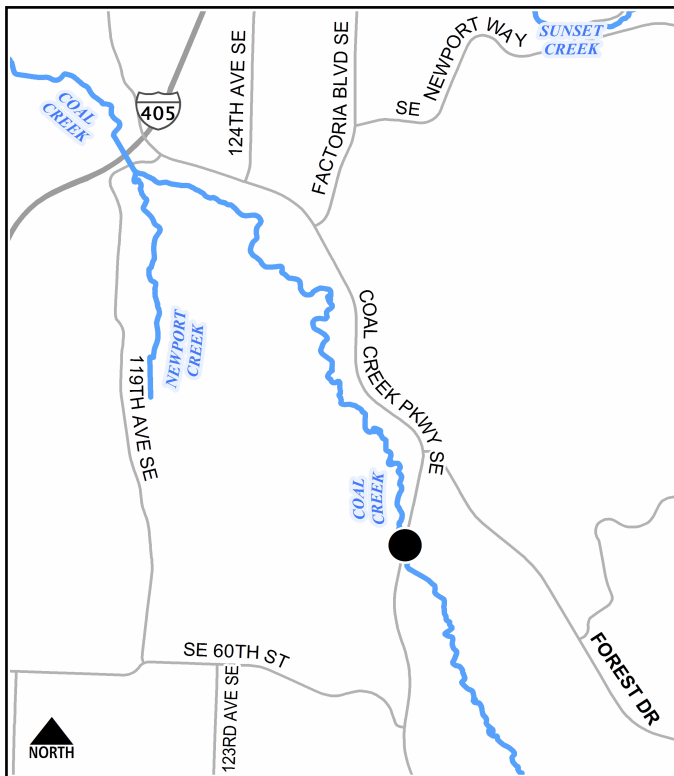
Environmental Impacts

A reliable stormwater system controls stormwater runoff to minimize flood and erosion damage to public and private property and the environment.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2009 - 2019	5,274,250

Total Budgetary Cost Estimate: 5,274,250

Means of Financing

Funding Source	Amount
Utility Rates/Fees	5,274,250

Total Programmed Funding: 5,274,250
Future Funding Requirements:

Comments

D-104 Stream Restoration for Mobility & Infrastructure Initiative

Category: **Storm Drainage**
 Department: **Utilities**

Status: **New**
 Location: **Storm and Sewer Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
239,000	-	110,000	112,000	5,000	6,000	6,000	-	-

Description and Scope

This ongoing program is for stormwater improvements associated with the Mobility and Infrastructure Initiative (which seeks to address high priority mobility and infrastructure needs in Downtown Bellevue and in the Bel-Red Corridor). These funds are to restore streams for recreation and environmental health through the Bel-Red corridor, and to encourage redevelopment of the area. These funds will be allocated to specific stormwater-related projects pending further Council direction. Two projects are proposed for implementation in 2014-2016: Channel Restoration pre-design studies on the West Tributary downstream of the West Trib. Regional Pond, and Native Plant Restoration at the West Tributary Regional Pond. The projects will need to be constructed to coordinate with Sound Transit wetland and stream mitigation, and 124th Phase 1 project, respectively.

Rationale

This project along with others in this proposal open salmon access to existing functional habitat, one of the quickest methods to increase salmon populations; helps stabilize streams and improve habitat consistent with Council-approved Lake Washington / Cedar / Sammamish Chinook Salmon Recovery Plan; improves water quality that limits fish viability; protects properties from flooding of structures, flooding which restricts access to residences or businesses, and street flooding that impacts primary emergency routes; restores streams for recreation and environmental health in the redeveloping Bel-Red Corridor; and reduce the potential for sewage overflow to surface water bodies.

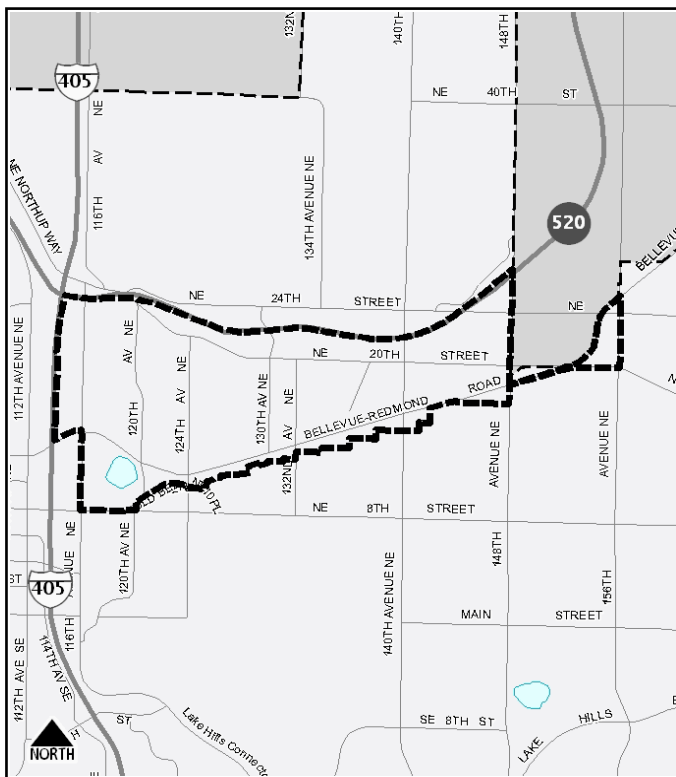
Environmental Impacts

The long term environmental impacts of each program/project are positive in that they improve or protect stream health and habitat, or eliminate environmental damage caused by flooding. Projects may increase the potential for erosion or siltation during construction. Appropriate environmental review (SEPA) and permits (Critical Areas, Hydraulic Project Approval, US Army Corps) are required for most projects.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2017 - 2021	239,000
Total Budgetary Cost Estimate:		239,000

Means of Financing

Funding Source	Amount
Utility Rates/Fees	239,000

Total Programmed Funding: 239,000
Future Funding Requirements:

Comments

D-104-B Stream Restoration-Mobility & Infrastructure Initiative (Bank)

Category: **Storm Drainage**
 Department: **Utilities**

Status: **Approved and Begun**
 Location: **City Hall**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
12,947,655	8,194,188	2,231,300	2,522,167	-	-	-	-	-

Description and Scope

This project maintains reserve funds for project D-104, for stormwater improvements associated with the Mobility and Infrastructure Initiative (which seeks to address high priority mobility and infrastructure needs in Downtown Bellevue and in the Bel-Red Corridor).

Rationale

N/A

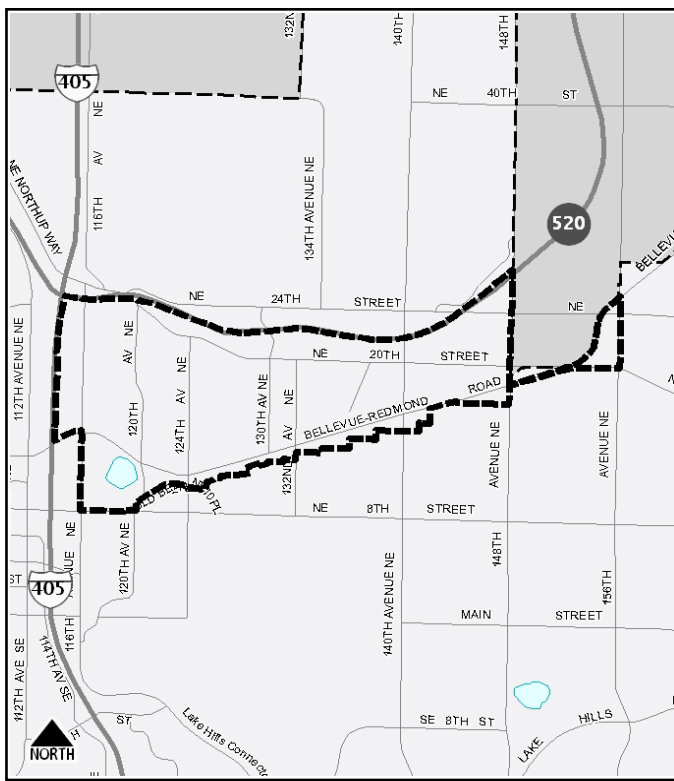
Environmental Impacts

N/A

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2009 - 2018	12,947,655

Total Budgetary Cost Estimate: 12,947,655

Means of Financing

Funding Source	Amount
Utility Rates/Fees	12,947,655

Total Programmed Funding: 12,947,655
Future Funding Requirements:

Comments

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

Category: **Storm Drainage**
 Department: **Utilities**

Status: **Approved and Begun**
 Location: **Storm Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
3,895,000	336,000	733,000	2,778,000	16,000	8,000	8,000	8,000	8,000

Description and Scope

This project will replace the existing 10' wide by 7' tall, 110-foot long corrugated metal culvert built in the early 1980s that carries Kelsey Creek beneath NE 8th Street. To meet flood and fish passage requirements, the culvert will be replaced with a bridge which spans the creek channel, or a three-sided concrete box culvert with an approximate 15 foot span. The design will be determined by permit requirements.

Rationale

Storm infrastructure rehabilitation and replacement is based on asset criticality and business risk, per industry best practices. In the short term, this project reduces the likelihood of catastrophic system failures; traffic disruption due to failed culverts under streets; damage claims to the city; and utility rate spikes to respond to system failures rather than proactively managing the system. In the long term, timely replacement or repair of stormwater facilities keeps customer rates as low as practical by managing the system at the lowest life-cycle cost, while maintaining service levels and meeting regulatory requirements.

Environmental Impacts

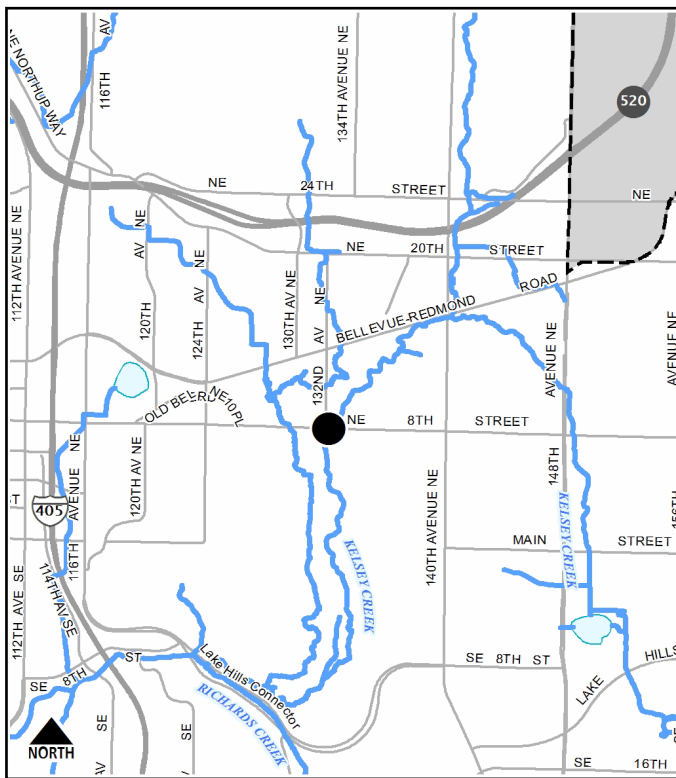
A reliable stormwater system controls stormwater runoff to minimize flood and erosion damage to public and private property and the environment.

Operating Budget Impacts

There will be ongoing M&O costs for completed culvert/bridge projects impacting the Transportation Department and the Utilities Department for bi-annual inspections, maintenance paving and minor repair work but these costs have not yet been quantified due to the recent addition of these types of assets to the Utilities department.

There will be ongoing M&O costs for completed culvert/bridge projects impacting the Transportation Department and the Utilities Department for bi-annual inspections, maintenance paving and minor repair work but these costs have not yet been quantified d

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2014 - 2023	3,895,000

Total Budgetary Cost Estimate: 3,895,000

Means of Financing

Funding Source	Amount
Utility Rates/Fees	3,895,000

Total Programmed Funding: 3,895,000
Future Funding Requirements:

Comments

D-106 Lower Coal Creek Flood Hazard Reduction Phase 1

Category: **Storm Drainage**
 Department: **Utilities**

Status: **Approved and Begun**
 Location: **Storm and Sewer Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
8,687,889	1,366,889	2,515,000	2,475,000	2,311,000	10,000	10,000	-	-

Description and Scope

This project will design and construct project(s) to reduce flooding from the Newport Shores reach of Coal Creek, located between I-405 and Lake Washington. A preliminary engineering study to identify and assess alternatives is underway, to establish how best to reduce flooding during storm events. The project budget includes one or more of the following: increased storage capacity at the I-405 regional pond, replacement of the five existing culverts downstream of the pond, targeted stream bank erosion protection, and improvements to the local storm drainage network. The schedule has been revised to reflect design in 2015-16; permitting in 2016-17, and construction of improvements between 2018 and 2020.

Rationale

This project along with others in this proposal open salmon access to existing functional habitat, one of the quickest methods to increase salmon populations; helps stabilize streams and improve habitat consistent with Council-approved Lake Washington / Cedar / Sammamish Chinook Salmon Recovery Plan; improves water quality that limits fish viability; protects properties from flooding of structures, flooding which restricts access to residences or businesses, and street flooding that impacts primary emergency routes; restores streams for recreation and environmental health in the redeveloping Bel-Red Corridor; and reduce the potential for sewage overflow to surface water bodies.

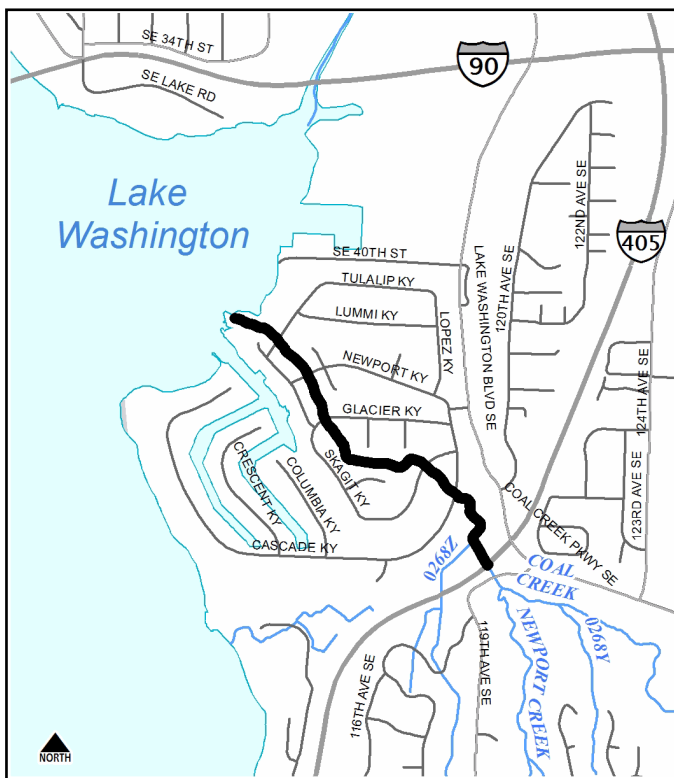
Environmental Impacts

The long term environmental impacts of each program/project are positive in that they improve or protect stream health and habitat, or eliminate environmental damage caused by flooding. Projects may increase the potential for erosion or siltation during construction. Appropriate environmental review (SEPA) and permits (Critical Areas, Hydraulic Project Approval, US Army Corps) are required for most projects.

Operating Budget Impacts

There will be ongoing M&O costs for completed culvert/bridge projects impacting the Transportation Department and the Utilities Department for bi-annual inspections, maintenance paving and minor repair work but these costs have not yet been quantified due to the recent addition of these types of assets to the Utilities department.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2013 - 2021	8,687,889
Total Budgetary Cost Estimate:		8,687,889
Means of Financing		
Funding Source		Amount
Interlocal Contributions		8,687,889

Total Programmed Funding: 8,687,889
Future Funding Requirements:

Comments

D-107 Storm Water Video Inspection Enhancement

Category: **Storm Drainage**
 Department: **Utilities**

Status: **Approved and Begun**
 Location: **Storm Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
2,581,000	913,000	963,000	459,000	246,000	-	-	-	-

Description and Scope

This project will video-inspect the most critical 25% of stormwater pipes to assess their condition over a five year period. Pipes to be inspected will be selected based on their likelihood and consequence of failure (risk). The video condition assessment results will be used to help evaluate the overall stormwater pipeline condition so that short- and long-term renewal and replacement needs can be more accurately estimated. The project will also be used to evaluate how much of the stormwater system should be video-inspected each year on an ongoing basis. The project funds four years of contracted services, plus start up time in the first year. It will video-inspect 10-15 miles in 2015, 25 miles each in 2016, 2017, and 2018, and 10-15 miles in the first half of 2019.

Rationale

Storm infrastructure rehabilitation and replacement is based on asset criticality and business risk, per industry best practices. In the short term, this project reduces the likelihood of catastrophic system failures; traffic disruption due to failed culverts under streets; damage claims to the city; and utility rate spikes to respond to system failures rather than proactively managing the system. In the long term, timely replacement or repair of stormwater facilities keeps customer rates as low as practical by managing the system at the lowest life-cycle cost, while maintaining service levels and meeting regulatory requirements.

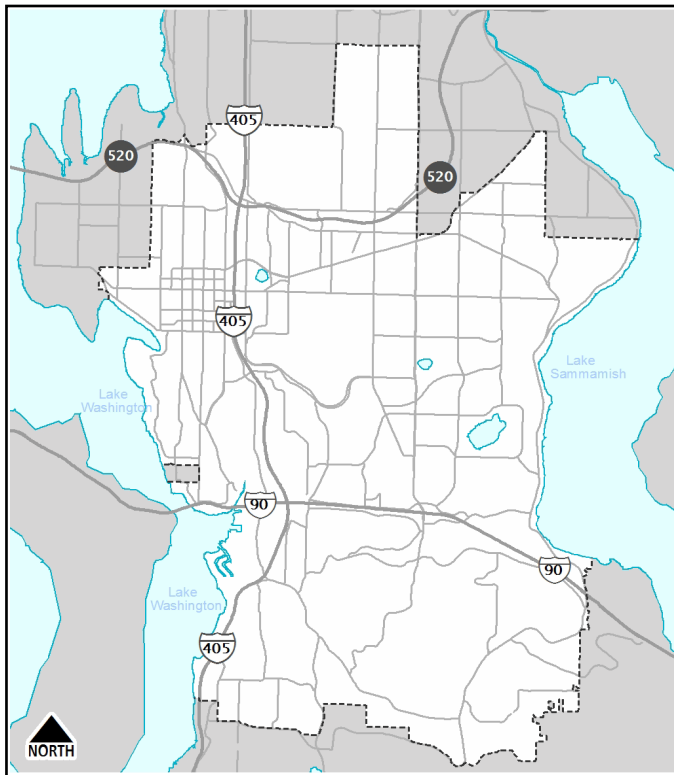
Environmental Impacts

A reliable stormwater system controls stormwater runoff to minimize flood and erosion damage to public and private property and the environment.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2015 - 2019	2,581,000

Total Budgetary Cost Estimate: 2,581,000

Means of Financing

Funding Source	Amount
Utility Rates/Fees	2,581,000

Total Programmed Funding: 2,581,000
Future Funding Requirements:

Comments

D-109 Stormwater Quality Retrofit in Kelsey Creek

Category: **Storm Drainage**
 Department: **Utilities**

Status: **New**
 Location: **Storm and Sewer Service Area**

Programmed Expenditures

Programmed Expenditures	Appropriated To Date	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
343,000	-	90,000	125,000	128,000	-	-	-	-

Description and Scope

This project will design and install three water quality retrofit improvements using biofiltration and rain garden techniques within city rights-of-way, where it will improve water quality from street runoff to Kelsey Creek. The Storm and Surface Water System Plan reported that over 38% of the city was developed without water quality treatment of stormwater. When stormwater management regulations were first established, they focused largely on flood control. Recent studies have demonstrated that roadway stormwater runoff kills Coho salmon. In 2014 there was 100% mortality of hatchery Coho salmon transplanted to Kelsey Creek. Studies show that filtering stormwater runoff through bio-retention soil mixes will clean the stormwater sufficiently to result in salmon survival. This project will improve stormwater quality, and improve fish survival. It lays the foundation for an ongoing program that Bellevue could use to meet water quality retrofit requirements. It aligns with many resource agency goals for water quality retrofit and low impact development BMPs, and positions Bellevue to be successful with grant applications from those agencies.

Rationale

This project along with others in this proposal open salmon access to existing functional habitat, one of the quickest methods to increase salmon populations; helps stabilize streams and improve habitat consistent with Council-approved Lake Washington/Cedar/Sammamish Chinook Salmon Recovery Plan; improves water quality that limits fish viability; protects properties from flooding of structures, flooding which restricts access to residences or businesses, and street flooding that impacts primary emergency routes; restores streams for recreation and environmental health in the redeveloping Bel-Red Corridor; and reduce the potential for sewage overflow to surface water bodies.

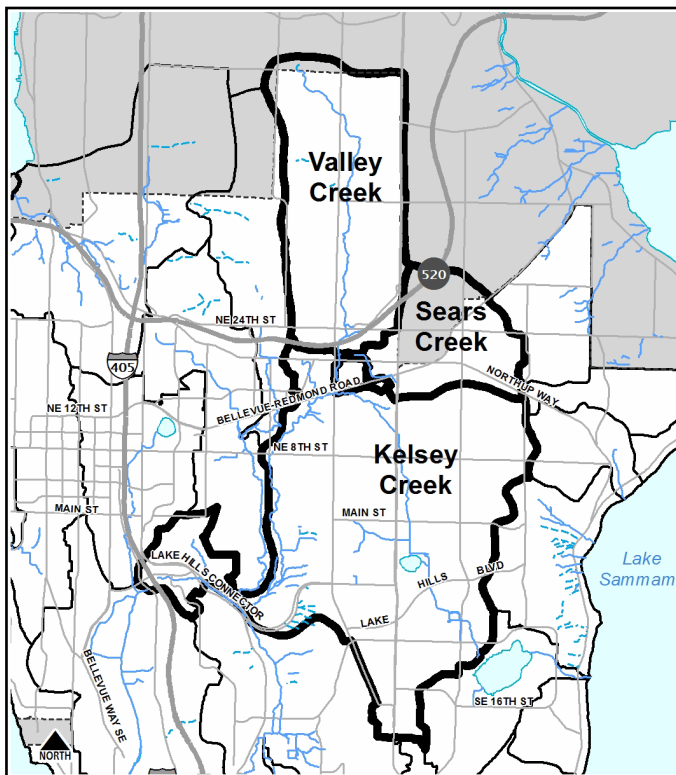
Environmental Impacts

The long term environmental impacts of each program/project are positive in that they improve or protect stream health and habitat, or eliminate environmental damage caused by flooding. Projects may increase the potential for erosion or siltation during construction. Appropriate environmental review (SEPA) and permits (Critical Areas, Hydraulic Project Approval, US Army Corps) are required for most projects.

Operating Budget Impacts

This program will have no significant impact on operating revenues and/or expenditures.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Costs	2017 - 2019	343,000
Total Budgetary Cost Estimate:		343,000

Means of Financing

Funding Source	Amount
Utility Rates/Fees	343,000

Total Programmed Funding: 343,000
Future Funding Requirements:

Comments

2017-2023 Adopted CIP: Healthy and Sustainable Environment - Storm Drainage

Combined, Completed Projects

CIP Plan Number	Project Name	(\$000s) Total Estimated Cost
D-71	Richards Creek Flow Diversion	1,247
D-95	Coal Creek Upper Beach Bank	610
D-100	Coal Creek Stream Bed Grade	776
D-101	Lower Coal Creek Sediment Pond	816
	Total	3,449



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Department Information Introduction

This section is intended to provide the reader with information about the Department Budget. The following information is provided for each Department:

1. Organization Chart

The Department's 2017-2018 organizational charts provides the reader with information about the departmental structure that will be used to deliver proposals submitted by the department and recommended for funding.

2. 2017-2018 Department Information

A. Mission/Objectives/Accomplishments

This section provides the department's mission and highlights of department objectives and accomplishments.

B. Budget Expenditure by Category

This section provides a graphical and tabular summary of each Department's biennial and annual non-CIP budget expenditures by category (Personnel, Interfund, M&O, and Capital).

C. Staffing Summary

This section provides the FTE totals for each department for 2015-2018.

D. Budget Summary by Fund excluding Reserves

This section provides a comparison of total expenditure budget by fund for 2015 Actuals, 2016 Actuals, and 2017 and 2018 Adopted Budgets.

3. 2017-2018 Proposal List by Department/Outcome

This report includes all proposals submitted by the department by Outcome. This report is intended to serve as a resource to access information about a department's proposals that are recommended for funding. Details for each proposal (\$'s, Staffing, and Proposal Summary) can be located under the appropriate outcome section.



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City Attorney's Office 2017-2018





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City Attorney's Office — Mission

The Mission of the City Attorney's Office is to protect lives and property and to preserve and enhance the quality of life of the public by delivering effective and high quality advice, litigation, prosecution, and risk management services that further the City's policies and programs.

Activities

- ◆ Legal Advice
- ◆ Litigation
- ◆ Prosecution
- ◆ Risk Manage-



We have a published author on staff.

One fifth of our office are Bellevue residents.

68% of our office is female.

Risk Management staff member Mike Lubow submitted the winning Innovation Award for “express check in.”

2017-2018 Objectives

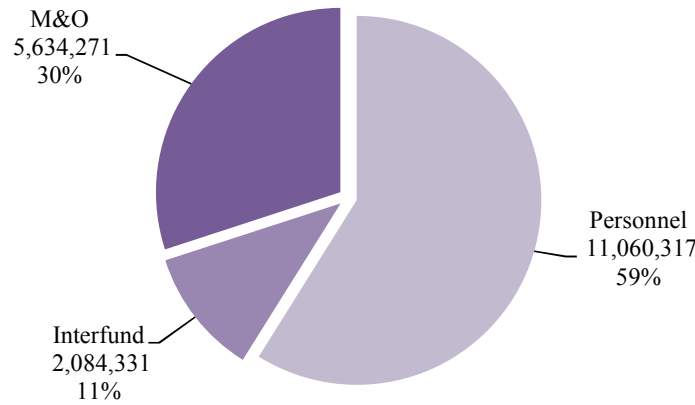
- ◆ Increase criminal filing rate from 68% (2015-16 level) to 75% or greater, through collaboration with Bellevue P.D.
- ◆ Work with Bellevue P.D., Code Enforcement, and similar stakeholders to implement system for the charging and prosecution of city nuisance violations as civil infractions and/or criminal misdemeanors.
- ◆ Increase workplace efficiency by integrating Prosecution Division into Bellevue P.D.'s electronic record management system.
- ◆ Restructure/redevelop CAO job descriptions, hiring and evaluation process.
- ◆ Achieve a target of two days for final contract review.
- ◆ Achieve a 95% target for clients reporting legal advice as timely, relevant, and effectively communicated.
- ◆ Continue to train various departments on risk and liability issues.
- ◆ Continue to provide support to Transportation and Real Property on various East Link matters.
- ◆ Develop a process improvement for early detection, monitoring, and resolution of construction contract claims.
- ◆ Acquire a comprehensive claims and data management Risk Information System (RMIS).
- ◆ Redevelop General Insurance internal rate allocations to focus on fiscal transparency and accountability in auto exposures, police liability and property values.
- ◆ Insurance program structure enhancements including pollution coverage and increased limits.

2015-2016 Accomplishments

- ◆ Achieved 70% or greater favorable outcomes on domestic violence cases. Actual rate was 83%.
- ◆ Achieved 60% or greater favorable outcomes for contested infractions. Actual rate was 78%.
- ◆ Achieved goal of 6 days or fewer for turnaround on misdemeanor filing decisions. Actual average turnaround was 2.55 days.
- ◆ Completed and opened the new courthouse.
- ◆ Renegotiated interlocal agreement with KC for court services.
- ◆ Completed the upgrade of the civil and prosecution case management systems.
- ◆ Completed several trainings to Transportation and Utilities staff regarding contract and water claims review and analysis.
- ◆ Successfully supported Parks in numerous land use appeals which have cleared the way for the development of both Downtown and Meydenbauer Bay Parks.
- ◆ Successfully recovered money owed to the City for utility liens and illegal tree cuttings.
- ◆ Created a new departmental rate allocation for Worker's Compensation to enhance fiscal transparency and accountability.
- ◆ Acquired City's first Network and Privacy liability insurance policy.

City Attorney's Office

2017-2018 Budget Expenditure by Category



	2017 Adopted	2018 Adopted	2017-2018
Personnel	5,460,545	5,599,772	11,060,317
Interfund	1,232,215	852,116	2,084,331
M&O	2,817,538	2,816,733	5,634,271
Capital	-	-	-
Total Expenditures	9,510,298	9,268,621	18,778,919
Reserves ¹	6,911,133	7,025,162	7,025,162
Total Budget	16,421,431	16,293,783	25,804,081

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Adopted	2018 Adopted
FTE	25.60	25.75	26.75	26.75

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Actuals	2017 Adopted	2018 Adopted
General Fund	4,235,342	4,355,546	3,901,796	4,052,650
Workers Compensation	1,752,821	1,587,346	1,819,400	1,786,400
Unemployment Compensation	158,731	181,106	586,000	190,000
General Self-Insurance Fund	2,434,865	3,723,965	3,203,102	3,239,571
Total Budget	8,581,758	9,847,964	9,510,298	9,268,621
Reserves ¹			6,911,133	7,025,162

¹ Reserves: Reserves are not included in the pie chart above. 2015-2016 Actuals do not include reserves at the department level.

The 2017-2018 biennial budget calculation includes only the second year of reserves (ie 2018) to avoid double-counting of expenditure authority.

The figures above include double budgeting (internal transfers between City funds)

Proposal List by Department/Outcome

City Attorney

2017-2018 Operating Budget

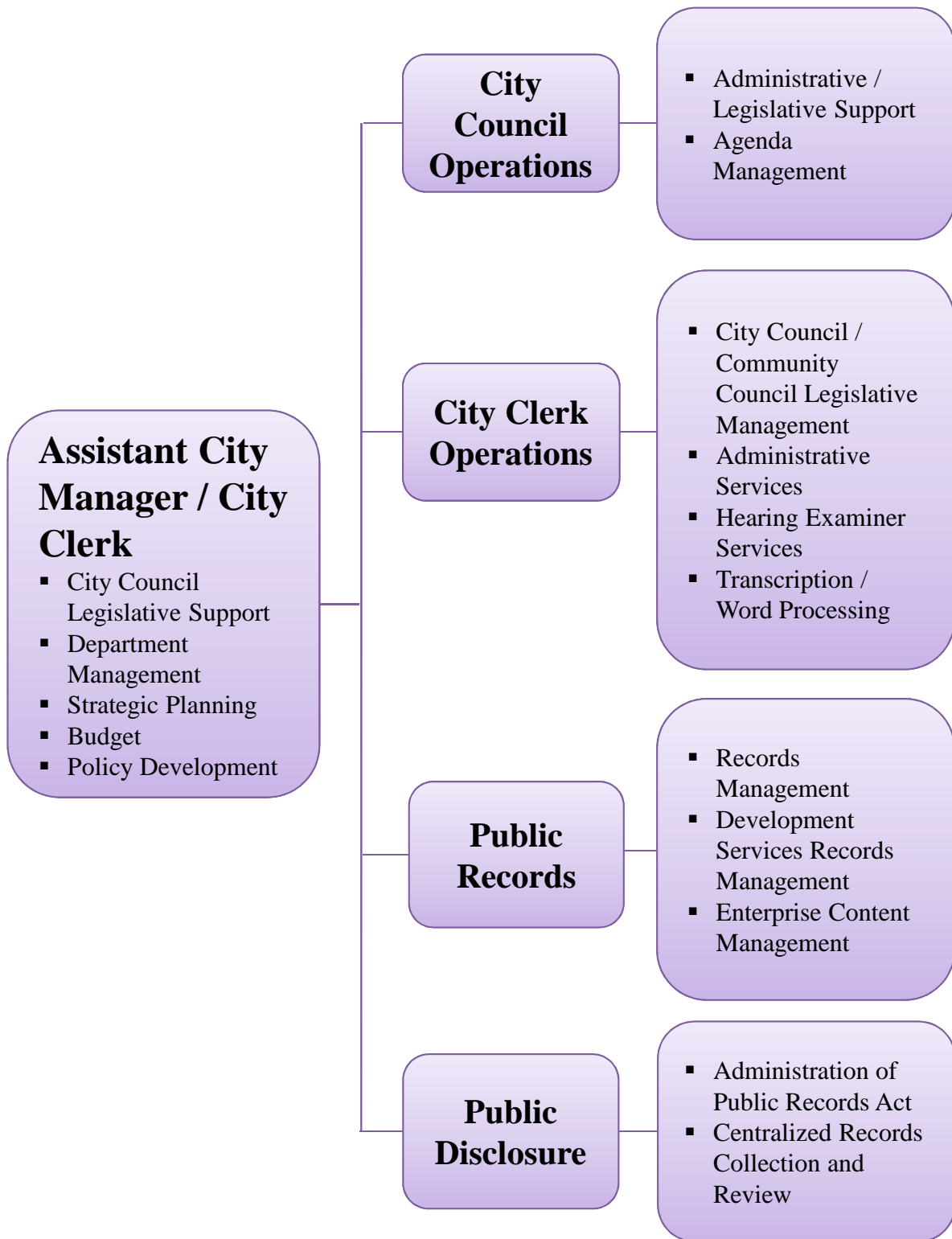
<u>Rank</u>	<u>Proposal Title</u>	<u>Proposal Number</u>
Responsive Government		
10	Civil Litigation Services	010.07NA
11	Legal Advice Services	010.08NA
12	Risk Management—Insurance, Claims and Loss Control	010.09NA
38	City Attorney Department Management and Support	010.01NA
Safe Community		
4	Criminal Prosecution Services	010.10NA

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



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City Clerk's Office 2017-2018

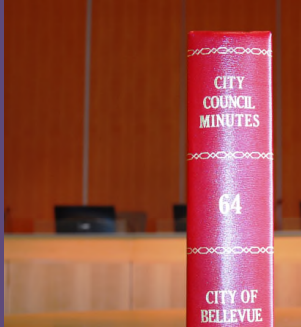




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Activities

- ◆ City Council Operations
- ◆ City Clerk's Operations
- ◆ Centralized Public Records
- ◆ Public Disclosure



96%

Percentage of customers who are satisfied to very-satisfied with City Clerk's Office services received.

718

Number of non-routine public disclosure requests submitted in 2015, of which 44% were closed within ten business days.

City Clerk's Office — Mission

The City Clerk's Office supports the strategic direction and leadership of the City organization and facilitates open, accessible and transparent government through:

- ◆ Supporting the City Council in their public policy setting and legislative roles and the City Manager in administering City operations;
- ◆ Maintaining the official public records of the City, administering the centralized Records Management program, and managing public disclosure;
- ◆ Managing the public hearing process for land use and administrative decisions;
- ◆ Enabling communication, information sharing and participation by citizens in THEIR city government.

2017-2018 Objectives

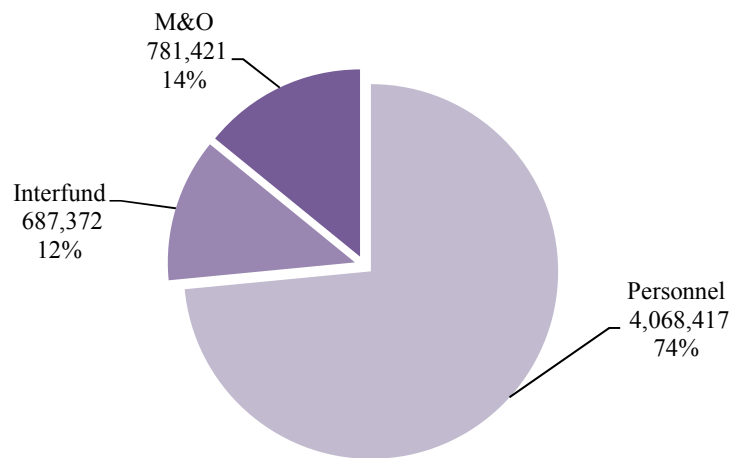
- ◆ Assist City Council in developing and implementing strategies for greater Council engagement in the community.
- ◆ Continue to provide ever-greater access to public information and seek innovative ways to inform the public about the services and activities of City government.
- ◆ Partner across City Depts. to integrate the Geographic Information and Enterprise Content Management systems to provide for more efficient access to property-related information.
- ◆ Update the City's Public Records Act Rules to maintain compliance and high performance.
- ◆ Partner across City Depts. on public portal project to allow external customers access to frequently requested records.
- ◆ Use LEAN-based performance improvement approach to advance City Council agenda packet processing.
- ◆ Provide staff training to refresh skills and keep pace with new technologies.
- ◆ Continue to perform customer service surveys to identify opportunities for service improvement.

2015-2016 Accomplishments

- ◆ Partnered across City Depts. on redesign of City's website.
- ◆ Partnered across City Depts. on open data project, increasing the use of data and evidence to improve services, informing decision making and engaging residents.
- ◆ Implemented new training requirements under the Open Government Training Act for public officials and staff.
- ◆ Partnered across City Depts. on Paperless Permitting Initiative to implement electronic submittal of and public access to online building permits.
- ◆ Implemented new tracking tool for public disclosure requests.

City Clerk's Office

2017-2018 Budget Expenditure by Category



	2017 Adopted	2018 Adopted	2017-2018
Personnel	1,992,590	2,075,827	4,068,417
Interfund	340,572	346,800	687,372
M&O	436,493	344,928	781,421
Capital	-	-	-
Total Expenditures	<u>2,769,655</u>	<u>2,767,555</u>	<u>5,537,210</u>
Reserves ¹	-	-	-
Total Budget	<u>2,769,655</u>	<u>2,767,555</u>	<u>5,537,210</u>

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Adopted	2018 Adopted
FTE	15.75	15.75	15.75	15.75

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Actuals	2017 Adopted	2018 Adopted
General Fund	2,307,635	2,445,665	2,769,655	2,767,555
General CIP	168,842	13,275	-	-
Total Budget	<u>2,476,477</u>	<u>2,458,940</u>	<u>2,769,655</u>	<u>2,767,555</u>
	-	-	-	-

¹ Reserves: Reserves are not included in the pie chart above. 2015-2016 Actuals do not include reserves at the department level.

The 2017-2018 biennial budget calculation includes only the second year of reserves (ie 2018) to avoid double-counting of expenditure authority.

The figures above include double budgeting (internal transfers between City funds)

Proposal List by Department/Outcome

City Clerk

2017-2018 Operating Budget

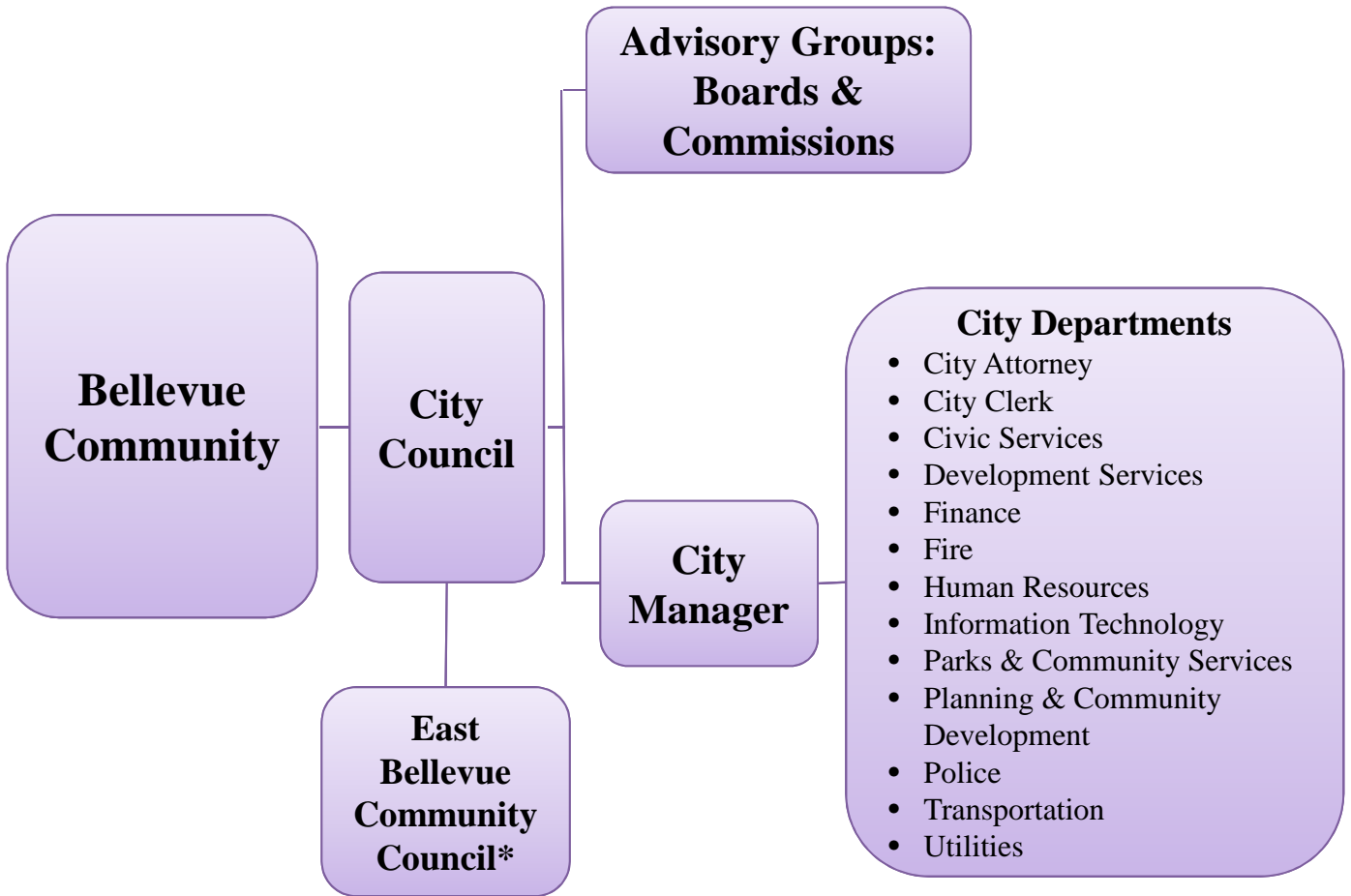
<u>Rank</u>	<u>Proposal Title</u>	<u>Proposal Number</u>
Responsive Government		
7	Disclosure of Public Records and Information	020.05NA
13	Council Legislative and Administrative Support	020.02NA
14	City Clerk's Operations	020.01NA
15	Records Management Services	020.04NA

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



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City Council 2017-2018



*East Bellevue Community Council has approval/disapproval authority over certain specific land use issues occurring within its jurisdictional boundaries.



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Activities

- ◆ Set public policy
- ◆ Establish local laws
- ◆ Adopt City's budget
- ◆ Articulate the Community Vision
- ◆ Respond to community needs



Bellevue's residential population: 139,400 (5th largest city in the state)

Average daytime population: 224,700

Current jobs in the city: 148,800 (2014)

Assessed Value (2016): \$44.4 billion

Bond ratings:
Standard & Poor AAA
Moody's Aaa

Bellevue's rank on Livability's national list of "Top 100 Best Places to Live" (small to mid-sized cities, 2016): 2nd

Overall quality of City services (2015 survey): 91%

City Council

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. The 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.

Strategic Target Areas

- ◆ Economic development
- ◆ Transportation and mobility
- ◆ Bellevue – Great places where you want to be
- ◆ Regional leadership and influence
- ◆ High quality built and natural environment
- ◆ Achieving human potential
- ◆ High performance government

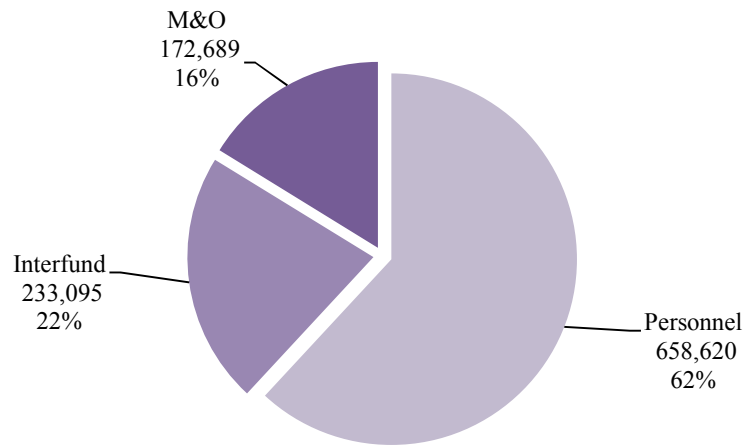
Highlights of Council-Adopted Priorities

- ◆ Assess the unique housing needs of our City and region and create an Affordable Housing Strategic Action Plan for implementation.
- ◆ Create a civic center plan integrating City Hall, the metro property, convention center expansion, and the transit center.
- ◆ Establish the vision for the Grand Connection as the signature piece of the growth corridor between downtown Bellevue through Wilburton to the Eastside Rail Corridor and into Bel-Red.
- ◆ Work with the County to complete the first mile of the Eastside Rail Corridor from the Kirkland border to SR520 Trail.

For the full list of Council priorities see the City's website at www.bellevuewa.gov/council-vision

City Council

2017-2018 Budget Expenditure by Category



	2017 Adopted	2018 Adopted	2017-2018
Personnel	324,402	334,218	658,620
Interfund	115,046	118,049	233,095
M&O	85,312	87,377	172,689
Capital	-	-	-
Total Expenditures	524,760	539,644	1,064,404
Reserves ¹	-	-	-
Total Budget	524,760	539,644	1,064,404

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Adopted	2018 Adopted
FTE	7.00	7.00	7.00	7.00

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Actuals	2017 Adopted	2018 Adopted
General Fund	514,242	530,154	524,760	539,644
Total Budget	514,242	530,154	524,760	539,644

¹ Reserves: Reserves are not included in the pie chart above. 2015-2016 Actuals do not include reserves at the department level. The 2017-2018 biennial budget calculation includes only the second year of reserves (ie 2018) to avoid double-counting of expenditure authority. The figures above include double budgeting (internal transfers between City funds)

Proposal List by Department/Outcome
City Council
2017-2018 Operating Budget

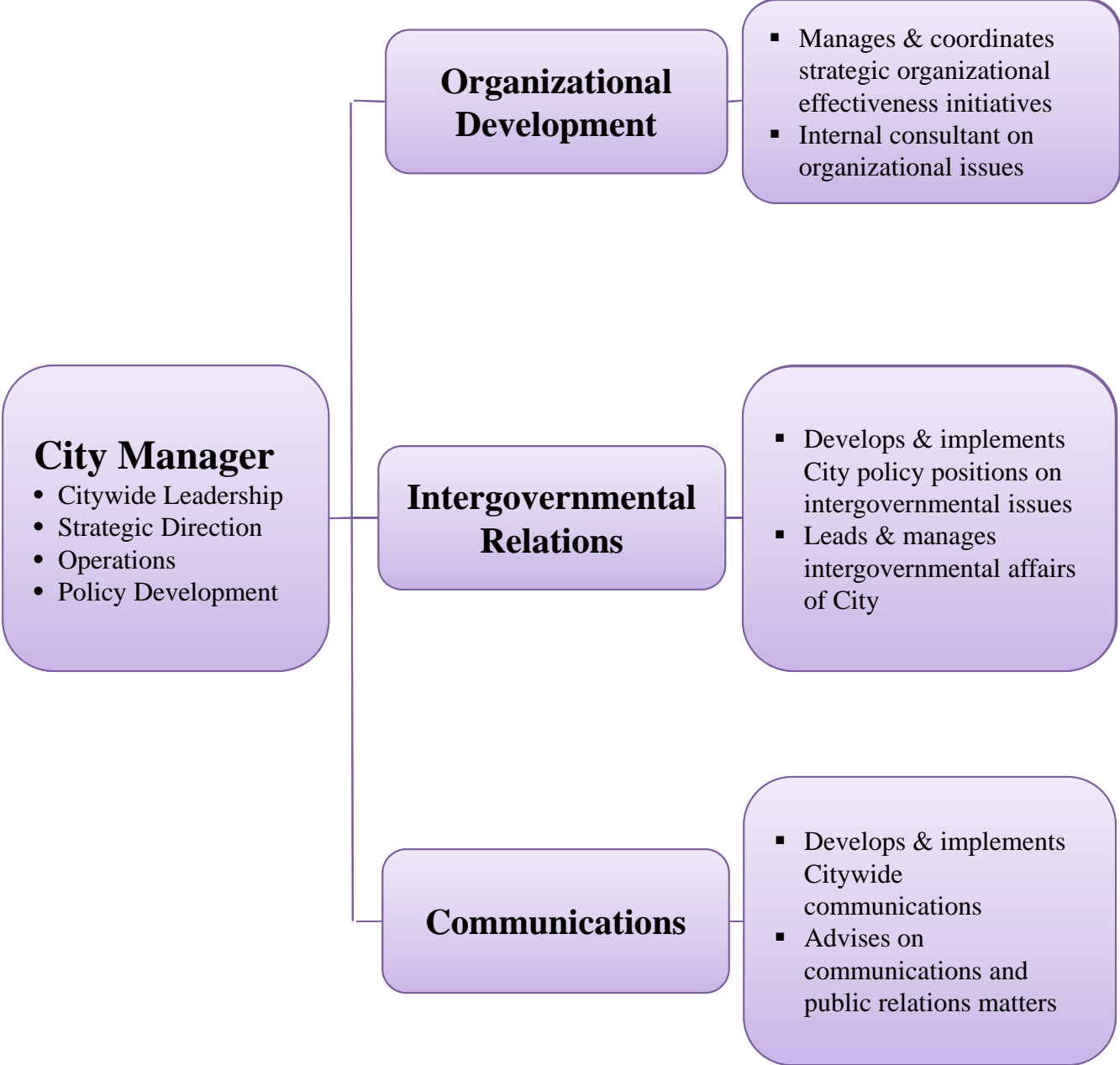
<u>Rank</u>	<u>Proposal Title</u>	<u>Proposal Number</u>
Responsive Government		
3	City Council	030.01NA

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



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City Manager's Office 2017-2018





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Activities

- ◆ Overall City Management
- ◆ Communications
- ◆ Organizational Development
- ◆ Intergovernmental Relations



2016 Bellevue Facts

Number of Bellevue high schools in U.S. News and World Report's top 250 nationally (2015): Four

Number of jobs in Bellevue (2016): 148,788

Bellevue population (2016): 139,400 (*fifth largest city in the state*)

Taxable retail sales in Bellevue (2015): \$2.9 billion (*Seattle: \$6.6 billion*)

Bellevue's rank in 24/7 Wall Street's national list of "Best Cities to Live" (2014): Second

Percent minority race or ethnicity in Bellevue (2015): 50%

City Manager's Office's — Mission

To ensure the implementation of the City Council Vision, provide organizational leadership, and deliver efficient and effective city services.

2017-2018 Objectives

Goal #1: Overall City Management

- ◆ Implement policies and direction of City Council
- ◆ Provide strategic leadership
- ◆ Develop implementation plans and strategies
- ◆ Ensure efficient and cost-effective management of the City
- ◆ Coordinate community-focused efforts
- ◆ Ensure delivery of high-quality services by City staff

Goal #2: Communication

- ◆ Facilitate effective internal/external communications
- ◆ Maintain and enhance the City's reputation

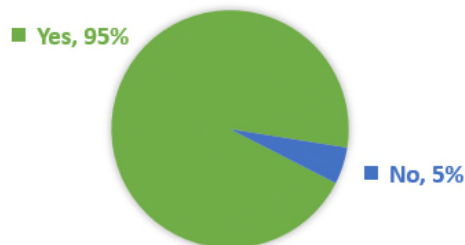
Goal #3: Organizational Development

- ◆ Champion continuous improvement through the City
- ◆ Support the sustained operation of a High Performance Organization

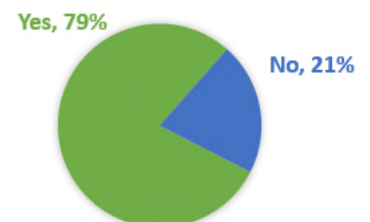
Goal #4: Intergovernmental Relations

- ◆ Analyze and resolve cross-jurisdictional issues
- ◆ Support the City's leadership role in regional issues

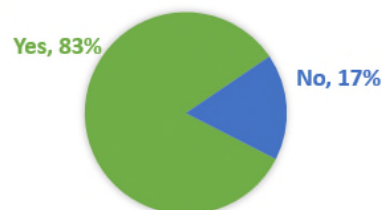
PERCENT OF RESIDENTS WHO SAY BELLEVUE IS A GOOD/EXCELLENT PLACE TO LIVE



PERCENT OF RESIDENTS WHO SAY THE CITY IS HEADED/STRONGLY HEADED IN THE RIGHT DIRECTION

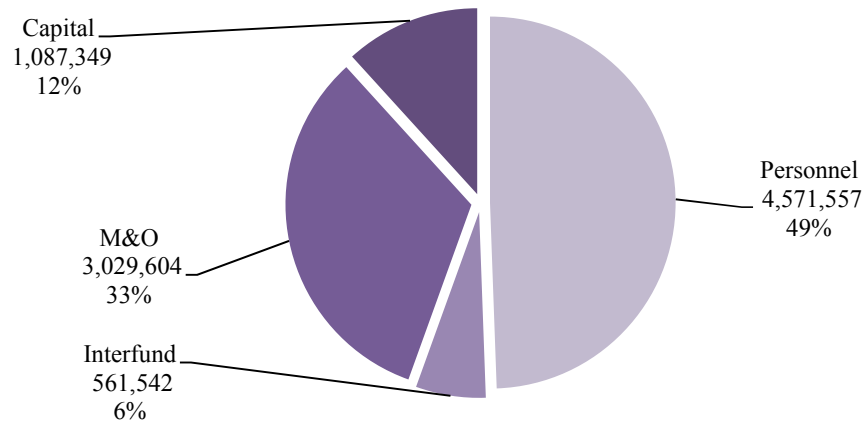


2015-2016 PERCENT OF RESIDENTS WHO SAY THEY ARE DEFINITELY GETTING THEIR MONEY'S WORTH FOR THEIR TAX DOLLAR



City Manager's Office

2017-2018 Budget Expenditure by Category



	2017 Adopted	2018 Adopted	2017-2018
Personnel	2,240,727	2,330,830	4,571,557
Interfund	278,242	283,300	561,542
M&O	1,484,860	1,544,744	3,029,604
Capital	545,775	541,574	1,087,349
Total Expenditures	4,549,604	4,700,448	9,250,052
Reserves ¹	-	-	-
Total Budget	4,549,604	4,700,448	9,250,052

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Adopted	2018 Adopted
FTE	11.00	12.00	12.00	12.00

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Actuals	2017 Adopted	2018 Adopted
General Fund	2,405,257	2,721,021	4,003,829	4,158,874
General CIP	-	-	545,775	541,574
Total Budget	2,405,257	2,721,021	4,549,604	4,700,448
Reserves ¹	-	-	-	-

¹ Reserves: Reserves are not included in the pie chart above. 2015-2016 Actuals do not include reserves at the department level.

The 2017-2018 biennial budget calculation includes only the second year of reserves (ie 2018) to avoid double-counting of expenditure authority.

The figures above include double budgeting (internal transfers between City funds)

Proposal List by Department/Outcome City Manager 2017-2018 Operating Budget

<u>Rank</u>	<u>Proposal Title</u>	<u>Proposal Number</u>
Responsive Government		
1	Overall City Management	040.04NA
20	Intergovernmental Relations/Regional Issues	040.07NA
32	Communications	040.02NA
Safe Community		
5	Public Defense Services	040.01NA
7	King County District Court-Bellevue Division (BDC) Services	040.09PA

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



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Civic Services 2017-2018





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Activities

- ◆ Real Property
- ◆ Land Survey
- ◆ Facility Services
- ◆ Client Services
- ◆ Fleet & Communications



The City's fleet is ranked #1 among mid-sized public sector fleets and #7 among the 100 Best Fleets of any size in North America

In 2015, the City achieved \$212,739 in facility energy savings. This reduced the greenhouse gas emitted by the City by 1,477 metric tons of CO₂ (equivalent to removing 311 cars from the road)

99% of internal customers report overall satisfaction with services received by the department

Civic Services Department

Mission - We provide the foundation that supports our partners in performing government operations

Vision - Create the quintessential workplace to achieve higher standards of excellence in City government

2017-2018 Objectives

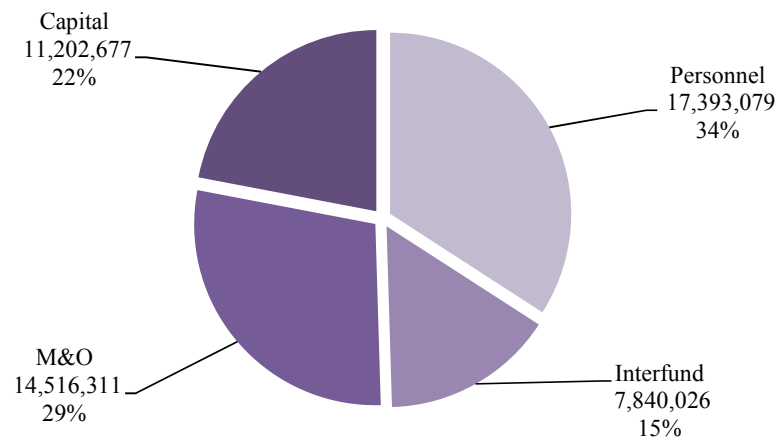
- ◆ **East Link:** Mitigate impacts to parking and customer service during East Link construction at City Hall. ◆ Continue support of East Link and other CIP projects through land acquisition and survey control assistance
- ◆ **Fire Facilities Master Plan:** Continue to support the Fire Department in maintaining its facilities and implementing its Fire Facilities Master Plan
- ◆ **Long Range Facility and Property Plan:** Advance the plan to leverage the City's investment in properties to meet the community's needs in a comprehensive and integrated way
- ◆ **Resource Conservation:** Advance the City's interests in meeting State regulations that mandate the use of alternative fuels. Continue to reduce costs and greenhouse gas emissions by employing new energy efficient technology in the City's facilities and within the fleet

2015-2016 Accomplishments

- ◆ **Diversity Initiative:** Hearing loop technology was installed in key meeting rooms at City Hall and the Bellevue Youth Theatre. ◆ Language translation services were added to the MyBellevue mobile app.
- ◆ **East Link:** Completed construction of the East Garage extension in preparation for future East Link impacts to City Hall ◆ Acquired property and provided survey services in support of the City's East Link MOU commitments and Transportation CIP.
- ◆ **Fire Facilities Master Plan:** Supported implementation of the plan by selecting a site and initiating property acquisition for the new Fire Station 10, and creating schedule and funding scenarios for the plan's highest priority facility projects.
- ◆ **Regional Partnership:** Relocated Bellevue District Court from Surrey Downs to Bellefield Office Park.
- ◆ **Resource Conservation:** Partnered with PSE to launch a downtown energy efficiency program known as Urban Smart Bellevue. ◆ Completed a second "green roof" on the East Garage to complement the original green roof on the third floor of City Hall. ◆ Installed a new heat recovery chiller at City Hall which will reduce natural gas use by more than 47,000 therms annually, nearly a 90% reduction.

Civic Services

2017-2018 Budget Expenditure by Category



	2017 Adopted	2018 Adopted	2017-2018
Personnel	8,554,437	8,838,642	17,393,079
Interfund	3,900,260	3,939,766	7,840,026
M&O	7,234,202	7,282,109	14,516,311
Capital	5,662,815	5,539,862	11,202,677
Total Expenditures	25,351,714	25,600,379	50,952,093
Reserves ¹	6,756,925	5,712,881	5,712,881
Total Budget	32,108,639	31,313,260	56,664,974

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Adopted	2018 Adopted
FTE	64.60	65.75	66.75	66.75

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Actuals	2017 Adopted	2018 Adopted
General Fund	4,274,139	4,415,601	3,658,625	3,797,967
Land Purchase Revolving	582,977	458,399	409,614	387,692
Facilities Services Fund	7,352,793	7,243,828	8,215,412	8,287,876
Operating Grants & Donations	581,000	9,000	-	-
General CIP	8,185,341	4,104,695	680,000	345,000
Equipment Rental Fund	15,606,625	11,283,000	12,388,063	12,781,844
Total Budget	36,582,874	27,514,523	25,351,714	25,600,379
Reserves ¹			6,756,925	5,712,881

¹ Reserves: Reserves are not included in the pie chart above. 2015-2016 Actuals do not include reserves at the department level. The 2017-2018 biennial budget calculation includes only the second year of reserves (ie 2018) to avoid double-counting of expenditure authority.

Proposal List by Department/Outcome

Civic Services

2017-2018 Operating Budget

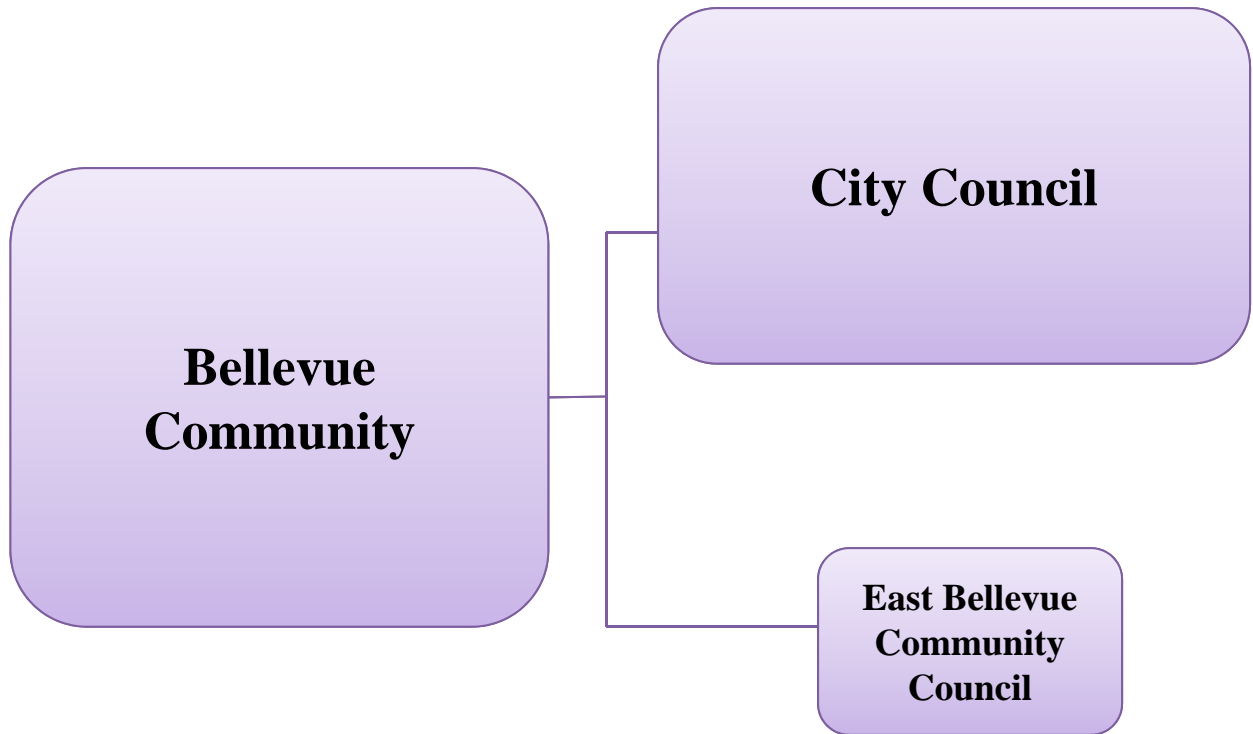
<u>Rank</u>	<u>Proposal Title</u>	<u>Proposal Number</u>
Responsive Government		
8	Electronic Communication Services	045.34PA
9	Fleet Services Maintenance & Repair	045.30PA
21	Facilities Services Maintenance & Operations	045.20PA
26	Fleet & Communications Parts Inventory & Fuel System	045.32DA
27	Client Services	045.01NA
28	Fleet & Communications Asset Management	045.31DA
37	Real Property Services	045.04NA
39	Civic Services Department Management & Support	045.03NA
44	Fleet & Communications Management	045.33DA
47	Parking & Employee Transportation Services	045.02NA
49	Facilities Services Project Management	045.22PA
51	Professional Land Survey Services	045.05NA

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



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**East Bellevue
Community Council
2017-2018**



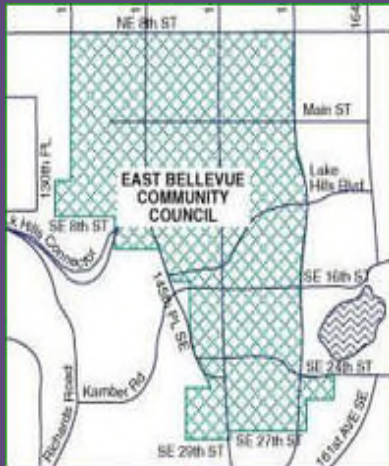


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East Bellevue Community Council

Activities

- Approve/disapprove land use decisions in Community Council jurisdiction
- Advise City Council on local matters



9,544

Population of East Bellevue at the time of its annexation in 1969. The number nearly doubled Bellevue's then population.

The Community Council must stand for election every four years for voter confirmation of its continuance. Community Council members are elected at the same time.

The East Bellevue Community Council has approval/disapproval authority over the adoption, approval and amendment by the City Council of any legislation applying to land, buildings, or structures within their jurisdiction. This grassroots government provides feedback on and works with the City to seek solutions to East Bellevue neighborhood concerns.

2017-2018 Objectives

- ◆ Maintain voter confirmation for continuance in 2017 election
- ◆ Continue to advise City Council on local matters that affect the East Bellevue Community Council jurisdiction
- ◆ Grow collaboration among constituents, local businesses and the City Council
- ◆ Increase the number of attendees and encourage public participation at meetings
- ◆ Continue to encourage the public to share their concerns and neighborhood interests

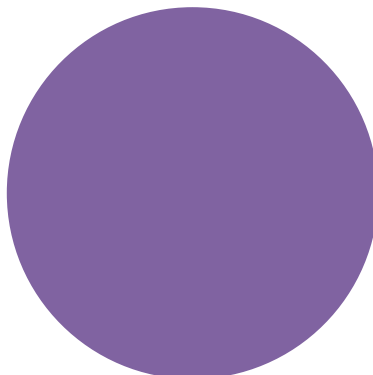
2015-2016 Accomplishments

- ◆ Held 22 regular meetings and 11 special meetings
- ◆ Conducted 14 public and courtesy hearings on land use issues
- ◆ Participated in a three-part retreat focused on building relationships and collaborating with the City of Bellevue and the community
- ◆ Attended numerous community and neighborhood meetings
- ◆ Advised the City Council on matters pertaining to the Community Council jurisdiction

East Bellevue Community Council

2017-2018 Budget Expenditure by Category

M&O
8,678
100%



	2017 Adopted	2018 Adopted	2017-2018
M&O	4,289	4,389	8,678
Capital	-	-	-
Total Expenditures	4,289	4,389	8,678
Total Budget	4,289	4,389	8,678

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Adopted	2018 Adopted
FTE	-	-	-	-

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Actuals	2017 Adopted	2018 Adopted
General Fund	3,923	4,185	4,289	4,389
Total Budget	3,923	4,185	4,289	4,389

¹ Reserves: Reserves are not included in the pie chart above. 2015-2016 Actuals do not include reserves at the department level.

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Proposal List by Department/Outcome
Community Council
2017-2018 Operating Budget

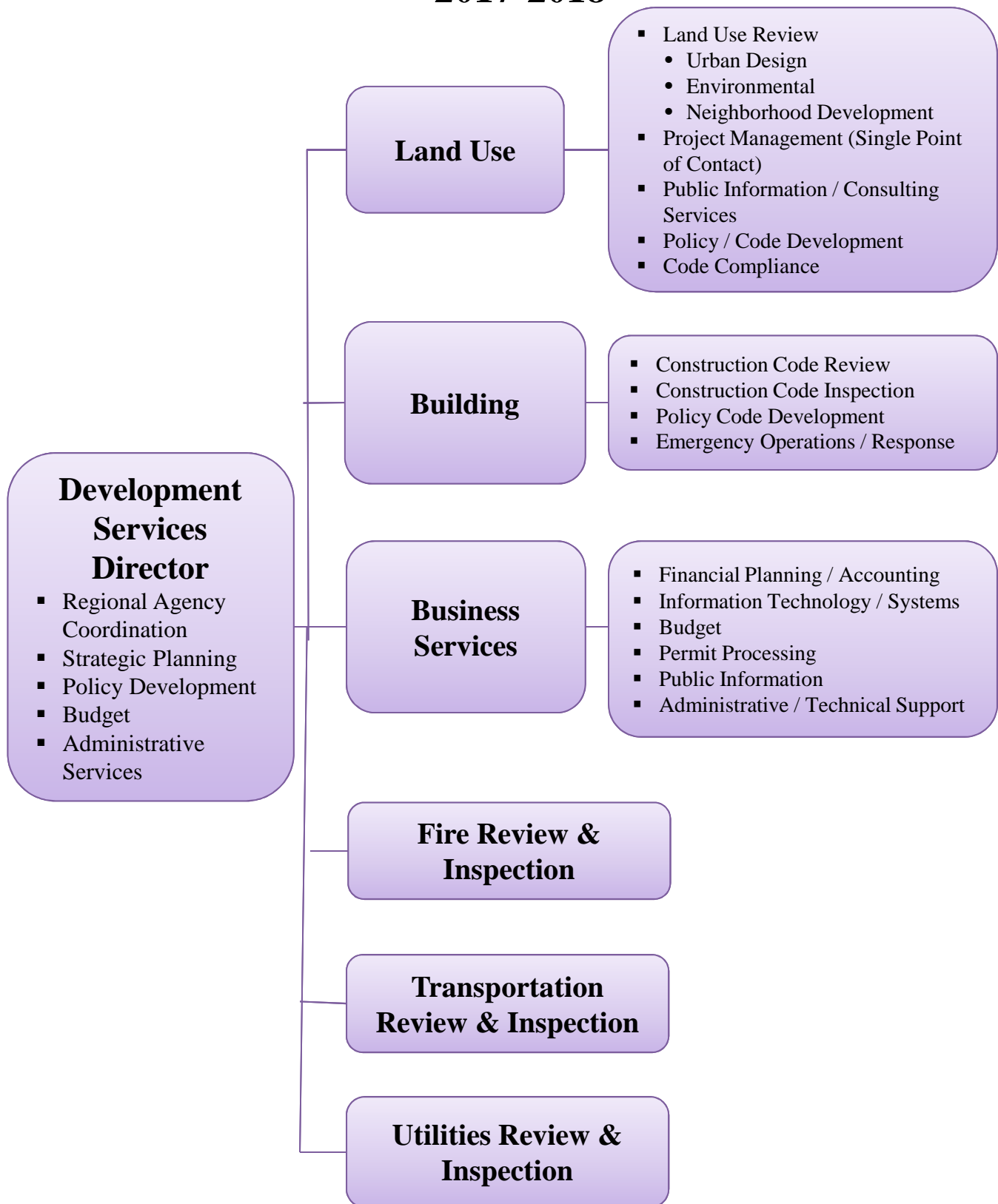
<u>Rank</u>	<u>Proposal Title</u>	<u>Proposal Number</u>
Responsive Government		
54	East Bellevue Community Council	050.01NA

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



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Development Services Department 2017-2018





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Activities

- ◆ Land Use Review
- ◆ Code Compliance
- ◆ Building Review & Inspection
- ◆ Fire Review & Inspection
- ◆ Transportation Review & Inspection
- ◆ Utilities Review & Inspection



Development Services is a multi-department line of business that offers one point of information for permit processing for development activity in Bellevue.

In 2015, 67% of permit applications and 64% of inspection requests were submitted through MyBuildingPermit.com as paperless permits.

Development Services Department — Mission

Development Services endeavors to protect the quality of public and private infrastructure, the safety and integrity of the built and natural environment, and the livability of the city while facilitating appropriate and timely development.

2017-2018 Objectives

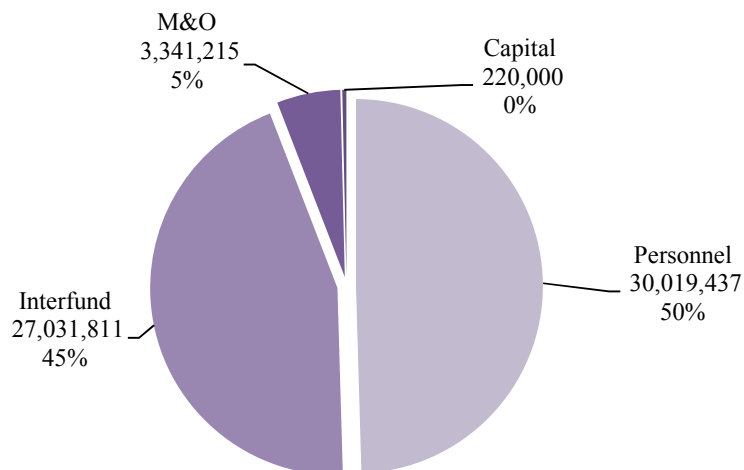
- ◆ Provide a process that is timely, understandable, and effective for internal and external customers.
- ◆ Proactively balance resources (staffing, contracts, revenues, space) across development cycles.
- ◆ Achieve Council-supported outcomes through enhanced code amendment work.
- ◆ Maintain competitive fees for service and adequate reserves.

2015-2016 Accomplishments

- ◆ Responded to the dramatic growth in development by adding staff, focused training, and process improvements.
- ◆ Major projects include:
 - ◆ East Link and Light Rail
 - ◆ 888 Bellevue Tower Apartments
 - ◆ Evergreen Plaza Apartments
 - ◆ GIX Parcel 14
 - ◆ Hyde Square Apartments
 - ◆ Metro 112 Phase II
 - ◆ Vuecrest Apartments
 - ◆ Richard Bennett Elementary School
 - ◆ Tillicum Middle School
- ◆ Adopted strategic plan to provide understandable process, educate the DS customer, and achieve sustainable performance.
- ◆ Completed Phase 3 Mobile Workforce of the Paperless Permitting Initiative which enhanced inspection functions and provided field staff with access to inspection information.
- ◆ Completed Outreach project to conduct survey of DS customers and provide a process for future customer survey.
- ◆ Conduct a Cost of Service Study to review all financial aspects related to DS including policies, cost pooling, fees and review of financial models.
- ◆ Completed policy development work including Phase I Energize Eastside EIS, Downtown and Meydenbauer Parks permits and appeals, Phantom Lake to Lake Hills PSE Transmission Line CUP; Land Use Code Amendments and Development Agreements such as Shoreline Master Program Update, single family home rental, interim and permanent marijuana regulations.

Development Services

2017-2018 Budget Expenditure by Category



	2017 Adopted	2018 Adopted	2017-2018
Personnel	14,591,283	15,428,154	30,019,437
Interfund	13,346,088	13,685,723	27,031,811
M&O	1,682,196	1,659,019	3,341,215
Capital	220,000	-	220,000
Total Expenditures	29,839,567	30,772,896	60,612,463
Reserves ¹	15,778,861	14,428,906	14,428,906
Total Budget	45,618,428	45,201,802	75,041,369

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Adopted	2018 Adopted
FTE	106.85	108.85	114.00	116.00

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Actuals	2017 Adopted	2018 Adopted
General Fund	3,729,373	3,880,933	4,143,724	4,287,595
Development Services	21,062,042	24,251,332	25,695,843	26,485,301
Operating Grants & Donations	17,840	-	-	-
Total Budget	24,809,255	28,132,265	29,839,567	30,772,896
Reserves ¹			15,778,861	14,428,906

¹ Reserves: Reserves are not included in the pie chart above. 2015-2016 Actuals do not include reserves at the department level.

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Proposal List by Department/Outcome

Development Services

2017-2018 Operating Budget

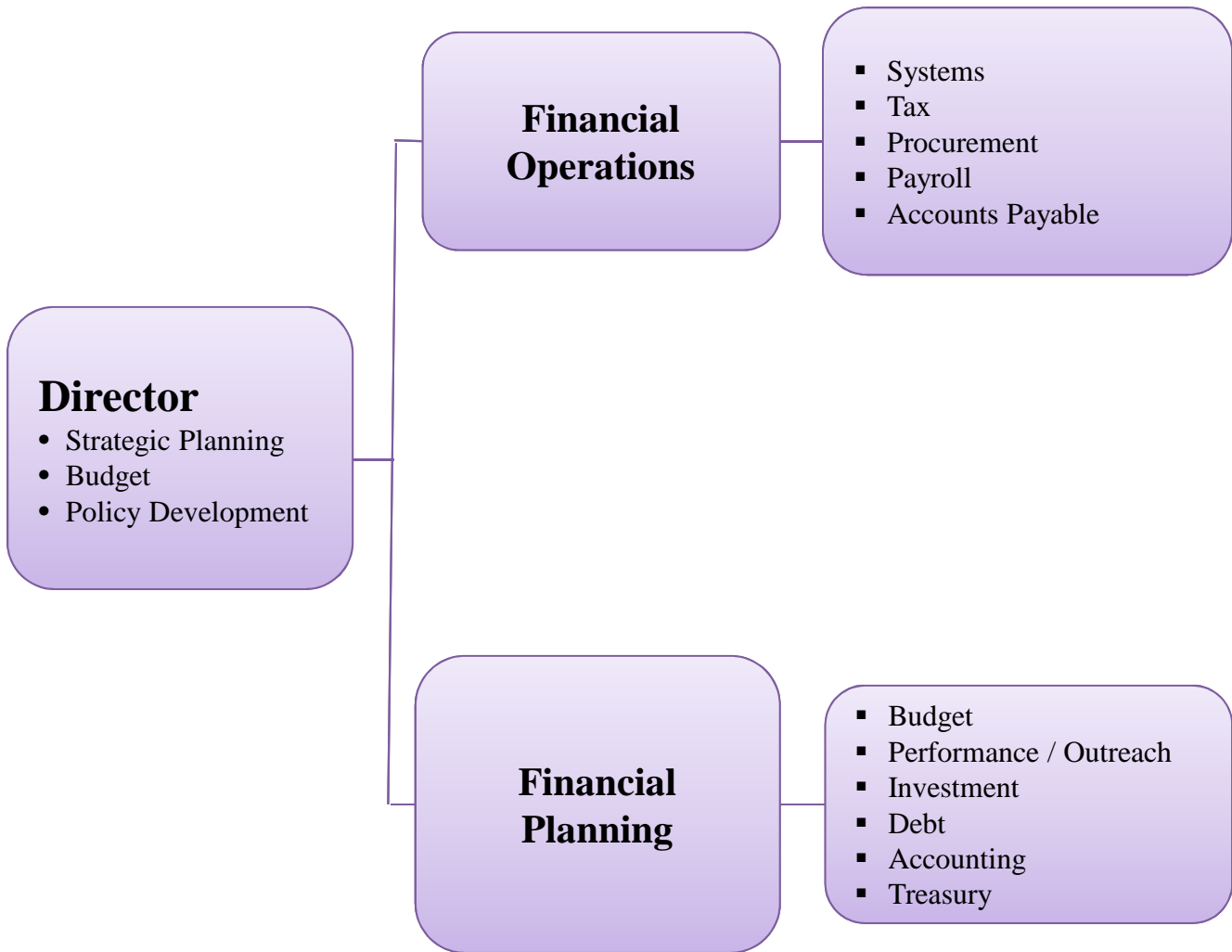
<u>Rank</u>	<u>Proposal Title</u>	<u>Proposal Number</u>
Economic Growth and Competitiveness		
2	Development Services Review Services	110.03NA
Quality Neighborhoods/Innovative Vibrant and Caring Community		
13	Code Compliance Inspection and Enforcement Services	110.07NA
Responsive Government		
18	Development Services Financial Management	110.06NA
24	Policy Implementation Code Amendments & Consulting Service	110.02NA
25	Development Services Information Delivery	110.01NA
36	Paperless Permitting Enhancements	110.13NA
40	Development Services Department Management & Support	110.05NA
55	Development Services Office Remodel	110.12NA
Safe Community		
13	Development Services Inspection Services	110.04NA

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



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Finance Department 2017-2018





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Activities

- ◆ Budget
- ◆ Performance
- ◆ Accounting
- ◆ Treasury
- ◆ Tax
- ◆ Payroll
- ◆ Purchasing/
Contracts
- ◆ Disbursements
- ◆ Investments/Debt
- ◆ Systems



The Finance Department serves as a trusted partner to its customers, providing strategic financial direction and leadership for the City; and operation of the City's core financial functions.

Financial performance and sustainability are essential to all City functions, therefore fiscal policy and operations impact all City Departments.

Finance Department— Mission

Maintain the public trust through sound financial management and the efficient and effective use of Bellevue's financial resources. Provide exceptional service and be a trusted partner to all customers.

2017-2018 Objectives

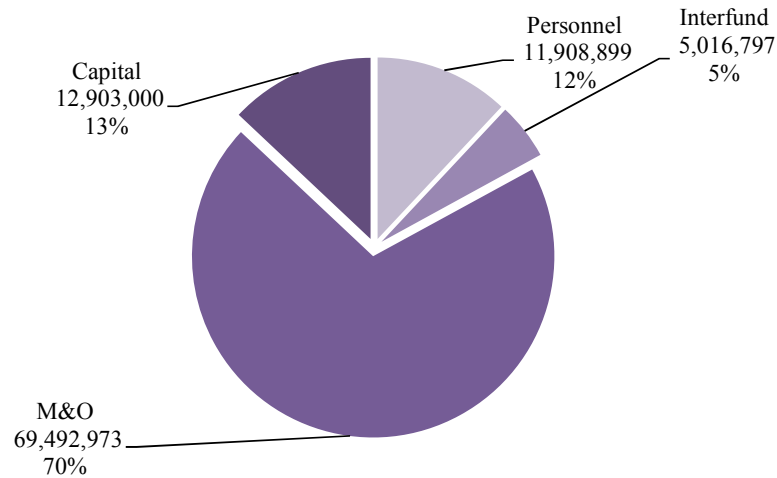
- ◆ Ensure the long-term sustainable financial stability and health of Bellevue
- ◆ Protect the City's financial integrity and credibility
- ◆ Be a trusted partner committed to continued excellence

2015-2016 Accomplishments

- ◆ Maintained Aaa Bond Rating
- ◆ Achieved 88% satisfied/very satisfied rating with customers for Finance Department services
- ◆ Received an Unqualified Audit Opinion
- ◆ Launched Multi-City Tax Portal (FileLocal)
- ◆ Mid Biennium update for the 2015-2016 Operating Budget and 2015—2021 Capital Investment Program (CIP) Plan
- ◆ Issued \$97.935 million in Limited Tax General Obligation (LTGO) bonds
- ◆ Met IRS reporting and system changes related to the Affordable Care Act
- ◆ Initiated long-range financial planning effort for the General Fund and General CIP
- ◆ Issued Popular Annual Finance Report (PAFR)
- ◆ Accepted for Bloomberg's What Works City performance management and open data program
- ◆ Submitted Transportation Infrastructure Finance and Innovation Act (TIFIA) loan to advance the infrastructure in the Bel Red corridor
- ◆ Prepared 2017-2018 Operating Budget and 2017-2023 Capital Investment Program (CIP) Plan
- ◆ Expanded electronic payments to vendors
- ◆ Selection and implementation of new Point of Sale system
- ◆ Selection and implementation of new banking contract
- ◆ Implemented citywide Internal Control and Fraud Training
- ◆ Obtained Certificate of Achievement for Excellence in Financial Reporting
- ◆ Obtained Distinguished Budget Presentation Award
- ◆ Obtained Certificate of Excellence in Performance Management
- ◆ Conducted, evaluated and reported on the annual Citizens' and biannual Budget Survey

Finance

2017-2018 Budget Expenditure by Category



	2017 Adopted	2018 Adopted	2017-2018
Personnel	5,831,472	6,077,427	11,908,899
Interfund	2,570,208	2,446,589	5,016,797
M&O	34,155,927	35,337,046	69,492,973
Capital ²	6,451,250	6,451,750	12,903,000
Total Expenditures	49,008,857	50,312,812	99,321,669
Reserves ¹	39,100,685	40,963,468	40,963,468
Total Budget	88,109,542	91,276,280	140,285,137

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Adopted	2018 Adopted
FTE	47.00	47.50	47.50	47.50

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Actuals	2017 Adopted	2018 Adopted
General Fund	8,153,850	7,820,954	8,086,474	8,479,330
Hotel/Motel Tax	18,600,615	11,276,223	12,133,000	13,127,000
Operating Grants & Donations	-	536,901	-	-
Debt Service Fund ³	28,300,784	22,384,777	22,023,133	21,946,332
General CIP ²	335,879	6,833,716	6,766,250	6,760,150
Total Budget	55,391,128	48,852,571	49,008,857	50,312,812
Reserves ¹			39,100,685	40,963,468
General Fund Reserves			37,332,604	38,915,015

¹ Reserves: Reserves are not included in the pie chart above. 2015-2016 Actuals do not include reserves at the department level.

The 2017-2018 biennial budget calculation includes only the second year of reserves (ie 2018) to avoid double-counting of expenditure authority.

² CIP Expenditures include debt service transfers for capital projects

³ All debt service for the City is held in Finance

Proposal List by Department/Outcome

Finance

2017-2018 Operating Budget

<u>Rank</u>	<u>Proposal Title</u>	<u>Proposal Number</u>
Economic Growth and Competitiveness		
4	Bellevue Convention Center Authority (BCCA) Operations	060.10NA
Responsive Government		
0	Miscellaneous Non-Departmental (MND)	060.08NA
2	Budget Office	060.19NA
4	Debt Management Services	060.20NA
6	Citywide Treasury Management Services	060.13NA
16	Citywide Disbursements	060.16NA
19	Business Tax and License Administration	060.15PA
22	Financial Accountability & Reporting	060.18NA
29	LEOFF 1 Medical Operating Costs	060.46NA
30	Procurement Services	060.17NA
41	Finance Department Management and Support	060.07PA
45	Finance Business Systems	060.45NA
48	Finance Central Services	060.14DA

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



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Fire Department 2017-2018





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Activities

- ◆ Fire Suppression
- ◆ Emergency Rescue
- ◆ Emergency Medical Services
- ◆ Fire Training
- ◆ Fire Prevention
- ◆ Emergency Management
- ◆ Fire



From 2013 to 2015, total fire and EMS incidents increased by 7.5% from 16,944 to 18,214. This rate of increase is expected to continue in near term as Bellevue continues to grow and becomes more populated.



Fire Department — Mission

Assist the public in the protection of life and property by minimizing the impact of fire, medical emergencies, and potential disasters or uncontrolled events.

2017-2018 Objectives

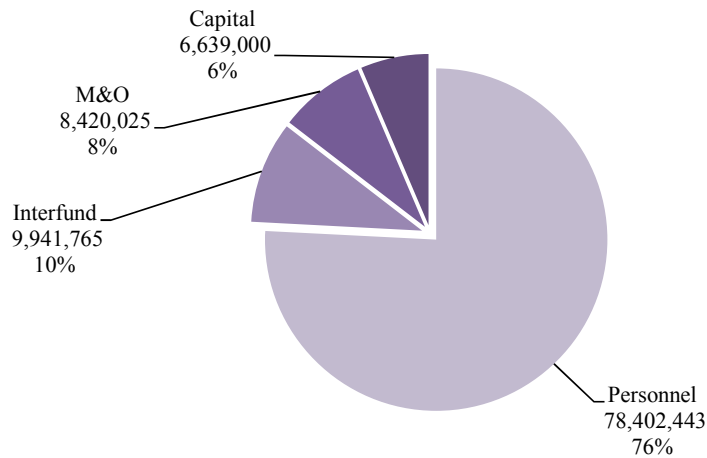
- ◆ Develop an implementation plan for the Fire Facilities Master Plan.
- ◆ Seek alternative resources to fund the Department's wellness program.
- ◆ Complete exhaust extrication replacements or upgrades at all fire stations to improve air quality and safety.
- ◆ Bring forward a discussion on the City's fire protection rating to the City Manager and Council.
- ◆ Continue to work with Sound Transit to ensure ready and able to respond to incidents involving the new light rail project in Bellevue.
- ◆ Extend the Fire Services agreement with all contract cities.
- ◆ Continue HPO training for fire staff.
- ◆ Purchase fire hose and other essential firefighting equipment; work on long term funding for ongoing equipment replacement.
- ◆ Increase Community Emergency Response Team (CERT) training programs to reach more citizens volunteers.
- ◆ Implement new Electronic Patient Care Reporting system.
- ◆ Implement a part-time aid unit with King County EMS Levy funding.

2015-2016 Accomplishments

- ◆ Renewed focus on emergency management training for city staff.
- ◆ Recertified Bellevue as a Storm Ready and Weather-Ready Nation Ambassador community. Both programs are sponsored by the U.S. Department of Commerce National Oceanic and atmospheric Administration(NOAA) to strengthen partnerships with local communities to increase resiliency to extreme weather events.
- ◆ Put a levy measure on the November 2016 ballot to pay for the improvements identified in 2014 Fire Facilities Master Plan.
- ◆ Updated the Fire Department Strategic Plan.
- ◆ Adopted and amended the 2015 International Fire & Building Codes.
- ◆ Secured Urban Area Security Initiative (UASI) and Emergency Preparedness Grant (EMPG) Funds totaling \$895,000.
- ◆ Responded and provided mutual assistance to seventeen (16) wildfire incidents across the state.
- ◆ Implemented several Fire related Smart City projects including; DocuSign, Fire Trex Training System, mobile device pre-fire mapping; Code 3 service modeling software; Emergency Management Incident Tracking (EMIT); and Development Services Mobile Workforce.

Fire

2017-2018 Budget Expenditure by Category



	2017 Adopted	2018 Adopted	2017-2018
Personnel	38,362,542	40,039,901	78,402,443
Interfund	4,854,973	5,086,792	9,941,765
M&O	4,118,642	4,301,383	8,420,025
Capital	4,674,000	1,965,000	6,639,000
Total Expenditures	52,010,157	51,393,076	103,403,233
Reserves ¹	8,049,669	7,047,371	7,047,371
Total Budget	60,059,826	58,440,447	110,450,604

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Adopted	2018 Adopted
FTE	242.31	244.31	244.75	244.75
Unfunded FTE ²	4.00	4.00	4.00	4.00

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Actuals	2017 Adopted	2018 Adopted
General Fund	44,440,712	45,400,864	44,962,532	46,721,498
LEOFF I	1,091,045	1,118,341	1,044,342	1,367,681
Operating Grants & Donations	1,086,333	584,674	1,087,000	1,088,261
General CIP	1,264,512	1,205,745	4,674,000	1,965,000
Hazardous Materials	65,554	45,919	-	-
Fireman's Pension	239,598	222,277	242,283	250,636
Total Budget	48,187,753	48,577,820	52,010,157	51,393,076
Reserves ¹			8,049,669	7,047,371

¹ Reserves: Reserves are not included in the pie chart above. 2015-2016 Actuals do not include reserves at the department level.

The 2017-2018 biennial budget calculation includes only the second year of reserves (ie 2018) to avoid double-counting of expenditure authority.

² Unfunded FTEs are positions frozen as a cost-containment measure during 2012

The figures above include double budgeting (internal transfers between City funds)

Proposal List by Department/Outcome

Fire

2017-2018 Operating Budget

<u>Rank</u>	<u>Proposal Title</u>	<u>Proposal Number</u>
Quality Neighborhoods/Innovative Vibrant and Caring Community		
11	Bellevue Fire CARES Program	070.15NA
Safe Community		
1	Fire Suppression and Emergency Medical Response	070.01PA
3	Public Safety Dispatch Services	070.16DA
6	Advanced Life Support (ALS) Services	070.02NA
14	Fire Prevention	070.06NA
20	Fire Facilities Maintenance & Operations	070.07DA
21	Fire Department Management & Support	070.05NA
23	City-Wide Emergency Management Services	070.04PA
26	Fire Department Training Division	070.03NA
27	East Metro Training Group	070.18NA
34	Fire Community Outreach & Education	070.14NA
35	Electronic Records for Patient Care	070.31NA
38	Urban Area Security Initiative (UASI) Participation	070.08DA
39	Fire Department Small Grant and Donations	070.09NA

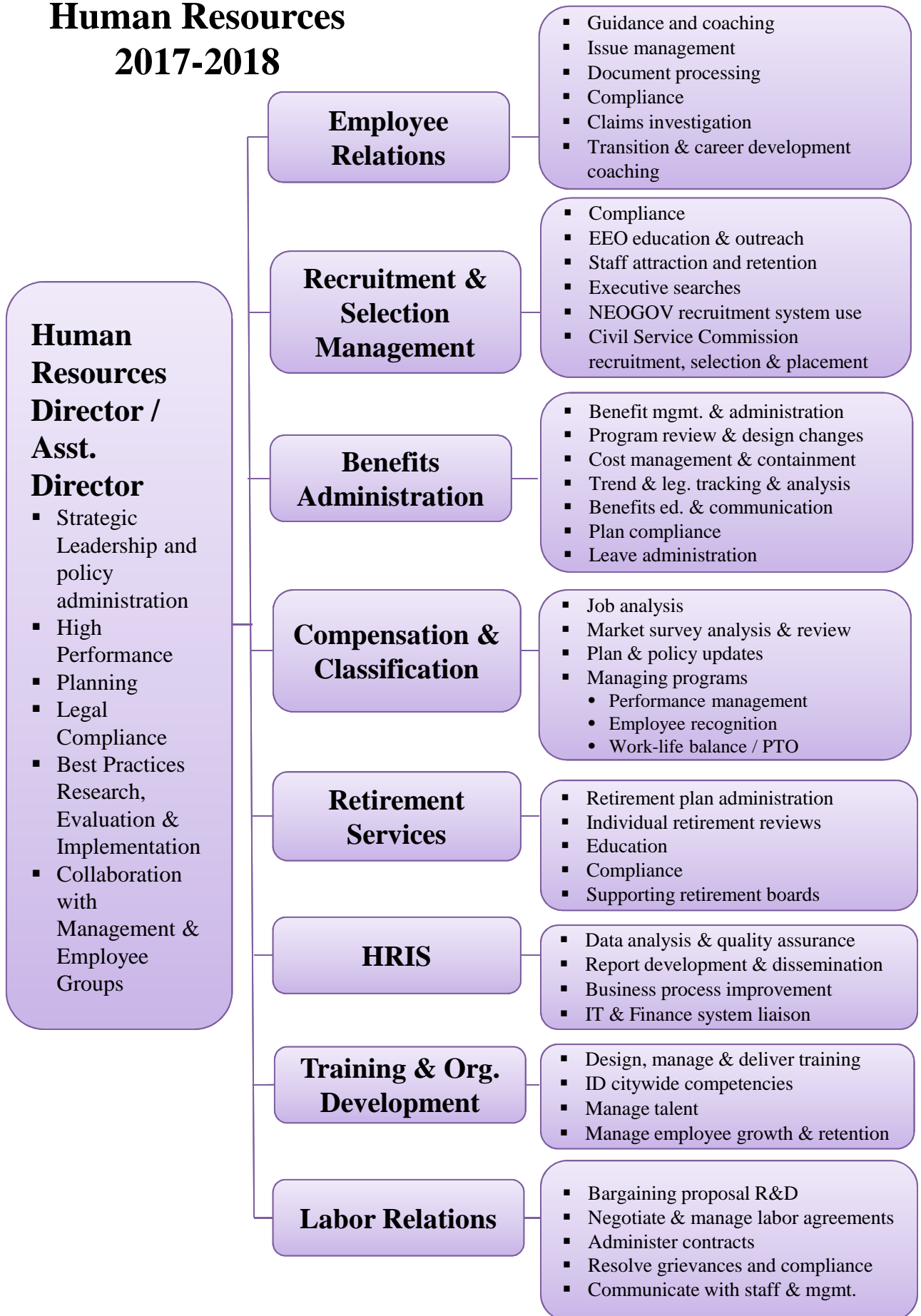
Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



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Human Resources

2017-2018





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Activities

- ◆ Benefit Administration
- ◆ Compensation & Classification
- ◆ Employee Relations
- ◆ HRIS
- ◆ Labor Relations
- ◆ Recruitment & Selection
- ◆ Retirement Services
- ◆ Training & Organizational



12.6

Average tenure of service with the City of Bellevue

47.3

Average age of employees

25.9%

Percentage of workforce eligible to retire within 5 years

Human Resources — Mission

We are committed to being a strategic partner by providing outstanding customer service and stewardship of resources in attracting and retaining a high-performance, diverse workforce in support of the changing needs of the organization. As business partners to the City's departments, the goal of HR is to ensure sound management of employee resources and business practices in order for the City to provide the best value in meeting community needs and citizen expectations.

2017-2018 Objectives

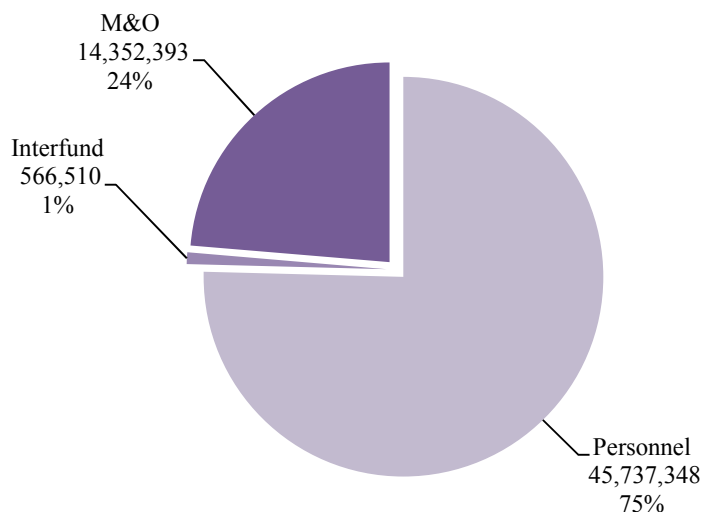
- ◆ Workforce Planning—organization-wide communication of the mentoring, stretch assignment, classroom, and performance feedback recommendations. Integration of the leadership “competencies” that were developed by cross departmental teams into job descriptions, job announcements and performance feedback methods and forms
- ◆ Continue to implement strategies to expand the diversity within the City of Bellevue
- ◆ Re-evaluate the merit pay program to create a more effective rating system in line with a revised performance management program
- ◆ Cohesive Work Environment—Integrating city philosophies & values to keep the organization competitive, able to attract, retain and motivate an engaged and diverse workforce in an ever-changing environment
- ◆ Re-evaluate and lay the foundation of the City's Total Rewards program to address the strategic needs of the organization
- ◆ Health Benefit Cost Mitigation—roll-out new medical plan option
- ◆ Continuous Market Surveying to support the City's core values, attract and retain employees to support the City's business strategy, ensure internal consistency of job classifications, pay fairly while controlling costs, continually build a high-performance culture
- ◆ Migration to State Deferred Compensation Plan

2015-2016 Accomplishments

- ◆ Launched a Talent & Development Task Force focused on integrated HR performance and talent management and Training & Development systems
- ◆ Developed workforce analytics to support citywide planning and decision making
- ◆ Policy and Procedure and Code updates to stay flexible and respond to business needs
- ◆ Healthcare reform—ongoing compliance with regulatory and new IRS filing requirements
- ◆ On-line centralized leave tracking system provides greater efficiencies such as increased consistency, reduction of possible data errors, and ease for employees
- ◆ Broad-brush compensation study/analysis

Human Resources

2017-2018 Budget Expenditure by Category



	2017 Adopted	2018 Adopted	2017-2018
Personnel	22,091,966	23,645,382	45,737,348
Interfund	280,755	285,755	566,510
M&O	6,914,665	7,437,728	14,352,393
Capital	-	-	-
Total Expenditures	29,287,386	31,368,865	60,656,251
Reserves ¹	7,554,167	8,315,156	8,315,156
Total Budget	36,841,553	39,684,021	68,971,407

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Adopted	2018 Adopted
FTE	14.80	14.80	15.80	15.80

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Actuals	2017 Adopted	2018 Adopted
General Fund	2,128,880	2,324,263	2,698,836	2,770,907
Health Benefits Fund	24,521,608	25,524,829	26,588,550	28,597,958
Total Budget	26,650,488	27,849,093	29,287,386	31,368,865
Reserves ¹			7,554,167	8,315,156

¹ Reserves: Reserves are not included in the pie chart above. 2015-2016 Actuals do not include reserves at the department level.

The 2017-2018 biennial budget calculation includes only the second year of reserves (ie 2018) to avoid double-counting of expenditure authority.

The figures above include double budgeting (internal transfers between City funds)

Proposal List by Department/Outcome

Human Resources

2017-2018 Operating Budget

<u>Rank</u>	<u>Proposal Title</u>	<u>Proposal Number</u>
Responsive Government		
33	Health Benefits Operating Fund	080.01NA
42	HR Workforce Administration–Program Administration	080.06NA
46	HR Workforce Development–Integrated Total Rewards	080.04NA
50	Talent Acquisition	080.07NA

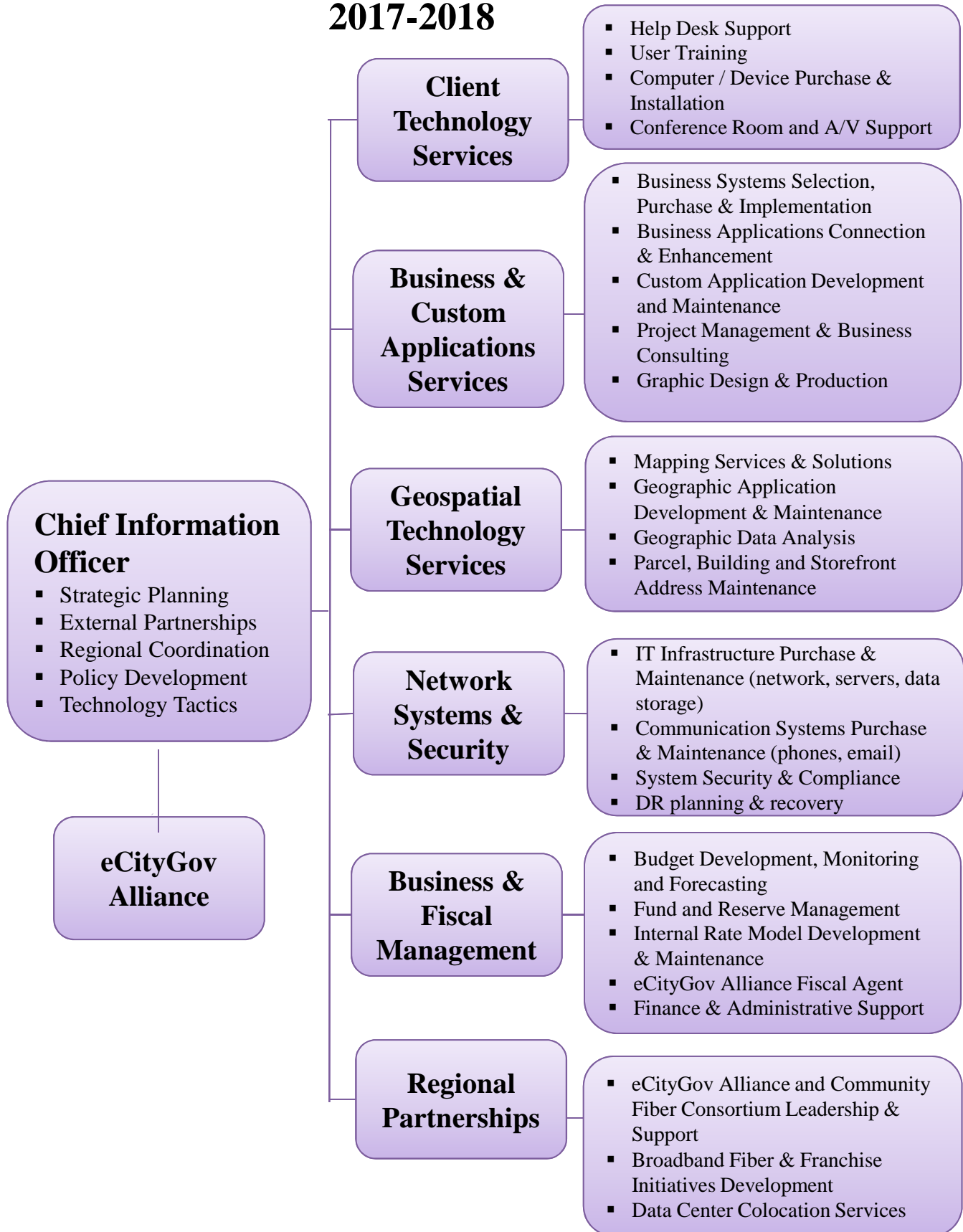
Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



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Information Technology

2017-2018





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Activities

- ◆ Help desk support
- ◆ IT training
- ◆ Application development and support
- ◆ Mapping services
- ◆ Technology Infrastructure
- ◆ Cyber security



Effectiveness of technology at helping employees perform their jobs: 94% rating Good to Excellent

Customer Satisfaction: 84% rating Good to Excellent

Network Uptime: 99.92%

Online Transactions: 30.7% of all transactions

City Website Visitors: 1.79 million (up 3.5%)

Number of Supported Applications: 115

Number of PCs/Laptops: 1,696

Number of Phones: 1,558

Information Technology Department

The mission of the Information Technology Department is to *Inspire, Innovate, and Deliver*. Our objective is to use technology to deliver a *Responsive Government Outcome* that keeps citizens informed and involved, assists our organizational partners in providing quality services and value, and seeks innovative solutions to the challenges we face locally and regionally.

2017-2018 Objectives

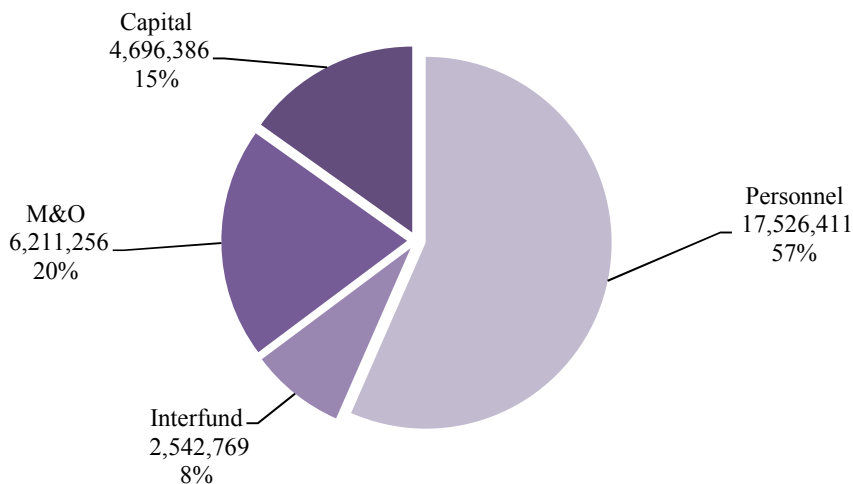
- ◆ Workforce Mobility – Continue to provide and support the technology solutions that harness the benefits, savings and service improvements of a mobile workforce (field crews, inspectors, public safety personnel, and other staff).
- ◆ Community Building – Provide the technology and support to fully engage and collaborate with employees and the community
- ◆ Broadband Connectivity – Facilitate increased competition and choice in Bellevue to improve overall broadband connectivity speeds for businesses and residents and an connectivity for smart city technologies.
- ◆ Business Optimization – Continue to optimize cost, improve energy efficiency, increase staff productivity, enhance operational processes, and ensure the ability to continue operations after significant disruptions.
- ◆ Regional Leadership – Advance regional partnerships in areas that benefit from standardized service delivery and economies of scale around regional connectivity, shared government applications and business licenses and taxes.

2015-2016 Accomplishments

- ◆ Launched new public facing website, increasing ease of use and focusing on getting customers to content quicker.
- ◆ Replaced and enhanced core network and storage services for significantly increasing network speeds and storage capacity.
- ◆ Completed the fiber ring around the lake in partnership with 10 local jurisdictions.
- ◆ Upgraded MyBuildingPermit.com which included a major user interface upgrade, streamlined permit management, and simplified fee calculations for an application serving 14 jurisdictions.
- ◆ Published a new Map Gallery, a collection of interactive web maps that provides the public with detailed information related to economic development, government services, environmental issues, and neighborhoods.
- ◆ Replaced the Distributed Antenna System in City Hall to significantly improve reception for Police and Fire radios at all locations in the building.
- ◆ Designed and developed an open data dashboard complete with more than 30 published data sets in the first 6 months.
- ◆ Developed the first phase of a Smart City Strategy which spans across eight departments in the city and multiple lines of business.

Information Technology

2017-2018 Budget Expenditure by Category



	2017 Adopted	2018 Adopted	2017-2018
Personnel	8,585,433	8,940,978	17,526,411
Interfund	1,267,952	1,274,817	2,542,769
M&O	3,092,129	3,119,127	6,211,256
Capital	2,483,631	2,212,755	4,696,386
Total Expenditures	15,429,145	15,547,677	30,976,822
Reserves ¹	5,408,741	5,532,101	5,532,101
Total Budget	20,837,886	21,079,778	36,508,923

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Adopted	2018 Adopted
FTE	58.75	58.75	60.00	60.00

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Actuals	2017 Adopted	2018 Adopted
ITD Fund	14,086,947	15,485,508	14,320,145	14,509,677
General CIP	115,857	156,171	1,109,000	1,038,000
Total Budget	14,202,804	15,641,679	15,429,145	15,547,677
Reserves ¹			5,408,741	5,532,101

¹ Reserves: Reserves are not included in the pie chart above. 2015-2016 Actuals do not include reserves at the department level.

The 2017-2018 biennial budget calculation includes only the second year of reserves (ie 2018) to avoid double-counting of expenditure authority.

The figures above include double budgeting (internal transfers between City funds)

Proposal List by Department/Outcome

Information Technology

2017-2018 Operating Budget

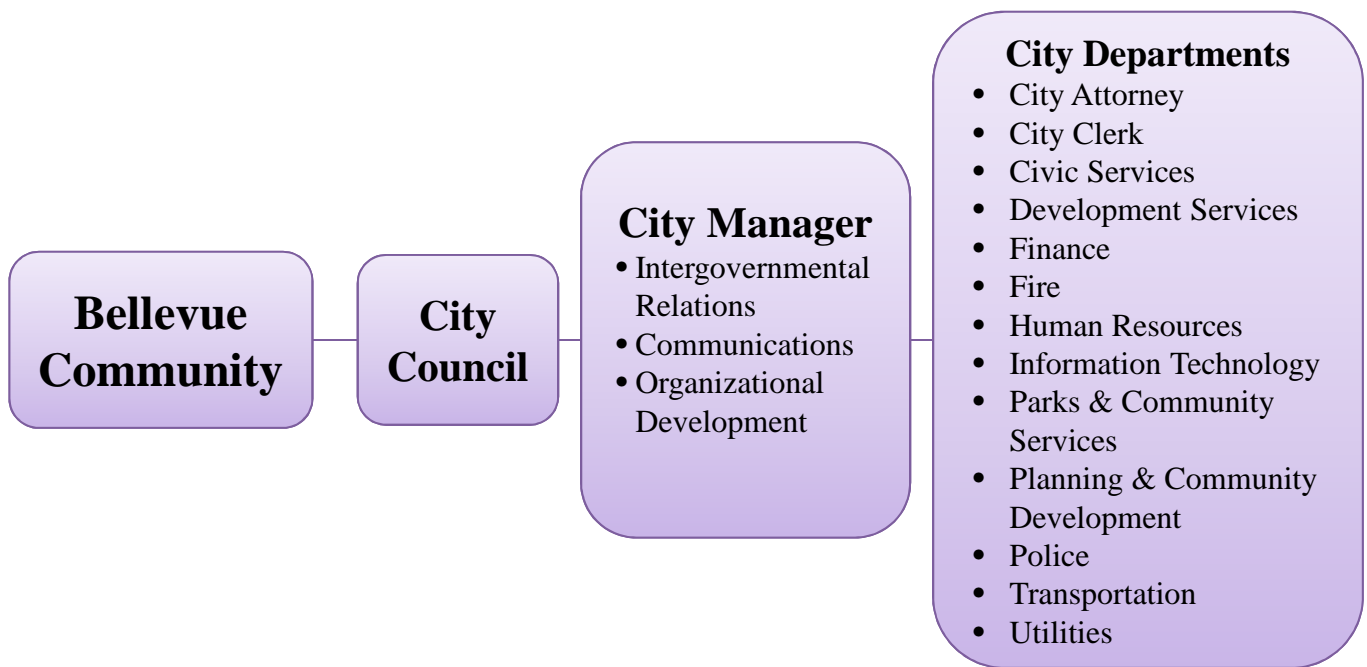
<u>Rank</u>	<u>Proposal Title</u>	<u>Proposal Number</u>
Responsive Government		
5	Network Systems and Security	090.08NA
23	Computer Technology Services	090.01NA
31	Technology Business Systems Support	090.09NA
34	eCityGov Alliance Fees and Services	090.10NA
35	Geospatial Technology Services (GTS)	090.06NA
43	IT Department Management and Support	090.05NA
52	Application Development Services	090.03NA

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



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Miscellaneous Non-Departmental 2017-2018





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Activities

- ◆ Citywide Contingency
- ◆ One City Initiative
- ◆ Civic & Partner Memberships
- ◆ Legislative Costs



The Miscellaneous Non-Departmental (MND) budget funds items that benefit the City as a whole; including:

- ◆ Memberships in governmental organizations and regional committees
- ◆ Election fees
- ◆ The Court
- ◆ Employee events
- ◆ One City activities
- ◆ Animal Control

A citywide contingency is also maintained to provide funds for emerging

Miscellaneous Non-Departmental

Mission—Provide exceptional customer service, uphold the public interest and advance the Community Vision.

Vision—Be a collaborative and innovative organization that is future focused and committed to excellence.

2017-2018 Objectives

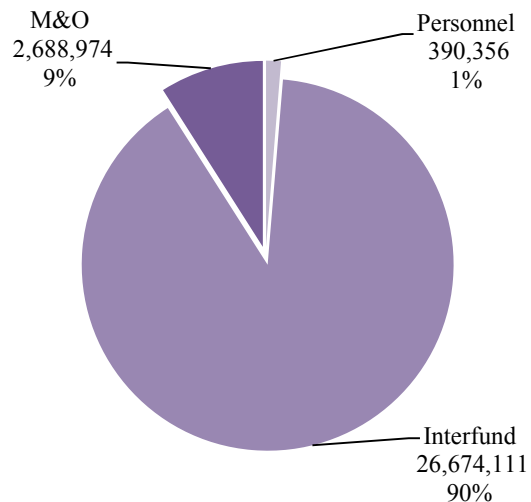
- ◆ Have funds available for City and Council initiatives and opportunities when they arise
- ◆ Provide One City advancement and training
- ◆ Maintain civic and partner memberships; including King County Animal Control
- ◆ Fund legislative costs, including elections, Courts, and Puget Sound Clean Air
- ◆ Support Citywide employee activities including Citywide Meetings and Employee Picnic

2015-2016 Accomplishments

- ◆ Provided funds for:
 - ◆ Leadership Training
 - ◆ Multi-Model Level of Service Study
 - ◆ Economic and Community Initiatives
- ◆ Provided One City advancement through training and innovation initiatives
- ◆ Maintained civic and partner memberships; including King County Animal Control, Association of Washington Cities, and Sound Cities
- ◆ Funded legislative costs, including elections, Courts, and Puget Sound Clean Air
- ◆ Supported Citywide employee activities including Citywide Meetings and Employee Picnic
- ◆ Provided funds for legal consultations for emerging items

Miscellaneous Non-Departmental

2017-2018 Budget Expenditure by Category



	2017 Adopted	2018 Adopted	2017-2018
Personnel	306,075	84,281	390,356
Interfund	13,145,621	13,528,490	26,674,111
M&O	1,258,123	1,430,851	2,688,974
Capital	-	-	-
Total Expenditures	14,709,819	15,043,622	29,753,441
Reserves ¹	-	-	-
Total Budget	14,709,819	15,043,622	29,753,441

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Adopted	2018 Adopted
FTE	1.00	1.00	1.00	1.00

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Actuals	2017 Adopted	2018 Adopted
General Fund	2,505,812	3,063,899	1,390,649	1,801,802
General CIP ²	12,153,825	13,357,775	13,319,170	13,241,820
Total Budget	14,659,637	16,421,674	14,709,819	15,043,622
Reserves ¹	-	-	-	-

¹ Reserves: Reserves are not included in the pie chart above. 2015-2016 Actuals do not include reserves at the department level.

The 2017-2018 biennial budget calculation includes only the second year of reserves (ie 2018) to avoid double-counting of expenditure authority.

² CIP Expenditures include debt service payments for capital projects

The figures above include double budgeting (internal transfers between City funds)

Debt Service costs are displayed in Finance

Proposal List by Department/Outcome
Miscellaneous Non-Departmental
2017-2018 Operating Budget

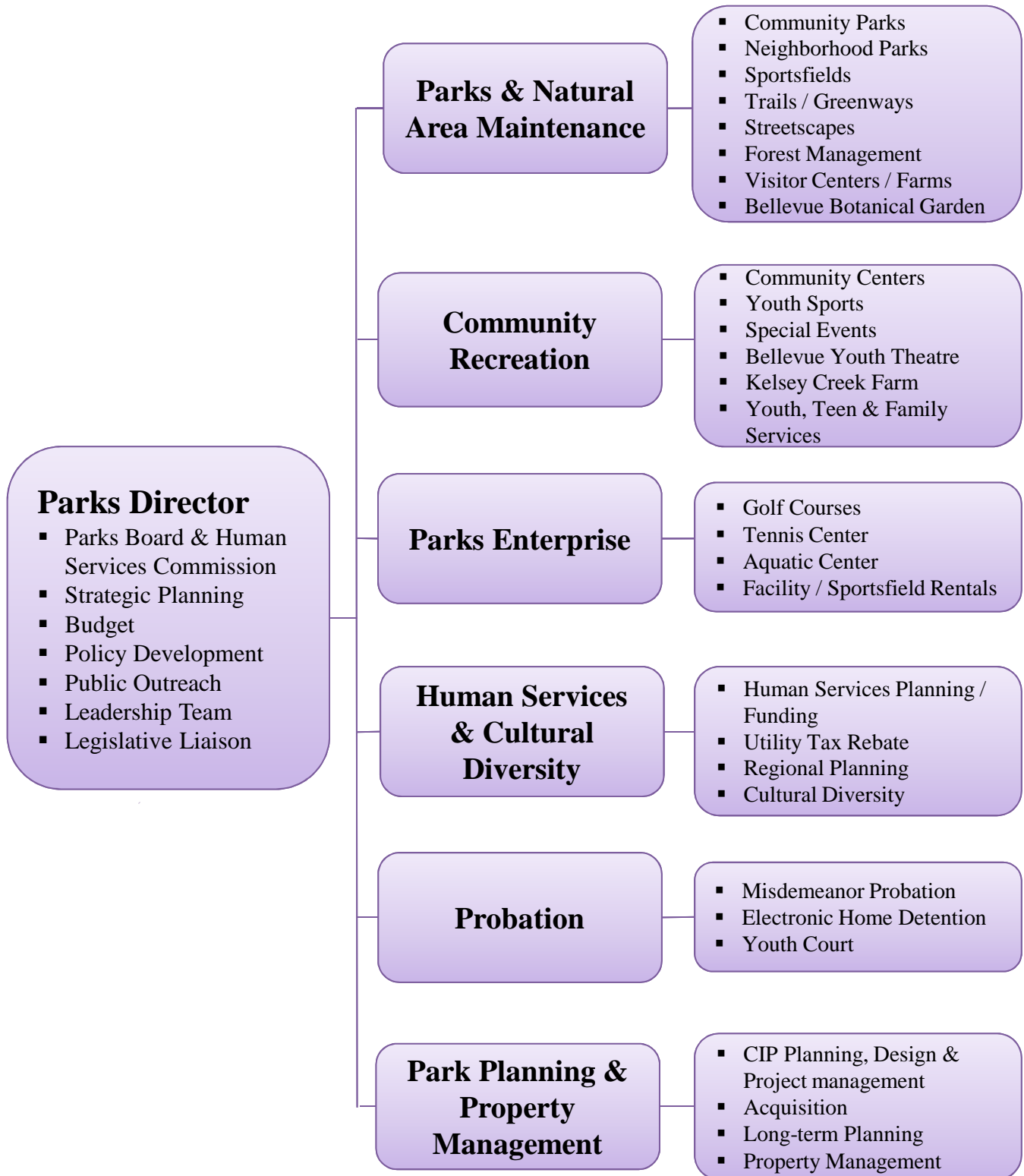
<u>Rank</u>	<u>Proposal Title</u>	<u>Proposal Number</u>
Responsive Government		
0	Council Advancement	040.14NA

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



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Parks & Community Services 2017-2018





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Activities

- ◆ Parks & Natural Area Maintenance
- ◆ Community Recreation
- ◆ Parks Enterprise
- ◆ Human Services & Cultural Diversity
- ◆ Probation
- ◆ Park Planning & Property Management



2,800 acre park system; 77 developed parks, 93 miles of trails

30,000 program registrations, 16,000 field rentals, and 78,000 golf rounds

\$10.8 million in discretionary revenue

5,000 volunteers providing services valued at \$3.0M

93% of citizens report overall satisfaction good or better

Parks & Community Services — Mission

A healthy community through an integrated system of exceptional parks, open space, recreation, cultural and human services.

2017-2018 Objectives

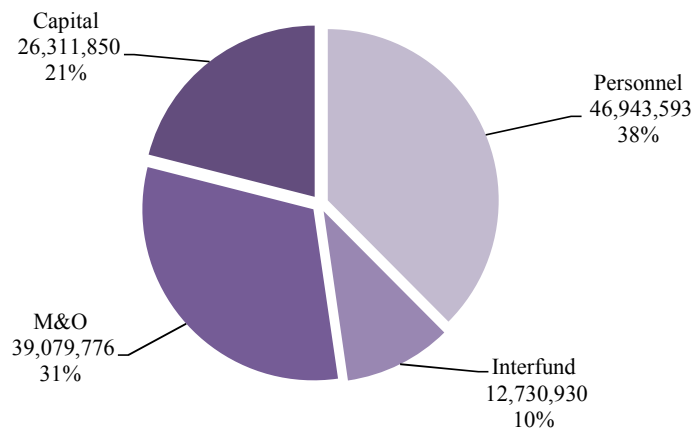
- ◆ Plan, acquire, design, and develop a coordinated park system which satisfies the community's open space and recreation needs
- ◆ Provide clean, safe, attractive, and functional parks, open space, and recreation facilities
- ◆ Help reduce crime and antisocial behavior by providing/supporting prevention and intervention services
- ◆ Work with the City's diverse population and community organizations to assist people in need of critical emergency services
- ◆ Through partnerships and collaborations, provide Bellevue citizens with opportunities for recreation, socialization, skill development and education in order to enhance physical and mental health

2015-2016 Accomplishments

- ◆ Bellevue Youth Theatre: This signature Parks Levy project was completed in 2015 after many years of community involvement and support that included a private fundraising campaign.
- ◆ Hidden Valley partnership with Boys & Girls Clubs: This partnership increases the available indoor and outdoor recreational facilities in Bellevue, including a gymnasium and sportsfield improvements.
- ◆ Eastside Pathways: The City partners with Eastside Pathways in collaboration with 60 agencies to address education, child and youth development, and low income services for the residents of Bellevue.
- ◆ Winter Shelter: The Eastside Winter Shelter for Men, operated under contract with Congregations for the Homeless, served 571 clients for a total of 14,600 bednights during the 2015-2016 season.
- ◆ Diversity Plan: Following significant research and public outreach, the City began implementing the Bellevue Diversity Plan to increase cultural competence and equity in Bellevue. Implementation included community building and outreach, staff and Board/Commission cultural competency training, improving hiring equity at the City, and development of the ADA Self-Evaluation and Transition Plan.
- ◆ National Accreditation: Bellevue Parks & Community Services was re-accredited by the Commission for Accreditation of Park and Recreation Agencies. Bellevue remains one of only 136 accredited agencies in the United States to complete a rigorous assessment of operations, management, and service to the community.

Parks and Community Services

2017-2018 Budget Expenditure by Category



	2017 Adopted	2018 Adopted	2017-2018
Personnel	22,927,936	24,015,657	46,943,593
Interfund	6,011,809	6,719,121	12,730,930
M&O	19,152,103	19,927,673	39,079,776
Capital	8,299,890	18,011,960	26,311,850
Total Expenditures	56,391,738	68,674,411	125,066,149
Reserves ¹	8,506,308	8,401,939	8,401,939
Total Budget	64,898,046	77,076,350	133,468,088

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Adopted	2018 Adopted
FTE	165.03	165.03	166.03	168.03

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Actuals	2017 Adopted	2018 Adopted
General Fund	31,596,035	32,301,383	33,914,218	35,598,483
Human Services	4,406,252	4,628,341	4,961,849	5,109,809
Parks M&O Reserve	23,028	37,692	35,000	292,522
Land Purchase Revolving	1,191,482	708,635	562,355	574,096
Parks Enterprise	6,014,236	6,197,487	6,499,466	6,698,493
Operating Grants & Donations	1,434,555	1,269,039	1,261,465	1,291,987
General CIP	11,032,893	14,106,605	8,420,373	18,388,007
Marina	604,375	595,923	737,012	721,014
Total Budget	56,302,856	59,845,105	56,391,738	68,674,411
Reserves ¹			8,506,308	8,401,939

¹ Reserves: Reserves are not included in the pie chart above. 2015-2016 Actuals do not include reserves at the department level.

The 2017-2018 biennial budget calculation includes only the second year of reserves (ie 2018) to avoid double-counting of expenditure authority.

The figures above include double budgeting (internal transfers between City funds)

Proposal List by Department/Outcome

Parks & Community Services

2017-2018 Operating Budget

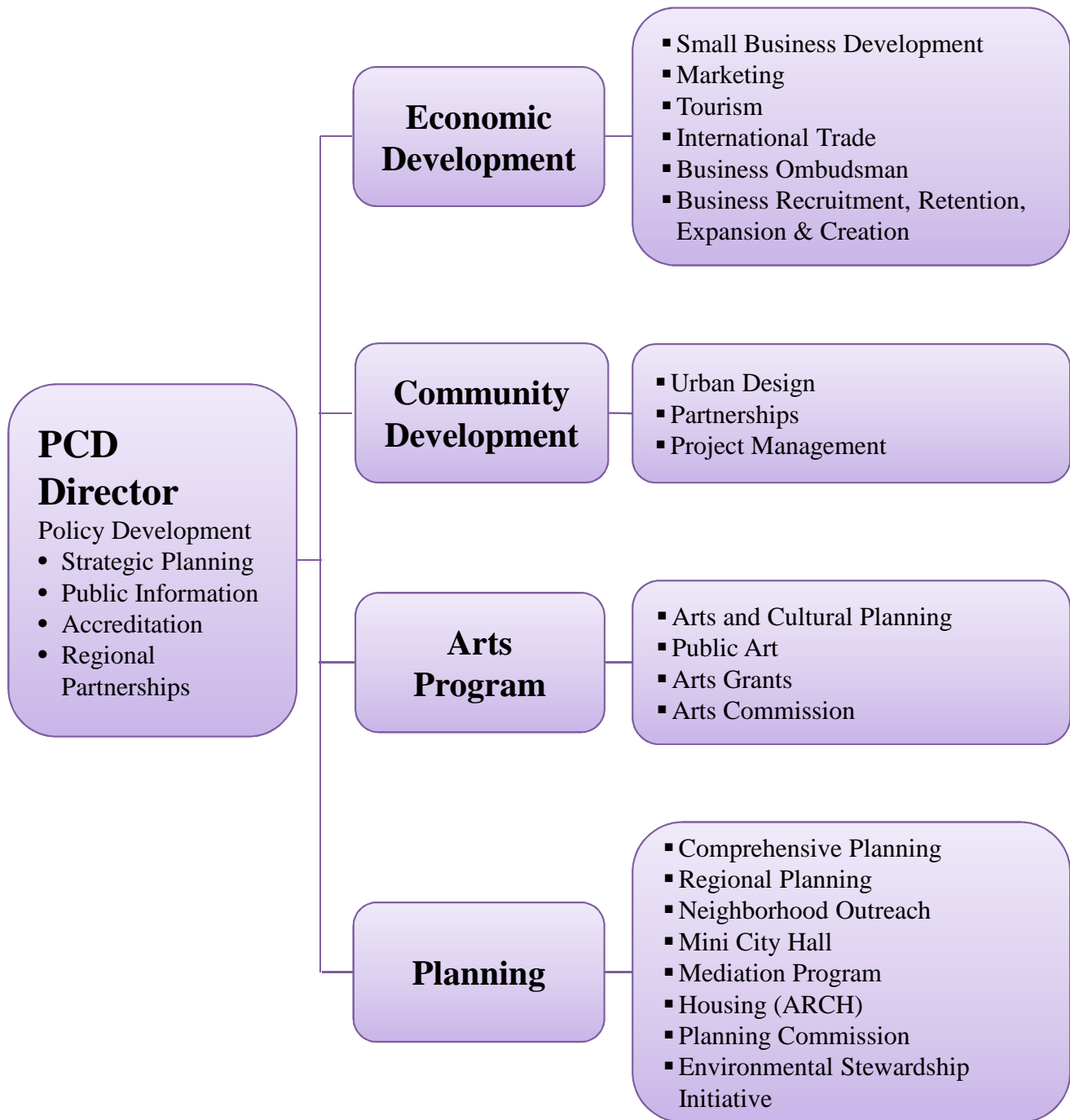
<u>Rank</u>	<u>Proposal Title</u>	<u>Proposal Number</u>
Healthy and Sustainable Environment		
4	Natural Resource Management	100.09NA
Quality Neighborhoods/Innovative Vibrant and Caring Community		
1	Human Services Planning Funding and Regional Collaboration	100.04NA
2	Parks and Community Services Management and Support	100.12NA
3	Park Planning and Property Management	100.11NA
7	Community and Neighborhood Parks Program	100.06NA
8	Structural Maintenance Program	100.08NA
9	Community Recreation	100.01NA
12	Parks Enterprise Programs	100.03NA
14	Bellevue Diversity Initiative: Cultural Competence & Equity	100.15NA
15	Youth Development Services	100.02NA
17	Street Trees Landscaping & Vegetation Management Program	100.10NA
Safe Community		
12	Bellevue Probation and Electronic Home Detention	100.05NA

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



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Planning & Community Development Department 2017-2018





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Activities

- ◆ Planning
- ◆ Community Development
- ◆ Economic Development
- ◆ Arts
- ◆ Environmental Stewardship
- ◆ Neighborhood Outreach
- ◆ Mediation



“What I gained from mediation were the skills to really listen and understand people as you help them work through their disputes.”

Volunteer Mediator

In 2016, Bellevue’s Neighborhood Mediation Program celebrated 20 years of service.

Planning & Community Development — Mission

Help create and sustain a quality natural and built environment and guide growth and change in a manner which preserves and enhances the character of the community. PCD staff work with residents, businesses, elected leaders and other departments to achieve Bellevue’s potential as an outstanding city in which to live, work, and play.

2017-2018 Objectives

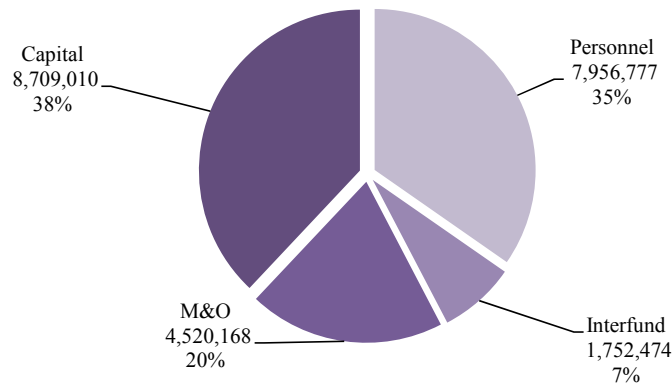
- ◆ Achieve broad-based economic growth in Bellevue through regional collaboration, and a focus on target industries and sectors, including startups.
- ◆ Complete visioning for Grand Connection and planning for the Wilburton commercial area, begin early implementation.
- ◆ Refine code and policy provisions as part of the BelRed Look Back.
- ◆ Make progress on updating Neighborhood/Subarea Plans.
- ◆ Develop new arts strategy, implement cultural districts in BelRed and the Grand Connection and inaugurate new public art at Meydenbauer Bay.
- ◆ Finalize affordable housing strategy and begin implementation.
- ◆ Build community, strengthen civic engagement and enhance access to city services (including Mini City Hall).
- ◆ Provide conflict coaching, mediation, and facilitation through the neighborhood mediation program.
- ◆ Complete implementation of the Environmental Stewardship Initiative Strategic Plan, focusing on greenhouse gas emissions reductions, green building, tree canopy enhancement, waste reduction, natural area preservation and rehabilitation, and transportation alternatives.

2015-2016 Accomplishments

- ◆ Adopted major update to the Bellevue Comprehensive Plan.
- ◆ Launched Grand Connection visioning and held design charrette.
- ◆ Furthered the Economic Development Plan through programs targeted on business attraction, business retention and expansion and supporting the next generation of business startups.
- ◆ Worked to locate Global Innovation Exchange (GIX) in the Spring District.
- ◆ Identified transit-oriented development options for the Sound Transit OMF site and 130th station area.
- ◆ Developed station area plans for East Main and South Bellevue.
- ◆ Planning Commission code development for Low Impact Development, Eastgate/I-90 Plan, and Downtown Livability.
- ◆ In 2015, 151 low income units and 69 moderate income units were created or preserved. In 2016 worked with King County Housing Authority and other partners to preserve 76 units at Highlands Village Apartments.
- ◆ Reestablished the Neighborhood Enhancement Program and continued Neighborhood Leadership Gatherings and Bellevue Essentials classes.
- ◆ Provided mediation and conflict coaching to hundreds of Bellevue residents, with 91% reporting the situation improved so far in 2016, exceeding goals.
- ◆ Arts program held the 13th biennial Bellwether exhibition which received national recognition, and program continued support of arts nonprofits who engaged nearly 1.4 million people annually.
- ◆ Through the Environmental Stewardship Initiative, reduced energy use and expanded the use of renewable energy, through participation in the Georgetown University Energy Prize competition, Green Power Challenge, and Solarize campaigns.

Planning and Community Development

2017-2018 Budget Expenditure by Category



	2017 Adopted	2018 Adopted	2017-2018
Personnel	3,897,843	4,058,934	7,956,777
Interfund	872,319	880,155	1,752,474
M&O	2,244,793	2,275,375	4,520,168
Capital	3,854,510	4,854,500	8,709,010
Total Expenditures	10,869,465	12,068,964	22,938,429
Reserves ¹	4,201,230	3,797,934	3,797,934
Total Budget	15,070,695	15,866,898	26,736,363

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Adopted	2018 Adopted
FTE	28.01	28.01	29.11	29.11

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Actuals	2017 Adopted	2018 Adopted
General Fund	4,859,839	5,051,002	5,441,435	5,571,835
Operating Grants & Donations	39,169	49,537	220,000	270,597
Housing Fund	430,575	484,948	1,313,520	1,332,032
General CIP	1,055,868	1,290,033	3,894,510	4,894,500
Total Budget	6,385,451	6,875,520	10,869,465	12,068,964
Reserves ¹			4,201,230	3,797,934

¹ Reserves: Reserves are not included in the pie chart above. 2015-2016 Actuals do not include reserves at the department level.

The 2017-2018 biennial budget calculation includes only the second year of reserves (ie 2018) to avoid double-counting of expenditure authority.

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Debt Service costs are displayed in Finance

Proposal List by Department/Outcome Planning & Community Development 2017-2018 Operating Budget

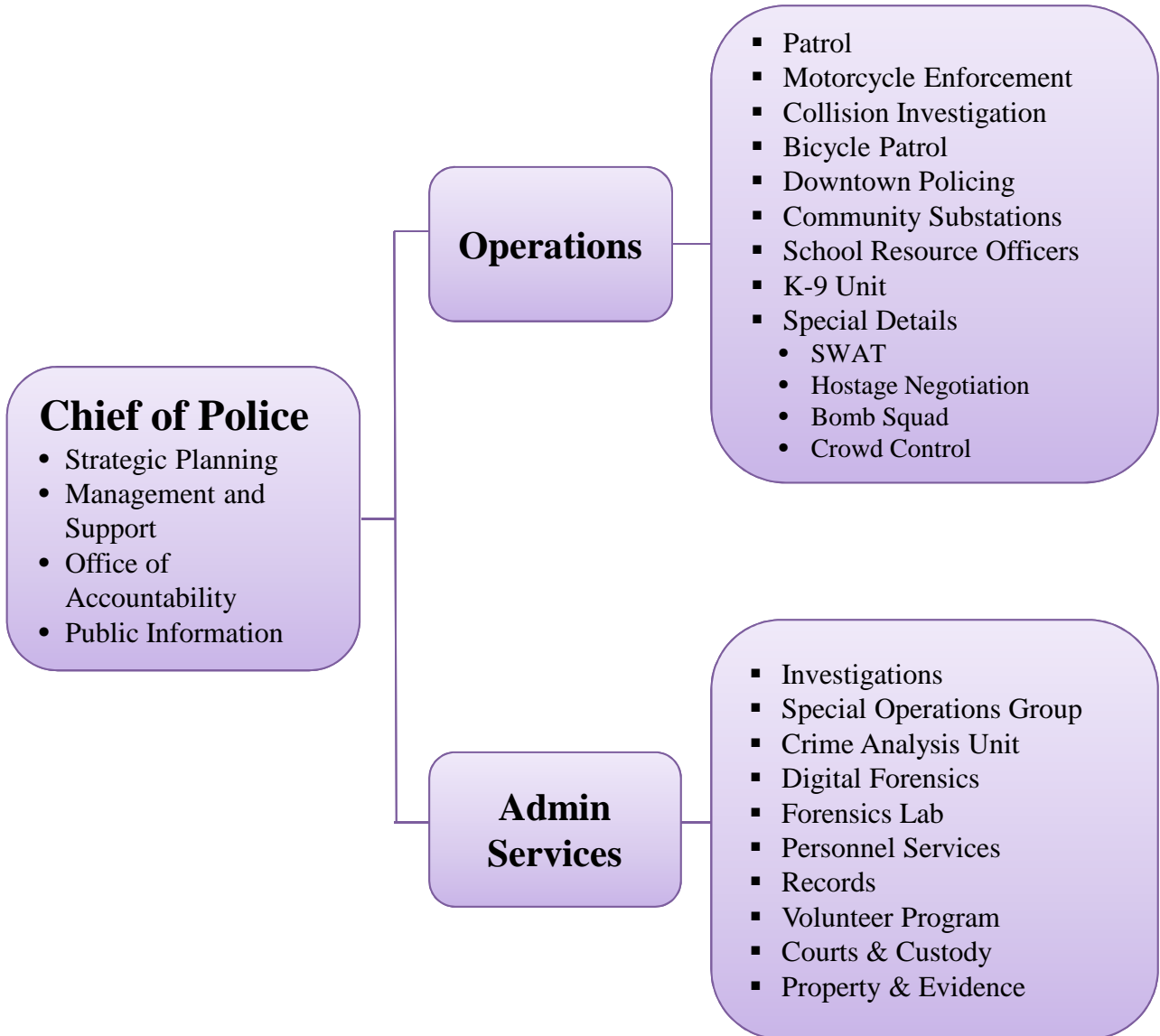
<u>Rank</u>	<u>Proposal Title</u>	<u>Proposal Number</u>
Economic Growth and Competitiveness		
1	Economic Development Core Program & Strategy Implementation	115.15NA
Healthy and Sustainable Environment		
22	Environmental Stewardship Initiative	115.24NA
Quality Neighborhoods/Innovative Vibrant and Caring Community		
4	PCD Department Management and Support	115.12NA
5	Planning & Development Initiatives	115.03NA
6	Neighborhood & Community Outreach	115.08PA
10	ARCH Administration and Trust Fund Contribution	115.10PA
18	Arts Program: building a world class city through the arts	115.09PA
19	Bellevue Neighborhood Mediation Program	115.11NA
Responsive Government		
17	Comprehensive & Strategic Planning Core Services	115.01NA

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



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Police Department 2017-2018





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Activities

- ◆ Patrol
- ◆ Investigations
- ◆ Traffic Enforcement
- ◆ Community Services
- ◆ Special Operations
- ◆ Forensics
- ◆ Crime Analysis
- ◆ School Resource Officers
- ◆ Training
- ◆ Records



Internationally accredited by CALEA for past twelve years

Works hand-in-hand with local schools, businesses, communities, and law enforcement agencies

Partners with the Bellevue Police Foundation

Developed positive working relationships with local media

Winner of the IACP Outstanding Achievement in Law Enforcement

Police — Mission

To provide a safe place to live, work, and visit through quality law enforcement practices delivered by dedicated professionals. We focus our efforts and resources to Reduce Crime, Reduce the Fear of Crime, and Enhance the Quality of Life for all who call Bellevue home.

2017-2018 Objectives

- ◆ Reduce crime and enhance traffic safety
- ◆ Promote opportunities for community engagement to positively impact public safety
- ◆ Complete timely and effective investigations to facilitate prosecutions
- ◆ Ensure all employees are highly trained and all necessary certifications are maintained
- ◆ Provide high value services while efficiently managing resources
- ◆ Build a positive, productive, and engaged workforce that supports the City's mission and strategic goals

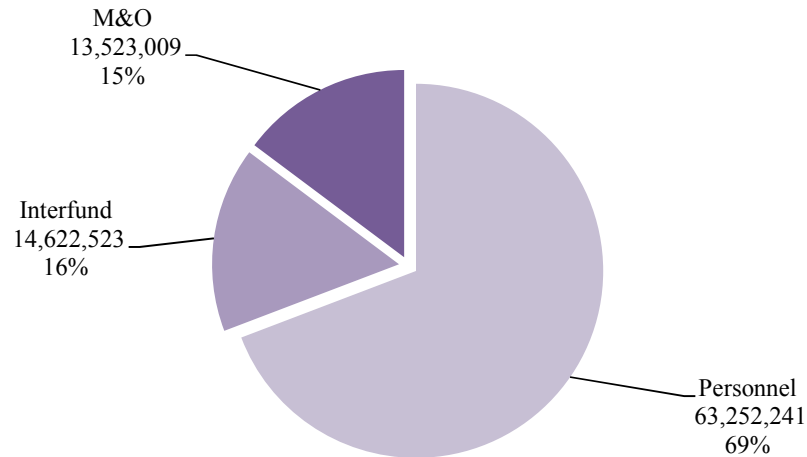
2015-2016 Accomplishments

- ◆ Created the Sector Captain Program to improve citizen-police communication and interaction
- ◆ Re-implemented the Bicycle Patrol Squad and added a bicycle component to the Crowd Control Team
- ◆ Created the Tomorrows Program and formed five advisory committees to provide input to the Police Department
- ◆ Issued tablet computers to all Patrol officers
- ◆ Worked closely with King County Sheriffs to shut down an on-line prostitution and human trafficking organization, the largest criminal enterprise ever taken down in Bellevue



Police

2017-2018 Budget Expenditure by Category



	2017 Adopted	2018 Adopted	2017-2018
Personnel	31,155,465	32,096,776	63,252,241
Interfund	7,188,289	7,434,234	14,622,523
M&O	6,639,413	6,883,596	13,523,009
Capital	-	-	-
Total Expenditures	44,983,167	46,414,606	91,397,773
Reserves ¹	788,733	100,000	100,000
Total Budget	45,771,900	46,514,606	91,497,773

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Adopted	2018 Adopted
FTE	221.00	227.00	225.00	225.00

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Actuals	2017 Adopted	2018 Adopted
General Fund	39,389,207	41,672,313	43,982,588	45,675,441
LEOFF I	789,328	686,488	1,000,579	739,165
Operating Grants & Donations	488,647	213,450	-	-
Total Budget	40,667,182	42,572,251	44,983,167	46,414,606
Reserves ¹	-	-	788,733	100,000

¹ Reserves: Reserves are not included in the pie chart above. 2015-2016 Actuals do not include reserves at the department level.

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Proposal List by Department/Outcome

Police

2017-2018 Operating Budget

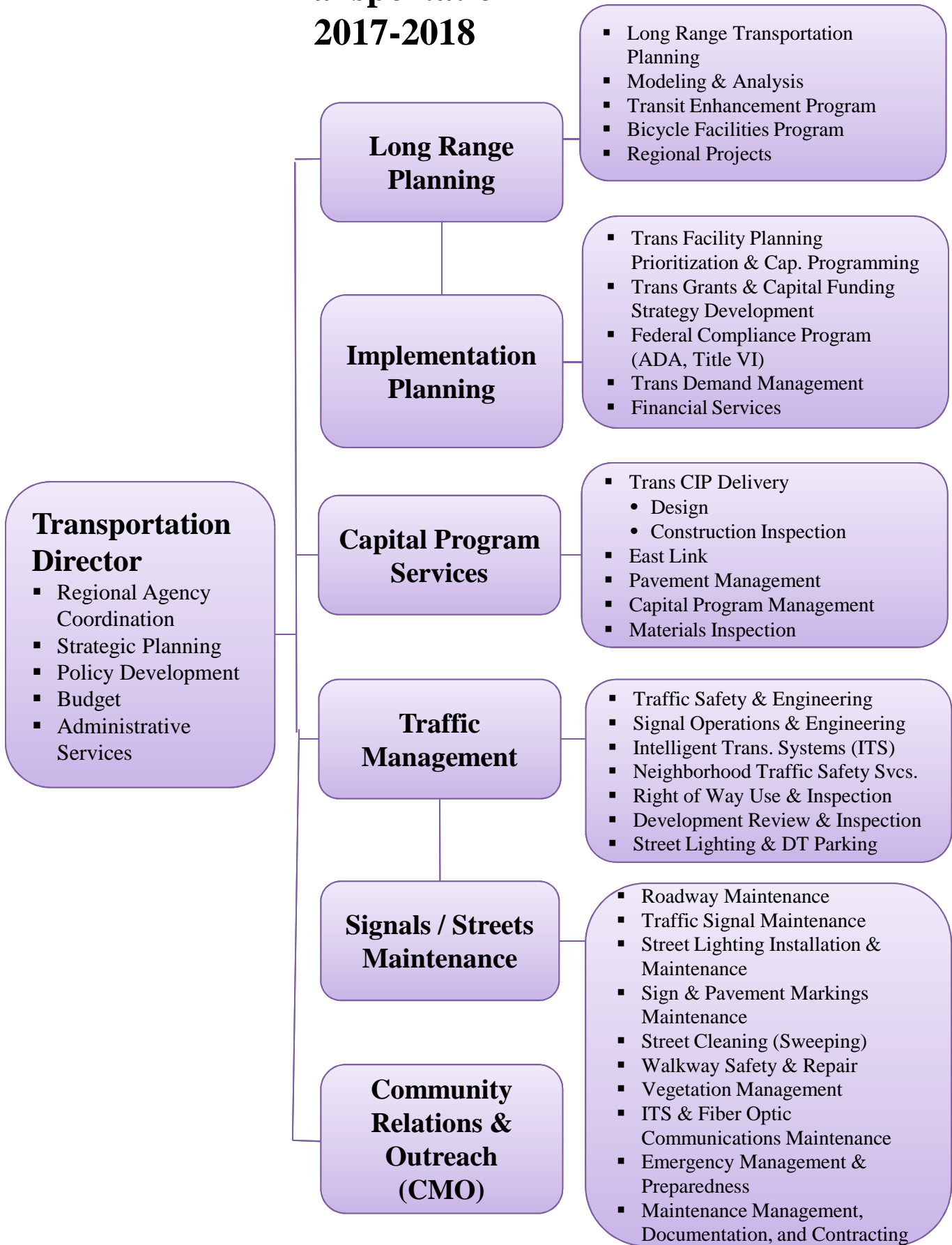
<u>Rank</u>	<u>Proposal Title</u>	<u>Proposal Number</u>
Safe Community		
2	Patrol	120.01NA
8	Traffic Enforcement	120.06NA
9	Investigations	120.02NA
10	Narcotics Investigations	120.04NA
11	Domestic Violence Prevention and Response	120.03NA
15	Courts and Custody Unit	120.11NA
16	Community Stations / Downtown Unit / Bicycle Patrol	120.16NA
17	School Resource Officers	120.15NA
19	Traffic Collision Investigation	120.18NA
22	Management and Support	120.13NA
24	Property and Evidence	120.08NA
25	Police Records	120.09NA
28	Personnel Services Unit	120.10NA
29	Office of Professional Standards	120.12NA
30	Special Details: SWAT/HNT; Bomb Squad; Crowd Control; Honor Guard	120.17NA
31	Traffic Flagging	120.07NA
33	Volunteer Program	120.14NA

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



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Transportation 2017-2018





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Activities

- ◆ Long Range & Implementation Planning
- ◆ Capital Program Services
- ◆ Traffic Management
- ◆ Signals & Streets Maintenance
- ◆ Regional



Bellevue is the first city in Washington to implement a traffic adaptive signal system, and some of the left turn signal strategies we employ are first of their kind in the USA.

1,070

Lane miles of pavement maintained

760 metric tons annually
Carbon emissions avoided with LED bulbs in nearly half of the city's street lights.

Transportation Department — Mission

To provide a safe and efficient transportation system that supports livable neighborhoods and a vital economy in partnership with the community.

2017-2018 Objectives

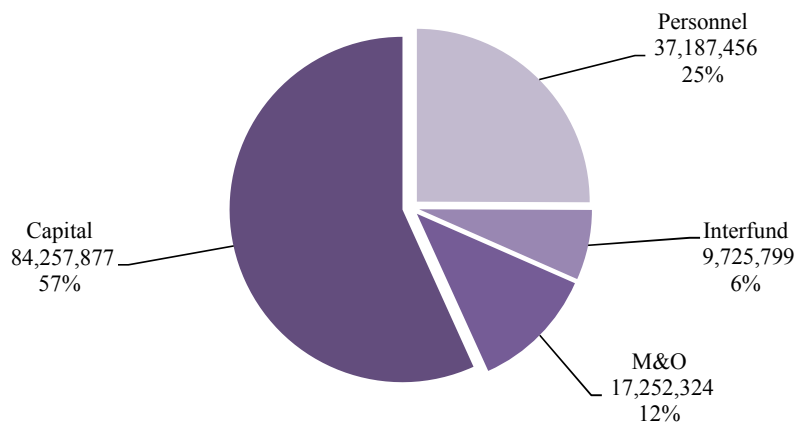
- ◆ Update the travel demand modeling platform to more fully incorporate non-motorized travel modes and multi-modal standards.
- ◆ Update the 12 year Transportation Facility Plan (TFP) focusing on identifying strategic capacity improvements to reduce congestion.
- ◆ Identify and implement innovative, lower cost solutions to transportation safety concerns in the neighborhoods.
- ◆ Continue to work with Sound Transit in project delivery elements of East Link and BelRed Operations and Maintenance Facility (OMF).
- ◆ Implement the Council adopted Capital Investment Program (CIP) Plan.
- ◆ Update the Intelligent Transportation System (ITS) Master Plan and use it to support the city's goal of becoming a truly "Smart City."
- ◆ Complete the Pedestrian and Bicycle Implementation Initiative and begin implementation of identified projects.

2015-2016 Accomplishments

- ◆ Began implementing projects identified in the Downtown Transp Plan.
- ◆ In conjunction with the Transportation Commission, identified a Bicycle Rapid Implementation package of projects.
- ◆ Worked with Sound Transit to progress the East Link project and related city projects including completion of the final amended MOU.
- ◆ Completed the SCATS traffic adaptive signal upgrade project
- ◆ Completed the LED street light conversion project of PSE owned lights. Installed a pilot street light control system for city owned lights and implemented an energy-efficiency dimming scheme.
- ◆ Completed several major projects including NE 4th St Extension, 124th Ave NE from NE 8th St to Main St, Newport Way Sidewalk from 150th Ave NE to 152nd Ave NE, Lakemont Blvd & Cougar Mtn Way Signal
- ◆ Completed 5 high priority crosswalk improvement projects, many of which included flashing beacon systems and ADA upgrades.
- ◆ Updated the Impact Fee Program report and Impact Fee rates for 2016.
- ◆ Received two major awards: 2016 ITE Transportation Achievement Award for Operations for the SCATS system; US DOT's Mayor's Challenge Award for the data collection element of the Pedestrian and Bicycle Implementation Initiative.
- ◆ Developed options for Long Range Financing of the CIP including submittal for a TIFIA loan for major Transportation infrastructure improvements and a ballot measure (approved by voters Nov 2016), both in support of Transportation safety, connectivity, and congestion.

Transportation

2017-2018 Budget Expenditure by Category



	2017 Adopted	2018 Adopted	2017-2018
Personnel	18,269,151	18,918,305	37,187,456
Interfund	4,741,993	4,983,806	9,725,799
M&O	8,459,398	8,792,926	17,252,324
Capital	59,859,710	24,398,167	84,257,877
Total Expenditures	91,330,252	57,093,204	148,423,456
Reserves ¹	703,681	693,142	693,142
Total Budget	92,033,933	57,786,346	149,116,598

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Adopted	2018 Adopted
FTE	123.01	129.45	132.45	132.45

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Actuals	2017 Adopted	2018 Adopted
General Fund	28,515,220	29,396,603	31,166,450	32,524,651
Operating Grants & Donations	166,585	268,591	241,063	107,103
LID Control	876,191	59,356	17,193	17,501
LID Guaranty	331,400	68,600	-	-
Franchise Fund	-	-	-	-
Land Purchase Revolving Fund	6,324	4,321	14,000	14,145
General CIP	79,930,421	41,911,152	59,891,546	24,429,804
Total Budget	109,826,141	71,708,623	91,330,252	57,093,204
Reserves ¹			703,681	693,142

¹ Reserves: Reserves are not included in the pie chart above. 2015-2016 Actuals do not include reserves at the department level.

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The figures above include double budgeting (internal transfers between City funds)

Proposal List by Department/Outcome

Transportation

2017-2018 Operating Budget

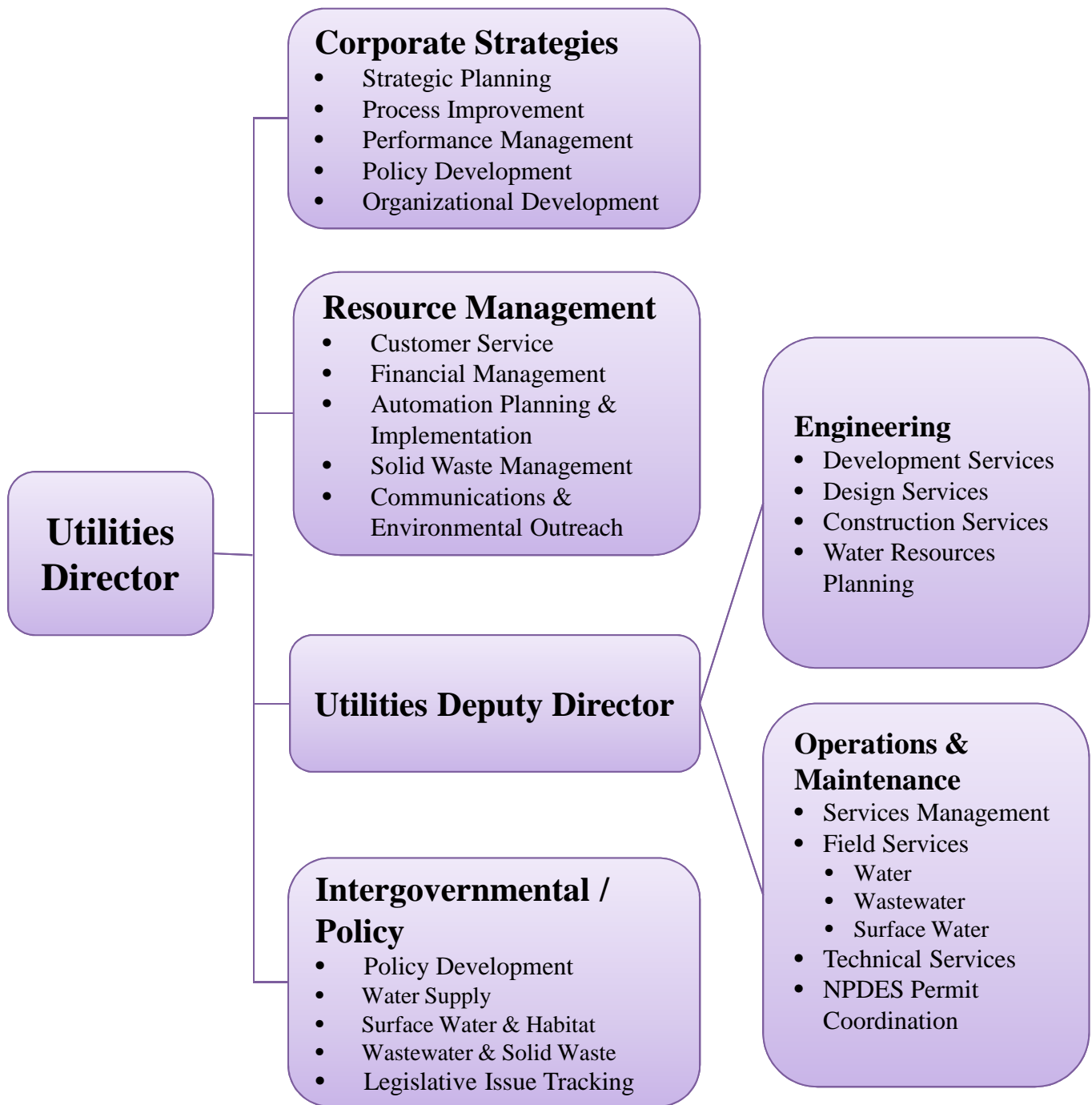
<u>Rank</u>	<u>Proposal Title</u>	<u>Proposal Number</u>
Economic Growth and Competitiveness		
3	Telecommunications and Franchise Advisor	130.500NA
5	Downtown Parking Enforcement	130.17NA
Healthy and Sustainable Environment		
13	Street Cleaning (Sweeping)	130.26NA
Improved Mobility and Connectivity		
1	Traffic Signal Maintenance	130.31NA
2	Signal Operations and Engineering	130.24NA
3	Transportation System Maintenance (Non-Electric)	130.22NA
4	East Link Overall	130.07DA
5	Transportation CIP Delivery Support	130.33NA
6	Intelligent Transportation Systems (ITS)	130.11NA
7	Modeling and Analysis Core Functions	130.14NA
8	Pavement Management	130.85DA
9	Transportation Implementation Strategies	130.36NA
10	Long-Range Transportation Planning	130.13NA
11	Department Management and Administration	130.04NA
12	Traffic Safety and Engineering	130.30NA
13	Emergency Mgmt/Preparedness for the Transportation System	130.35NA
14	Transportation Drainage Billing	130.06NA
Safe Community		
18	Street Lighting Maintenance	130.27NA

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



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Utilities Department 2017-2018





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Activities

- ◆ Water
- ◆ Sewer
- ◆ Storm and Surface Water
- ◆ Solid Waste



- ◆ Utility services are critical to human health and safety.
- ◆ The Utilities Department provides sustainable, high quality Utility services to over 40,000 customers.
- ◆ Nationally accredited agency, meeting highest industry standard practices.
- ◆ 94% customers satisfied with our services.
- ◆ Major challenge: aging infrastructure

Utilities — Mission

Deliver high quality, reliable drinking water, wastewater, storm and surface water, and solid waste services in a manner that is environmentally responsible and cost-competitive.

2017-2018 Objectives

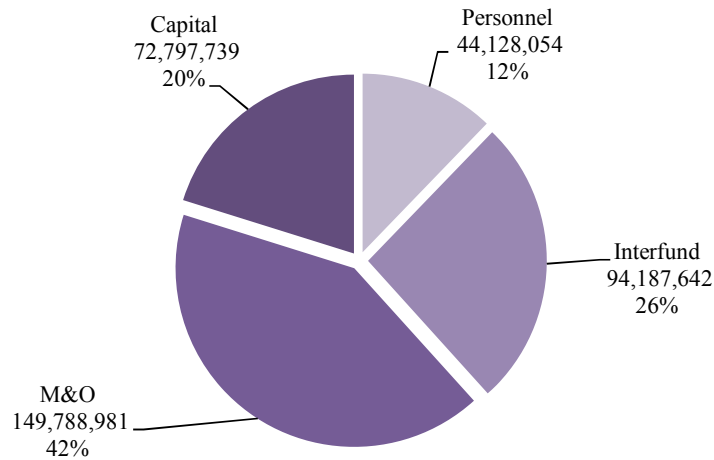
- ◆ Invest \$78 million in capital improvements to maintain the long-term integrity of utility infrastructure.
- ◆ Conduct seismic vulnerability assessment of water utility distribution system.
- ◆ Retain an option of a new northeast King County transfer station in the King County Solid Waste Comprehensive Plan and protect the Factoria Transfer Station and Bellevue from inequitable negative impacts.
- ◆ Develop master plan for well/water rights.
- ◆ Monitor federal, state and local legislation and rulemaking that could impact utility operations.
- ◆ Complete Maintenance Facility master plan.
- ◆ Implement Utilities IT strategic plan.
- ◆ Maintain robust performance management program.
- ◆ Complete Sewer cost of service study.
- ◆ Produce SCADA master plan.
- ◆ Conduct Asset Management life cycle cost analysis.
- ◆ Begin Advanced Metering Infrastructure (AMI) implementation.

2015-2016 Accomplishments

- ◆ Completed agreement for Issaquah's assumption of water and sewer service for the South Cove/Greenwood Point area.
- ◆ Developed 2015 Utilities Strategic Plan, which will guide Utilities actions through 2019.
- ◆ Completed system plan updates for the water, sewer and stormwater utilities.
- ◆ Operated with 100% uninterrupted water and wastewater services during winter storms and power outages.
- ◆ Inspected and maintained all surface water assets in compliance with the Stormwater NPDES permit.
- ◆ Achieved Bellevue's interests through the King County Solid Waste Transfer Plan Report's recommendation to retain a new northeast King County transfer station as a future system option.
- ◆ Completed technology evaluation/recommendation for converting to Advanced Metering Infrastructure (AMI) technology for water metering.

Utilities

2017-2018 Budget Expenditure by Category



	2017 Adopted	2018 Adopted	2017-2018
Personnel	21,683,934	22,444,120	44,128,054
Interfund	45,650,670	48,536,972	94,187,642
M&O	74,494,781	75,294,200	149,788,981
Capital	31,549,343	41,248,396	72,797,739
Total Expenditures	173,378,728	187,523,688	360,902,416
Reserves ¹	193,611,800	191,795,086	191,795,086
Total Budget	366,990,528	379,318,774	552,697,502

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Adopted	2018 Adopted
FTE	167.75	169.75	173.75	173.75

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Actuals	2017 Adopted	2018 Adopted
Solid Waste	1,165,061	1,035,501	1,296,631	1,181,257
Storm Operating	21,327,546	24,163,305	23,658,845	25,398,723
Water Operating	51,340,048	59,912,506	52,949,075	55,559,014
Sewer Operating	58,786,457	59,880,972	60,762,114	62,179,527
Operating Grants & Donations	200,827	(6,992)	-	-
Utilities CIP ²	27,557,173	30,761,544	34,712,063	43,205,167
Total Budget	160,377,112	175,746,836	173,378,728	187,523,688
Reserves ¹			193,611,800	191,795,086

¹ Reserves: Reserves are not included in the pie chart above. 2015-2016 Actuals do not include reserves at the department level.

The 2017-2018 biennial budget calculation includes only the second year of reserves (ie 2018) to avoid double-counting of expenditure authority.

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Proposal List by Department/Outcome

Utilities

2017-2018 Operating Budget

<u>Rank</u>	<u>Proposal Title</u>	<u>Proposal Number</u>
Healthy and Sustainable Environment		
1	Water Mains and Service Lines Repair Program	140.13NA
2	Water Pump Station, Reservoir and PRV Maintenance Program	140.15NA
3	Water Quality Regulatory Compliance and Monitoring Programs	140.26PA
5	Solid Waste Management, Waste Prevention, and Recycling	140.30NA
6	Utilities Water Supply Purchase and Sewage Disposal	140.61NA
7	Utilities Telemetry and Security Systems	140.25NA
8	Utilities Customer Service and Billing	140.33PA
9	Water Distribution System Preventive Maintenance Program	140.14NA
10	Sewer Pump Station Maintenance, Operations and Repair Program	140.21NA
11	Sewer Mains, Laterals and Manhole Repair Program	140.18NA
12	Capital Project Delivery	140.01NA
14	Storm and Surface Water Repair and Installation Program	140.22NA
15	Utility Locates Program	140.44NA
16	Utility Asset Management Program	140.11NA
17	Sewer Mainline Preventive Maintenance Program	140.20NA
18	Water Service Installation and Upgrade Program	140.17NA
19	Utility Water Meter Reading	140.45DA
20	Storm & Surface Water Preventive Maintenance Program	140.24NA
21	Utility Planning and Systems Analysis	140.63NA
23	Utilities Department Management and Support	140.42NA
24	Utility Taxes and Franchise Fees	140.34NA
25	Sewer Condition Assessment Program	140.19NA
26	Cascade Regional Capital Facility Charges	140.37NA
27	Fiscal Management	140.49NA
28	Storm and Surface Water Pollution Prevention	140.31DA
29	Utilities Computer and Systems Support	140.60NA
30	Asset Replacement	140.47DA
31	Water Systems and Conservation	140.32NA
32	Storm and Surface Water Infrastructure Condition Assessment	140.23NA
33	Water Meter Repair and Replacement Program	140.16NA

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.

Proposal List by Department/Outcome

Utilities

2017-2018 Operating Budget

<u>Rank</u>	<u>Proposal Title</u>	<u>Proposal Number</u>
34	Private Utility Systems Maintenance Programs	140.27DA
Quality Neighborhoods/Innovative Vibrant and Caring Community		
16	Utilities Rate Relief Program	140.29NA
Safe Community		
32	Fire Flow Capacity for City of Bellevue	140.59NA

Note: While many proposals represent cross-departmental efforts, proposals are listed by sponsoring departments only.



Comprehensive Finance Management Policies

Overview

Purpose

The Comprehensive Financial Management Policies assembles all of the City's financial policies in one document. They are the tools used to ensure that the City is financially able to meet its immediate and long-term service objectives. The individual policies contained herein serve as guidelines for both the financial planning and internal financial management of the City.

The City of Bellevue is accountable to its citizens for the use of public dollars. Municipal resources must be wisely used to ensure adequate funding for the services, public facilities, and infrastructure necessary to meet the community's present and future needs. These policies safeguard the fiscal stability required to achieve the City's goals and objectives.

Objectives

In order to achieve its purpose, the Comprehensive Financial Management Policies has the following objectives for the City's fiscal performance.

- A. To guide City Council and management policy decisions that has significant fiscal impact.
- B. To set forth operating principles that minimizes the cost of government and financial risk.
- C. To employ balanced and fair revenue policies that provides adequate funding for desired programs.
- D. To maintain appropriate financial capacity for present and future needs.
- E. To promote sound financial management by providing accurate and timely information on the City's financial condition.
- F. To protect the City's credit rating and provide for adequate resources to meet the provisions of the City's debt obligations on all municipal debt.
- G. To ensure the legal use of financial resources through an effective system of internal controls.
- H. To promote cooperation and coordination with other governments and the private sector in the financing and delivery of services.

Significant Changes

The development of the biennial budget provides the opportunity to review the City's Comprehensive Financial Management Policies and make necessary adjustments due to new or revised City ordinances and policies, State laws, or recommendations made by national accreditation and/or approval authorities. No significant changes for this budget period.



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Comprehensive Finance Management Policies

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 - A. Accounting Records and Reporting
 - B. Auditing
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 - D. Simplified Fund Structure
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- XVI. Budget Ordinances: To view listed ordinances please follow the link below
<http://www.codepublishing.com/WA/Bellevue/?BellevueOT.html>
 - Ordinance 6326, Human Services Funding
 - Ordinance 6327, Use of 2017 CDBG funds
 - Ordinance 6328, Updating Development Services Fees
 - Ordinance 6329, Water Rates and Charges
 - Ordinance 6330, Sewer Rates and Charges
 - Ordinance 6331, Storm and Surface Water Rates and Charges
 - Ordinance 6332, 2017 Property Taxes
 - Ordinance 6333, 2017-2018 Budget and 2017-2023 CIP Budget Adoption
 - Resolution 9196, Banking of the Maximum Amount of Levy Capacity
 - Ordinance 6303, Ballot levy to increase property tax for fire facilities improvements
 - Ordinance 6304, Ballot levy to increase property tax for neighborhood safety improvements



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Comprehensive Finance Management Policies

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I. Financial Planning Policies

The City shall develop and maintain a six-year Financial Forecast that estimates resource and expenditure behavior for the two bienniums beyond the current budget period. This Forecast will provide the City’s decision-makers with an indication of the long-term fiscal impact of current policies and budget decisions. This planning tool must recognize the effects of economic cycles on the demand for services and the City's resources. To this end, the Forecast should differentiate between revenue associated with one-time economic activities and revenues derived as a result of base economic growth. City financial planning should ensure the delivery of needed services (many of which become more critical during economic downturns) by assuring adequate reliance on ongoing resources in order to support continued City services during economic downturns.

The City is a major force in a complex regional economic system. The City must understand and anticipate changes in both regional and national economic trends in order to engage in strategic financial and management planning.

A. General Fund:

1. The Finance Department will prepare and maintain a Financial Forecast for General Fund operations based on current service levels and current funding sources. This forecast will include the upcoming biennium as well as the two bienniums beyond the current period (a total of six forecast years). This future-oriented look will provide insight into whether the current mix and level of resources are likely to continue to be sufficient to cover current service levels. The forecast also allows staff and City Council to test various “what-if” scenarios and examine the fiscal impact on future bienniums.
2. The City will constantly test both its planning methodology and use of planning tools in order to provide information that is timely, accurate, and widely disseminated to users throughout the City.
3. Departments will forecast and monitor their respective revenues and expenditures with assistance from the Finance Department. The Finance Department will assist departments in developing appropriate systems for such monitoring and will retain overall fiscal oversight responsibility for the General Fund.
4. The Financial Forecast is updated at least two times each year. Any unexpected changes in economic conditions or other circumstances may prompt more frequent updates. Any significant changes are reported to the Leadership Team, City Manager, and Council.

B. Utility Funds:

1. Financial forecasting will be done for the three Utility Funds in a manner similar to the General Fund. The purpose of these forecasts will be to allow the City Council and citizens to evaluate the longer-term financial needs of these programs.



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2. The forecasts should rely on the same basic economic assumptions as the General Fund Forecast. These forecasts will also identify other assumptions used in their preparation and the risks associated with them.
 3. The forecasts must identify how they will impact rate structures.
- C. Parks Enterprise Fund:
1. Financial forecasting will be done for the Parks Enterprise Fund in a manner similar to the General Fund. The purpose of this forecast will be to allow the City Council and citizens to evaluate the longer-term financial needs of the funds' programs.
 2. The forecasts should rely on the same basic economic assumptions as the General Fund Forecast. This forecast will also identify other assumptions used and the risks associated with them.
- D. Development Services Fund:
1. Financial forecasting will be done for the Development Services Fund in a manner similar to the General Fund. The purpose of this forecast will be to allow the City Council and citizens to evaluate the longer-term financial needs of the funds' programs.
 2. The forecasts should rely on the same basic economic assumptions as the General Fund Forecast. This forecast will also identify other assumptions used and the risks associated with them.
- E. Resource/Expenditure Estimating: The financial planning and subsequent budgeting for all funds will be based on the following principles:
1. Resource and expenditure estimates should be prepared on a realistic basis with a target of ± 2 percent variance from the estimate for resources and ± 1 percent variance for expenditures.
 2. Expenditure estimates should anticipate contingencies that are reasonably predictable.

II. General Budget Policies

- A. Resources Greater than Budget Estimates: Resources (fund balance) greater than budget estimates in any internal service fund shall be refunded to the contributing funds unless circumstances warrant retaining such monies for future expenditure in the current fund.
- B. Budget Preparation: Department directors have primary responsibility for formulating budget proposals in line with City Council, Leadership Team, and City Manager priority direction, and for implementing them once they are approved.

The Finance Department is responsible for coordinating the overall preparation and administration of the City's biennial budget and Capital Investment Program Plan. This function is fulfilled in compliance with applicable State of Washington statutes governing local government budgeting practices.

The Finance Department assists department staff in identifying budget problems,



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- formulating solutions and alternatives, and implementing any necessary corrective actions.
- C. **Public Hearings:** The City Council will hold three public hearings on the budget. The first two will be held sufficiently early in the budget process to allow citizens to influence budget decisions and to allow the Council to indicate special priorities before City staff develops a preliminary budget recommendation. The third and final public hearing will be held shortly after the preliminary budget's initial presentation to the Council and before the Council's final budget deliberations. The final public hearing will be held prior to the time the Council fixes the annual Property Tax levy. If deemed necessary, additional public hearings may be conducted.
 - D. **Overhead and Full Cost Allocation:** Department budgets should be prepared in a manner to reflect the full cost of providing services.
 - E. **Examination of Existing Base Budget:** During each biennial budget development process, the existing base budget will be thoroughly examined to assure removal or reduction of any services that could be eliminated or reduced in cost.
 - F. **Services to Keep Pace With Needs of Community:** The City will strive to ensure that City service priorities keep pace with the dynamic needs of the community by incorporating a service needs review as part of the budget process.
 - G. **Maintenance of Quality Service Programs:** Quality service programs will be offered by the City of Bellevue. If expenditure reductions are necessary, service elimination is preferable to poor or marginal quality programs.
 - H. **Maintenance of Existing Services vs. Additional or Enhanced Service Needs:** Significant annual resource allocations needed to maintain existing service quality will compete directly with investment proposals during the budget evaluation process.
 - I. **Budget Monitoring:** The Finance Department will maintain a system for monitoring the City's budget performance. This system will provide the City Council with quarterly presentations to Council regarding fund level resource collections and department level expenditures. Included will be provisions for amending the budget during the year in order to address unanticipated needs, emergencies, or compliance with State of Washington budgetary statutes. Budget amendments requiring City Council approval will occur through a process coordinated by the Finance Department. Significant financial issues that need to be addressed between regular monitoring reports will be provided to Council as warranted.
 - J. **Performance Budgeting:** Performance measures will be utilized and reported in department budgets. The City will prepare trends, comparisons to other cities, and other financial management tools to monitor and improve service delivery in City programs.
 - K. **Interfund Charges Based on Full Cost:** Interfund charges will be based on recovery of the full costs associated with providing those services. Internal Service Agreements shall be established between vendor and client departments reflecting full cost recovery unless special circumstances exist. Any disputes will be brought to the City Manager or Deputy City Manager for resolution after thorough evaluation by the Finance Department.



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- L. Outcome Based Budget Presentation Format: The focus of the City's biennial budget presentation is directed at displaying the City's services plan in Outcome areas to reflect the values of our community and important community-wide priorities recognized by the Council.
- M. Distinguished Budget Presentation: The City will seek to obtain the Government Finance Officers Association Distinguished Budget Presentation Award for each biennial budget. The Budget will be presented in a way that clearly communicates the budget to members of the public.

III. Utility & Other Fund Budget Policies

- A. Utilities Department Financial Policies: The Utilities Department Financial Policies, including Solid Waste Reserves policies, were adopted in December 2012, with revisions in December 2013.
- B. Building Permit Revenues and Expenditures: Revenues derived from building permit fees shall be designated for the exclusive support of the development activities in the Development Services Fund. This fund will provide permit processing and compliance inspection services. Building permit fees shall include an overhead rate component to recover its share of general overhead costs, as well as department overhead from those departments directly involved in permit processing activities.
- C. Parks Enterprise Revenues and Expenditures: Revenues derived from golf and certain culture and recreation fees shall be designated for the exclusive support of activities in the Parks Enterprise Fund. This fund will maintain and operate the golf course, tennis center, and Robinswood House, administer adult athletic programs, pay approved maintenance services and overhead charges to the General Fund, and fund golf course improvements in the Capital Investment Program Fund. The Parks Enterprise Fund may also charge the General Fund for a portion of their programs that are offered with a "fee subsidy". This charge is designed to allow youth and special populations access to programs at less than full cost, to encourage participation.

IV. State-Mandated Budget Requirements

Washington State law (RCW 35A.34) specifies requirements that must be followed in budgeting each of the City's funds. The following summarizes the key areas covered in Washington State law:

- A. Key Requirements:
 1. The timing, process, and responsibility for each step.
 2. A standard account classification system prescribed by the State Auditor.
 3. Preparation and filing of a preliminary budget by the chief administrative officer.
 4. A "budget message" from the chief administrative officer explaining the content, financial policies, and major proposed changes.
 5. A public hearing on the proposed preliminary budget conducted before adoption



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of a final budget, which shall be held on or before the first Monday in December.

6. Procedures for handling special situations such as mid-biennium emergencies.
 7. Limitations on the expenditure of City funds and procedures for amending the budget.
 8. Quarterly or more frequent reporting to the City's legislative authority on the revenue and expenditure status of each fund.
 9. Budgeting of non-operating/special purpose funds on a different basis from operating budget funds.
- B. Fund Types: The City budgets all funds in accordance with the Optional Municipal Code, Section 35A.34 of the Revised Code of Washington. In accordance with State law, the City prepares its biennial budget on an estimated cash receipts and disbursements basis and by a process that conforms to the stated timing requirements. The only exceptions are the following special purpose funds: special assessment (e.g., Local Improvement District (LID) Bond Fund) and custodial agency funds (e.g., Firemen's Pension Fund), where the City acts in a custodial capacity as the bookkeeper for monies belonging to others. The City maintains three primary types of funds: operating, capital project and other special purpose funds.
1. Operating funds finance the continuous, traditional service delivery functions of a municipality in Washington State. Expenditure authority (appropriations) for each of these funds lapses at the end of each biennium, and a new budget must be adopted by the City Council.
 2. Capital project funds include the General and Utility Capital Investment Program Funds which provide for the City's seven-year capital funding. Capital project fund budgets do not lapse at the end of the biennium, but are carried forward until the monies are fully expended or their objectives are accomplished or abandoned (RCW 35A.34.270).
 3. Special purpose funds are distinguished from operating/budgetary funds by their limited objectives and/or finite life spans. Special purpose fund budgets do not lapse at the end of the biennium, but are carried forward until the monies are fully expended or their objectives are accomplished or abandoned (RCW 35A.34.270). Examples of special purpose funds are the Operating Grants, Donations and Special Reserves Fund, and the Housing Funds.

As required by State law, the 2017-2018 Budget reflects balanced expenditure and revenue estimates for each of the City's funds. Although revenue estimates are made only at the fund level, expenditure budgets are prepared at the department and division level for the purpose of administrative control.

V. Budget Development Process

The Finance Department is responsible for coordinating the overall preparation of the City's budgets. To accomplish this, staff issues budget instructions, conducts budget



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preparation training sessions, and communicates regularly with department staff. Their guidance provides the overall "rules of the game" within which the more detailed budget instructions and coordinating efforts are developed.

The following are the major provisions for a biennial budget in accordance with Section 35A.34 of the Revised Code of Washington.

Major Steps in Budget Preparation	State Law Time Limitations
1. Request by clerk to all department heads and those in charge of municipal offices to prepare detailed estimates of revenues and expenditures for the next biennium.	By second Monday in September.
2. Estimates are to be filed with the clerk.	By fourth Monday in September.
3. Estimates are presented to the city manager (CM) for modifications, revisions or additions. Clerk must submit to CM proposed preliminary budget setting forth the complete financial program, showing expenditures requested by each department and sources of revenue by which each such program is proposed to be financed.	On or before the first business day in the third month prior to beginning of the fiscal year.
4. CM provides the legislative body with current information on estimates of revenues from all sources as adopted in the budget for the current year. CM also provides the legislative body with the proposed preliminary budget setting forth the complete financial program, showing expenditures requested by each department and sources of revenue by which each such program is proposed to be financed.	No later than the first Monday in October.
5. The legislative body must hold a public hearing on revenue sources for the coming budget, including consideration of possible increases in property tax revenues. (Chapter 251, Laws of 1995, codified as RCW 84.55.120)	Before legislative body votes on property tax levy.
6. CM prepares preliminary budget and budget message and files with the legislative body and city clerk.	At least 60 days before the ensuing fiscal year.
7. Clerk publishes notice that preliminary budget has been filed and publishes notice of public hearing on final budget once a week for two consecutive weeks.	No later than the first two weeks in November.
8. Setting property tax levies	November 30
9. The legislative body, or a committee thereof, must schedule hearings on the budget or parts of the	Prior to the final hearing.



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Major Steps in Budget Preparation	State Law Time Limitations
budget and may require the presence of department heads.	
10. Copies of proposed (preliminary) budget made available to the public.	No later than six weeks before January 1.
11. Final hearing on proposed budget.	On or before first Monday of December, and may be continued from day-to-day but no later than the 25 th day prior to next fiscal biennium.
12. Adoption of Budget.	Following the public hearing and prior to beginning of the ensuing fiscal biennium.
13. Copies of final budget transmitted to the State Auditor's Office.	After adoption.



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The following are key procedural steps in the City's budget development process. Note that the process and dates indicated below match the 2017-2018 process, and may be changed for future processes.

1. In early February, Council validates the seven identified community Outcomes that will frame 2017-2018 Budget, as well as the 2017-2023 Capital Investment Program (CIP) Plan.
2. In February, Council validated the Outcome areas for the upcoming budget.
3. In late March, Budget kick off starts and City Council provides policy direction and priorities during a Workshop for the development of the operating and CIP budgets.
4. Early in the year, an operating and CIP budget survey was conducted. The survey reached a statistically valid sample of Bellevue residents and queried residents on a variety of City services, including how important and satisfied residents were with these services.
5. In late March, the top-line data from the Budget Survey was presented to the Result Teams. In April, the Budget Survey information was presented to the City Council.
6. Revenue and expenditure estimates were developed and updated by the Finance Department throughout the budget process. "Early Outlook" Financial Forecasts were prepared and presented to the Council in April.
7. In April, the Request for Results (RFR) were sent to departments. Departments prepared proposals in response to the RFRs and submitted to Results Teams (RTs).
8. The initial public hearing was held in June and a second public hearing was held in July to provide the public with ample opportunity to comment on recommended programs and/or ideas for new programs.
9. From early May to mid-June, RTs reviewed, ranked and provided feedback to departments regarding their proposals.
10. From mid-June to early August, the Leadership Team reviewed the RTs recommendations and provided feedback.
11. In October, the City Manager made final budget decisions and directed preparation of the preliminary budget.
12. During early October, preliminary budget documents were prepared, printed, and filed with the City Clerk. This proposed budget was presented to the Council in mid-October, and copies were made available to the public immediately after the presentation.
13. Between late October and early December, the Council met in a series of budget sessions to review and discuss the proposed budget.



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14. The third and final public hearing was held in November during the time the Council discussed the preliminary budget. Citizens were able to comment on recommended programs and/or ideas for new programs at these public hearings.
15. In early December, the Council adopted the budget by ordinance and established the budget appropriation for the next biennium.
16. The final budget is published and distributed during the first half of the following year. Copies are made available to the public and are available on the City's website.
17. Quarterly monitoring reports are prepared by the Finance Department to report on actual performance compared to budget estimates and to identify any remedial actions that may be needed.
18. As required by State law, a mid-biennium update will occur during the year following adoption of the biennial budget. This update is required by state law and allows for budget modifications and technical adjustments.
19. The budget development process described above is supplemented by information generated by the City's Financial Forecast. The forecast is a financial tool that provides the City's decision-makers with an indication of the long-term fiscal impact of current policies and budget decisions.
20. The budget process is also supplemented by information on service delivery performance and benchmarking with discussions and publication of a Comparative Cities Performance Report and an Annual Performance Report.

VI. Budget Adjustment & Amendment Processes

Under the provisions of State law and the City's operating procedures, the operating budget may be adjusted or amended in two different ways. Adjustment of the budget involves a reallocation of existing appropriations and does not change the budget "bottom line".

Amendment of the budget involves an addition to or reduction of existing appropriations.

- A. Adjustment: Under the first method, departmental expenditures and requirements are monitored throughout the year. Certain departments may develop the need for additional expenditure authority to cover unanticipated costs that cannot be absorbed within the budget, while other departments will not require their full budget authorizations. The Finance Department reviews and analyzes all department and/or fund budgets to determine what adjustments are necessary and whether the adjustments can be made within existing appropriation limits. These changes are then reviewed with the affected department and/or fund managers. When an adjustment is needed, Finance staff will look first to savings within the department; and then transfers between departments. No City Council action is needed as State law allows budget adjustments to be done administratively.
- B. Amendment: Amending the City's budget occurs whenever the requested changes from department and/or fund managers will cause the existing appropriation level for the fund to change. This situation generally occurs when the City Council authorizes



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additional appropriation. This is done by an ordinance that amends the original budget and states the sources of funding for the incremental appropriations.

VII. Agenda Memorandum Review

The Finance Department will review all agenda items submitted for City Council action. The objective of these reviews will be to ensure compliance with the budget and disclosure of all fiscal issues to the Council. This information will be presented in the fiscal impact section of each agenda memorandum.

VIII. Revenue Policies

The City must be sensitive to the balance between the need for services and the City's ability to raise fees, charges, and taxes to support those services.

- A. Mix of Revenues: The City should strive to maintain a diversified mix of revenues in order to balance the sources of revenue amongst taxpayers and to provide ongoing stability and predictability.
 - 1. Property Taxes and other stable revenues provide a reliable base of revenues during periods of economic downturn.
 - 2. The City's overall revenue structure should be designed to recapture for the City some of the financial benefits resulting from City economic and community development investments.
 - 3. The City will strive to keep a total revenue mix that encourages growth, and keeps Bellevue economically competitive and a City of choice for people to live and do business.
- B. Taxes Should Be Selected for Balance, Applicability, and Probable Economic Impact: The following factors will be considered when the City's taxes are increased, decreased, extended, or changed in any way.
 - 1. Stability of the tax source over its expected life.
 - 2. Suitability for a pledge against future debt, if that is part of the City Council's long-range intent for the revenue source.
 - 3. Spread the tax burden throughout the City's tax base by utilizing a broad array of the tax sources available and by investigating mitigation of inequities and hardships where appropriate (e.g., Property Tax exemptions and deferrals, and utility tax rebates for low-income elderly people). State and local legislative remedies for detrimental tax impacts should be sought where appropriate.
 - 4. Apply the tax impact information for both residential and business taxpayers against a future vision of what the tax policy decision is intended to foster.
- C. Property Tax Revenues for Park Maintenance: Revenues derived from the Property Tax Lid Lift for Park Maintenance, which Bellevue voters approved in November 2008, shall be deposited in the General Fund to pay all costs necessary to fund the maintenance and operating costs of specific park facilities.



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- D. **Charges for Services:** As much as is reasonably possible, City services that provide private benefit should be supported by fees and charges in order to provide maximum flexibility in use of general City taxes to meet the cost of services of broader public benefit. Charges for services that benefit specific users should recover full costs, including all direct costs, capital costs, department overhead, and Citywide overhead. Departments that impose fees or service charges should prepare and periodically update cost-of-service studies for such services. A subsidy of a portion of the costs for such services may be considered when consistent with legal requirements to meet other City interests and objectives, such as remaining competitive within the region.
- E. **Backup Convention Center Financing:** In accordance with Ordinance No. 4094 (passed on 12/4/89) and Ordinance No. 4229 (passed on 3/4/91), 0.01 percent of the City's total gross receipts business and occupation taxing authority of 0.2 percent, is reserved as a backup financing mechanism for the Convention Center should additional financing beyond that contemplated in the adopted Convention Center Financing Plan become necessary. In addition, any additional increase in the City's B&O Tax (measured by gross receipts) shall first require an analysis of the status of the Convention Center Financing Plan. This information must be included in any fiscal impact notes on agenda materials presented to the City Council for the purpose of increasing the B&O Tax rate described above.

IX. Operating Policies

The City should accommodate both one-time and ongoing expenditures within current resources, establish and adequately fund reserves, regularly monitor and report on budget performance, evaluate the fiscal impact of new proposals, operate as efficiently as possible, and constantly review City services for appropriateness and effectiveness.

- A. **Expenditures should be Within Current Resource Projections:** Ongoing expenditures should be equal to or less than ongoing revenues. Each City fund budget must identify ongoing resources that at least match expected ongoing annual requirements. One-time resources and non-recurring ending fund balances will be applied to reserves or to fund one-time expenditures; they will not be used to fund ongoing programs.
- B. **Unrestricted Resources Should Remain Unrestricted:** Unless otherwise stated explicitly by the City Council, unrestricted resources will not be earmarked for specific purposes in the General Fund. This will preserve the ability of the Council to determine the best use of available resources to meet changing service requirements.
- C. **Continual Improvement of Service Delivery:** The City will seek to optimize the efficiency and effectiveness of its services through Business Process Improvement (BPI) efforts, performance budgeting and measuring, and by assessing its services with comparable cities to reduce costs and improve service quality.
- D. **Cash Management:** The Finance Department will develop, maintain, and constantly seek to improve cash management systems which ensure the accurate and timely accounting, investment, and security of all cash assets. All cash received by City departments will be deposited with Finance within 24 hours of receipt.



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- E. **Cash Reserves:** The City will maintain adequate cash reserves in order to reduce the potential need for borrowing or service reductions during periods of economic downturn, natural catastrophe, or for other, one-time extraordinary expenditures. Annually, the City will target 15 percent of General Fund revenues as a General Fund ending balance, commonly known as a reserve.
- F. **Fund Balances:** Accruals and non-cash enhancements to revenues will not be made as a means to influence fund balances at year-end or during budget discussions.
- G. **Fixed Asset Inventories:** Accurate inventories of all physical assets (including roads infrastructure), their condition, life spans, and cost will be maintained to ensure proper stewardship of public property. The Finance Director will establish policies and appropriate procedures to manage fixed assets, including establishing the threshold dollar amount for which fixed asset records are maintained and how often physical inventories will be taken.
- H. **Allocation of Overhead Costs:** Overhead costs will be allocated to determine the full cost of providing services. Overhead costs will be allocated according to consistent methodology developed in consultation between the Finance Department and other operating departments.
- I. **Utility Debt Coverage Ratio Target:** The City Council adopted the following debt service coverage policy for the bonds issued by the City's Waterworks Utility on March 7, 1994 by Resolution No. 5759:

"The City Council will establish utility rates/charges and appropriations in a manner intended to achieve a debt service coverage ratio (adjusted by including City taxes as an expense item) of approximately 2.00. The City Council authorizes the Waterworks Utility to utilize this policy in development of pro forma projections which will be disseminated to the bond rating agencies and to the financial community generally."

X. Fund Description & Reserve Policies

Fund descriptions and reserve policies have been developed in a standard format for all City funds and are included in the 2017-2018 Budget Detail volume.

- A. **Fund Descriptions include the following:**
 - 1. Fund Type
 - 2. Fund Description
 - 3. Year Created
 - 4. Major Revenue Sources
 - 5. Major Expenditures
 - 6. Fund Custodian
 - 7. Reserve Policy
 - 8. Other Notes
- B. **Reserve Policies include the following:**
 - 1. **Budgeting for Reserves:** The City will maintain and justify budgeted reserves.



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2. Expenditure of Budgeted Reserves: Reserves included in the operating budget shall not be expended without the express written approval of the Finance Director.
3. Annually the City will target 15 percent of General Fund revenues as a General Fund ending balance. This balance is to protect the City's essential service programs during periods of economic downturn, which may temporarily reduce actual resources or cut the growth rate of City resources below that necessary to maintain pre-existing service levels. Additionally, the ending fund balance, commonly known as a reserve, can be used in the event of a natural catastrophe, counter cyclical basic revenue growth (Property, Sales, and B & O Taxes combined) below 5 percent for the biennium, or because of unfunded federal or state mandates.
4. The target of 15 percent of annual General Fund revenues as a General Fund reserve shall be sufficient to maintain the City's exceptional bond rating for both its unlimited and limited general obligation tax bonds.

XI. Capital Investment Program Plan Policies

A number of important policy considerations are the basis for the Capital Investment Program (CIP) Plan. These policies provide guidelines for all financial aspects of the CIP, and ultimately affect the project selection process.

- A. Relationship of Long-Range Plans to the CIP Plan: Virtually all of the projects included in the CIP are based upon formal long-range plans that have been adopted by the City Council. This ensures that the City's Capital Investment Program, which is the embodiment of the recommendations of these individual planning studies, is responsive to the officially stated direction of the City Council as contained in the Comprehensive Plan and supporting documents. Examples of these supporting documents are: Transportation Facility Plans (Central Business District (CBD), Bellevue-Redmond Overlake Transportation Study (BROTS), East Bellevue Transportation Study (EBTS), Newcastle), the Parks and Open Space Plan, the Municipal Facilities Plan, the Fire Master Plan, the CBD Implementation Plan and the Comprehensive Plans of the Water, Sewer, and Storm & Surface Water Utilities. There are exceptions, but they are relatively small when compared to the other major areas of expenditure noted above. These exceptions include activities such as the Neighborhood Enhancement Program (NEP) and the Community Development Program.
- B. Establishing CIP Priorities: The City uses the following basic CIP project prioritization and selection process.
 1. Each CIP program area establishes criteria to be used in the prioritization of specific projects submitted for funding. These specific criteria are developed in conjunction with City Council priorities and input from citizens and associated City boards and commissions (if applicable).
 2. The Finance Department determines revenue projections available to the non-utility CIP in consultation with various revenue-generating departments and the



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amount of resources available for new projects for each new seven-year Plan.

3. The Budget Finance Department, CIP Review Panel and City Manager evaluate the various CIP projects and select those with the highest priority.
 4. Within the available funding, the highest priority projects are then selected and funded in the CIP.
 5. CIP program area managers recommend an expenditure plan to the Finance Department and City Manager, which includes all capital costs and any applicable maintenance and operations (M&O) and/or required short-term financing costs. Program area managers are responsible for the cost estimates of their proposed programs, including future M&O costs related to the implementation of completed projects.
 6. A Preliminary CIP Plan is recommended to the City Council by the City Manager along with the operating budget recommendations.
 7. The City Council reviews the Operating and Preliminary CIP Plan, holds a public hearing(s) to allow for citizen input, makes desired alterations, and then officially adopts the budget and establishes related appropriations as a part of the City's biennial budget process.
- C. Types of Projects Included in the CIP Plan: The CIP Plan will display, to the maximum extent possible, all major capital projects in which the City is involved. While the following criteria may be used as a general guide to distinguish which projects should be included or excluded from the CIP Plan, there are always exceptions which require management's judgment. For purposes of the CIP Plan, a CIP project is generally defined to be any project that possesses all of the following characteristics:
1. Exceeds a cost of \$100,000
 2. Involves:
 - a. Totally new physical construction,
 - b. Development of a major technology system (technology system is defined as "an integrated set of hardware, software and processes working cohesively to perform a business function")
 - c. Reconstruction designed to gradually and systematically replace an existing facility or system on a piecemeal basis,
 - d. Replacement of a major component of an existing facility or technology system, or
 - e. Acquisition of land or structures; and
 3. Involves City funding in whole or in part, or involves no City funds but is the City's responsibility for implementing, such as a 100 percent grant-funded project or 100 percent Local Improvement District funded project.
- Eligible costs include:



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- a. Studies/plans that determine the feasibility and/or support the preliminary design of future CIP projects,
 - b. Pre-design, design, development, right-of-way, construction, inspection, and/or testing, and
 - c. Staff and consultants to deliver the capital project.
- D. **Scoping and Costing Based on Predesign Study:** It has proven difficult to develop accurate project scopes, cost estimates, and schedules on which no preliminary engineering or community contact work has been done. To address this problem, some projects are initially proposed and funded only for preliminary engineering and planning work. This funding will not provide any monies to develop final plans, specifications, and estimates to purchase rights-of-way or to construct the projects. However, generally, an estimated amount, sufficient to cover these costs based on a rough preliminary estimate is earmarked within the program area.
- E. **Required Project Features and Financial Responsibility:** If a proposed project will cause a direct impact on other publicly-owned facilities, an equitable shared and funded cost plan must be coordinated between the affected program areas.
- F. **Predictability of Project Timing, Cost, and Scope:** The predictability of timing and costs of projects is important to specific private developments, such as the provision of street improvements or the extension of major sewer lines or water supply, without which development could not occur. These projects generally involve significant financial contributions from such private development through impact fees, developer extension agreements, LIDs, and other means. Once a project has been approved by the City Council in the CIP, project scheduling is a priority to maintain.
- G. **Local Improvement Districts (LID):** This policy limits the use of LIDs to specific instances. Examples of when future LIDs may be formed are as follows: 1) where old agreements exist committing property owners to LID participation on future projects; 2) when current development activity or very recently past development activity has exempted these projects from the assessment of Transportation Impact Fees; 3) when a group of property owners wish to accelerate development of a certain improvement; 4) when a group of property owners desire a higher standard of improvement than the City's project contemplates; or 5) when a group of property owners request City assistance in LID formation to fund internal neighborhood transportation facilities improvements, which may or may not have City funding involved. If City funding is proposed by the project sponsors (property owners), they shall so request of the City Council (through the City Clerk) in writing before any LID promotion activity begins. The City Manager shall analyze such request within 45 days and report his conclusions and recommendation to Council for their consideration. The Council shall by motion affirm or deny the recommendation. The Council's affirmative motion to financially participate shall expire in 180 days, unless the project sponsors have submitted a sufficient LID petition by that time.

In the event the request is for street resurfacing in advance of the City's normal street resurfacing cycle, the City's contribution shall not exceed 50 percent of all project eligible costs.



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On capital projects whose financing depends in part on an LID, interim financing will be issued to support the LID's portion of the project budget at the same time or in close proximity to the issuance of the construction contract. The amount of the interim financing shall be the current estimate of the final assessment roll as determined by the administering department.

In the event that the project is 100 percent LID funded, interim financing shall be issued either in phases (i.e., design phase and construction phase) or up front in the amount of the entire estimated final assessment roll, whichever means is estimated to provide the lowest overall cost to the project as determined by the Finance Department.

- H. **Non-Utility CIP Maintenance and Operating (M&O) Costs:** Proposals for CIP project funding shall include the estimated future M&O cost, to provide full cost disclosure. Such M&O costs anticipated to be incurred in the upcoming biennium should be included in operating budget proposals for funding consideration. As of 2011, funding for existing CIP M&O is provided by a distribution of the City's Sales Tax revenue, split between 75 percent General Fund and 25 percent CIP. The dollar amount for CIP M&O is adjusted upward each year by the anticipated Consumer Price Index for all Urban Consumers (CPI-U) after first making any necessary adjustments (e.g., partial vs full-year costs) and eliminating any one-time items. The distribution amounts should be reviewed periodically by Council for reasonableness and potential adjustment.
- I. **Preserve Existing Capital Infrastructure Before Building New Facilities:** It is the City's policy to ensure that adequate resources are allocated to preserve the City's existing infrastructure before targeting resources to build new facilities that also have operating and maintenance obligations. This policy addresses the need to protect the City's historical investment in capital facilities and to avoid embarking on a facility enhancement program, which when coupled with the existing facilities requirements, the City cannot afford to adequately maintain.
- J. **New Facilities Should Be of High Quality, Low Maintenance, Least Cost:** This policy has guided the development and execution of the CIP Plan through an emphasis on lowest life-cycle cost. Projects should only be built if the necessary funding to operate them is provided. Also, priority is given to new facilities that have minimal ongoing maintenance costs so as to limit the impact upon both the CIP and the operating budget.



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- K. **Public Input for Capital Projects:** The City makes a serious commitment to public involvement. All of the City's long-range plans have been developed through an extensive citizen involvement program. Citizen involvement occurs at the long-range plan development stage, during CIP review and adoption, during master planning processes, during design and construction of specific projects, and through public processes associated with City boards and commissions. Public hearings are held during the CIP Plan development process to allow the public to comment on the recommended projects. The projects themselves call for an extensive public outreach effort, allowing those most closely effected to influence the design of the projects. While public input is essential to the successful implementation of the CIP Plan, staff and Council must also remain conscious of the overall effect upon costs when responding to requests of project neighbors.
- L. **Basis for Project Appropriations:** During the City Council's biennial CIP Plan review, the City Council will appropriate the estimated project costs for the biennium for all projects in the CIP Plan. Subsequent adjustments to appropriation levels for amendments to the CIP Plan may be made by the City Council at any time.
- M. **Balanced CIP Plan:** The CIP Plan is a balanced seven-year plan. This means that for the entire seven-year period, revenues will be equal to project expenditures in the Plan. It is anticipated that the plan will have more expenditures than revenues in single years of the Plan, but this imbalance will be corrected through the use of interim financing as needed. However, over the life of the seven-year plan, all planned interim debt will be repaid and all Plan expenditures, including interest costs on interim debt will be provided for with identified revenues. Any project funding plan, in which debt is not retired within the current seven-year Plan, must have specific City Council approval.
- N. **Use of Debt in the CIP:** The CIP is viewed as a long-term program that will continually address capital requirements far into the future. As such, the use of long-term debt has been minimized, allowing the City to put money into actual projects that benefit Bellevue residents and businesses rather than into interest payments to financial institutions. To that end, this policy limits debt to short-term obligations, primarily for cash flow purposes. Debt incurred will be paid back before the end of the current CIP. Finance staff monitors CIP cash flow regularly and utilize fund balances to minimize the amount of borrowing required. Projected financing costs are included within a project in the General Government program area. There are exceptions to this policy for extraordinary circumstances, where Councilmanic or voted long-term debt have been issued to achieve major City goals that otherwise could not have been achieved, or would have been delayed an unacceptable amount of time.
- O. **Finance Director's Authority to Borrow:** The Finance Director is authorized to initiate interim and long-term borrowing measures, as they become necessary, as identified in the current CIP Plan.



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- P. CIP Plan Update and Amendment: The CIP Plan will be updated at least biennially as a part of the City's biennial budget process. The City Council may amend the CIP Plan at any time if a decision must be made and action must be taken before the next CIP review period. The City Council has delegated authority to the City Manager to administratively approve CIP Plan adjustments, except for changes in project scope or changes that total more than 10 percent of a project's adopted CIP Plan budget (unless a 10 percent adjustment is less than \$10,000), or regardless of the percentage, budget changes totaling more than \$100,000. The Council has further authorized the City Manager to administratively approve the acceleration of project schedules so long as they can be accomplished without causing cash flow problems and with the understanding that any controversial issues would be brought before the City Council. All project additions or deletions must be approved by the City Council.
- Q. Formalization of Monetary Agreements: All agreements between the City and outside jurisdictions shall be in writing specifying the financial terms of the agreement, the length of the agreement, and the timing of any required payments. Formalization of these agreements will protect the City's interests. Program areas shall make every effort to promptly request any reimbursements that are due the City. Where revenues from outside jurisdictions are ongoing, these requests shall be made at least quarterly, unless alternative arrangements are approved by the City Manager or City Council.
- R. Projected Grant Revenues: At the Finance Director's discretion, grant-funded capital expenditures are budgeted prior to the specific grant award. City overhead or indirect costs for grant-funded programs will be included in all grant proposals, where permitted. With grant-funded capital acquisitions, the City will attempt to recover ongoing M&O costs, and replacement costs associated with the acquisition.
- S. Projected Revenues from Future Land Sales: The City recognizes that City-owned land is an asset that can be sold to finance CIP projects. With this in mind, the City shall cautiously allow land sale proceeds to be used as a funding source by program areas that have oversight responsibility for the land. The land shall be valued based on an appraisal performed either by the Civic Services or an outside appraisal company. A conservative value shall be used to provide a cushion for economic shifts. The timing of the proceeds shall be estimated based on the length of time the property is likely to be on the market. However, if the land does not sell in a timely manner or its value turns out to be overestimated, then the program area must either reallocate revenue sources from other projects within its area, find an agreeable replacement funding source, or cease work on the project, if possible.
- T. Land Sale Remnants: The City is frequently left with property remnants following the completion of a project that required rights-of-way (ROW) acquisition. These remnants represent an asset to the program area that purchased them. If the project selling the land remnants is still active, the revenue from the sale shall be receipted as land sale proceeds in the project, therefore serving to partially offset the ROW acquisition costs. If the project is already completed at the time of the remnant sale, the land sale proceeds can either be used by the selling program area to help fund



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another of that program area's projects, or they can be deposited in the Land Purchase Revolving Fund for future use by the purchasing program area.

- U. Applicable Project Charges: CIP projects should reflect all costs that can be clearly shown to be necessary and applicable. Staff charges to CIP projects will be limited to time spent actually working on those projects and shall include an overhead factor to cover the applicable portion of that person's operating cost.

XII. Intergovernmental Revenues

Many service costs of the City are influenced by other governments, either because of service overlap or service mandates imposed by the county, state, or federal government. The City should take advantage of opportunities to enhance service delivery through intergovernmental cooperation, shared revenues, and grants while aggressively opposing mandates that distort local service priorities.

- A. Grants Should Not Fund Ongoing Services: The City will refrain from using grants to meet ongoing service delivery needs. In the City's financial planning, grants will be treated in the same manner as all other temporary and uncertain resources and will not be used to fund ongoing, basic service needs. With grant-funded capital acquisitions, the City will attempt to recover ongoing maintenance and operating costs, and replacement costs associated with the acquisition.
- B. Grant Agreements Reviewed for Compliance with Regulations: All grant agreements will be reviewed by the appropriate City staff, including Finance, City Attorney's Office, and sponsoring department, to ensure compliance with state, federal, and City regulations.
- C. Budgeting for Grant Expenditures: At the City Manager's discretion, grant-funded capital expenditures are budgeted prior to the specific grant award. City overhead or indirect costs for grant-funded programs will be included in all grant proposals, where permitted. With grant-funded capital acquisitions, the City will attempt to recover ongoing maintenance and operating costs, and replacement costs associated with the acquisition.
- D. Protecting the City's Interests: The City will aggressively oppose state or federal actions that mandate expenditures that the City Council considers unnecessary. The City will pursue intergovernmental funding to support the incremental cost of those mandates.
- E. Intergovernmental Agreements: The City will work with other governments to identify the jurisdiction most capable and appropriate to provide specific public services. All intergovernmental agreements and contracts for service delivery will be brought forward to the City Council for approval.

XIII. Accounting, Auditing & Financial Reporting Policies

The City shall maintain a system of financial monitoring, control, and reporting for all operations and funds in order to provide effective means of ensuring that overall City goals and objectives are met.

- A. Accounting Records and Reporting: The City will maintain its accounting records in



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accordance with state and federal law and regulations. Budgetary reporting will be in accordance with the state's budget laws and regulations. The City will report its financial condition and results of operations in accordance with state regulations and generally accepted accounting principles (GAAP) applicable to governments.

- B. Auditing: The State Auditor will annually perform the City's financial and compliance audit. Their opinions will be contained in the City's Comprehensive Annual Financial Report (CAFR). Results of the annual audit shall be provided to the Council in a timely manner.
- C. Excellence in Financial Reporting: As an additional independent confirmation of the quality of the City's financial reporting, the City will annually seek to obtain the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting. The CAFR will be presented in a way designed to communicate with citizens about the financial affairs of the City.
- D. Simplified Fund Structure: The City will minimize the number of funds. The funds will be categorized in accordance with generally accepted accounting principles (GAAP) for reporting purposes, although some funds may be functional classifications but may also be referred to by City of Bellevue fund types.

XIV. Investment Policy

The City shall maintain a current investment policy.

As an additional independent confirmation of the integrity of the City's Investment Policy, the City's policy has been certified by the Municipal Treasurers' Association of the United States and Canada.

XV. Debt Management Policy

The City shall maintain a current debt policy.

XVI. Budget Ordinances

- Ordinance 6326, Human Services Funding
- Ordinance 6327, Use of 2017 CDBG funds
- Ordinance 6328, Updating Development Services Fees
- Ordinance 6329, Water Rates and Charges
- Ordinance 6330, Sewer Rates and Charges
- Ordinance 6331, Storm and Surface Water Rates and Charges
- Ordinance 6332, 2017 Property Taxes
- Ordinance 6333, 2017-2018 Budget and 2017-2023 CIP Budget Adoption
- Resolution 9196, Banking of the Maximum Amount of Levy Capacity
- Ordinance 6303, Ballot levy to increase property tax for fire facilities improvements
- Ordinance 6304, Ballot levy to increase property tax for neighborhood safety



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Chapter 35A.34 RCW; Biennial Budgets

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Sections:

- 35A.34.010 Legislative intent
- 35A.34.020 Application of chapter
- 35A.34.030 Definitions
- 35A.34.040 Biennial budget authorized -- Limitations
- 35A.34.050 Budget estimates -- Submittal
- 35A.34.060 Budget estimates -- Classification and segregation
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- 35A.34.140 Emergency expenditures -- Nondebtable emergencies
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- 35A.34.205 Administration, oversight, or supervision of utility -- Reimbursement from utility budget authorized
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- 35A.34.240 Funds -- Quarterly report of status
- 35A.34.250 Contingency fund -- Creation
- 35A.34.260 Contingency fund -- Withdrawals
- 35A.34.270 Unexpended appropriations
- 35A.34.280 Violations and penalties

35A.34.010 Legislative intent

See RCW 35.34.010.

35A.34.020 Application of chapter

This chapter applies to all code cities which have by ordinance adopted this chapter authorizing the adoption of a fiscal biennium budget. [1985 c 175 § 34.]

35A.34.030 Definitions

Unless the context clearly indicates otherwise, the definitions in this section apply throughout this chapter.



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1. "Clerk" includes the officer performing the functions of a finance or budget director, comptroller, auditor, or by whatever title the officer may be known in any code city.
2. "Department" includes each office, division, service, system, or institution of the city for which no other statutory or charter provision is made for budgeting and accounting procedures or controls.
3. "Legislative body" includes the council, commission, or any other group of officials serving as the legislative body of a code city.
4. "Chief administrative officer" includes the mayor of cities having a mayor-council plan of government, the commissioners in cities having a commission plan of government, the manager, or any other city official designated by the charter or ordinances of such city under the plan of government governing the same, or the budget or finance officer designated by the mayor, manager, or commissioners, to perform the functions, or portions thereof, contemplated by this chapter.
5. "Fiscal biennium" means the period from January 1 of each odd-numbered year through December 31 of the next succeeding even-numbered year.
6. "Fund" and "funds" where clearly used to indicate the plural of "fund" means the budgeting or accounting entity authorized to provide a sum of money for specified activities or purposes.
7. "Funds" where not used to indicate the plural of "fund" means money in hand or available for expenditure or payment of a debt or obligation.
8. Except as otherwise defined in this chapter, municipal accounting terms used in this chapter have the meaning prescribed by the state auditor pursuant to RCW 43.09.200. [1985 c 175 § 35.]

35A.34.040 Biennial budget authorized – Limitations

All code cities are authorized to establish by ordinance a two-year fiscal biennium budget. The ordinance shall be enacted at least six months prior to commencement of the fiscal biennium and this chapter applies to all code cities which utilize a fiscal biennium budget. Code cities which establish a fiscal biennium budget are authorized to repeal such ordinance and provide for reversion to a fiscal year budget. The ordinance may only be repealed effective as of the conclusion of a fiscal biennium. However, the city shall comply with chapter 35A.33 RCW in developing and adopting the budget for the first fiscal year following repeal of the ordinance. [1985 c 175 § 36.]

35A.34.050 Budget estimates – Submittal

On or before the second Monday of the fourth month prior to the beginning of the city's next fiscal biennium, or at such other time as the city may provide by ordinance or charter, the clerk shall notify in writing the head of each department of a city to file with the clerk within fourteen days of the receipt of such notification, detailed estimates of the probable revenue from sources



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other than ad valorem taxation and of all expenditures required by the department for the ensuing fiscal biennium. The notice shall be accompanied by the proper forms provided by the clerk, prepared in accordance with the requirements and classification established by the state auditor. The clerk shall prepare the estimates for interest and debt redemption requirements and all other estimates, the preparation of which falls properly within the duties of the clerk's office. The chief administrative officers of the city shall submit to the clerk detailed estimates of all expenditures proposed to be financed from the proceeds of bonds or warrants not yet authorized, together with a statement of the proposed method of financing them. In the absence or disability of the official or person regularly in charge of a department, the duties required by this section shall devolve upon the person next in charge of such department. [1995 c 301 § 55; 1985 c 175 § 37.]

35A.34.050 Budget estimates – Classification and segregation

On or before the second Monday of the fourth month prior to the beginning of the city's next fiscal biennium, or at such other time as the city may provide by ordinance or charter, the clerk shall notify in writing the head of each department of a city to file with the clerk within fourteen days of the receipt of such notification, detailed estimates of the probable revenue from sources other than ad valorem taxation and of all expenditures required by the department for the ensuing fiscal biennium. The notice shall be accompanied by the proper forms provided by the clerk, prepared in accordance with the requirements and classification established by the state auditor. The clerk shall prepare the estimates for interest and debt redemption requirements and all other estimates, the preparation of which falls properly within the duties of the clerk's office. The chief administrative officers of the city shall submit to the clerk detailed estimates of all expenditures proposed to be financed from the proceeds of bonds or warrants not yet authorized, together with a statement of the proposed method of financing them. In the absence or disability of the official or person regularly in charge of a department, the duties required by this section shall devolve upon the person next in charge of such department. [1995 c 301 § 55; 1985 c 175 § 37.]

35A.34.060 Budget estimates — Classification and segregation

All estimates of receipts and expenditures for the ensuing fiscal biennium shall be fully detailed in the biennial budget and shall be classified and segregated according to a standard classification of accounts to be adopted and prescribed by the state auditor after consultation with the Washington finance officers association, the association of Washington cities, and the association of Washington city managers. [1995 c 301 § 56; 1985 c 175 § 38.]

35A.34.070 Proposed preliminary budget

On or before the first business day in the third month prior to the beginning of the biennium of a city or at such other time as the city may provide by ordinance or charter, the clerk or other person designated by the charter, by ordinances, or by the chief administrative officer of the city shall submit to the chief administrative officer a proposed preliminary budget which shall set forth the complete financial program of the city for the ensuing fiscal biennium, showing the expenditure program requested by each department and the sources of revenue by which each such program is proposed to be financed.



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The revenue section shall set forth in comparative and tabular form for each fund the actual receipts for the last completed fiscal biennium, the estimated receipts for the current fiscal biennium, and the estimated receipts for the ensuing fiscal biennium, which shall include the amount to be raised from ad valorem taxes and unencumbered fund balances estimated to be available at the close of the current fiscal biennium. However, if the city was not utilizing a fiscal biennium budget for the previous three years, it shall set forth its fiscal years' revenues to reflect actual and estimated receipts as if it had previously utilized a biennial budgetary process.

The expenditure section shall set forth in comparative and tabular form for each fund and every department operating within each fund the actual expenditures for the last completed fiscal biennium, the appropriations for the current fiscal biennium, and the estimated expenditures for the ensuing fiscal biennium. However, if the city was not utilizing a fiscal biennium budget for the previous three years, it shall set forth its fiscal years' expenditures to reflect actual and estimated levels as if it had previously utilized a biennial budgetary process. The expenditure section shall further set forth separately the salary or salary range for each office, position, or job classification together with the title or position designation thereof. However, salaries may be set out in total amounts under each department if a detailed schedule of such salaries and positions be attached and made a part of the budget document. [1985 c 175 § 39.]

35A.34.080 Preliminary budget

The chief administrative officer shall prepare the preliminary budget in detail, making any revisions or additions to the reports of the department heads deemed advisable by such chief administrative officer. At least sixty days before the beginning of the city's next fiscal biennium the chief administrative officer shall file it with the clerk as the recommendation of the chief administrative officer for the final budget. The clerk shall provide a sufficient number of copies of such preliminary budget and budget message to meet the reasonable demands of taxpayers therefore and have them available for distribution not later than six weeks before the beginning of the city's next fiscal biennium. [1985 c 175 § 40.]

35A.34.090 Budget message — Hearings

1. In every city, a budget message prepared by or under the direction of the city's chief administrative officer shall be submitted as a part of the preliminary budget to the city's legislative body at least sixty days before the beginning of the city's next fiscal biennium and shall contain the following:
 - a. An explanation of the budget document;
 - b. An outline of the recommended financial policies and programs of the city for the ensuing fiscal biennium;
 - c. A statement of the relation of the recommended appropriation to such policies and programs;
 - d. A statement of the reason for salient changes from the previous biennium in appropriation and revenue items; and



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- e. An explanation for any recommended major changes in financial policy.
2. Prior to the final hearing on the budget, the legislative body or a committee thereof shall schedule hearings on the budget or parts thereof, and may require the presence of department heads to give information regarding estimates and programs. [1985 c 175 § 41.]

35A.34.100 Budget — Notice of hearing

Immediately following the filing of the preliminary budget with the clerk, the clerk shall publish a notice once a week for two consecutive weeks stating that the preliminary budget for the ensuing fiscal biennium has been filed with the clerk, that a copy thereof will be made available to any taxpayer who will call at the clerk's office therefor, that the legislative body of the city will meet on or before the first Monday of the month next preceding the beginning of the ensuing fiscal biennium for the purpose of fixing the final budget, designating the date, time, and place of the legislative budget meeting, and that any taxpayer may appear thereat and be heard for or against any part of the budget. The publication of the notice shall be made in the official newspaper of the city if there is one, otherwise in a newspaper of general circulation in the city. If there is no newspaper of general circulation in the city, then notice may be made by posting in three public places fixed by ordinance as the official places for posting the city's official notices. [1985 c 175 § 42.]

35A.34.110 Budget — Hearing

The legislative body shall meet on the day fixed by RCW 35A.34.100 for the purpose of fixing the final budget of the city at the time and place designated in the notice thereof. Any taxpayer may appear and be heard for or against any part of the budget. The hearing may be continued from day to day but not later than the twenty-fifth day prior to commencement of the city's fiscal biennium. [1985 c 175 § 43.]

35A.34.120 Budget — Adoption

Following conclusion of the hearing, and prior to the beginning of the fiscal biennium, the legislative body shall make such adjustments and changes as it deems necessary or proper and, after determining the allowance in each item, department, classification, and fund, shall by ordinance adopt the budget in its final form and content. Appropriations shall be limited to the total estimated revenues contained therein including the amount to be raised by ad valorem taxes and the unencumbered fund balances estimated to be available at the close of the current fiscal biennium. Such ordinances may adopt the final budget by reference. However, the ordinance adopting the budget shall set forth in summary form the totals of estimated revenues and appropriations for each separate fund and the aggregate totals for all such funds combined.

A complete copy of the final budget as adopted shall be transmitted to the state auditor and to the association of Washington cities. [1995 c 301 § 57; 1985 c 175 § 44.]

35A.34.130 Budget — Mid-biennial review and modification

The legislative authority of a city having adopted the provisions of this chapter shall provide by



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ordinance for a mid-biennial review and modification of the biennial budget. The ordinance shall provide that such review and modification shall occur no sooner than eight months after the start nor later than conclusion of the first year of the fiscal biennium. The chief administrative officer shall prepare the proposed budget modification and shall provide for publication of notice of hearings consistent with publication of notices for adoption of other city ordinances. City ordinances providing for a mid-biennium review and modification shall establish procedures for distribution of the proposed modification to members of the city legislative authority, procedures for making copies available to the public, and shall provide for public hearings on the proposed budget modification. The budget modification shall be by ordinance approved in the same manner as are other ordinances of the city.

A complete copy of the budget modification as adopted shall be transmitted to the state auditor and to the association of Washington cities. [1995 c 301 § 58; 1985 c 175 § 45.]

35A.34.140 Emergency expenditures — Nondebatable emergencies

Upon the happening of any emergency caused by violence of nature, casualty, riot, insurrection, war, or other unanticipated occurrence requiring the immediate preservation of order or public health, or for the property which has been damaged or destroyed by accident, or for public relief from calamity, or in settlement of approved claims for personal injuries or property damages, or to meet mandatory expenditures required by law enacted since the last budget was adopted, or to cover expenses incident to preparing for or establishing a new form of government authorized or assumed after adoption of the current budget, including any expenses incident to selection of additional or new officials required thereby, or incident to employee recruitment at any time, the city legislative body, upon the adoption of an ordinance, by the vote of one more than the majority of all members of the legislative body, stating the facts constituting the emergency and the estimated amount required to meet it, may make the expenditures therefor without notice or hearing. [1985 c 175 § 46.]

35A.34.150 Emergency expenditures — Other emergencies — Hearing

If a public emergency which could not reasonably have been foreseen at the time of filing the preliminary budget requires the expenditure of money not provided for in the budget, and if it is not one of the emergencies specifically enumerated in RCW 35A.34.140, the city legislative body before allowing any expenditure therefore shall adopt an ordinance stating the facts constituting the emergency and the estimated amount required to meet it and declaring that an emergency exists.

The ordinance shall not be voted on until five days have elapsed after its introduction, and for passage shall require the vote of one more than the majority of all members of the legislative body of the city.

Any taxpayer may appear at the meeting at which the emergency ordinance is to be voted on and be heard for or against the adoption thereof. [1985 c 175 § 47.]



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35A.34.160 Emergency expenditures — Warrants — Payment

All expenditures for emergency purposes as provided in this chapter shall be paid by warrants from any available money in the fund properly chargeable with such expenditures. If, at any time, there is insufficient money on hand in a fund with which to pay such warrants as presented, the warrants shall be registered, bear interest, and be called in the same manner as other registered warrants as prescribed in RCW 35A.21.110. [1985 c 175 § 48.]

35A.34.170 Registered warrants — Payment

In adopting the final budget for any fiscal biennium, the legislative body shall appropriate from estimated revenue sources available, a sufficient amount to pay the principal and interest on all outstanding registered warrants issued since the adoption of the last preceding budget except those issued and identified as revenue warrants and except those for which an appropriation previously has been made. However, no portion of the revenues which are restricted in use by law may be appropriated for the redemption of warrants issued against a utility or other special purpose fund of a self-supporting nature. In addition, all or any portion of the city's outstanding registered warrants may be funded into bonds in any manner authorized by law. [1985 c 175 § 49.]

35A.34.180 Adjustment of wages, hours and conditions of employment

Notwithstanding the appropriations for any salary or salary range of any employee or employees adopted in a final budget, the legislative body of any city may, by ordinance, change the wages, hours, and conditions of employment of any or all of its appointive employees if sufficient funds are available for appropriation to such purposes. [1985 c 175 § 50.]

35A.34.190 Forms — Accounting — Supervision by state

The state auditor is empowered to make and install the forms and classifications required by this chapter to define what expenditures are chargeable to each budget class and to establish the accounting and cost systems necessary to secure accurate budget information. [1995 c 301 § 59; 1985 c 175 § 51.]

35A.34.200 Funds — Limitations on expenditures — Transfers and adjustments

1. The expenditures as classified and itemized in the final budget shall constitute the city's appropriations for the ensuing fiscal biennium. Unless otherwise ordered by a court of competent jurisdiction, and subject to further limitations imposed by ordinance of the city, the expenditure of city funds or the incurring of current liabilities on behalf of the city shall be limited to the following:
 - a. The total amount appropriated for each fund in the budget for the current fiscal biennium, without regard to the individual items contained therein, except that this limitation does not apply to wage adjustments authorized by RCW 35A.34.180;
 - b. The unexpended appropriation balances of a preceding budget which may be carried forward from prior fiscal periods pursuant to RCW 35A.34.270;



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- c. Funds received from the sale of bonds or warrants which have been duly authorized according to law;
 - d. Funds received in excess of estimated revenues during the current fiscal biennium, when authorized by an ordinance amending the original budget; and
 - e. Expenditures authorized by budget modification as provided by RCW 35A.34.130 and those required for emergencies, as authorized by RCW 35A.34.140 and 35A.34.150.
2. Transfers between individual appropriations within any one fund may be made during the current fiscal biennium by order of the city's chief administrative officer subject to such regulations, if any, as may be imposed by the city legislative body. Notwithstanding the provisions of RCW 43.09.210 or of any statute to the contrary, transfers, as authorized in this section, may be made within the same fund regardless of the various offices, departments, or divisions of the city which may be affected.
 3. The city legislative body, upon a finding that it is to the best interests of the city to decrease, revoke, or recall all or any portion of the total appropriations provided for any one fund, may, by ordinance, approved by the vote of one more than the majority of all members thereof, stating the facts and findings for doing so, decrease, revoke, or recall all or any portion of an unexpended fund balance, and by said ordinance, or a subsequent ordinance adopted by a like majority, the moneys thus released may be reappropriated for another purpose or purposes, without limitation to department, division, or fund, unless the use of such moneys is otherwise restricted by law, charter, or ordinance. [1985 c 175 § 52.]

35A.34.205 Administration, oversight, or supervision of utility — Reimbursement from utility budget authorized

Whenever any code city apportions a percentage of the city manager's, administrator's, or supervisor's time, or the time of other management or general government staff, for administration, oversight, or supervision of a utility operated by the city, or to provide services to the utility, the utility budget may identify such services and budget for reimbursement of the city's current expense fund for the value of such services. [1991 c 152 § 4.]

35A.34.210 Liabilities incurred in excess of budget

Liabilities incurred by any officer or employee of the city in excess of any budget appropriations shall not be a liability of the city. The clerk shall issue no warrant and the city legislative body or other authorized person shall approve no claim for an expenditure in excess of the total amount appropriated for any individual fund, except upon an order of a court of competent jurisdiction or for emergencies as provided in this chapter. [1985 c 175 § 53.]



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35A.34.220 Funds received from sales of bonds and warrants — Expenditures

Moneys received from the sale of bonds or warrants shall be used for no other purpose than that for which they were issued and no expenditure shall be made for that purpose until the bonds have been duly authorized. If any unexpended fund balance remains from the proceeds realized from the bonds or warrants after the accomplishment of the purpose for which they were issued, it shall be used for the redemption of such bond or warrant indebtedness. Where a budget contains an expenditure program to be financed from a bond issue to be authorized thereafter, no such expenditure shall be made or incurred until after the bonds have been duly authorized.

[1985 c 175 § 54.]

35A.34.230 Revenue estimates — Amount to be raised by ad valorem taxes

At a time fixed by the city's ordinance or city charter, not later than the first Monday in October of the second year of each fiscal biennium, the chief administrative officer shall provide the city's legislative body with current information on estimates of revenues from all sources as adopted in the budget for the current biennium, together with estimates submitted by the clerk under RCW 35A.34.070. The city's legislative body and the city's administrative officer or the officer's designated representative shall consider the city's total anticipated financial requirements for the ensuing fiscal biennium, and the legislative body shall determine and fix by ordinance the amount to be raised the first year of the biennium by ad valorem taxes. The legislative body shall review such information as is provided by the chief administrative officer and shall adopt an ordinance establishing the amount to be raised by ad valorem taxes during the second year of the biennium. Upon adoption of the ordinance fixing the amount of ad valorem taxes to be levied, the clerk shall certify the same to the county legislative authority as required by RCW 84.52.020.

[1985 c 175 § 55.]

35A.34.240 Funds — Quarterly report of status

At such intervals as may be required by city charter or city ordinance, however, being not less than quarterly, the clerk shall submit to the city's legislative body and chief administrative officer a report showing the expenditures and liabilities against each separate budget appropriation incurred during the preceding reporting period and like information for the whole of the current fiscal biennium to the first day of the current reporting period together with the unexpended balance of each appropriation. The report shall also show the receipts from all sources. [1985 c 175 § 56.]

35A.34.250 Contingency fund — Creation

Every city may create and maintain a contingency fund to provide moneys with which to meet any municipal expense, the necessity or extent of which could not have been foreseen or reasonably evaluated at the time of adopting the annual budget, or from which to provide moneys for those emergencies described in RCW 35A.34.140 and 35A.34.150. Such fund may be supported by a budget appropriation from any tax or other revenue source not restricted in use by law, or also may be supported by a transfer from other unexpended or decreased funds made available by ordinance as set forth in RCW 35A.34.200. However, the total amount accumulated



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in such fund at any time shall not exceed the equivalent of thirty-seven and one-half cents per thousand dollars of assessed valuation of property within the city at such time. Any moneys in the emergency fund at the end of the fiscal biennium shall not lapse except upon reappropriation by the council to another fund in the adoption of a subsequent budget. [1985 c 175 § 57.]

35A.34.260 Contingency fund — Withdrawals

No money shall be withdrawn from the contingency fund except by transfer to the appropriate operating fund authorized by a resolution or ordinance of the legislative body of the city, adopted by a majority vote of the entire legislative body, clearly stating the facts constituting the reason for the withdrawal or the emergency as the case may be, specifying the fund to which the withdrawn money shall be transferred. [1985 c 175 § 58.]

35A.34.270 Unexpended appropriations

All appropriations in any current operating fund shall lapse at the end of each fiscal biennium. However, this shall not prevent payments in the following biennium upon uncompleted programs or improvements in progress or on orders subsequently filled or claims subsequently billed for the purchase of material, equipment, and supplies or for personal or contractual services not completed or furnished by the end of the fiscal biennium, all of which have been properly budgeted and contracted for prior to the close of such fiscal biennium, but furnished or completed in due course thereafter.

All appropriations in a special fund authorized by ordinance or by state law to be used only for the purpose or purposes therein specified, including any cumulative reserve funds lawfully established in specific or general terms for any municipal purpose or purposes, or a contingency fund as authorized by RCW 35A.34.250, shall not lapse, but shall be carried forward from biennium to biennium until fully expended or the purpose has been accomplished or abandoned, without necessity of reappropriation.

The accounts for budgetary control for each fiscal biennium shall be kept open for twenty days after the close of such fiscal biennium for the purpose of paying and recording claims for indebtedness incurred during such fiscal biennium; any claim presented after the twentieth day following the close of the fiscal biennium shall be paid from appropriations lawfully provided for the ensuing period, including those made available by provisions of this section, and shall be recorded in the accounts for the ensuing fiscal biennium. [1985 c 175 § 59.]

35A.34.280 Violations and penalties

Upon the conviction of any city official, department head, or other city employee of knowingly failing, or refusing, without just cause, to perform any duty imposed upon such officer or employee by this chapter, or city charter or city ordinance, in connection with the giving of notice, the preparing and filing of estimates of revenues or expenditures or other information required for preparing a budget report in the time and manner required, or of knowingly making expenditures in excess of budget appropriations, the official or employee shall be guilty of a misdemeanor and shall be fined not more than five hundred dollars for each separate violation. [1985 c 175 § 60.]



Comprehensive Financial Management Policies

Investment Policy

Revised: December, 2010

Objectives

This policy sets forth criteria for the operation of the investment portfolio. It will be recognized that the primary objective of the Investment Policy is to establish a conservative set of investment criteria that will prudently protect Bellevue's (hereafter referred to as the City) principal sums and enable the City to generate a market rate of return from its investment activities while assuring adequate liquidity to meet its cash flow needs. All investment activity will be in compliance with RCW 35A.40.050 "Fiscal - Investment of Funds" and any other statutes or regulatory requirements, such as Internal Revenue Codes, which may apply.

Scope

This policy guides the investment of all available City funds except it does not include assets held in escrow in order to defease refunded debt, nor does it include retirement funds managed by others such as the state, the Municipal Employees Benefit Trust, and deferred compensation plan providers.

Responsibility

Authority to manage the investment program is derived from Bellevue City Code Section 3.37.060. This section gives the Finance Director authority to determine the amount of money available in each fund administered by the City for investment purposes, and the authority to invest such moneys in all forms of investments that are authorized by law. This section also authorizes the Director to designate a subordinate employee(s) to assist in the performance of these duties.

The Finance Director will provide a letter(s) of authorization to individuals or firms on the approved broker/dealer list specifically designating City staff who have the authority to commit the City to investment transactions.

The Finance Director or his/her designee will establish written investment procedures including a glossary of investment terms for the operation of the investment program, consistent with this investment policy.

Types of Investment and Diversification

The City may invest in any of the securities identified as eligible investments as defined by RCW 35A.40.050 "Fiscal - Investment of Funds". For purposes of this policy, the major eligible investment categories have been further restricted as follows:



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1. United States Treasury Debt Obligations
 - Maximum % of Portfolio 100%
 - Maximum Remaining Maturity 5 years
 - Securities will be held by the City’s third party custodian in the City’s name.

2. United States Agency Securities backed by the full faith and credit of the United States Government for the payment of principal and interest
 - Maximum % of Portfolio 100%
 - Maximum Remaining Maturity 5 years
 - Maximum % of Portfolio Per Issuer 25%
 - Defined by RCW 43.84.080 to include certificates, notes, or bonds of the United States, or other obligations of the United States or its agencies, or of any corporation wholly owned by the government of the United States.
 - Does not allow investments in derivatives or securities that derive value and/or yield from an underlying asset unless they fall into one of the following categories: 1) agency obligations that float with interest rates or external indexes such as CMT index, treasury bills, LIBOR, Prime rate and Fed Funds rate; 2) agency security obligations that have call features; and 3) agency security obligations that have step-up features at pre-determined intervals.
 - Interest only and principal only mortgage backed securities, inverse floaters and collateralized mortgage obligations are excluded.
 - Securities will be held by the City’s third party custodian in the City’s name.

3. United States Agency Coupon Securities (Mortgage-backed Securities Included)
 - Maximum % of Portfolio 100%
 - Maximum Remaining Maturity 5 years
 - Maximum % of Portfolio Per Issuer 25%
 - Defined by RCW 43.84.080 to include obligations of any United States government-sponsored corporation whose obligations are eligible as collateral for advances to member banks as determined by the Board of Governors of the Federal Reserve System.
 - Does not allow investments in derivatives or securities that derive value and/or yield from an underlying asset unless they fall into one of the following categories: 1) agency obligations that float with interest rates or external indexes such as CMT index, treasury bills, LIBOR and Fed Funds rate; 2) agency security obligations that have call features; and 3) agency security obligations that have step-up features at pre-determined intervals.
 - Interest only and principal only mortgage backed securities, inverse floaters and



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collateralized mortgage obligations are excluded.

- Securities will be held by the City’s third party custodian in the City’s name.

4. United States Agency Discount Notes

- Maximum % of Portfolio 100%
- Maximum Remaining Maturity 1 year
- Maximum % of Portfolio Per Issuer 25%
- Defined by RCW 43.84.080 to include obligations of any United States government-sponsored corporations whose obligations are eligible as collateral for advances to member banks as determined by the Board of Governors of the Federal Reserve System.
- Securities will be held by the City’s third party custodian in the City’s name.

5. FDIC Guaranteed Senior Unsecured Debt Obligations – TLGP (Treasury Liquidity Guaranty Program) and other federal government guaranteed programs

- Required Investment Rating AAA/Aaa long-term and A-1/ P-1 short-term
- Maximum % of Portfolio 100%
- Maximum Remaining Maturity expiration Not to exceed the lesser of the date of FDIC’s guarantee or 5 years
- Maximum % of Portfolio Per Issuer 5%
- To be eligible for purchase, the obligations must: 1) be guaranteed by the FDIC, and 2) carry the full faith credit of the United States Government.
- The note obligations must be issued by corporations organized and operating in the United States.
- Securities will be held by the City’s third party custodian in the City’s name.

6. Repurchase Agreements secured by United States Government and United States Agency Debt Obligations

- Maximum % of Portfolio 50%
- Maximum % of Portfolio With any Primary Dealers or Financial Institutions 10%
- Maximum Remaining Maturity 60 days
- Maximum Remaining Maturity of Underlying Collateral 5 years
- Collateral Pricing Daily



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- All US Government Agency collaterals should stay within the 25% per issuer limit.
 - Collateral equal to 102% of the repurchase agreement must be delivered to the City's third party custodian if less than 30 days. If the repurchase agreement is between 30-60 days, collateral equal to 105% of the repurchase agreement must be delivered to the custodian.
 - Securities will be purchased from primary dealers or financial institutions that are members of the Washington Public Depository under a written Master Repurchase Agreement.
 - Only US Treasury, US Government Agency, and US Government Sponsored Corporation securities may be accepted as collateral.
 - Collateral securities will be held by the City's third party custodian, or through a tri-party arrangement in the City's name.
7. Certificates of Deposit, and other Interest Bearing Bank Deposits with financial institutions recognized by the State of Washington Public Deposit Protection Commission (PDPC) as qualified to hold public deposits.
- Maximum % of Portfolio 50%
 - Maximum Remaining Maturity 1 year
 - Maximum % of Portfolio Per Issuer 10%
8. Bankers Acceptances purchased on the secondary market
- Required Investment Rating Rated in the highest tier (e.g., A-1, P-1, F-1 or better) of the accepting bank's short-term obligations by any two nationally recognized statistical rating organizations
 - Maximum % of the Portfolio 15%
 - Maximum Remaining Maturity 6 months
 - Maximum % of Portfolio Per Issuer 5%
 - Securities will be held by the City's third party custodian in the City's name.
9. Commercial Paper Issued by United States Corporations in compliance with the provisions adopted by the State Investment Board RCW 43.84.080 (7).
- Required Investment Rating Rated in the highest tier (e.g., A-1, P-1, F-1 or better) by any two nationally recognized statistical rating organizations
 - Maximum % of Portfolio 15%



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- Maximum Remaining Maturity 90 days
- Maximum Percent of Portfolio Per Issuer 5%
- Securities will be held by the City's third party custodian in the City's name.

10. State of Washington Local Governmental Investment Pool

- Maximum % of Portfolio 100%
- A copy of the pool's investment policy must be obtained and reviewed.

The portfolio and issuer limits listed above shall be complied with at the time of a security purchase. However, no sale of securities shall be required to meet revised limits due to a decrease in the total size of the portfolio.

Weighted Average Duration and Liquidity

The total portfolio (including short-term money market and cash accounts) will be managed such that the weighted average modified duration does not exceed 2.5 years.

The portfolio should be laddered with staggered maturities to assure that: 1) adequate resources are available to meet cash flow requirements without forced liquidation of investments, and 2) price volatility and reinvestment risks are minimized.

Prudence

"Investments shall be made with the same judgement and care which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering probable safety of their principal as well as probable income to be derived."

The standard of prudence to be used by employees authorized to commit the City to investment transactions shall be the "prudent person" standard. Employees meeting the prudent person standard shall be relieved of personal responsibility for an individual security's subsequent performance, provided appropriate action is taken to control adverse developments.

Performance

The portfolio shall be managed to obtain a market rate of return through budgetary and economic cycles, keeping in mind the primary objectives of protecting the City's capital and assuring adequate liquidity to meet cash flow needs.

For purposes of this policy, the market rate of return objective will be the 12-month moving average yield of the U.S. Treasury 2-year Constant Maturity Index for the period of time being evaluated. The goal is for the portfolio to generally perform above the Index.



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Ethics and Conflicts of Interest

Employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. These employees shall disclose to the City Manager and Finance Director any material financial interests in financial institutions that conduct business within this jurisdiction, and they shall further disclose any large personal financial/investment positions that could be related to performance of the City's portfolio, particularly with regard to the time of purchases and sales. Employees shall subordinate their personal investment transactions to those of the City.

Authorized Financial Dealers/Institutions and Financial Review

The Finance Director will approve financial institutions to be eligible to conduct investment business with the City. A current list of approved brokerage firms will be maintained by the Finance Director or his/her designee. This list may include primary dealers (government securities reporting to the Market Reports Division of the Federal Reserve Bank of New York), regional dealers that qualify under Securities and Exchange Commission (SEC) Rule 15C3-1 (uniform net capitalization), and national banks.

To become authorized to provide investment services to the City, each institution must provide an annual letter to the City from the individual providing the service certifying that he or she has read the City's investment policy and assures that all transactions with the City will fall within the policy boundaries. This letter shall also certify that the firm and broker assigned to this account have the required credentials and licenses with the NASD, SEC or appropriate agencies and that they must immediately notify the City if at any time the firm or broker is not in compliance with SEC rule 15C3-1, the firm's capital position falls short of the Capital Adequacy or uniform Net Cap Rule standard, or a material control weakness is identified by the firm's independent auditor. In addition, each institution must also provide the City with a copy of their annual audited financial report or Consolidated Report of Condition (call report).

In the case of certificates of deposit, those financial institutions recognized by the PDPC (Public Deposit Protection Commission) are qualified to hold public deposits.

An annual review of the audited financial report or call report of the selected qualified financial institutions will be conducted by Finance staff.

Broker Allocation

Investment transactions will be based upon the financial institution or brokerage firm that offers the best price to the City on each particular transaction. The City will make its best effort to obtain three bids for purchase or sale of government agency securities other than new issues. If circumstances dictate fewer than three bids due to the volatility of the market place, lack of bids, etc., the Finance Director, Assistant



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Finance Director or the Treasury Manager has the authority to waive this rule. Generally not all brokers will have the same inventory of agency securities available to sell, but should be able to offer comparable alternatives. Treasury security transactions will be accomplished at or within the bid or asked price spread indicated on the live Bloomberg screens or similar reliable real time investment information service. Issues not actively traded on such services will be subject to the three bid requirement. Bankers Acceptances and Certificates of Deposit (other than a compensating balance CD) also require the acquisition of at least three bids, and acceptance of the most attractive rate from among comparable alternatives. Where two or more institutions or brokers have offered the same low bid, allocation will go to the lowest bidder that has provided the best service to the City.

Custody

All security transactions, including collateral for repurchase agreements, entered into by the City shall be conducted on a delivery versus payment (DVP) basis. Securities will be held by a third party custodian designated by the Finance Director or his designee as evidenced by confirmations in the City's name.

Investment Committee

An Investment Committee will be established by the City Manager, and will include at least three members from the business community knowledgeable in the area of institutional investment management. This Committee will periodically meet to review the investment program and make recommendations to the Finance Director with regard to proposed changes to the investment policy.

Internal Control

Investment procedures will be defined, documented, and implemented by the Finance Director or his/her designee to assure adequate internal control of the investment process.

The Finance Director or his/her designee will establish a process of periodic independent review by an external auditor or competent staff not assigned to the investment function.

The Washington State Auditor's Office will customarily conduct independent annual reviews of the investment function.

Reporting

Investment reports will be prepared and provided at least quarterly to meet the needs of the users including sufficient detail to provide an accurate and meaningful representation of the portfolio, showing its performance in relation to established benchmarks and its compliance with the investment policy.



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Investment Policy

Policy Adoption

The Investment Policy is adopted by the City Council as part of the biennial budget. The Finance Director has authority to approve changes to this Investment Policy.

Summary of Changes to the City’s Investment Policy

1. Actual reference and link to the RCW and the City Code added.
2. Added United States Agency Securities backed by the full faith and credit of the US Government (e.g., Government National Mortgage Association “Ginnie Mae” Small Business Association “SBA”) as a separate eligible investment category. These securities were not specifically identified as eligible investments in the prior version of the Policy.
3. Introduced investments in agency obligations that float with interest rates or external indexes such as CMT index, treasury bills, LIBOR, Prime rate and Fed Funds rate to the Policy. Provided additional diversification and enhance total return.
4. FDIC Guaranteed Senior Unsecured Debt Obligations – TLGP (Treasury Liquidity Guaranty Program) and other federal government guaranteed programs added to the Policy. These high quality investment instruments provide higher return while holding credit ratings comparable with Treasuries.
5. The Maximum percentage of Bankers Acceptances (BAs) purchased on the secondary market was reduced from 50% to 15% percent; and maximum percent per issuer was reduced from 10% to 5%. These changes were made mainly to minimize the risk exposure to BAs as a result of recent financial institute failures.
6. The maximum period/remaining maturity allowed investing in US Treasury debt obligations were reduced from 5.5 years to 5 years. This change was made primarily to make investments in Treasuries consistent with Agency securities.
7. The portfolio’s performance measure was changed from “a band between the average yield of the ninety-day Treasury bill and the 2-year Treasury note” to “12-month moving average yield of the U.S. Treasury 2-year Constant Maturity Index”

Reasons for this change include:

- Due to the change in the final maturity of agencies from 2-5 years in the last 3 years.
- To raise the bar by increasing the standard from the band (90 – 2 years) to the upper range of 2-year Treasury.
- Moving average is a better measure than a snapshot at end of a period reducing volatility and closely mirrors actual portfolio activities In line with GFOA’s best practice and other governments in Washington – consistent with duration.



Comprehensive Finance Management Policies

Debt Policy

Revised: October 2016

Background

The City of Bellevue (City) maintains conservative financial policies to assure strong financial health both in the short- and long-term. The City is an infrequent issuer of debt with debt primarily used as a tool to finance large capital investments such as property acquisitions.

Maintaining the City's bond rating is an important objective of the City's financial policies. To this end, the City is constantly working to improve its financial policies, budgets, forecasts, and financial health.

Purpose

This policy sets forth the criteria for issuance and repayment of debt. The primary objective of the Debt Policy is to establish criteria that will protect the City's financial integrity while providing a funding mechanism to meet the City's capital needs. The underlying approach of the City is to borrow only for: 1) capital improvements that cannot be funded on a pay-as-you-go basis, and 2) extraordinary circumstances where Councilmanic or voted long-term debt has been issued to achieve major City goals that otherwise could not have been achieved, or would have to be delayed for an unacceptable amount of time. The City will not issue long-term debt to finance current operations.

All debt issued will be in compliance with this policy, Bellevue City Code (BCC) Chapter 2.30 - Registration Procedure for Bonds and Obligations, Chapter 35A.40 Revised Code of Washington (RCW) - Fiscal Provisions Applicable to Code Cities and Chapter 43.80 RCW - Fiscal Agencies along with all other City, State, and Federal laws, rules, and regulations.

Scope

This Policy provides general guidance for the issuance and management of all City debt. In addition, it includes the management of all debt absorbed by the City through utility assumptions or the like. It does not include the debt issued by the Bellevue Convention Center Authority.

Responsibility

Authority to issue and manage debt is derived from BCC 2.37.030. This section gives the Finance Director authority to act in the capacity of City Treasurer, which includes the duties of debt management.

This section also authorizes the Finance Director to appoint a subordinate employee from the Department to assist in the performance of the duties of City Treasurer. The Finance Director has appointed the Investment and Debt Manager to act as the Debt Manager to assist in the duties of debt issuance, interest payments, principal repayments and other debt-related activities.



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The Finance Director is responsible for assuring that the activities related to the issuance and payment of bonds or other obligations not jeopardize the bond rating.

Budgeting and Capital Planning

The City shall develop and maintain a capital planning process such as the biennial Capital Investment Program Plan for consideration and adoption by the City Council as part of the City's budget process. The Finance Department is responsible for coordinating and analyzing the debt requirements. This will include timing of debt, calculation of outstanding debt, debt limitation calculations and compliance, impact on future debt burdens, and current revenue requirements.

Prior to issuance of debt, the City will prepare revenue projections, such as the biennial budget or the Financial Forecast, to ensure that there is adequate revenue to make principal and interest payments.

Types of Long-Term Debt

The following is a description of the types of long-term debt the City may issue:

1. General Obligation

This debt is backed by the full faith and credit of the City. The State RCW limits this debt to 2.5% of the assessed valuation of the City for each of three purposes:

a. General Purposes

Debt issued in this category can be used for any purpose allowed by law.

Non-Voted

The City Council may authorize the issuance of general obligation debt up to 1.5% of the City's assessed value without a vote of the public as long as there is an available source of funding to pay the debt service. This funding source can be the diversion of an existing revenue source or a new revenue coming from the enactment of a new tax or other revenue source. The debt can take the form of bonds, bond anticipation notes, lease-purchase agreements, conditional sales contracts, certificates of participation, or other forms of installment debt.

Voted

The City Council may place any general obligation debt issue before the electorate. According to State law, if a debt issue is placed before the City's electorate, it must receive a 60% or greater yes vote and have a turnout of at least 40% of those voting at the previous general election. Voted issues are limited to capital purposes only.

b. Open Space and Parks

Debt issued in this category must be used for park and open space and/or recreation facilities. All debt in this category must be approved by the voters.



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c. Utilities

Debt issued in this category must be used for utility infrastructure. All debt in this category must be approved by the voters.

2. Revenue Debt

Revenue bonds are generally payable from a designated source of revenue generated by the project which was financed. No taxing power or general fund pledge is provided as security. Unlike general obligation bonds, revenue bonds are not subject to the City's statutory debt limitation nor is voter approval required.

3. Local Improvement District (LID) Debt

LID bonds are payable solely from assessments of property owners within the local improvement district. Similar to revenue debt, no taxing power or general fund pledge is provided as security, and LID bonds are not subject to statutory debt limitations.

The debt is backed by the value of the property within the district and a LID Guaranty Fund. The LID Guaranty Fund is required by State law.

4. Other Financing Contracts and Loan Programs

- a. Lease purchase or financing contracts are payment obligations that represent principal and interest components for which the City receives the property after all payments are made.
- b. Local Option Capital Asset Lending (LOCAL) Program is available for use by the City through the Office of the State Treasurer under RCW 39.94. It is a financing program that allows pooling by the State equipment financing and certain real estate project needs into larger offerings of securities, and allows local government agencies the ability to finance equipment or real estate needs through the State Treasurer's Office subject to existing debt limitations and financial considerations.
- c. Public Works Trust Fund Loans are loans from the Public Works Board, authorized by state statute, RCW 43.155 to provide low interest loans, on a competitive basis, to help local governments address critical infrastructure needs for water, stormwater, roads, bridges, and solid waste/recycling systems.

Short-Term Debt and Interim Financing

The City may utilize short-term borrowing in anticipation of long-term bond issuance or to fund cash flow needs in anticipation of tax or other revenue sources.

In accordance with BCC 3.37.070, the Finance Director is authorized to make loans from one City fund to another City fund for periods not exceeding six months. The Finance Director or designee is required to assure that the loaning fund will have adequate cash balances to continue to meet current expenses after the loan is made and until repayment from the receiving fund.

Limitation of Indebtedness

In addition to the limitations required by the RCW, the City's indebtedness is further



Comprehensive Finance Management Policies

Debt Policy

limited by this policy to assure strong financial health. The limitations are applied to the assessed value of the City to arrive at a dollar value of indebtedness. For example, the 2015 assessed valuation used to determine the 2016 property tax levy was \$44.43 billion, and the statutory limitation for general obligation debt is 2.5%. Therefore, the City’s statutory debt limitation is \$1.11 billion. The following matrix shows the general limitation by type of debt. These limitations may be modified by the City Council up to the statutory limitation at the Council’s discretion.

Type of Debt	Statutory Limitations	Policy Limitations	2016 Bellevue Actual Used
General Obligation:	2.5%	1.75%	0.64%
Non-Voted	1.5%	1.0%	0.64%
Voted	1.0%	0.75%	0.00%
Open Space and Parks	2.5%	1.75%	0.00%
Utilities	2.5%	1.75%	0.00%
Revenue	no limit	no limit *	NA
Local Improvement District	no limit	no-limit *	NA

* Revenue and LID debt is not limited because no taxing power or general fund pledge is provided as security.

Structure and Term of Debt

1. Debt Repayment

The City shall pay all interest and repay all debt in accordance with the terms of the bond ordinance. The maturity of bonds issued should be the same or less than the expected life of the project for which the bonds were issued. To the extent possible, the City will seek level or declining debt repayment schedules.

2. Variable-Rate Securities

When appropriate, the City may choose to issue securities that pay a rate of interest that varies according to a pre-determined formula or results from a periodic remarketing of the securities. However, the City will avoid over use of variable-rate debt due to the potential volatility of such instruments.

Professional Services

The City’s Finance Department shall be responsible for the solicitation and selection of professional services that are required to administer the City’s debt program.

1. Bond Counsel



Comprehensive Finance Management Policies

Debt Policy

All debt issued by the City will include a written opinion by bond counsel affirming that the City is authorized to issue the proposed debt. The opinion shall include confirmation that the City has met all city and state constitutional and statutory requirements necessary for issuance, a determination of the proposed debt's federal income tax status and any other components necessary for the proposed debt.

2. Financial Advisor

A Financial Advisor(s) will be used to assist in the issuance of the City's debt. The Financial Advisor will provide the City with objective advice and analysis on debt issuance. This includes, but is not limited to, monitoring market opportunities, structuring and pricing debt, and preparing official statements of disclosure.

3. Underwriters

An Underwriter(s) will be used for all debt issued in a negotiated or private placement sale method. The Underwriter is responsible for purchasing negotiated or private placement debt and reselling the debt to investors. Underwriter(s) will also be used for a competitive sale method. Under a competitive sale, underwriters will submit proposals for the purchase of the new issue of municipal securities electronically and the securities are awarded to the underwriter presenting the lowest true interest cost (TIC) according to stipulated criteria set forth in the notice of sale.

4. Fiscal Agent

A Fiscal Agent will be used to provide accurate and timely securities processing and timely payment to bondholders. In accordance with Chapter 43.80 RCW, the City will use the Fiscal Agent that is appointed by the State.

5. Other Service Providers

The Finance Director will have the authority to periodically select other service providers (e.g., escrow agents, verification agents, trustees, arbitrage consultants, etc.) as necessary to meet legal requirements.

Method of Sale

The City will generally issue its debt through a competitive process but may use a negotiated process under the following conditions.

- The bond issue is, or contains, a refinancing that is dependent on market/interest rate timing.
- At the time of issuance, the interest rate environment or economic factors that affect the bond issue are volatile.
- The nature of the debt is unique and requires particular skills from the underwriter(s) involved.
- The debt issued is bound by a compressed time line due to extenuating circumstances such that time is of the essence and a competitive process cannot be accomplished.



Comprehensive Finance Management Policies

Debt Policy

Credit Ratings

The City will maintain good communication with bond rating agencies about its financial condition. This effort will include providing periodic updates on the City's general financial condition, coordinating meetings, and presentations in conjunction with a new issuance. The City will continually strive to maintain the highest possible bond ratings by improving financial policies, budgets, forecasts and the financial health of the City.

Credit enhancements may be used to improve or establish a credit rating on a City debt obligation. Credit enhancements should only be used if cost effective.

Refunding Debt

A debt refunding is a refinance of debt typically done to take advantage of lower interest rates. Unless otherwise justified, such as a desire to remove or change a bond covenant, a debt refunding will require a present value savings of three percent of the principal amount of the refunding debt being issued.

Investment of Bond Proceeds

The City will comply with all applicable Federal, State and Contractual restrictions regarding the investment of bond proceeds including the City of Bellevue Investment Policy.

Arbitrage Rebate Monitoring and Reporting

The City will, unless otherwise justified, use bond proceeds within the established time frame pursuant to the bond ordinance, contract or other documents to avoid arbitrage. Arbitrage is the interest earned on the investment of the bond proceeds above the interest paid on the debt. If arbitrage occurs, the City will pay the amount of the arbitrage to the Federal Government as required by Internal Revenue Service Regulation 1.148-11. The City will maintain a system of recordkeeping and reporting to meet the arbitrage rebate compliance requirement of the IRS regulation. For each bond issue not used within the established time frame, the recordkeeping shall include tracking investment earnings on bond proceeds, calculating rebate payments, and remitting any rebatable earnings to the federal government in a timely manner in order to preserve the tax-exempt status of the outstanding debt.

Covenant Compliance

The City will comply with all covenants stated in the bond ordinance, contract, etc.

Ongoing Disclosure

The Debt Manager shall be responsible for providing annual disclosure information to the Municipal Standards Rulemaking Board (MSRB) as required by state and national regulatory bodies. To comply with the Securities & Exchange Commission Rule 15c2-12 regulations, ongoing disclosure shall occur by the date designated in the bond ordinance, which is currently September 30 of each year for almost all of the City's bond issues. (Note: ongoing disclosure for the 1995 Limited Tax General Obligation bonds is due on



Comprehensive Finance Management Policies

Debt Policy

July 31 of each year). Disclosure shall take the form of the Comprehensive Annual Financial Report (CAFR) unless information is required by a particular bond issue that is not reasonably contained within the CAFR.



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2017-2018 Adopted Budget

Waterworks Utility

Financial Policies

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INTRODUCTION

The Waterworks Utility is the financial consolidation of the Sewer, Storm & Surface Water and Water Utilities of the City of Bellevue for debt rating and coverage purposes as established in Ordinance No.'s 2169, 2845, 3158 and 4568. It pledges the strengths and revenues of the three separate Utilities for the common financial good while keeping each Utility financially separate for budgeting, rate-setting, revenues, expenditures, debt and accounting.

These "Financial Policies" apply uniformly to the Sewer, Storm & Surface Water and Water Utilities with few, unique exceptions which are identified separately. This update reflects changes consistent with current long-range financial planning, particularly with regard to renewal and replacement funding, the use of debt and rate policies. They supersede the Financial Policies, which were adopted under Resolution No. 5967 in 1995.

These policies do not stand-alone. They must be taken in context with the other major City and Utilities documents and processes. For instance, each Utility has its own System Plan, which documents its unique objectives, planning, operations and capital needs. These System Plans have historically had a 20-year planning horizon. Future System Plans will need to evaluate long term renewal and replacement of aging facilities, much of which were constructed in the 1950's and 1960's during periods of high growth rates and are approaching the end of their useful life. Life cycle costs should be considered in planning the future capital facilities and infrastructure needs.

The City has a seven-year City-wide Capital Investment Program (CIP) Plan which is updated with each biennial budget cycle. All major City capital projects are included. Generally, they are described as over \$25,000; involving new physical construction, reconstruction or replacement; and involving City funding. The CIP identifies the level and source of funding for each project. The CIP includes specific sections for each Utility which identify near-term capital projects consistent with each current Utility System Plan and several projects of general scope including renewal and rehabilitation, capital upgrades, response to growth and other system needs.

I. GENERAL POLICIES

A. *Fiscal Stewardship*

The Waterworks Utility funds and resources shall be managed in a professional manner in accordance with applicable laws, standards, City financial practices and these Financial Policies.

Discussion:

It is incumbent on Utility management to provide professional fiscal management of utility funds and resources. This requires thorough knowledge of and conformance with the City financial management processes and systems as well as applicable laws and standards. It also requires on-going monitoring of revenues and expenses in order to make decisions and report to City officials, as needed, regarding the status of Utilities financing. Independent financial review, analysis and recommendations should be undertaken as needed.

B. Self-sufficient Funding

Each Utility shall remain a self-supporting enterprise fund.

Discussion:

The revenues to each Utility primarily come from customer charges dependent on established rates. State law requires that utility funds be used only for utility purposes. Since each Utility has somewhat differing service areas, it is essential for ratepayer equity that they be kept financially separate and accountable. The City's General Fund can legally contribute to the Utility funds but does not. The City budgeting process includes a balanced and controlled biennial Utility budget. This requires careful preparation of expense and revenue projections that will be reviewed by City management, the Environmental Services Commission, the general public and the City Council prior to approval of any change in Utility rates.

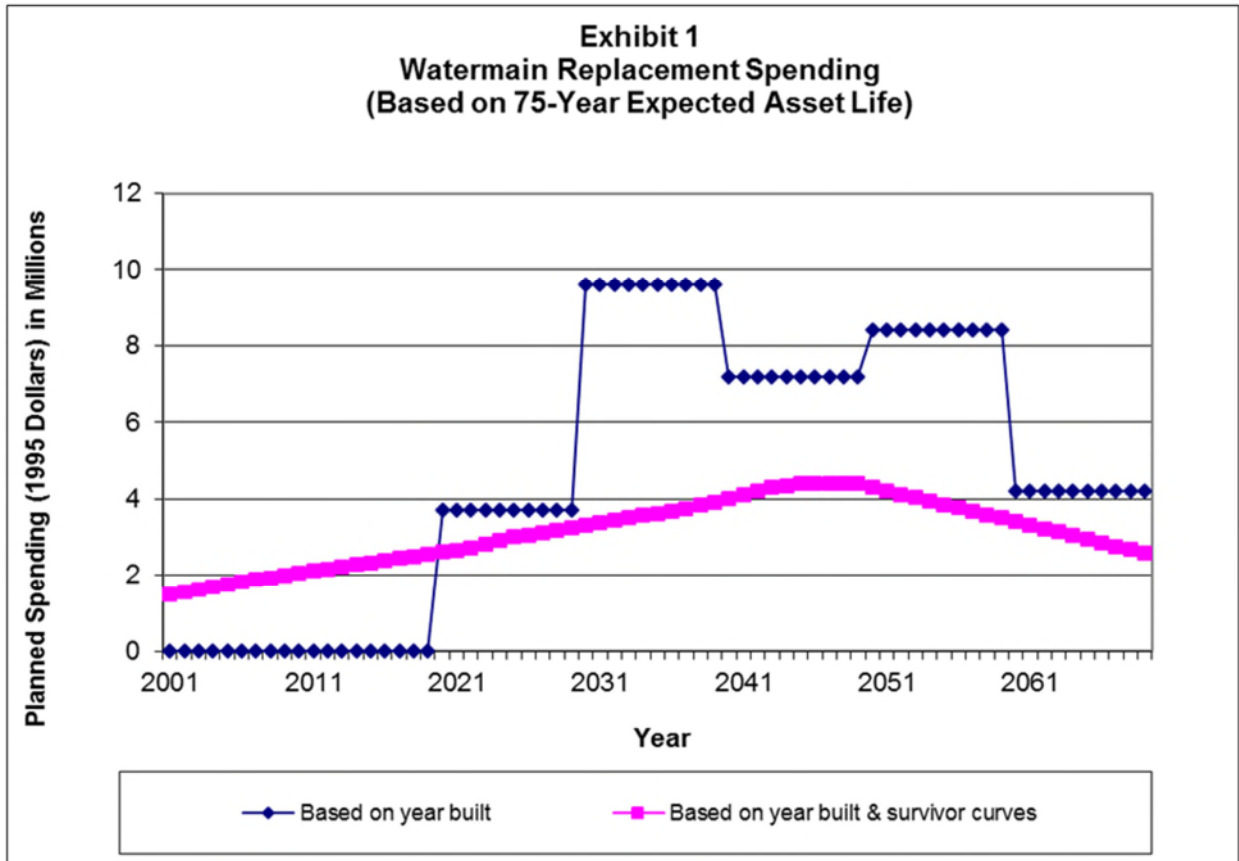
C. Comprehensive Planning Policies

The Water Utility System Plan shall be updated every six years as required by state statute; the Wastewater and Storm & Surface Water System Plans shall be updated as required by changed conditions or state statute, between every six to ten years. All Utility system plans shall use a 20-year planning horizon or greater, and shall consider life cycle costs to identify funding needs. Studies to analyze specific geographic areas or issues, such as Storm & Surface Water sub-basin plans, Wastewater capacity and flow studies, or Water pressure zone studies will be completed as required using similar criteria for planning infrastructure needs.

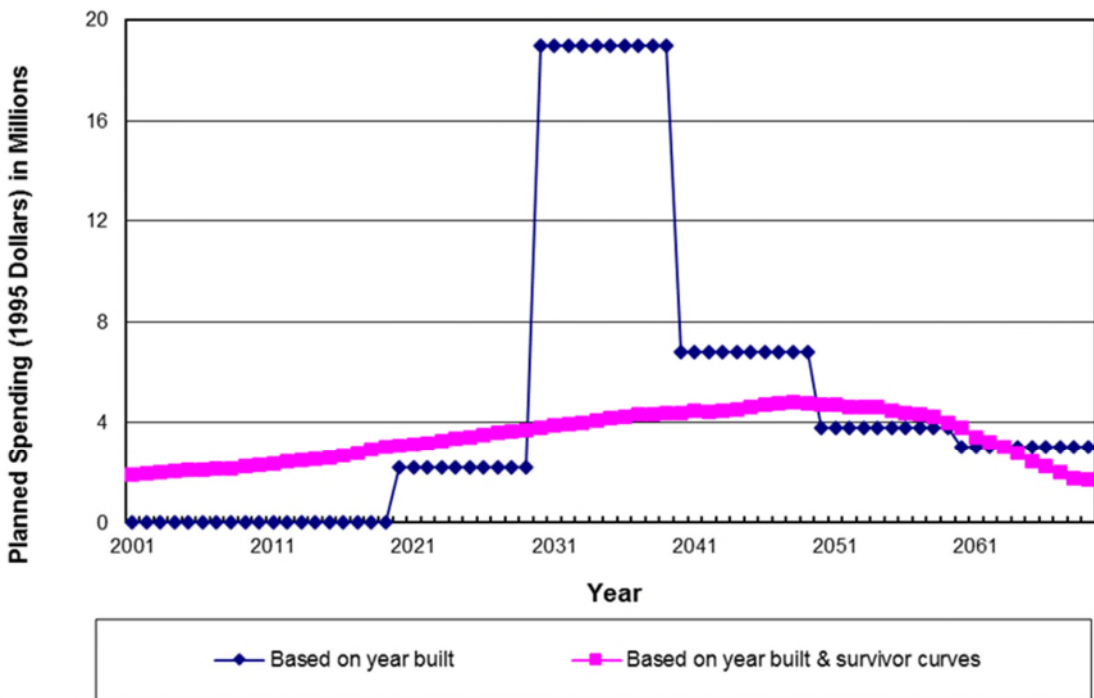
Substantial portions of the City utility systems were constructed in the 1950's and 1960's. These systems are approaching the end of their useful life as illustrated on the following Exhibit 1 - Watermain Replacement Spending and Exhibit 2 - Sewermain Replacement Spending. The storm & surface water infrastructure is of similar age but has not been graphed. It most likely has a relatively shorter expected life span. The object is to determine and follow a survivor curve replacement schedule rather than the replacement schedule based on age alone. Assumptions for survivor curves and useful lives are revisited periodically. These were assessed in 2004 and updated for the most recent engineering and financial findings. Significant changes include the adjustment of replacement costs to current price levels, categorization of pipe assets based on expected useful lives, and replacement of major non-pipe Utility assets such as pump stations and reservoirs. The Exhibits illustrate an example survival replacement curve based on preliminary estimates only. As real needs are determined, they will replace the estimated curves. Renewal and/or replacement will require substantial reinvestment in the future and have major rate impacts if large portions of the systems have to be replaced in relatively short periods of time. The actual useful life of underground utilities is difficult to determine and the best available data is needed to be able to plan for the orderly and timely renewal and/or replacement. For this purpose, the comprehensive plans need to have at least 20 year planning horizons and must address the aging of the Utility systems.

Long term system planning for the Utility systems is required in order to assure that future financial needs are anticipated and equitable funding plans can be developed. In order to keep funding plans current, utility system plans need to be updated between six and ten years. State law requires six years for water system plans. Wastewater system plans are not mandated to be updated on a six year cycle, however updating them between six and ten years is the common standard of practice. Stormwater system plans similarly have no state or federal mandate for updating, however with the implementation of the NPDES General Permit, it is reasonable to

expect significant changes within two 5-year permit terms to warrant a system plan update. Depending on the significance of the changes, the Storm system plan may require updating sooner than after two 5-year permit cycles. These Financial Policies will be reviewed and updated as needed.



**Exhibit 2
Sewermain Replacement Spending
(Based on 75-Year Expected Asset Life)**



II. CAPITAL INVESTMENT PROGRAM POLICIES

A. *General Scope*

The Utilities Capital Investment Program (CIP) will provide sufficient funds from a variety of sources for implementation of both short- and long-term capital projects identified in each Utility System Plan and the City-wide Capital Investment Program as approved by the City Council.

Financial planning for long-term capital investment shall be based on principles that result in smooth rate transitions, maintain high credit ratings, provide for financial flexibility and achieve inter-generational equity.

Discussion:

These near-term capital projects are usually identified in each Utility system plan which also provides the criteria and prioritization for determining which projects will be constructed. Several projects of general scope are also included to allow for on-going projects that are less specifically identified due to their more inclusive nature.

In addition to these near-term projects, funding should be provided for long-term capital reinvestment in the system to help minimize large rate impacts as the systems near the end of their useful life and have to be renewed or replaced. Ordinance No. 4783 established a Capital Facilities Renewal & Replacement (R&R) Account for each Utility to provide a funding source for this purpose. Other policies describe how this Account is to be funded and expended.

A reinvestment policy by itself, without some form of planned and needed expenditure, could lead to excessive or unneeded expenditures, or conversely unnecessary accumulations of cash reserves. The reinvestment policy needs to tie the planned expenditures over time with a solid, long-term financial plan that is consistent with these policies.

The actual needs for the renewal/replacement expenditures should relate to the on-going need to minimize system maintenance and operating costs consistent with providing safe and reliable service, the age and condition of the system components, and any regulatory or technical obsolescence. In essence, plant should be replaced when it is needed and before it fails. As such, the goal setting measure of how much is an appropriate annual or periodic reinvestment in renewals and replacement of existing assets should be compatible with the age and condition of the infrastructure and its particular circumstances.

WP0459C-ORD
06/27/95

ORIGINAL

CITY OF BELLEVUE, WASHINGTON

ORDINANCE NO. 4783

AN ORDINANCE creating utility capital replacement accounts for the Water, Sewer and Storm and Surface Water Utilities within the Utility Capital Investment Fund for the purpose of accumulating funding for long term replacement of utility facilities.

WHEREAS, the Utilities 1995 Cost Containment Study prepared by Financial Consulting Solutions Group, Inc. (FCSG) recommends that current utility rates recover from the ratepayers amounts which at a minimum are equal to the depreciated value of the original cost of utility facilities and at a maximum are amounts equal to the replacement value of utility infrastructure; and

WHEREAS, FCSG recommends that utility funds not needed for current expenditure be placed in a replacement account to be used in the future in combination with current revenues and/or debt financing to replace capital facilities nearing the end of their useful life; and

WHEREAS, implementation of FCSG's recommendations would promote intergenerational rate equity and provide more stable rates to customers over the long term; and

WHEREAS, the Council desires to make an initial, 1995 deposit of \$600,000 in savings from the Water Fund into the new capital replacement account for the Water Utility; now, therefore,

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES ORDAIN AS FOLLOWS:

Section 1. The purpose of this ordinance is to establish capital facilities replacement accounts within the Utility Capital Investment Fund in order to assure a future funding source for replacement of utility facilities nearing the end of their useful life. The City Council will determine each year, as part of the adoption of the utilities operating budgets, how much, if any, utility revenue during the upcoming year shall be designated for transfer to a replacement account. The City Council may also authorize the receipt of other funds directly into these capital facility replacement accounts. Once deposited the funds will accumulate with interest. The decision regarding when and how to utilize such accumulated funds for the replacement of utility facilities will be made as part of the Utility Comprehensive Plans and Utility Capital Investment Program approval process.

ORIGINAL

WP0459C-ORD
06/27/95

Section 2. The following new accounts are established in the Utility Capital Investment Fund:

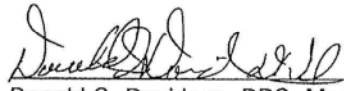
Capital Facilities Replacement Account - Sewer
Capital Facilities Replacement Account - Water
Capital Facilities Replacement Account - Storm and Surface Water

Section 3. There is hereby authorized the 1995 transfer from the Water Utility Operating Fund to the Capital Facilities Replacement Account - Water the amount of \$600,000.

Section 4. This ordinance shall take effect and be in force five days after its passage and legal publication.

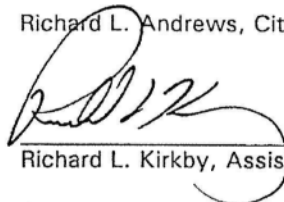
PASSED by the City Council this 24th day of July, 1995, and signed in authentication of its passage this 24th day of July, 1995.

(SEAL)

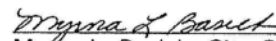

Donald S. Davidson, DDS, Mayor

Approved as to form:

Richard L. Andrews, City Attorney


Richard L. Kirkby, Assistant City Attorney

Attest:


Myrna L. Basich, City Clerk

Published July 28, 1995

B. Funding Levels

Funding for capital investments shall be sustained at a level sufficient to meet the projected 20 year (or longer) capital program costs.

Funding from rate revenues shall fund current construction and engineering costs, contributions to the Capital Facilities Renewal and Replacement (R&R) Account, and debt service, if any.

Inter-generational equity will be assured by making contributions to and withdrawals from the R&R Account in a manner which produces smooth rate transitions over a 20 year (or longer) planning period.

On an annual basis, funding should not fall below the current depreciation of assets expressed in terms of historical costs less any debt principal payments.

Discussion:

These policies are based on the experience gained by developing a long-term Capital Replacement Funding Plan. In absence of such a plan, the range of capital investment funding should fall between the following minimum and maximum levels:

The minimum annual rate funding level would be based on the current depreciation of assets expressed in terms of historical costs, less any debt principal payments.

The maximum annual rate funding level would be based on the current depreciation of assets expressed in terms of today's replacement costs, less any debt principal payments.

The minimum level based on historical cost depreciation approximates the depletion of asset value. Some of the cost may already be in the rates in the form of debt service. Depreciation less debt principal repayment provides a minimum estimate of the cost of assets used. Any funding level below this amount defers costs to future rate payers and erodes the Utility's equity position, which puts the Utility's financial strength and viability at risk.

The maximum level based on replacement cost depreciation represents full compensation to the utility, in terms of today's value, for the depletion of assets. The replacement cost depreciation, again less debt principal repayment, provides a ceiling to an equitable definition of "cost of service".

The purpose of long-term capital reinvestment planning is to establish a target funding level which is based on need and to assure that funds will be available for projected capital costs in an equitable manner. The best projection of the needed capital reinvestment is based on a "survival curve" approach, approximating the timing and cost of replacing the entire system. This defines the projected financial needs and allows determination of equitable rate levels, funding levels for current capital construction and engineering, contributions to and withdrawals from the R&R Account, and the use of debt, if any. It also provides a means to project depreciation on both historical cost and replacement cost basis which are used to calculate minimum and maximum funding levels, debt to fixed asset ratios, and debt coverage levels, if debt is used. These later measures can be used to assure that the financial plan meets conventional standards.

C. Use of Debt

The Utilities should fund capital investment from rates and other revenue sources and should not plan to use debt except to provide rate stability in the event of significantly changed circumstances, such as disasters or external mandates.

Resolution No. 5759 states that the City Council will establish utility rates/charges and appropriations in a manner intended to achieve a debt service coverage ratio (adjusted by including City taxes as an expense item) of approximately 2.00". Please note that the Moody's Investor Services rating should be Aa2 (not Aa as stated in Resolution No. 5759).

Discussion:

The Utilities are in a strong financial position and have been funding the Utility Capital Investment Program from current revenues for a number of years. The current 20 year and 75 year capital funding plans conclude that the entire long-term renewal and replacement program can be funded without the use of debt if rates are planned and implemented uniformly over a sufficient period. Customers will pay less over the long-term if debt is avoided, unless it becomes truly necessary due to unforeseen circumstances such as a disaster or due to changes in external mandates. Having long-term rate stability also assures inter-generational equity without the use of debt because the rate pattern is similar to that achieved by debt service.

Use of low interest rate debt such as the Public Works Trust Fund loans, by offering repayment terms below market rates, investment earnings or even inflation, should be viewed as a form of grant funding. When available or approved, such sources should be preferred over other forms of rate or debt funding, including use of available resources. Since such reserves would generate more interest earnings than the cost of the loan, the City's customers would be assured to benefit from incurring such debt.

WPO254C-RES
03/03/94

CITY OF BELLEVUE, WASHINGTON

RESOLUTION NO. 5759

A RESOLUTION relating to financial policy for the Waterworks Utility and adopting a debt service coverage policy for the Waterworks Utility

WHEREAS, the City of Bellevue is consistently recognized for its prudent financial management; and

WHEREAS, the City of Bellevue's Water and Sewer Bonds are currently rated Aa by Moody's Investor Services and AA- by Standard & Poor's Corporation, which are considered to be excellent ratings; and

WHEREAS, these excellent ratings result in lower interest costs on the City's Water and Sewer bonds, which, in turn, may result in lower water, sewer and storm drainage costs; and

WHEREAS, it is important to the rating agencies and to the financial community that the City articulate its financial goals for its Waterworks Utility; and

WHEREAS, a desirable debt service coverage ratio, the ratio of revenues available for debt service to the annual debt service requirement, positively affects the Utility's bond ratings; and

WHEREAS, the City Council deems it in the City's best interest to establish a debt service coverage policy target for the purpose of protecting its current bond rating and to allow for the development of financial projections, NOW, THEREFORE,

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES RESOLVE AS FOLLOWS:

Section 1. The City Council hereby adopts the following debt service coverage policy for the bonds issued by the City's Waterworks Utility.

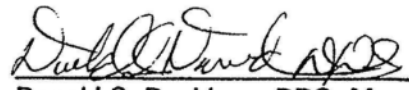
The City Council will establish utility rates/charges and appropriations in a manner intended to achieve a debt service coverage ratio (adjusted by including City taxes as an expense item) of approximately 2.00. The City Council authorizes the Waterworks Utility to utilize this policy in development of pro

WP0254C-RES
03/03/94

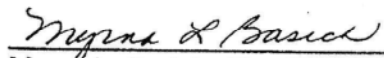
forma projections which will be disseminated to the bond rating agencies and to the financial community generally.

PASSED by the City Council this 7th day of March,
1994, and signed in authentication of its passage this 8th day of
March, 1994.

(SEAL)


Donald S. Davidson, DDS, Mayor

Attest:


Myrna L. Basich, City Clerk

1. Sources of Funds

Revenues to the R&R Account may include planned and one-time transfers from the operating funds, transfers from the CIP Funds above current capital needs, unplanned revenues from other sources, Capital Recovery Charges, Direct Facility Connection Charges and interest earned on the R&R Account.

2. Use of Funds

Funds from the R&R Account shall be used for system renewal and replacement as identified in the CIP. Because these funds are invested, they may be loaned for other purposes provided repayment is made consistent with the need for these funds and at appropriate interest rates. Under favorable conditions, these funds may be loaned to call or decrease outstanding debt.

3. Accumulation of Funds

The R&R Account will accumulate high levels of funds in advance of major expenses. These funds will provide rate stability over the long-term when used for this purpose and **should not be used for rate relief.**

Discussion:

Revenues from Capital Recovery Charges, Direct Facility Connection Charges and interest earned on the R&R Account are deposited directly into the R&R Account. Other transfers are dependent on the long-term financial forecast, current revenues and expenses, and CIP cash flows. The long-term financial forecast projects a certain funding level for the transfers to the CIP and the R&R Accounts. Rates should be established consistent with this long-term financial plan and will generate the funds for such transfers. Setting rates at lower levels may result in current rate payers contributing less than their fair share for long-term equity.

R&R Account funds must only be used for the purpose intended; that is, the long-term renewal and replacement of the utility systems. They may be used for other purposes if it is treated as a loan, which is repaid with appropriate interest in time for actual R&R needs for those funds.

These accounts are each projected to accumulate tens of millions of dollars in order to meet the anticipated costs for the actual projects at the time of construction. It is the intent of these policies that these reserve funds will not be used for other purposes or to provide rate relief because that would defeat the long-term equity and could lead to the need for the use of debt to fund the actual needs when they occur.

III. SYSTEM EXPANSION AND CONNECTION POLICIES

A. *Responsibilities*

Those seeking or who are required to have Utility service are responsible for extending and/or upgrading the existing Utility systems prior to connecting.

Discussion:

It is the responsibility of the party seeking Utility service to make and pay for any extensions and/or upgrades to the Utility systems that are needed to provide service to their property. The extensions or upgrades must be constructed to City standards and requirements. This is typically accomplished through a Developer Extension Agreement with the City wherein requirements are documented, standards are established, plans are reviewed and construction is inspected and approved. Service will not be provided until these requirements are met.

The philosophical underpinning of this policy is that “growth pays for growth”. Historically, developers constructed much of the City’s utility infrastructure. If the infrastructure eventually would benefit more than the initial developer, the Utility signed a Latecomer Agreement to reimburse the original financier from charges to those connecting and receiving benefit at a later point in time. When the cost to extend and/or upgrade the system to accommodate development or redevelopment is beyond the means of a single developer, the Utility has employed a variety of methods to assist in the construction of the necessary infrastructure. Local Improvement Districts (LID’s) historically have been used to provide financing for infrastructure for new development, with the debt paid over time by the property owners. Most of the older Utilities infrastructure was financed by this method.

The Utility has in some cases up-fronted the infrastructure construction for new development or redevelopment from rate revenues which are later reimbursed with interest, in whole or in part, by subsequent development through direct facility connection charges (see Cost Recovery Policy). Examples are the water and sewer infrastructure for Cougar Mountain housing development and Central Business District (CBD) redevelopment. Another example is the use of the Utility’s debt capacity to provide for development infrastructure whereby the City sells bonds at lower interest rates than can private development, constructs the infrastructure, and collects a rate surcharge from the benefited area to pay off the bonds. Examples of this type of financing include the Lakemont development drainage infrastructure and the Meydenbauer Drainage Pipeline in the CBD.

B. *Cost Recovery*

The Utility shall establish fees and charges to recover Utility costs related to: (1) development services, and (2) capital facilities that provide services to the property.

The Utility may enter into Latecomer Agreements with developers for recovery of their costs for capital improvements, which benefit other properties in accordance with State law. The Utility will add an administrative charge for this service.

Discussion:

In general, Utility costs related to development services are recovered through a variety of fees and charges. There are fixed rates for some routine services based on historical costs and inflation. There are fixed plus direct cost charges and applicable overhead for developer extension projects to cover the lengthy but variable level of development review and inspection

typically required to implement these projects. These rates are reviewed periodically to ensure that the cost recovery is appropriate.

When the means of providing the infrastructure to serve a new development or redevelopment are beyond the means of a single developer, the Utility may elect to assist the developer by using: LID's, Latecomer Agreements, special debt (to be paid by special rate surcharges), up-fronting the costs from Utility rate revenues (to be reimbursed by future developers with interest through direct facility connection charges), or other lawful means. It is the intent of this policy to fully recover these costs, including interest, so as to reimburse the general rate payer.

Latecomer charges allow cost recovery for developers and private parties, for facilities constructed at their own expense and transferred to the Utility for general operation. Properties subsequently connecting to those systems will pay a connection charge that will be forwarded to the original individual or developer or the current owner depending on the terms of the Latecomer Agreement. The Utility collects an overhead fee on this charge for processing the agreements and repayments.

C. Use of Revenues

All capital-related revenues such as Capital Recovery Charges and Direct Facility Connection Charges should be deposited in the Capital Facilities Renewal & Replacement Accounts.

Discussion:

Capital Recovery Charges are collected from all newly developed properties in the form of monthly rate surcharges over a ten year period to reimburse the Utility for historical costs that have been incurred by the general rate base to provide the necessary facilities throughout the service area. These Capital Recovery Charges should be deposited in the Capital Facilities Renewal & Replacement Accounts.

Direct Facility Connection Charges are collected for capital improvements funded by the City as described above in Section 2 under Cost Recovery. The total cost of the improvement is allocated to the area of benefit and distributed on an equitable basis such as per residential equivalent unit. Interest is collected in accordance with State law.

D. Affordable Housing Consideration

The Utility shall base connection charges on the number of units allowed under the basic zoning. Only incremental cost increases will be charged to affordable housing units.

Discussion:

The City has adopted bonus density incentives for developers to build units specifically for affordable housing. Under historical practices these additional units would have been charged the same connection fee as all other units, resulting in a lower cost per unit for all units. While this is fair, it does not create any incentive to develop affordable housing. By charging only the incremental increased facility cost to the affordable housing units, all developers who include an affordable housing component will experience no increase in cost because of the affordable bonus density units. The cost per unit for affordable units is thereby reduced. The cost per unit for all other units, based on underlying land use zoning, remains unchanged.

IV. RATE POLICIES

A. Rate Levels

Rates shall be set at a level sufficient to cover current and future expenses and maintain reserves consistent with these policies and long-term financial forecasts.

Changes in rate levels should be gradual and uniform to the extent that costs (including CIP and R&R transfers) can be forecast.

Cost increases or decreases for wholesale services shall be passed directly through to Bellevue customers.

Local and/or national inflation indices such as the Consumer Price Index (CPI) shall be used as a basis for evaluating rate increases.

At the end of the budget cycle, fund balances that are greater than anticipated and other one-time revenues should be transferred to the R&R account until it is shown that projected R&R account funds will be adequate to meet long-term needs, and only then used for rate relief.

Discussion:

A variety of factors including rate stability, revenue stability, the encouragement of practices consistent with Utility objectives and these Waterworks Utility Financial Policies are considered in developing Utility rates. The general goal is to set rates as low as possible to accomplish the on-going operations, maintenance, repair, long-term renewal and replacement, capital improvements, debt obligations, reserves and the general business of the Utility.

Long-range financial forecast models have been developed for each of the Utilities, which include estimated operating, capital and renewal/replacement costs for a 75 year period in order to plan for funding long-term costs. Operating costs are assumed to remain at the same level of service and don't include impacts of potential changes due to internal, regional or federal requirements. Capital costs, including renewal/replacement, are projected based on existing CIP costs and approximated survival curves for the infrastructure. The models are used to project rate levels that will support the long-term costs and to spread rate increases uniformly over the period. This is consistent with the above policy that changes in rate levels should be gradual and uniform. Uniform rate increases help ensure that each generation of customers bears their fair share of costs for the long-term use and renewal/replacement of the systems.

The biennial budget process provides an opportunity to add to or cut current service levels and programs. The final budget, with the total authorized expenses including transfers to the CIP Fund and the R&R Account, establishes the amount of revenue required to balance the expenses. A balanced budget is required. The budgeted customer service revenue determines the level of new rates. For example, if the current rates do not provide sufficient revenues to meet the projected expenses, the costs have to be reduced or the rates are increased to make up the shortfall.

For purposes of these policies, wholesale costs are defined as costs to the Utilities from other regional agencies such as the Seattle Public Utilities and/or the Cascade Water Alliance (CWA), and King County Department of Natural Resources for sewer treatment and any agreed upon Storm & Surface Water programs. Costs which are directly based on the Utilities' revenues or budgets such as taxes, franchise fees and reserve levels that increase proportionally to the wholesale increases are included within the definition of wholesale costs.

B. Debt Coverage Requirements

Utility rates shall be maintained at a level necessary to meet minimum debt coverage levels established in the bond covenants and to comply with Resolution No. 5759 which establishes a target coverage ratio of 2.00.

Discussion:

Existing revenue bond covenants legally require the City's combined Waterworks Utility, which includes the Water, Sewer and Storm & Surface Water Utilities, to maintain a minimum debt coverage ratio of 1.25 on a combined basis. In 1994, Council also adopted Resolution No. 5759 that established a policy, which mandates the Utilities to maintain a target combined debt coverage ratio of approximately 2.00, to further protect the City's historically favorable Utility revenue bond ratings. Water and Sewer Utility resources are counted in the official coverage calculation though Storm & Surface Water is responsible for the major portion of current outstanding Utility debt. Requiring Storm & Surface Water to separately maintain the minimum 1.25 legal debt coverage level and to move toward the 2.00 level will help ensure that necessary coverage requirements are met, and that customers of the other Utilities will not be unfairly burdened with the cost of meeting this obligation. It also ensures that sufficient coverage is available to the Water and Sewer Utilities if they need to incur debt.

C. Frequency of Rate Increases

Utility rates shall be evaluated annually and adjusted as necessary to meet budgeted expenses including wholesale cost increases and to achieve financial policy objectives.

Discussion:

In 1996, the City changed to a biennial budget process and adopted a two-year Utilities budget including separate rates for 1997 and 1998. This practice will continue on a biennial basis. However, Utility rates will be evaluated on an annual basis and adjusted as necessary to ensure that they are effectively managed to achieve current and future financial policy objectives. Annual rate reviews will include preparation of forecasts covering a twenty-year period for Utility revenues, expenditures, reserve balances and analysis of the impact of various budgetary elements (i.e. CIP transfers, R&R Account transfers, debt service costs, debt coverage levels, operating expenses, and reserves) on both current and future rate requirements.

D. Rate Structure - Sewer

The Sewer Utility rate structure will be based on a financial analysis considering cost-of-service and other policy objectives, and will provide for equity between customers based on use of the system and services provided.

Discussion:

In 1993, a Sewer Rate Study was performed that resulted in Council approval of a two-step, volume-based rate structure for single-family customers based on winter average metered water volumes instead of the traditional flat rate structure. Flat rate structures were seen as inequitable to low-volume customers who paid the same amount as high volume customers. Rates are based on the level of service used, rather than the availability of service. The revenue requirements are based on the "average" single-family winter average volume calculated annually from the billing database. The charge for an individual customer is based on their winter average and then charged at that level each bill for the entire year to avoid charging for irrigation use. The customer's winter average is based upon the prior year's three winter bills

because the current year's bills include winter months, which would result in the average constantly changing. Customers without prior winter averages to use for a basis are charged at the "average" volume until they establish a "winter-average" or sufficient evidence that their use is significantly different than the "average".

E. Rate Structure - Storm & Surface Water

The Storm & Surface Water Utility rate structure will be based on a financial analysis considering cost-of-service and other policy objectives, and will provide adjustments for actions taken under approved City standards to reduce related service impacts.

Discussion:

In the existing Storm & Surface Water rate structure, customer classes are defined by categories of development intensity, i.e., *undeveloped*, *lightly developed*, *moderately developed*, *heavily developed* and *very heavily developed*. Based on theoretical run-off coefficients for each of these categories, higher rates are charged for increasing degrees of development to reflect higher run-off resulting from that development. Under this structure, billings for both residential and non-residential customers are determined by total property area and rates assigned to applicable categories of development intensity. Customers providing on-site detention to mitigate the quantity of run-off from their property receive a credit equal to a reduction of one rate level from their actual development intensity. Property classified as "wetlands" is exempt from Storm & Surface Water service charges.

Large properties, over 35,000 square feet, with significantly different levels of intensity of development may be subdivided for rate purposes in accordance with Ordinance No. 4947. In addition, properties with no more than 35,000 square feet of developed area in the light and moderate intensity categories may, at the option of the owner, defer charges for that portion of the property in excess of 66,000 square feet. The property owner may apply for a credit against the Storm & Surface Water charge when they can demonstrate that the hydrologic response of the property is further mitigated through natural conditions, on-site facilities, or actions of the property owner that reduce the City's costs in providing Storm & Surface Water quantity or quality services.

Future design of a water quality rate component will also use cost-of-service principles to assign defined water quality costs to customer classes, according to their proportionate contribution to Utility service demand. It is anticipated that these rate structure revisions will also provide financial incentives to customers taking approved actions to mitigate related water quality impacts.

F. Rate Structures - Water

The water rate structure will be based on a financial analysis considering cost-of service and other policy objectives, and shall support water conservation and wise use of water resources.

Discussion:

The water rate structure consists of fixed monthly charges based on the size of the customer's water meter and volume charges, which vary according to customer class and the actual amount of water that the customer uses. There are three different meter rate classifications: domestic, irrigation and fire standby. The different charges are based on a cost-of-service study.

State law and the wholesale water supply contract require the Utility to encourage water

conservation and wise use of water resources. Seattle first established a seasonal water volume rate structure for this purpose in 1989 with higher rates in the summer than in the winter. In 1990, based on a water rate study and the desire to provide a conservation-pricing signal to our customers, the City adopted an increasing block rate structure for local volume rates. The rate structure was revised in 1991 to pass through an increase in wholesale water costs, which also included a higher seasonal water rate for summer periods. The block water rate structure was revised again in 1997, to incorporate new cost-of-service results from a 1996 water rate study.

An increasing block rate structure, charges higher unit rates for successively higher water volumes used by the customer. The current rate structure has four rate steps for single-family and three rate steps for multi-family customers, based on metered water volumes. All irrigation-metered water is charged at a separate, higher rate. Because non-residential classes do not fit well in an increasing block rate approach due to wide variations in their size and typical water use requirements, seasonal rates, with and without irrigation, were established for these customers. This rate structure will be thoroughly reviewed, as more historical information is available on the effect of the increasing block and seasonal rate structure.

In 1997, an additional category of fire protection charges was added for structures and facilities that benefit from the City water system but are not otherwise being charged for water service. For example, a number of homes are on private wells but are near a City-provided fire hydrant and enjoy the additional benefit of fire protection yet didn't pay for the benefit on a water bill. The charge is based on an equivalent meter size that would normally serve the facility. It also applies to facilities that have terminated water service but still stand and require fire protection, such as homes or buildings that are not occupied.

G. Rate Equity

The rate structure shall fairly allocate costs between the different customer classes. Funding of the long-term Capital Investment Program also provides for rates that fairly spread costs over current and future customers.

Discussion:

As required under State law, Utility rates will provide equity in the rates charged to different customer classes. In general, rates by customer class are designed to reflect the contribution by a customer group to system-wide service demand, as determined by cost-of-service analysis. The RCW also authorizes utility rates to be designed to accomplish "any other matters, which present a reasonable difference as a ground for distinction". For example, increasing water rates for irrigation and higher levels of use is allowed to encourage the wise use and conservation of a valuable resource. Formal rate studies are periodically conducted to assure ongoing rate equity between customer classes and guide any future rate modifications necessary to support changing Utility program or policy objectives.

Contributions from current rates to the R&R Account also provide equity between generations of rate payers by assuring that each user pays their fair share of capital improvements, including renewal and replacement, over the long-term. (See sections B and D under the Capital Investment Program Policies).

H. Rate Uniformity

Rates shall be uniform for all utility customers of the same class and level of service throughout the service area. However, special rates or surcharges may be established for specific areas, which require extraordinary capital investments and/or maintenance costs. Revenues from such special rates or surcharges and expenses from capital investments

and/or extraordinary maintenance shall be accounted for in a manner to assure that they are used for the intended purposes.

Discussion:

The City Water and Sewer Utilities originally formed by assuming ownership of three separate operating water districts and two sewer districts. In the assumption agreements, each included a provision that requires the Utility to uniformly charge all customers of the same class throughout the entire service area. The basic rates are set for all customers, inside and outside of the City, except for local utility taxes in Bellevue, and franchise fees in Clyde Hill, Hunts Point, Medina, and Yarrow Point. Unlike the Water and Sewer Utilities, the Storm & Surface Water Utility only serves areas within the City limits.

Under state law, Utilities are required to charge uniform rates to all customers in a given customer class, regardless of property location within the service area. The only exception permitted is for certain low-income customers (see below).

However, when conditions in particular service areas require extraordinary capital improvement or maintenance costs to be incurred, special rates or surcharges may be adopted to recover those costs directly from properties contributing to the specific service demand, instead of assigning that cost burden to the general Utility rate base. This will only apply for costs above and beyond normal operations, maintenance and capital improvements. For example, rate surcharges are being used to recover debt service costs for capital facilities in Lakemont and the CBD. An additional rate surcharge for Lakemont properties is being collected for extraordinary maintenance costs of the storm water treatment facility.

I. *Rate Assistance*

Rate assistance programs shall be provided for specific low-income customers as permitted by State law.

Discussion:

Continual increases in all utility rates have had a significant impact on low-income customers. The City has adopted a rate discount or rebate program for disabled customers and senior citizens over 62 years old and with income below certain levels as permitted under State law and defined in Ordinance No. 4458. It has two levels, one discounting Utility rates by 40 percent and the other level by 75 percent, based on the customer's income level. Customers that indirectly pay for Utility charges through their rent can obtain a rebate for the prior year's Utility charges on the same criteria. The City also rebates 100 percent of the Utility Tax for these customers. The cost of this program is absorbed in the overall Utility expenses and is recovered through the rate base. The General Fund provides for the Utility tax relief.

There are other low-income customers who are less than 62 years old and currently receive no Utility rate relief. However, the City has instituted a separate rebate of Utility taxes for qualified low-income citizens.

V. OPERATING RESERVE POLICIES

A. *Operating Reserve Levels*

The Utilities' biennial budget and rate recommendations shall provide funding for working capital, operating contingency, and plant emergency reserve components on a

consolidated basis in accordance with the attached Summary of Recommended Consolidated Reserve Levels table and as subsequently updated.

Discussion:

Utility resources not spent for operations remain in the fund and are referred to as reserves. At the end of each year, these funds are carried forward to the next year's budget and become a revenue source for funding future programs and operations. Under the terms of this policy, the Utility budget is targeted to include a balance of funds for the specific purposes stated above. While included in the total operating budget, these reserves will only be available for use pursuant to these reserve policies. Setting aside these budget resources in the reserve balance will help to ensure continued financial rate stability in future Utility operations and protect Utility customers from service disruptions that might otherwise result from unforeseen economic or emergency events.

The working capital reserve is maintained to accommodate normal cyclical fluctuations within the two month billing cycle and during the budget year. These are higher for Water than for Sewer and Storm & Surface Water due to more variable revenues and expenditures. They are described in terms of a number of days of working capital as a percentage of a full-year's budget.

The operating contingency reserve protects against adverse financial performance or budget performance due to variations in revenues or expenses. Again, the Water Utility is most susceptible to year-to-year variations in water demand. They are described in terms of percentages of budgeted wholesale costs and operations and maintenance (O&M) costs.

The plant emergency contingency reserve provides protection against a system failure at some reasonable level. The Storm & Surface Water Utility requires the largest reserve due to the risk of major flood damage to Utility facilities. Water and Sewer Utilities protect against the cost of a major main break or failure. These do not protect against the loss of facilities that are covered by the City's Self-Insurance to which the Utilities pay annual premiums nor are they sufficient to respond to a major disaster, such as a major earthquake.

The reserves of the three utilities have historically been treated separately. This protects against cross-subsidy, thereby retaining rate equity for each utility, each of which has different customers. However, it results in higher reserve targets, with more funds retained than otherwise may be needed. Sharing risks among utilities can reduce reserves. This does not require that reserves actually be consolidated into a single fund, but simply that individual reserve targets reflect the strength provided by the availability of cross-utility support. Under the "consolidated" scenario, cash shortfalls in one reserve could be funded through inter-utility loans, to be repaid from future rates. The likelihood that a serious shortfall would occur in more than one fund at the same time is slight and the benefits of lower overall reserve levels will benefit rate payers. Also, the rate policies and the debt coverage policy will ensure that there will be a strong financial response to any significant shortfall. The risk is considered a prudent financial policy.

Summary of Recommended Consolidated Reserve Levels*

Type of Reserve	Water		Wastewater		Storm Drainage	
	Basis	Level	Basis	Level	Basis	Level
Working Capital – Reserves against revenue and expense fluctuations within the 2 month billing cycle and during the budget year.	48 days of budgeted O&M costs (excludes debt service, capital funding).	\$5,574,900	30 days of Metro costs and 20 days of City O&M costs (excludes debt service, capital funding).	\$3,598,100	29 days of budgeted O&M costs (excludes debt service, capital funding).	\$1,021,500
Operating Contingency – Reserves against annual budget shortfalls due to poor financial performance.	7.5% of water purchase costs and 11.0% of other water O&M costs.	\$3,984,400	2.0% of Metro costs and 5.0% of other wastewater O&M costs.	\$1,433,200	2.5% of O&M costs.	\$321,400
Plant Emergency Contingency – Reserves against failure of a major facility or piece of equipment.	Cost for repair of water main break.	\$100,000	Cost of repair for wastewater main break.	\$100,000	Based on potential net cost of flood damage.	\$500,000
Less: Allowance for duplicating or offsetting reserves	None.	\$0	Working Capital and Operating Contingency include offsetting reserves equal to 2.0% of all O&M.	(\$977,000)	None.	\$0
Less: Allowance for consolidating reserves	2.5% of O&M expenses for interfund charges between utilities.	(\$575,000)	1.0% City O&M for interfund charges between utilities.	(\$152,100)	1.0% of City O&M for interfund charges between utilities.	(\$128,600)
	Share of reduced plant emergency reserve.	(\$15,000)	Share of reduced plant emergency reserve.	(\$15,000)	Share of reduced plant emergency reserve.	(\$70,000)
	Lesser of min. working capital or plant emergency reserves.	(\$85,000)	Lesser of min. working capital or plant emergency reserves.	(\$85,000)	Lesser of min. working capital or plant emergency reserves.	(\$220,000)
Total		\$8,984,300		\$3,902,200		\$1,424,300

* - Reserve levels based on proposed 2017 Utility budgets.

For this purpose, O&M costs are the entire annual operating budget of the Utility less the annual debt service, Capital Investment Program transfers and R&R Account transfers. Independent reserve levels are the levels that would be required by an individual Utility Fund (Water, Sewer and Storm & Surface Water) at any point in time to cover financial obligations if any one of the three reserve components were called for; i.e., working capital, operating contingency or plant emergency. At any single time, the full independent reserve levels should be available for the individual stated purpose, again because it is unlikely that all three components would be called for at once. For example, the Water Utility needs \$100,000 available for an emergency repair but it is not likely that the Sewer Utility will need \$100,000 and the Storm & Surface Water Utility will need \$500,000 all at the same point in time.

The consolidated basis is for budget and rate setting purposes only, to reduce the total revenue requirement by considering the reserve risk shared between the three utilities. The dual reserve levels should be considered as circumstances evolve.

In 2004, the Financial Consulting Solution Group (FCSG) performed an analysis of recommended changes to the Water Utility's working capital and operating contingency reserves to reflect the new wholesale water contract with CWA and to update reserve levels for current conditions. Under the new contract, billing practices for wholesale costs have changed as follows:

1. CWA payment occurs before the associated revenues are collected, resulting in a greater lag between wholesale expense and when revenues are collected.
2. CWA payments are distributed over the whole year based on predetermined percentages and not based on actual consumption during the year. Due to seasonal revenue variation, there is an accumulative deficit in revenues prior to the peak revenue period.

In addition, the total costs to Bellevue are now largely fixed for the year due to the "take or pay" nature of the contract between CWA and Seattle Public Utilities. This shifts the risk during a poor water sales year to the City since there will not be a corresponding reduction in water purchase costs when water sales are down.

Changes in both billing practices as well as the fixed nature of the wholesale costs will result in an increase in required reserves for working capital and operating contingency for the Water Fund.

As part of their 2004 analysis, FCSG recommended increasing working capital operating reserve requirements for the Water fund from 48 days of budgeted O&M costs (excluding debt service and capital funding) to 70 days. The change was primarily related to an expected increase in seasonal revenue variation resulting from Cascade's fixed monthly billing percentages. However, our experience has been that since implementing the change in 2005 there has been essentially no increase in seasonal revenue variation. As a result, beginning in 2011, working capital operating reserve requirements for the Water fund will be reduced from 70 days of budgeted O&M costs (excluding debt service and capital funding) to the original level of 48 days.

B. *Management of Operating Reserves*

Related to the recommended target reserve levels, a working range of reserves is established with minimum and target levels. Management of reserves will be based on the level of reserves with respect to these thresholds, as follows:

Above target - Reserve levels will be reduced back to the target level by transferring excess funds to the R&R Accounts in a manner consistent with the long-range financial plan.

Between Minimum and Target - Rate increases would be imposed sufficient to ensure that:

1) reserves would not fall below the minimum in an adverse year; and 2) reserves would recover 50% of the shortfall from target levels in a normal year. Depending on the specific circumstances, either of these may be the constraint, which defines the rate increase needed.

Below Minimum - Rate increases would be imposed sufficient to ensure that even with adverse financial performance, reserves would return at least to the minimum at the end of the following year. To meet this "worst case" standard, a year of normal performance would be likely to recover reserve levels rapidly toward target levels.

Negative Balance - Reserves would be borrowed from another utility to meet working capital needs. Similar to the "below minimum" scenario, rate increases would be imposed sufficient to ensure that even with adverse financial performance, reserves would return from the negative balance to at least the minimum target at the end of the following year, which would allow for loan repayment within that time frame.

Discussion:

"Adverse financial performance" or "worst case" are defined by the 95% confidence interval based on historical patterns. The worst case year is currently defined as a year with sales volumes 15% below the sales volume for a normal year. This was determined by using statistical measurements of sales volumes for 18 years with a 95% confidence interval. That is, in any given year there is only a 5% chance that the worst case year would be more than 15% below the normal year. Another way to say the same thing is that in 19 out of 20 years the worst case year would not be more than 15% below the normal year.

Maintaining the 95% confidence interval, as more and more data becomes available, a worst case year could change upward or downward from the 15% variation from a normal year.

The recommended reserve policies are premised on the vital expectation that reserves are to be used and reserve-levels will fluctuate. Although budget and rate planning are expected to use the target reserve number, reserve levels planned to remain static are by definition unnecessary. It is therefore important to plan for managing the reserves within a working range between the minimum and target levels as stated in the above policies. There may be situations in short-range financial planning where reserves are maintained above target levels to overcome peaks in actual expenses.

In the event of an inter-utility loan, the balance for the borrowing utility would essentially be any cash balance less the amount owed. The lending utility would count the note as a part of its reserves, so that it does not unnecessarily increase rates to replenish reserves that are loaned.

In this management approach, there is still a risk that a major plant emergency could exceed the amount reserved. Such a major shortfall would require rate action to assure a certain level of replenishment in one year. To avoid rate spikes due to this type of action, they should be considered on a case-by-case basis. This will provide the flexibility to use debt or capital reserves in lieu of operating reserves to cover the cost and allow a moderated approach to replenishing reserves out of rates.

C. Asset Replacement Reserves

Utility funds will maintain separate Asset Replacement Accounts to provide a source of funding for future replacement of operating equipment and systems.

Anticipated replacement costs by year for the upcoming 20-year period, for all Utility asset and equipment items, will be developed as a part of each biennial budget preparation process. Budgeted contribution to the Asset Replacement Account will be based on the annual amount needed to maintain a positive cash flow balance in the Asset Replacement Account over the 20-year forecast period. At a minimum, the ending Asset Replacement Account balance in each Utility will equal, on average, the next year's projected replacement costs for that fund.

The Utilities Department will observe adopted Equipment Rental Fund (ERF) and Information Services budget policies and procedures in formulating recommendations regarding specific equipment items to be replaced.

Discussion:

Providing reserves for equipment and information technology systems replacement allows monies to be set aside over the service life of these items to pay for their eventual replacement and alleviate one-time rate impacts that these purchases might otherwise require. Annual revenues set aside for this purpose will be based on aggregate Utility asset replacement cash flow needs over the long-term forecast period, instead of individual asset replacement amounts. This strategy will allow Utilities to minimize the progressive build-up of excess Asset Replacement Account balances that would result from creating and funding separate reserve accounts for individual Utility asset and equipment items.



Budget Ordinances of Note

Budget Ordinances: To view listed ordinances please follow the link below
<http://www.codepublishing.com/WA/Bellevue/?BellevueOT.html>

- Ordinance 6326, Human Services Funding
- Ordinance 6327, Use of 2017 CDBG funds
- Ordinance 6328, Updating Development Services Fees
- Ordinance 6329, Water Rates and Charges
- Ordinance 6330, Sewer Rates and Charges
- Ordinance 6331 Storm and Surface Water Rates and Charges
- Ordinance 6332, 2017 Property Taxes
- Ordinance 6333, 2017-2018 Budget and 2017-2023 CIP Budget Adoption
- Resolution 9196, Banking of the Maximum Amount of Levy Capacity
- Ordinance 6303, Ballot levy to increase property tax for fire facilities improvements
- Ordinance 6304, Ballot levy to increase property tax for neighborhood safety improvements