



CITY OF BELLEVUE

2017–2018

PRELIMINARY BUDGET

OCTOBER 2016





For complete Budget Summary information: www.bellevuewa.gov



City of Bellevue, Washington

Acknowledgements

2017-2018 Preliminary Biennial Budget

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Finance Department
Fire Department
Human Resources Department
Information Technology Department
Parks & Community Services
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Planning & Community Development
Department
Police Department
Transportation Department
Utilities Department



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Bellevue
Washington**

For the Biennium Beginning

January 1, 2015

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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October 17, 2016

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,

I am pleased to submit for your consideration my Preliminary Budget, which includes the **2017-2018** Operating Budget and the **2017-2023** Capital Investment Program (CIP). My proposed 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 2017-18 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 Preliminary 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;
- 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 recommendations in the Preliminary Budget reflect 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 that, if passed, 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 BelRed 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 Preliminary 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. My Preliminary 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 Preliminary 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 Preliminary 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 PRELIMINARY BUDGET EXECUTIVE SUMMARY

OCTOBER 2016





INTRODUCTION

The preliminary 2017-2018 operating and the preliminary 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 preliminary budget builds reserves to help address these future issues.

2017-2018 Budget Highlights

The preliminary 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 7.9 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:** 148,788
- ◆ **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 (2016):** 0.85 percent
- ◆ **Local B&O tax rate (2016):** 0.1496 percent
- ◆ **Local Projected property tax rate (2017):** \$0.88/\$1,000 AV (including Parks Levy, does not include potential impact from measures on the November 8 ballot)

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.

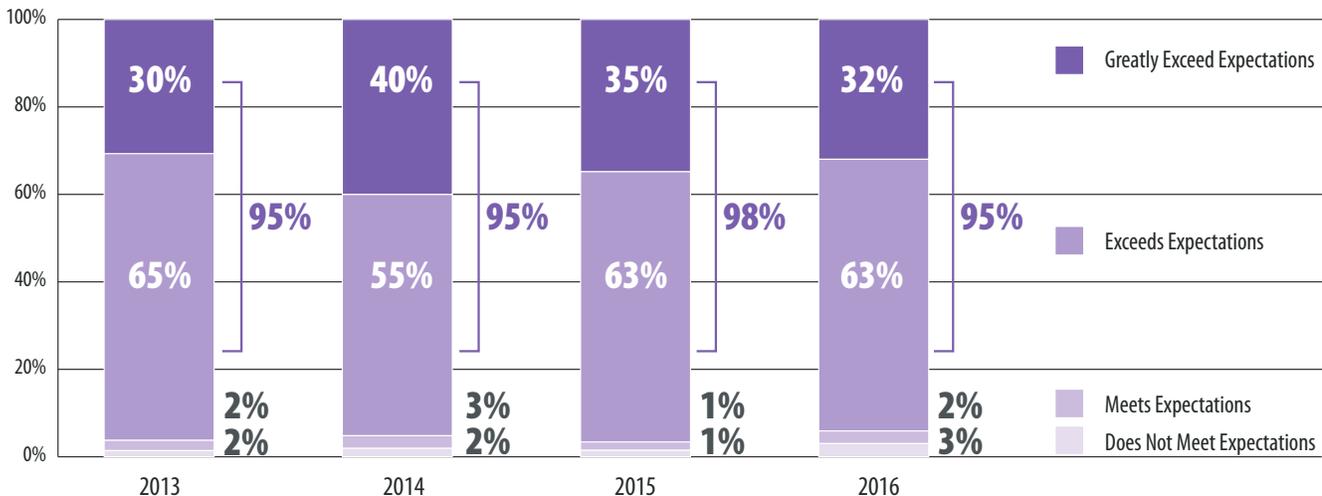
- **Quality of life:** For ninety-five percent of Bellevue residents, their quality of life exceeds their expectations with thirty-two percent saying that the overall quality of life in Bellevue greatly exceeds their expectations, and sixty-three percent saying the quality of life exceeds their expectations.
- **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 of 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 Preliminary 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 Preliminary 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 a 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 regions continue to outperform the nation, with strong home price growth, job growth, personal income growth and population growth. Personal income in Washington State grew 2.1 percent (1st quarter 2016) almost double the national earning growth, and faster than any other state (Source: U.S. Bureau of Economic Analysis). Global Insight economists expect the growth to moderate after a strong first half of 2016. Construction growth, which helped strengthen Washington State and 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 the end of 2016–2017. (Source: IHS Global Insight).

Risks

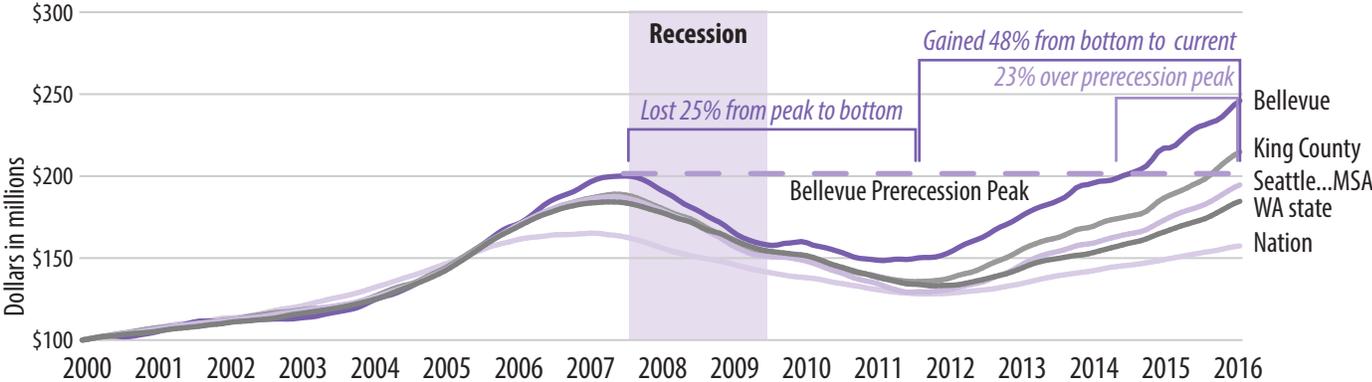
Bellevue is experiencing strong economic growth, yet as always, there are many risks to Bellevue’s economy which must be watched, including:

- 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 2nd quarter 2016, there are 11 major projects in review, 9 projects under construction, and five projects in the pipeline in downtown Bellevue. In the Bel Red District, there are 8 projects in review including the GIX building and two East Link stations, 2 projects under construction, and 1 project in the pipeline. (Source: City of Bellevue 2016 2nd Quarter Major Projects List)
- As of July 2016. Bellevue’s unemployment rate is 4.1 percent, significantly lower than the nation’s 4.9 percent and state’s 5.8 percent. (Source: Bureau of Labor Statistics)
- Bellevue’s home price rebounded faster than the rest of the nation and has exceeded its pre-recession level by 23 percent as of July 2016. In the past four years, Bellevue’s home prices increased 48 percent, more than double the U.S. 22 percent increase. (Source: Zillow Research)
- National auto sales had five month of declines in 2016 after 66 consecutive months of growth starting in September 2010. Bellevue’s auto sales growth in the first half of 2016 has dropped from 7.8 percent to 4.6 percent as compared to same period of 2015. (Source: Bellevue sales tax data)

Comparison of Median Home Prices • Compound Annual Growth



BUDGET OUTCOMES

The budget serves as 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 preliminary 2017-2018 budget presented for Council’s consideration 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

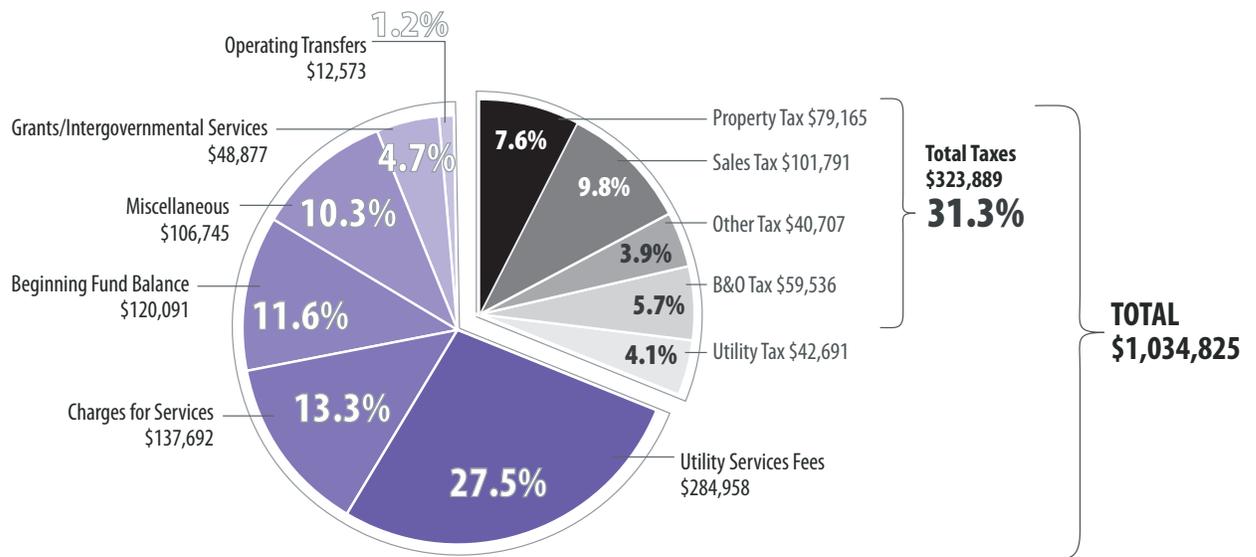
Fund Types	2017-2018 Prelim Appropriation	What does it buy?
Operational Funds (General Fund, utility funds, other enterprise funds, and internal service funds)	\$1,034,825,000	Operating functions such as Police, Fire, Parks, Community Development, Transportation, Development Services/Permitting, Water, 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

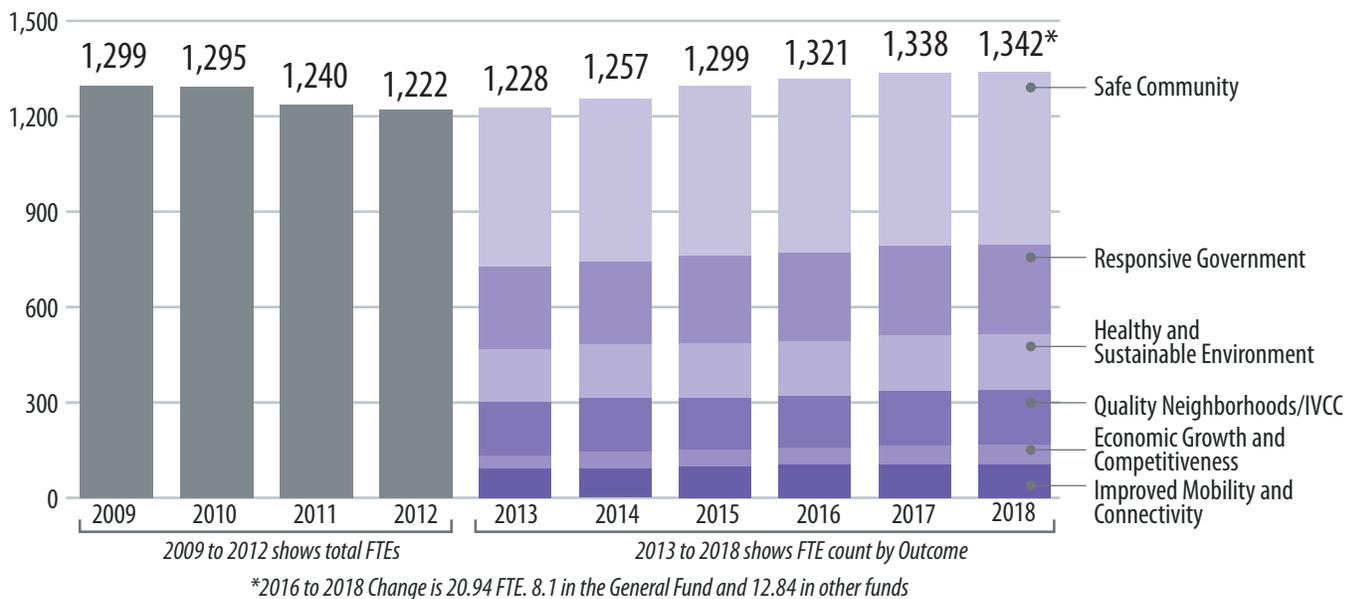
The city's preliminary budget is funded through a diverse collection of resources. Many of the resources received are dedicated to a specific purpose and cannot be spent on non-related services or programs. For example, rate revenues received from water service can only be used for that purpose and cannot 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 preliminary 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 Proposed FTEs



GENERAL FUND

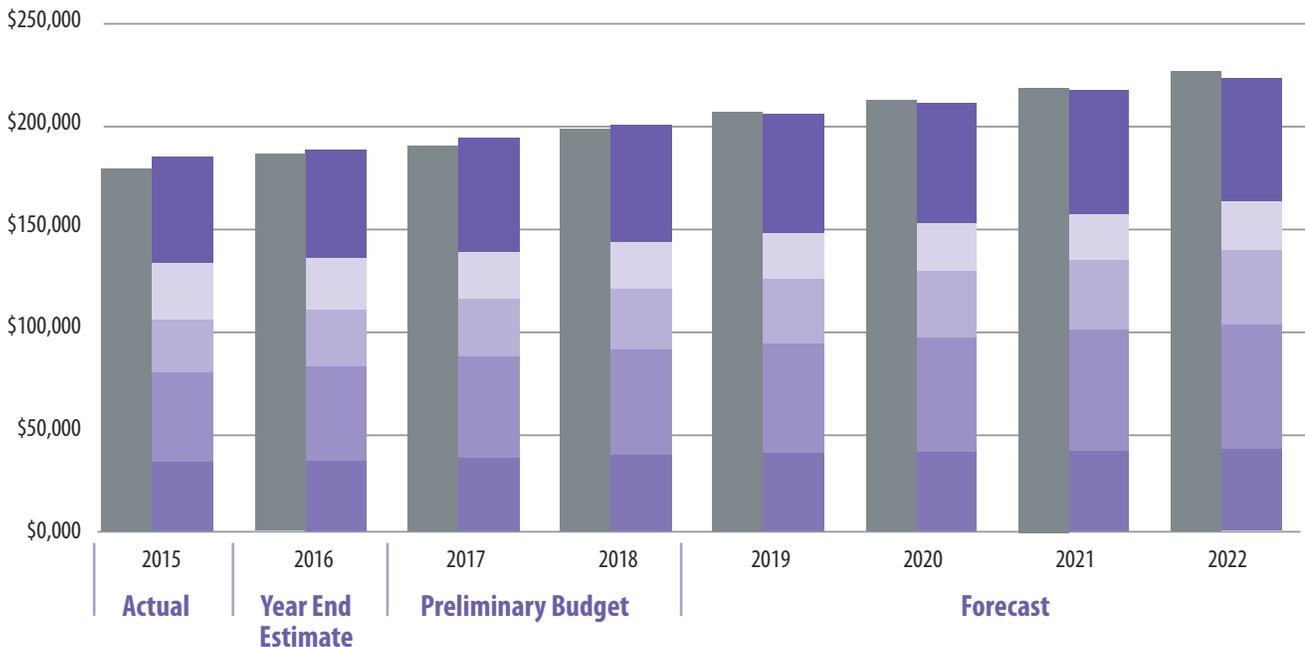
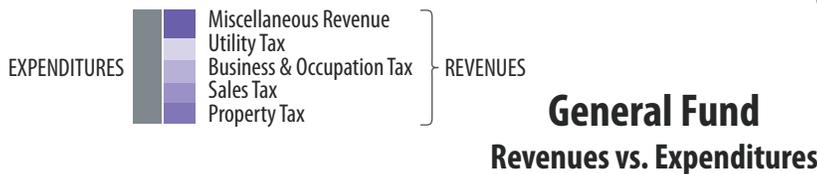
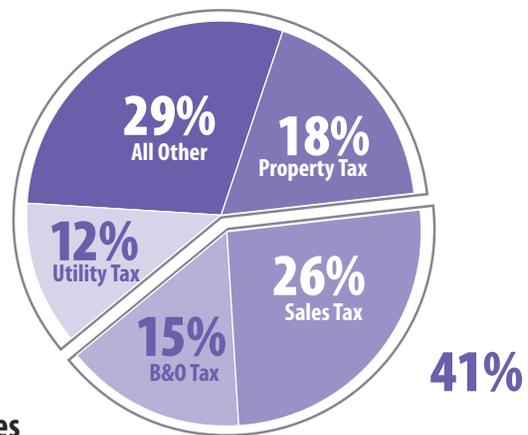
The General Fund preliminary budget total appropriation for the 2017-2018 biennium is \$429 million. The General Fund supports the majority of city operations including Police, Fire, Transportation, Parks and Community Services, Planning and Community Development, and various administrative functions 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 preliminary budget builds reserves to help address these future issues.

Preliminary Budget General Fund Revenue



GENERAL CAPITAL INVESTMENT PROGRAM (CIP)

(Full 7 year Program)

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

The Preliminary 2017-2023 totals \$485 million. The Preliminary 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.

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. If passed, 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 Proposed 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 proposed 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

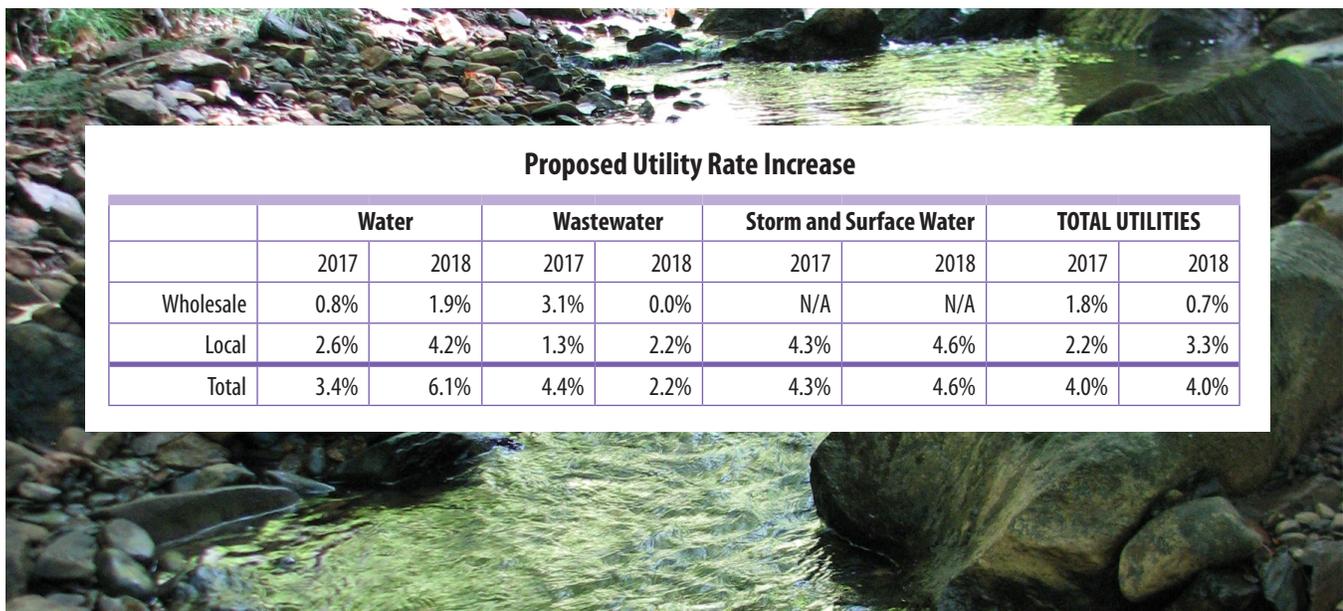
infrastructure was primarily constructed in the 1950s and 1960s, and most of the assets are well past midlife. As the infrastructure ages, it becomes less reliable and more failures occur. As a result, the cost to operate, maintain, rehabilitate, and replace the various assets increases.

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 will request rate and fee adjustment in order to meet its cost recovery objectives established by City Council policy. 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.

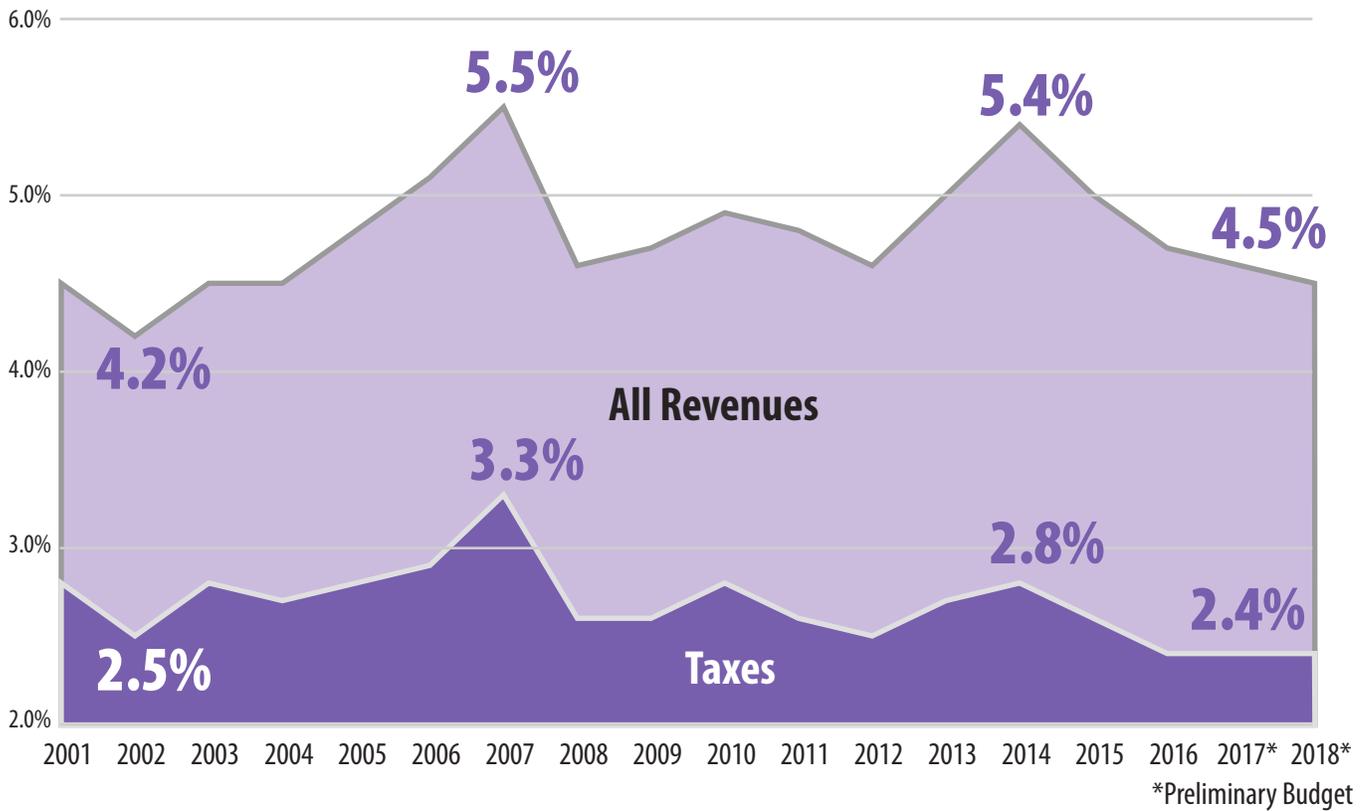


BUDGET OVERVIEW

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.

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



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Compared to City Council 2-year Priorities

In March 2016, the Bellevue City Council revised the Vision, Strategic Target Areas, and 2-year Council Priorities. The 2017-2018 LT Recommended 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 (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) 	-



Compared to City Council 2-year Priorities

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 (\$18.3M)
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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Compared to City Council 2-year Priorities

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)
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) 	<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) • P-AD-100 Gateway/Entry to Downtown Park (\$3.0M 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 (\$76K onetime) • 130.500NA Telecommunications and Franchise Advisor (Small Cell Program) (\$200K 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) • PW-R-156 ITS Master Plan Implementation Program (\$1M 2yr - 2022-2023 add)

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Compared to City Council 2-year Priorities

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 (\$1.2M) • 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 (\$1.2M) • 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 (\$2M Scope)
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 (\$1M Recosting)

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Compared to City Council 2-year Priorities

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"> In alignment with the priority, the preliminary budget includes a proposal for Council consideration for a Multicultural Center Study.
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"> In alignment with the priority, the preliminary budget includes a proposal for Council consideration to support Eastside Pathways. 	-

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Compared to City Council 2-year Priorities

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"> • G-59 Finance/Human Resources Systems (\$503K Scope) • 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.*



Compared to City Council 2-year Priorities

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	In Process
Third Public Hearing	November 21	
Council reviews, deliberates, and adopts a final 2017-2018 Budget and 2017-2023 CIP.	October to December	

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.



Reader's Guide and Glossary

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 presents the preliminary budget to the City Council on October 17, 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 – Council Priorities

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



Reader's Guide and Glossary

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 4 – 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 5 – 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 6 – 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 7 – Preliminary 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 8 – Preliminary 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 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.



Reader's Guide and Glossary

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 9 - CIP

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

Chapter 10 – 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 actual, 2016 amended budget and 2017-2018 Preliminary Budget expenditures.

Chapter 11 – 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 Preliminary 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 statements are presented in the City's Comprehensive Annual Financial Report (CAFR). CAFR requirements include the Park Enterprise and Land Purchase Revolving Funds as



Reader's Guide and Glossary

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.

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.



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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.

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



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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.

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



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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.



Reader's Guide and Glossary

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.



Reader's Guide and Glossary

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. Performances, 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 Preliminary 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
Interim 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 and July public hearings are presented in this section.



Stakeholder Summary Public Outreach for the 2017-2018 Budget

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) (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.



Stakeholder Summary Public Outreach for the 2017-2018 Budget

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



Stakeholder Summary Public Outreach for the 2017-2018 Budget

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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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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2017-2018 Economic Outlook

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 during election year.*
 - *National and regional auto sales is slowing down in 2016.*
 - *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

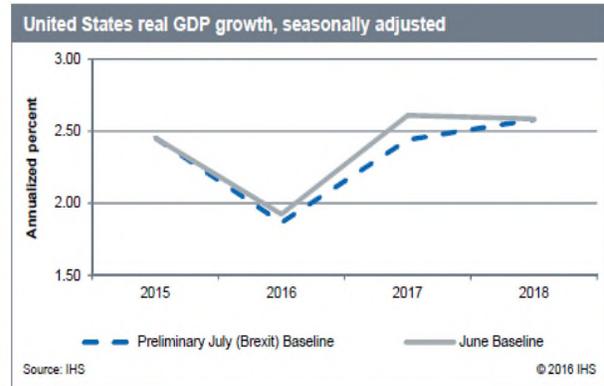
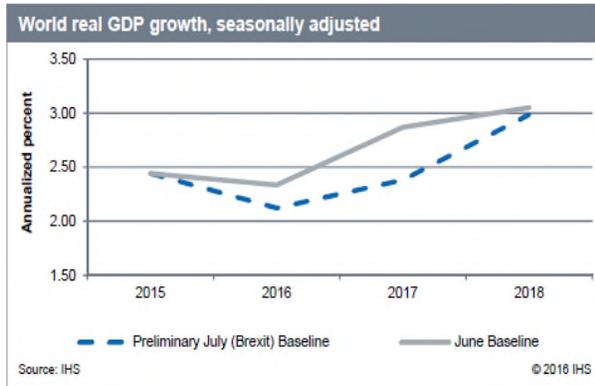
Source: World Bank and Haver Analytics.

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

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

2017-2018 Economic Outlook

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, 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).

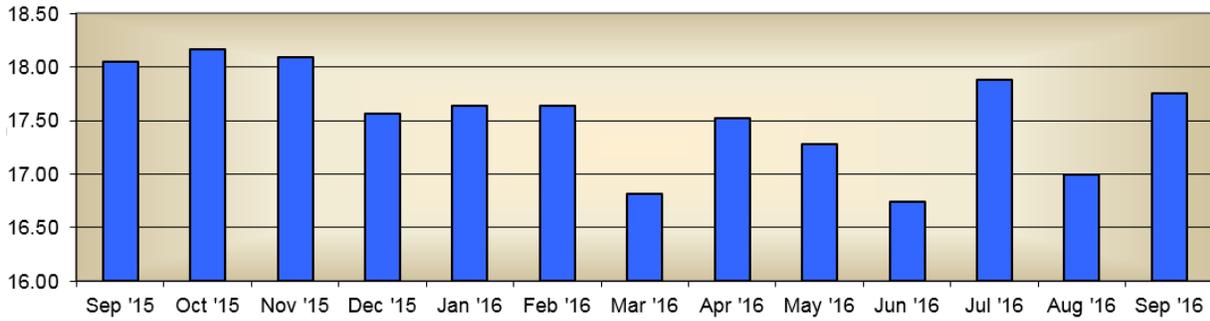
For the nation, earnings grew in 22 of the 24 industries; Health care, construction, and professional services were the leading contributors to overall growth in personal income (Source: U.S. Bureau of Economic Analysis). United States home values have gone up 5.4% to \$187,000 over the past year and 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 that further growth in this cycle will be challenging. The U.S. automotive market continues to

2017-2018 Economic Outlook

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)



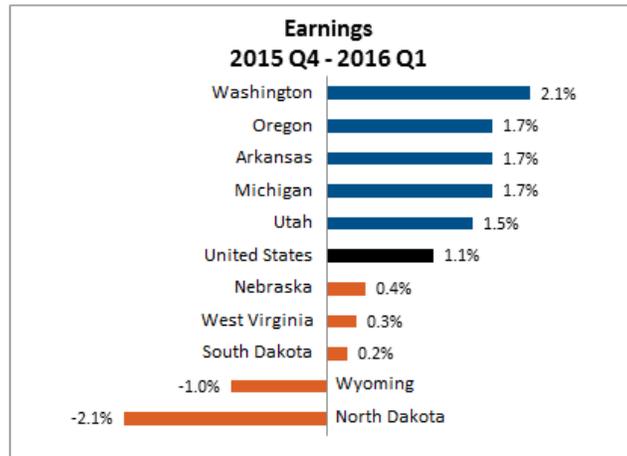
Source: *Power Information Network*[®] (PIN) from J.D. Power

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).

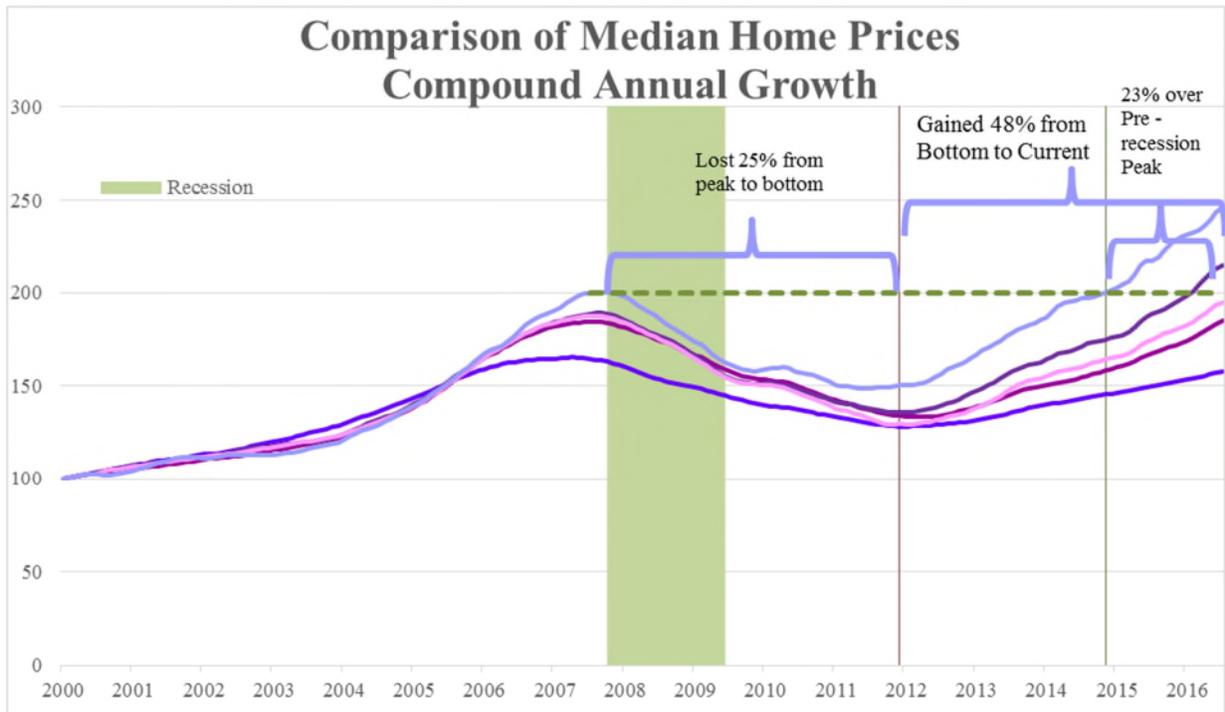
2017-2018 Economic Outlook



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

Bellevue Economy:

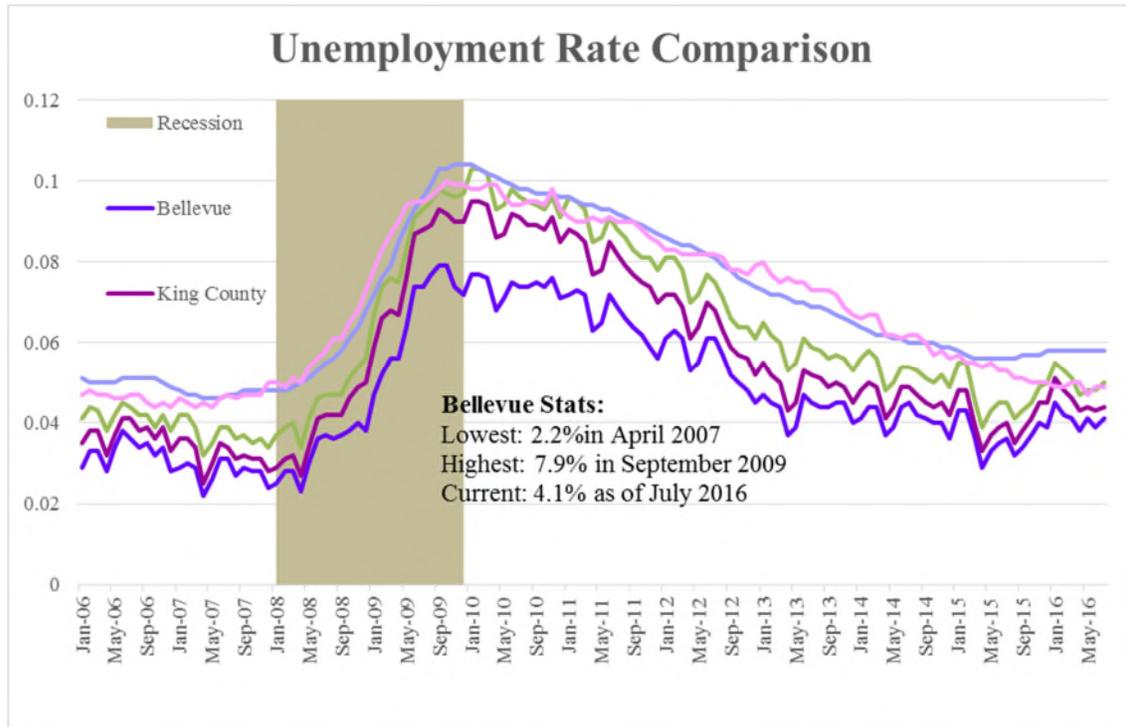
As one of the top destinations for domestic movers right now, Bellevue home prices have rebounded much faster than the nation. The median home value in Bellevue is \$716,900 by the end of June 2016. Bellevue home values have gone up 12.3% over the past year and Zillow predicts they will rise 6.8% within 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.*
- *2015 revenues came in above budget due to solid Sales and B&O tax growth.*
- *No councilmanic tax increase is assumed in the forecast.*
- *Sales Tax growth is forecast for 2017 and 2018 at 6.2% and 4.4%, respectively. Seattle and King County are forecasting 2.7%, 5.1% for 2017 and 2%, 3.1% 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 Fund Revenue Discussion

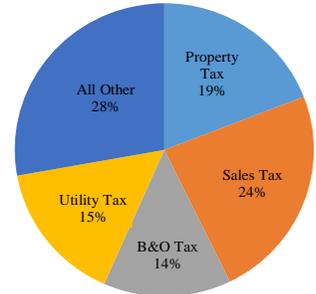
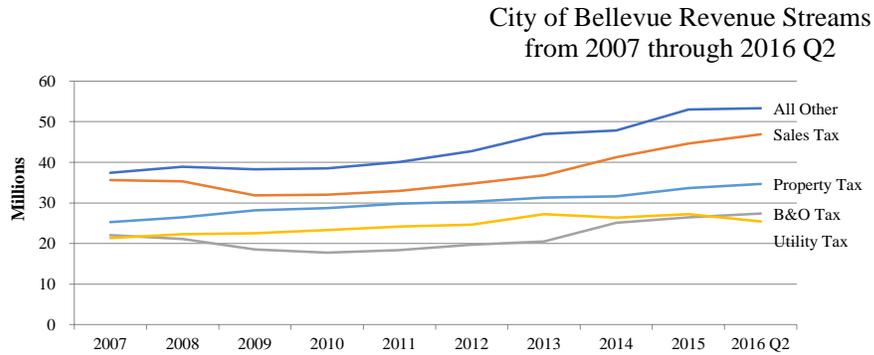
The City's mix of revenue consists of Property Tax, Sales Tax, Business and Occupation Tax (B&O Tax), Utility Tax, user fees, state-shared revenue, as well as other smaller revenue sources. These revenue sources fall into essentially five categories: Property Tax, Sales Tax, Business and Occupation Tax (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 3% and 5% but, when combined with all other revenue streams including those less sensitive to economic conditions, are likely to grow at a rate slightly less than CPI. This means that for Sales and B&O Taxes to affect total revenue growth by 1%, Sales and B&O Taxes would have to grow by approximately an additional 3%.

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.

2017-2022 Financial Forecast General Fund

Chart 1



*The percentages are based on 10 year averages.

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

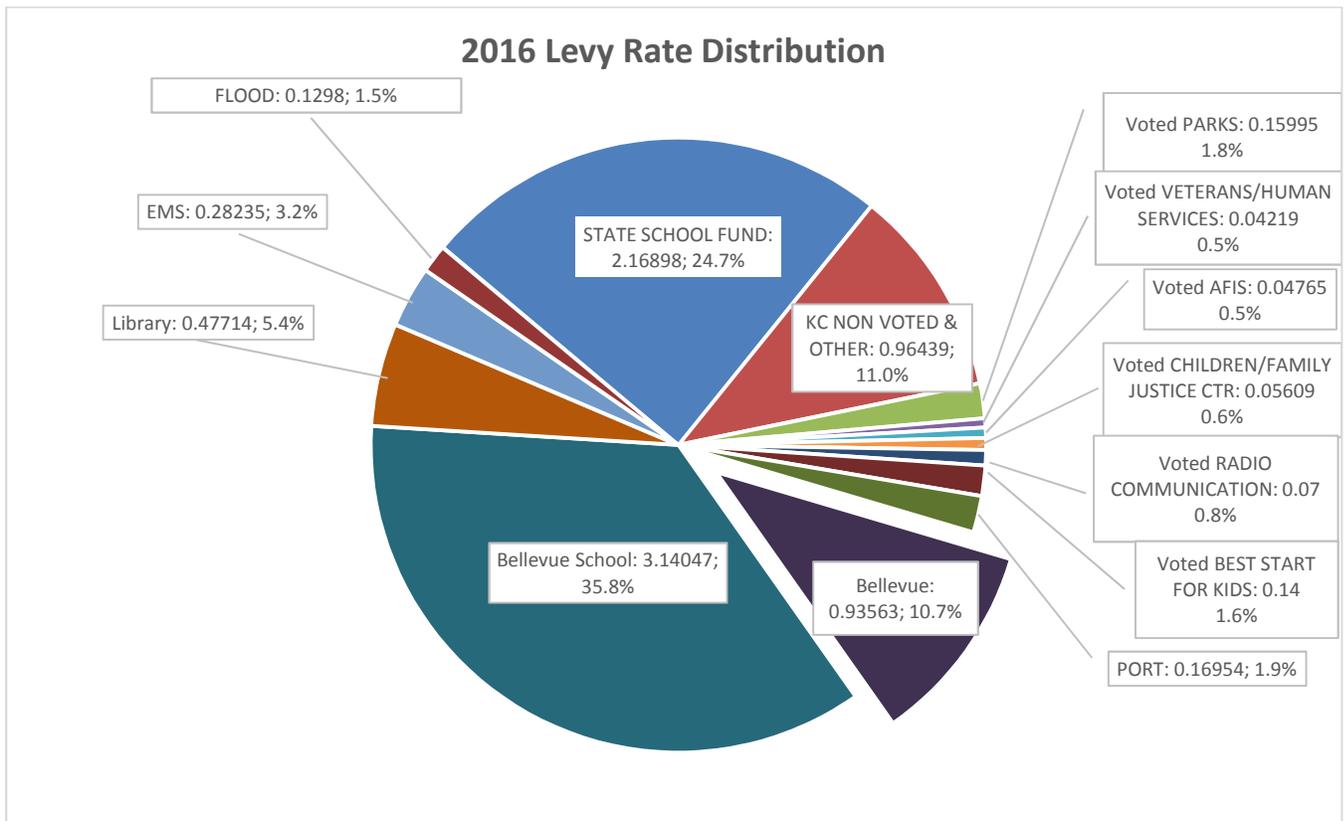


Revaluation growth and new construction are the two components contributing to the total assessed value growth. The lagged impact of an economic downturn was not shown in assessed value until the Great Recession was over in 2009, and the impact lasted for three years before the construction started to 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 2016, only 11 percent of a property owner’s tax bill was collected by the City of Bellevue, and the remaining 89 percent was remitted to King County, the State, schools, and other taxing jurisdictions.

2017-2022 Financial Forecast General Fund



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.

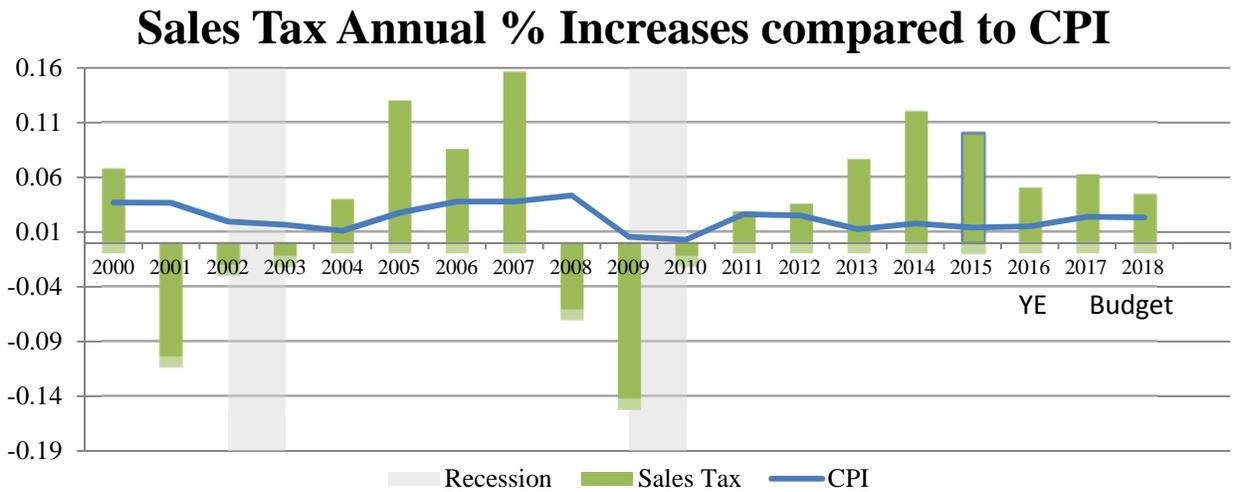


2017-2022 Financial Forecast General Fund

Retail Sales/Use Tax

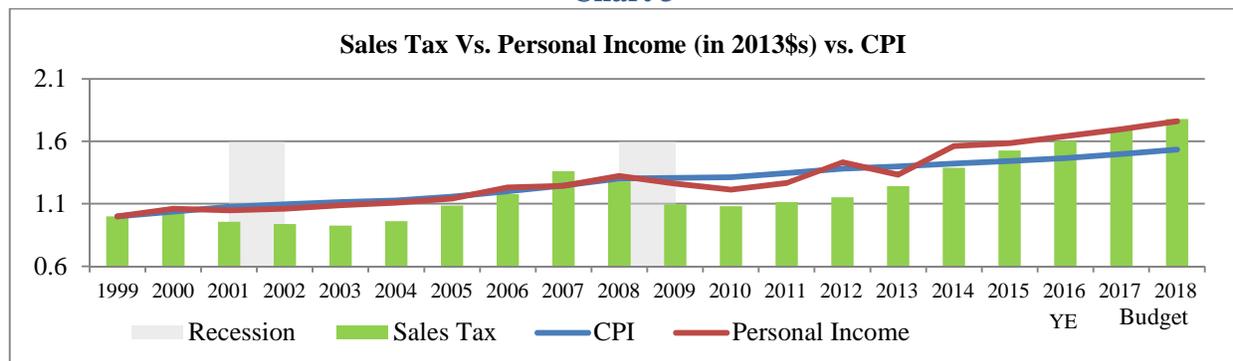
The City collects 0.85 percent tax on retail goods and services. Sales Tax revenue is the most volatile revenue the City’s General Fund collects. During the recession, Sales Tax collections fell 21 percent from their peak in 2007 to the trough of the recession in 2010. Chart 2 shows the Sales Tax growth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

Chart 2



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





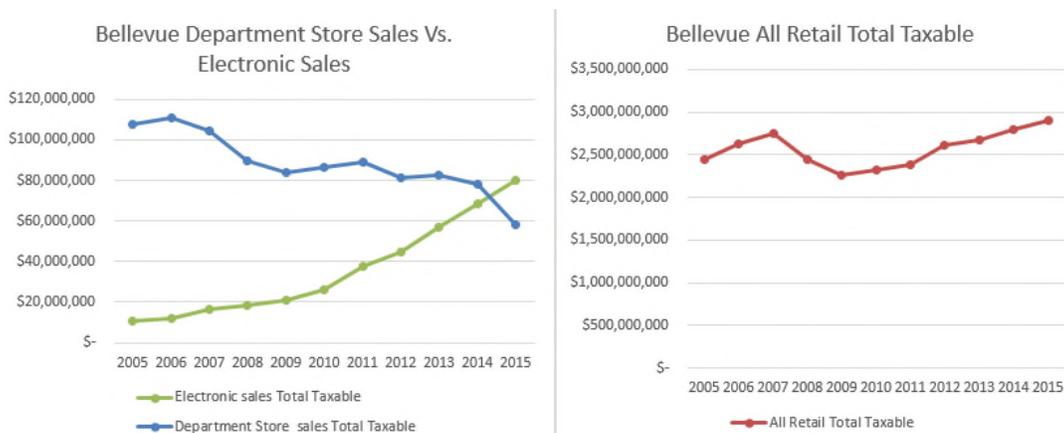
2017-2022 Financial Forecast General Fund

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, and is projected to be 19.2 percent in 2016 but starts to slow down starting 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.

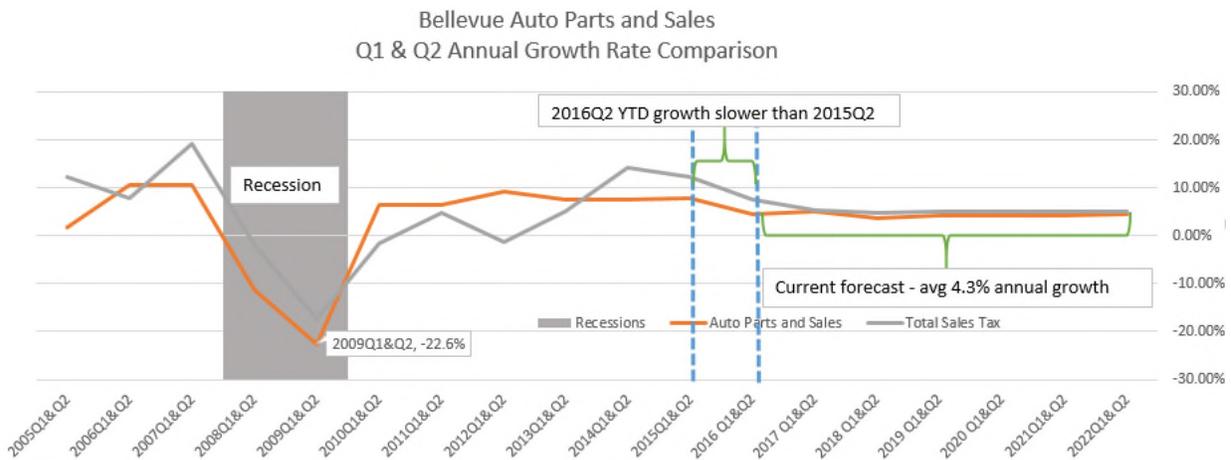
As the public’s spending habits shift from purchases in retail store locations to online stores, the sales tax share for department stores has been decreasing as the electronic shopping category of sales tax increases. As shown in the chart below, the electronic sales has been increasing its share of 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

Currently with six months of sales tax data available for 2016, the trend analysis of the historical and forecasted growth rate of the first two quarters shows a slower growth of Auto Parts and Sales in the first two quarters of 2016 compared to the same period of 2015. The growth rate dropped from 7.8 percent to 4.6 percent in 2016 and the six year forecast shows an average of 4.3% annual growth from 2017 through 2022. One thing of note is the Auto Parts and Sales tax is highly volatile and very sensitive to the economic environment. During the last recession, auto parts and sales dropped 11.4% in 2008, then another 22.6% drop occurred in 2009. Although 2015 auto sales were strong, looking at the remainder of the year, the industry faces an uphill struggle to match last year’s performance. With mixed economic signals, it certainly looks like U.S. auto sales may have peaked in 2015. (Source: LMC Automotive August 2016 Press Release). With the rate of growth slowing, leading indicators are pointing to challenges ahead.



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

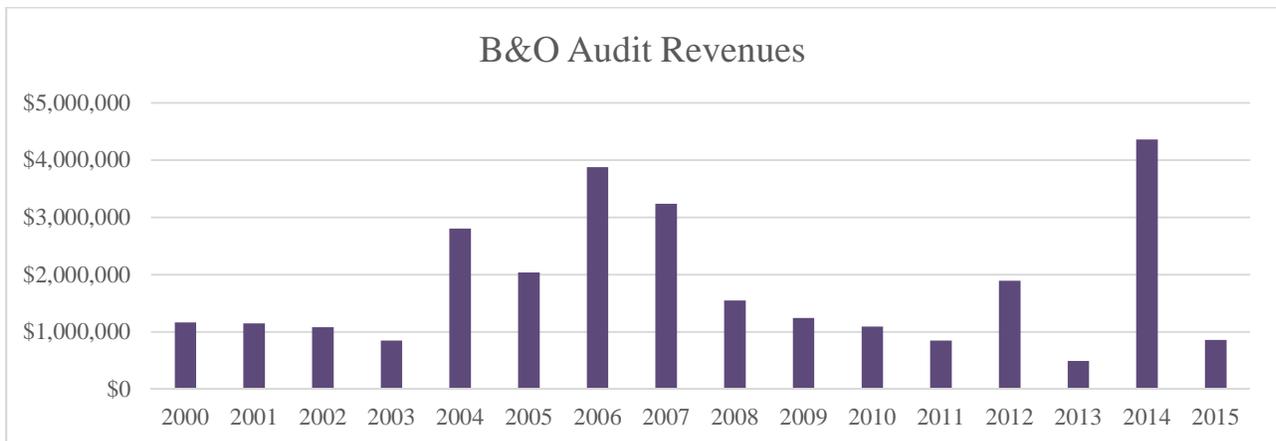
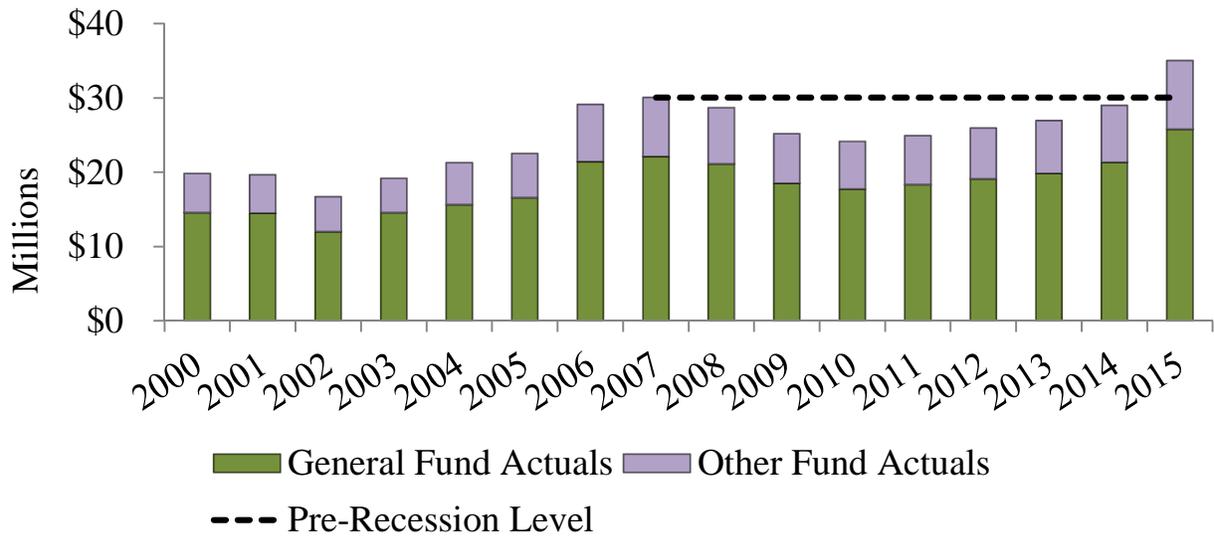
2017-2022 Financial Forecast General Fund

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





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 estimated ending fund balance for 2016 is 18.3%. 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 October 2016. 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

**2016 General Fund Forecast as of 10/4/2016
(in \$000)**

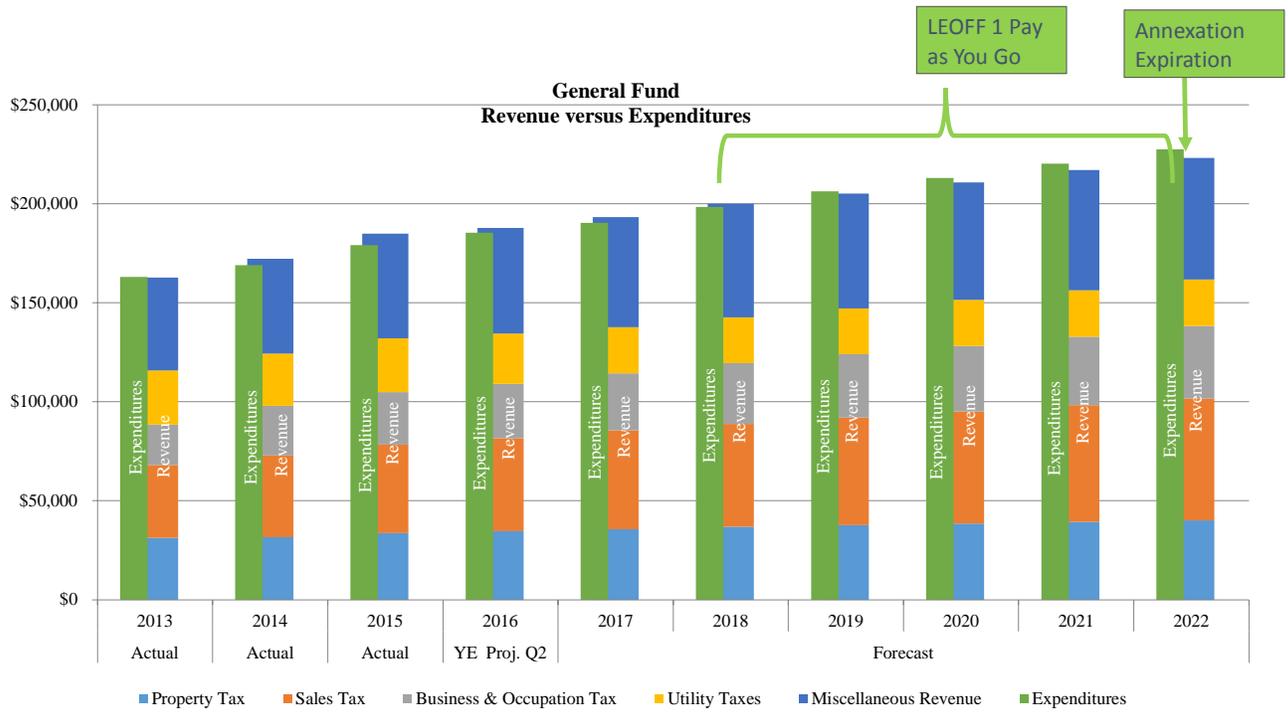
	YE Proj. Q2	Forecast					
	2016	2017	2018	2019	2020	2021	2022
Beginning Fund Balance	\$32,092	\$34,392	\$37,332	\$38,921	\$37,832	\$35,463	\$32,303
Revenue							
Property Tax	\$34,686	\$35,710	\$36,804	\$37,636	\$38,469	\$39,304	\$40,132
Sales Tax	46,910	49,802	51,988	54,394	56,526	58,857	61,616
Business & Occupation Tax	27,410	28,874	30,662	31,892	33,096	34,638	36,431
Utility Taxes	25,427	23,262	23,154	23,254	23,332	23,463	23,591
Miscellaneous Revenue	53,276	54,056	55,839	56,425	57,764	59,244	59,754
Over Collection	0	1,500	1,500	1,500	1,500	1,500	1,500
Total Revenue	\$187,709	\$193,205	\$199,948	\$205,101	\$210,686	\$217,005	\$223,025
%Δ Total Revenue	1.5%	3.1%	3.5%	2.6%	2.7%	3.0%	2.8%
Expenditures							
Personnel	\$114,605	119,976	124,528	129,509	134,690	140,077	145,681
Maintenance & Operations	70,805	71,989	75,530	78,382	80,066	81,787	83,548
Under Expenditure		(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)
Total Expenditures	\$185,410	\$190,265	\$198,359	\$206,191	\$213,055	\$220,165	\$227,529
%Δ Total Expenditures	0.0%	2.6%	4.3%	3.9%	3.3%	3.3%	3.3%
Revenue Less Expenses	\$2,300	\$2,940	\$1,590	(\$1,090)	(\$2,369)	(\$3,159)	(\$4,504)
Ending Fund Balance	\$34,392	\$37,332	\$38,921	\$37,832	\$35,463	\$32,303	\$27,799
EFB as a % of Revenue	18.3%	19.3%	19.5%	18.4%	16.8%	14.9%	12.5%

tes:

- The Affordable Care Act (ACA) is assumed to be cost neutral in 2020 when the Excise Tax is scheduled to go into effect.
- 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.
- Includes no additional taxes or increase in taxes from 2016.
- Personnel annual growth rate is 4.0% for 2019 to 2022
- Forecasted CPI-W is 2.25% for out years.
- Utility tax forecast reduced in out years due to reduction in taxable cell service.

2017-2022 Financial Forecast General Fund

Chart 6





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.

Development Services Fund 2017-2022 Financial Forecast (in \$000)

	2016 Est	2017	2018	2019	2020	2021	2022
Beginning Reserve	\$ 16,155	\$16,736	\$15,779	\$14,429	\$12,710	\$11,940	\$11,828
Resources:							
Building Fees	\$11,353	\$11,155	\$11,148	\$10,418	\$9,922	\$9,633	\$9,538
Land Use Fees	\$2,667	\$2,225	\$2,305	\$2,134	\$2,033	\$1,973	\$1,954
Fire, Transp. & Utilities Fees	\$5,932	\$6,910	\$7,083	\$6,559	\$6,246	\$6,064	\$6,004
sub: Development Services Fees	\$19,951	\$20,291	\$20,536	\$19,111	\$18,201	\$17,671	\$17,496
Gen Fund Subsidy	\$3,948	\$4,144	\$4,288	\$4,204	\$4,121	\$4,101	\$4,060
Other Revenue/Interest	\$318	\$304	\$312	\$309	\$305	\$299	\$297
Total Resources	\$24,217	\$24,739	\$25,135	\$23,623	\$22,628	\$22,071	\$21,853
Expenditures:							
Building	\$8,910	\$10,067	\$10,674	\$10,166	\$9,326	\$8,716	\$8,462
Land Use	\$3,974	\$3,809	\$3,947	\$3,724	\$3,416	\$3,223	\$3,191
Fire, Transp. & Utilities Dev Svcs	\$4,879	\$5,693	\$5,831	\$5,553	\$5,095	\$4,806	\$4,759
Code Compliance	\$979	\$993	\$1,028	\$1,038	\$1,049	\$1,054	\$1,064
Administrative/Shared Costs	\$4,711	\$4,711	\$4,860	\$4,719	\$4,369	\$4,242	\$4,159
Technology Initiatives	\$182	\$423	\$145	\$143	\$142	\$142	\$144
Total Expenditures	\$23,636	\$25,696	\$26,485	\$25,343	\$23,397	\$22,183	\$21,779
Ending Reserves	\$16,736	\$15,779	\$14,429	\$12,710	\$11,940	\$11,828	\$11,902

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



2017-2022 Financial Forecast Development Services Fund

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.

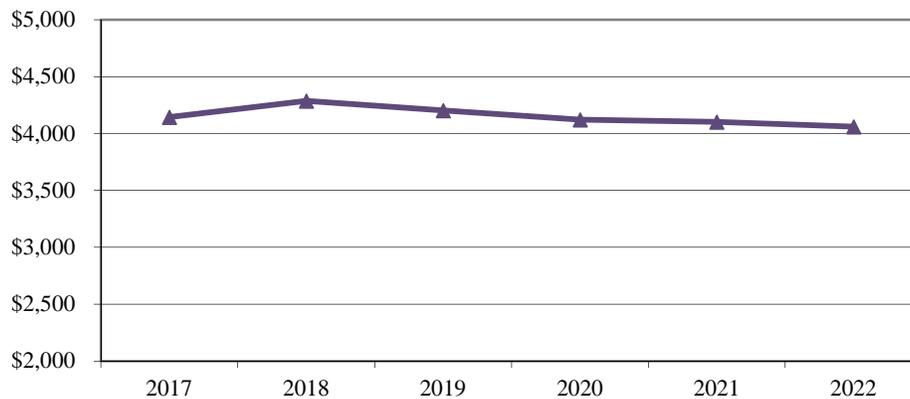


2017-2022 Financial Forecast Development Services Fund

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

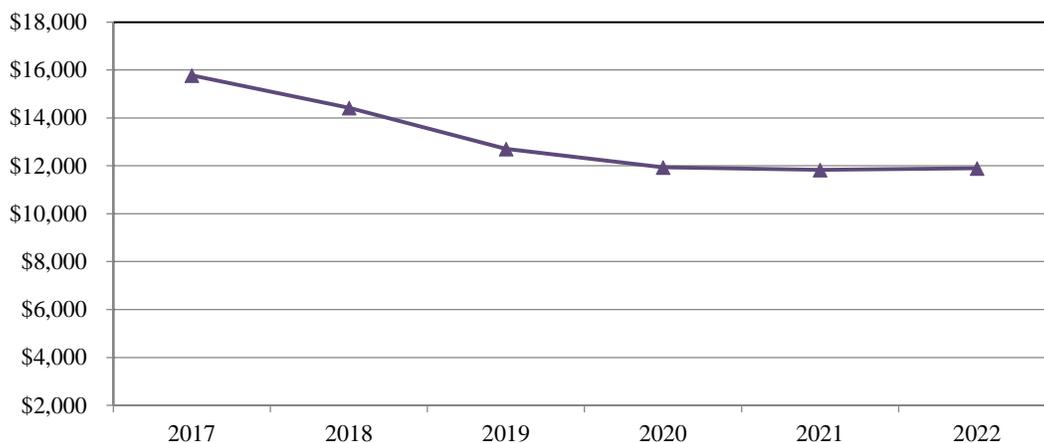
Development Services Fund Reserves

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
	Preliminary	Preliminary	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
	Preliminary	Preliminary	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 proposed rates presented herein are designed to generate sufficient revenues to fund the Utilities 2017-2018 budget proposals, which include operations, asset replacements (e.g., vehicles), capital investment programs (CIP), and the long-term infrastructure Renewal and Replacement (R&R) requirements.*
- *The proposed rates are lower than those presented in the Early Outlook forecast and reflect updated utility cost projections including further evaluation and smoothing of the rate impact from funding the Utilities capital needs.*

The Utilities Department faces the following key challenges and constraints in the 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 #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 proposed 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 is proposing implementation of Advanced Metering Infrastructure (AMI). Funding for this initiative will be from existing water and sewer reserves and will not require any increase in rates. This proposal is discussed in greater detail below.
4. Proposed FTEs to address regulatory/workload demands
 - The Department is proposing 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 is proposing an additional 1.25 FTEs to support the delivery of the current and proposed CIP. This proposal is also discussed in greater detail below.

PROPOSED 2017-2018 UTILITY RATES

The following table summarizes the rate adjustments necessary to support the proposed 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>
<i>Early Outlook Rate Increase</i>	5.6%	7.9%	6.2%	2.6%	4.4%	4.8%	5.7%	4.9%

Minor differences may exist due to rounding



2017-2022 Financial Forecast Utilities Funds

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.

The following section provides further detail on the key rate drivers for the proposed 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 proposed 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 #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.

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

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

Major projects supported by the proposed 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). Proposed 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 proposed budget. Interfund payments represent costs that Utilities pays to the General Fund for support services. The portion of the rate increase attributable to taxes and interfund payments is less than 1% 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.



2017-2022 Financial Forecast Utilities Funds

New Initiative – Advanced Metering Infrastructure (AMI)

The Utilities proposed 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 (\$23.1 million) for AMI will be shared between the water (70%) and sewer (30%) utilities as both utilities use metered water usage data for utility billing and operational needs. The AMI investment will be funded using \$6.0 million water operating reserves from recent extraordinary water sales and \$17.1 million from water and sewer infrastructure renewal and replacement (R&R) reserves. The Utilities forecast includes no increase in rates as a result of the proposed 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

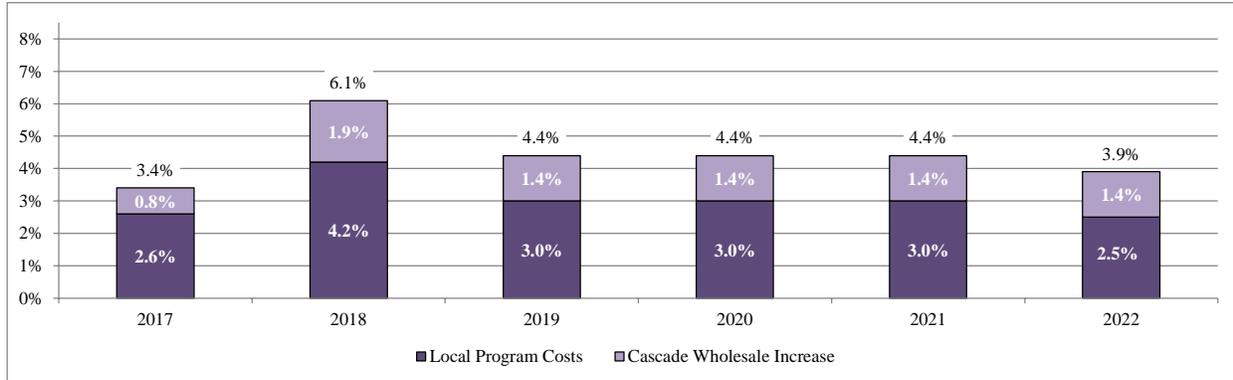
The following pages provide a more in-depth discussion of the individual rate drivers and forecasted rate adjustments through the year 2022 for the water, sewer, and stormwater utilities.



2017-2022 Financial Forecast Utilities Funds

WATER UTILITY FUND 2017 - 2022 Rate Forecast

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	1.51	2.54	1.91	2.02	2.10	1.83
Total	1.98	3.71	2.83	2.98	3.06	2.82
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 proposed 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 proposed 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**

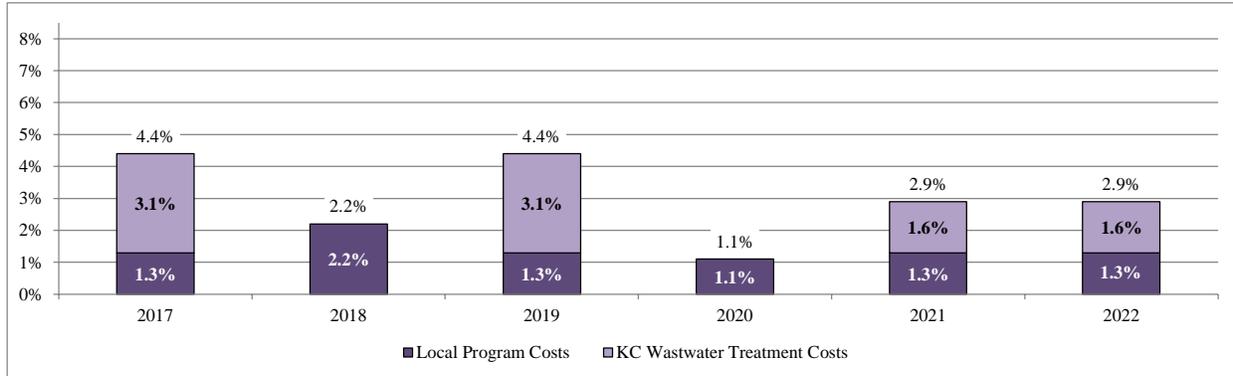
The Utilities Department is proposing the implementation of AMI. The total cost of the AMI project is \$23.1 million and will be funded \$16.2 million from the water utility and \$6.9 million from the sewer utility. The water utility share will be fully funded through existing sources of revenue (no impact to rates), and include available reserves in the water utility (\$6.0 million) and available reserves in the water renewal and replacement (R&R) program (\$10.2 million).



2017-2022 Financial Forecast Utilities Funds

SEWER UTILITY FUND 2017 - 2022 Rate Forecast

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	<u>\$3.33</u>	<u>\$1.70</u>	<u>\$3.50</u>	<u>\$0.94</u>	<u>\$2.45</u>	<u>\$2.54</u>
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 proposed 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 proposed 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**

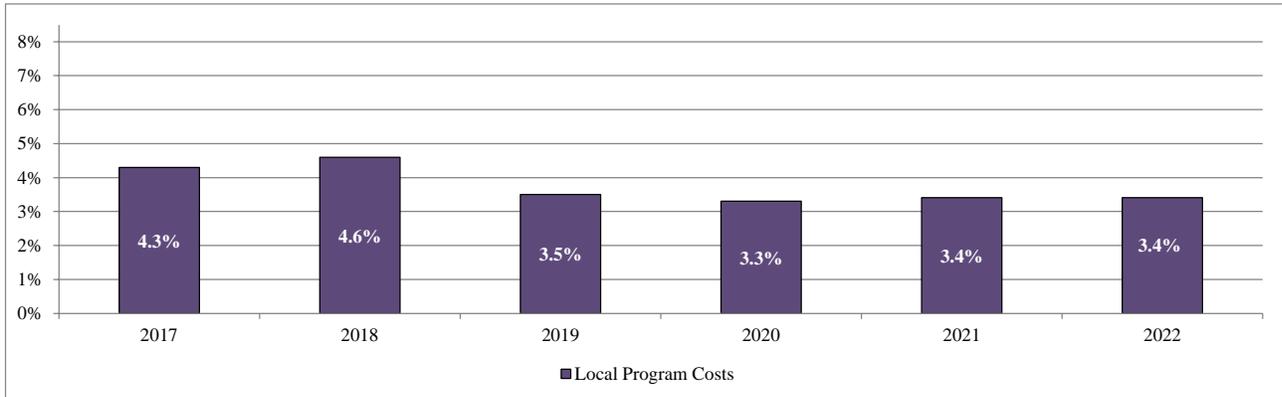
The Utilities Department is proposing the implementation of AMI. The total cost of the AMI project is \$23.1 million and will be funded \$6.9 million from the sewer utility with the remaining \$16.2 million from the water utility. The sewer utility share will be fully funded from available reserves in 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

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 proposed 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 resource estimates 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 7a-1 presents the preliminary 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 preliminary budget to the 2015-2016 amended budget.

Figure 7a-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 7a-3a and 7a-3b compares Bellevue property tax and average utilities rates to other local jurisdictions.

Figure 7a-4 displays historical property tax information for comparison purposes. Official property tax records are maintained by the King County Assessor's Office.

Figure 7a-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 preliminary 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 estimated 2016 year-end projection.



Resource Summary

A. Total City Budget Resources

Figure 7a-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 preliminary 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 the chart on the next page, taxes make up 27.8 percent of the total 2017-2018 preliminary 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 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. On average 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 7a-1. This budget includes no councilmanic increase in Property Tax. The total property tax levy rate in 2016 is \$0.94 per \$1000 Assessed Value (AV), and the 2017 and 2018 levy rates are expected to drop further due to increases in AV related to new construction. Estimated 2017 and 2018 levy rates include voter-approved Parks Levy, and does not include the potential impact from measures on the November 8 ballot.

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 head-quarters.

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.

Utility Service Fees are the second 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.

Beginning Fund Balance (BFB) is the third largest category of resources at \$297 million or 19.7 percent of total City resources. The General Fund's 2017 beginning fund balance is \$34.4 million or 9 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.

Operating Transfers, 8.6 percent of total resources, are anticipated to increase \$13 million or 11.3 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 components of Intergovernmental Revenues includes but not limited to Federal and State Grants, Interlocal Contributions including Sound Transit contributions (\$14.1 million, King County contributions (\$1.2 million), and Point Communities contributions (\$0.8 million), and revenue from Rents and Leases.

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.

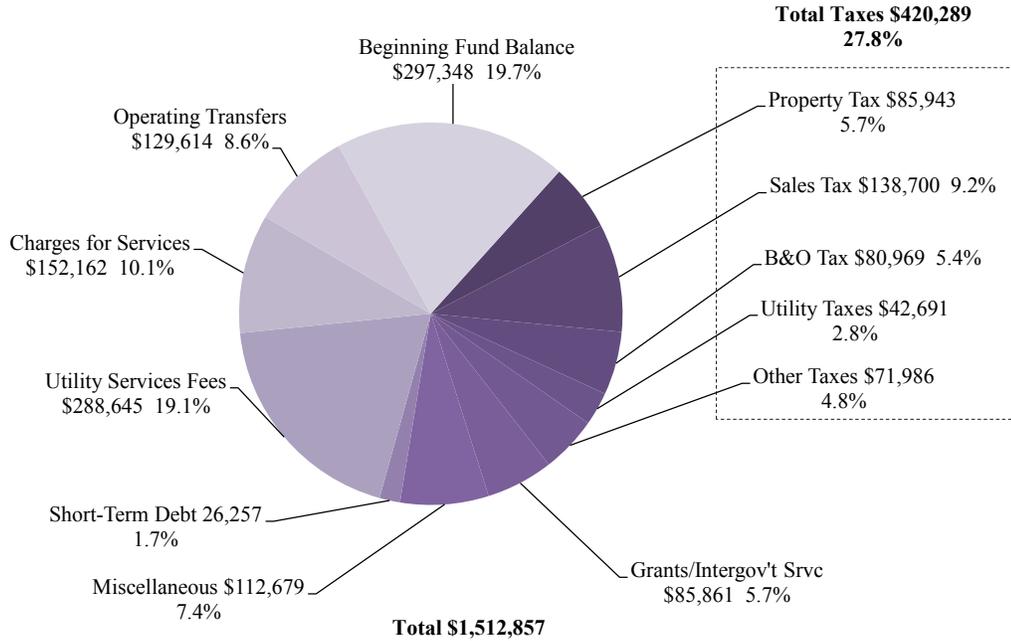
This budget does not include the impacts of a TIFIA loan, a future supplemental appropriation will be presented to council if the loan is secured.



Resource Summary

Figure 7a-1

2017-2018 Total City Budget Resources
\$000



Comparison to 2015-2016 Budget

	2015-2016 Amended Budget	2017-2018 Preliminary Budget	\$ Change	% Change
Taxes				
Sales Tax	\$118,660	\$138,700	\$20,040	16.9%
Property Tax	81,335	85,943	4,607	5.7%
Business & Occupation Tax	66,963	80,969	14,006	20.9%
Utility Taxes	52,220	42,691	(9,530)	(18.2%)
Other Taxes	68,006	71,986	3,980	5.9%
Total Taxes	\$387,185	\$420,289	\$33,104	8.5%
Beginning Fund Balance	\$248,060	\$297,348	\$49,289	19.9%
Utility Services Fees	268,046	288,645	20,599	7.7%
Miscellaneous	140,523	112,679	(27,844)	(19.8%)
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	152,162	7,982	5.5%
Operating Transfers	116,429	129,614	13,185	11.3%
Grants/Intergovernmental Services	113,735	85,861	(27,873)	(24.5%)
Total Resources	\$1,520,848	\$1,512,857	(\$7,992)	(0.5%)

Figures may not foot due to rounding.



Resource Summary

Figure 7a-2
Summary of Locally Levied Taxes

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 preliminary 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 9.5 percent in Bellevue and the City receives 0.85 percent of this rate.

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:

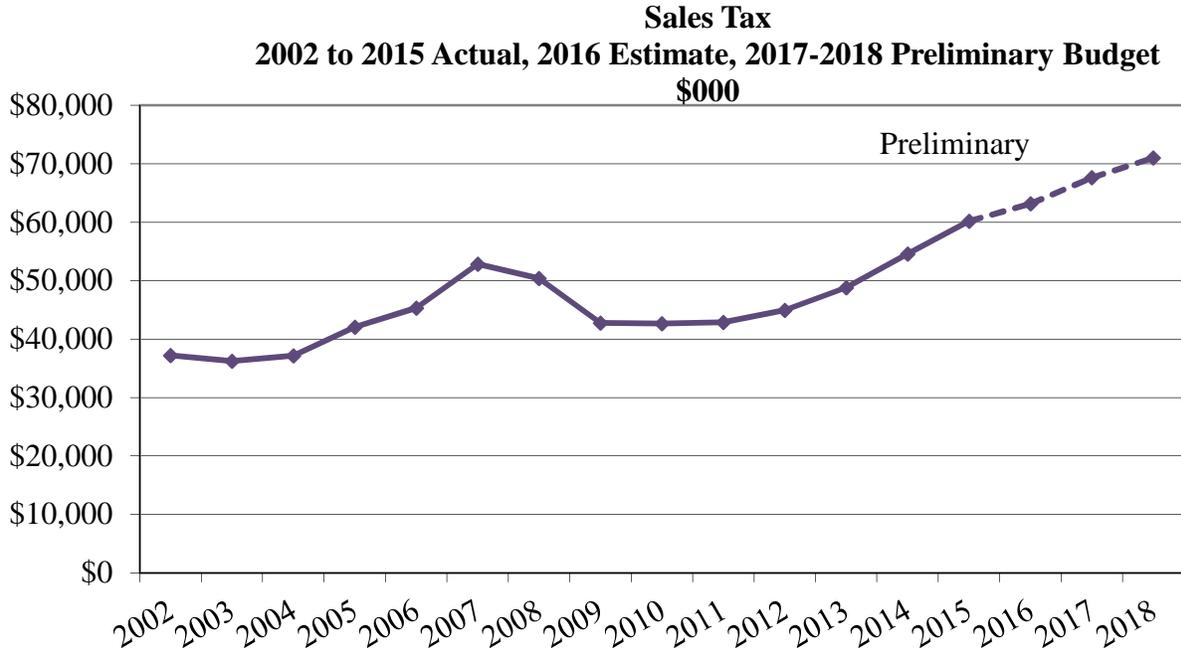
General Fund Sales Tax Calculation	General CIP Sales Tax Calculation
Gross Sales Tax x 75%	Gross Sales Tax x 25%
Plus CPI on M&O	Less CPI on M&O
Less \$10 million Bond Debt Service	Plus \$10 million Bond Debt Service
= General Fund Portion of Sales Tax	= General CIP Portion of Sales Tax



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

* 15 percent of the sales tax revenue produced by the City's 1 percent is allocated to the County. In addition to the City's remaining 0.85 percent.



Resource Summary

Comments/Watch Areas

Overall Sales Tax has been on a steady growth and the City is expecting this growth to continue. While it appears that most sales tax categories appear to finally recovered in large, one area that will always be a concern is development or construction, which has historically been a large component of the City's Sales Tax collections. Since it is such a large component of sales tax it leaves it at risk due to how much development is influenced by economic conditions. 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. The other 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 35.21.711¹)

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 locations. Businesses with taxable gross receipts for a business less than \$155,000 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 \$0.24115 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.

¹ [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.

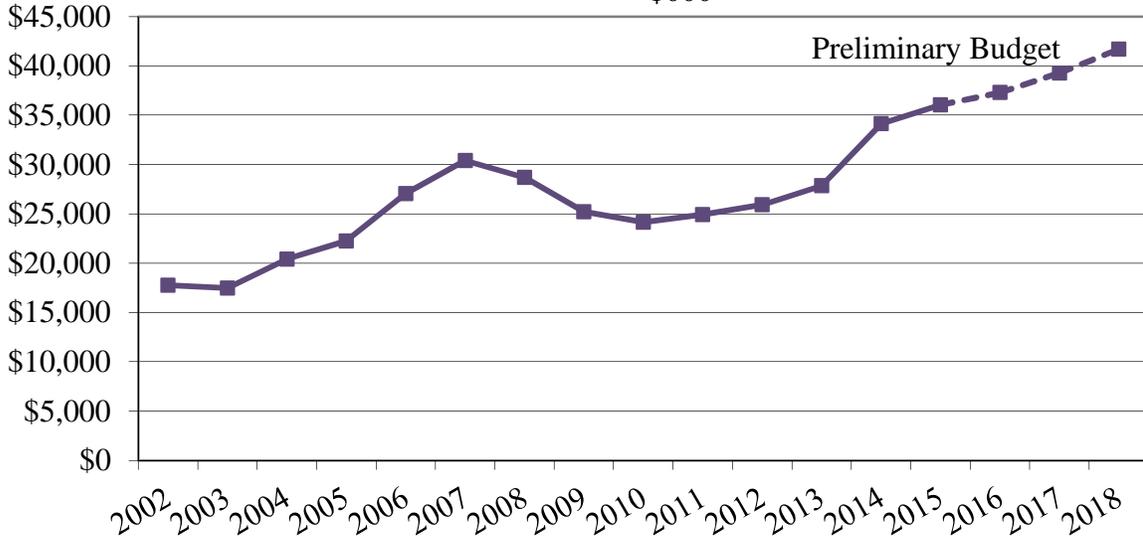
[RCW 35.21.710](#): Maximum B&O tax rates established.

[RCW 35.21.711](#): Voter approval for higher rates.



Resource Summary

B&O
2002 to 2015 Actual, 2016 Estimate, 2017-2018 Preliminary Budget
\$000



Maximum Rate:	0.2 percent
Current Rate:	0.1496 percent
2017 Estimate:	
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 Estimate:	
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 Ord. 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 the tax base being more diverse in nature. The source of the tax base that provides a greater diversity is the non-retail sectors such as professional services that are not subject to sales tax. These professional 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

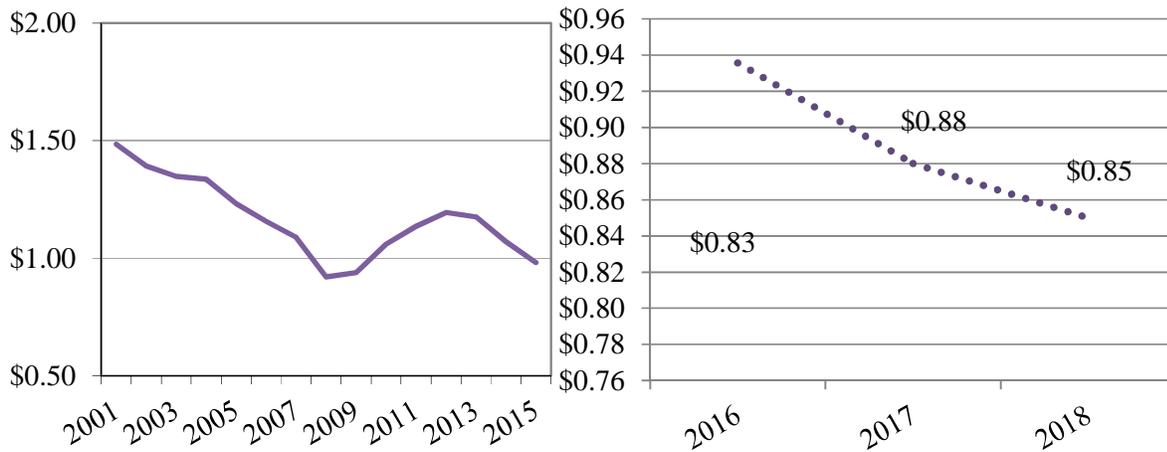
Under Initiative 747, the regular levy can grow at a maximum of 1 percent annually or the rate of “inflation” (defined as the increase in the implicit price deflator (IPD), whichever is less, plus additions for new construction, changes in value of state-assessed utility property and newly annexed property (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 has \$8.6 million in banked capacity available.



Resource Summary

As displayed in the following chart, Bellevue’s property tax levy rate decreased from \$1.71 in 2000 and to \$0.94 in 2016 per \$1,000 AV. This reduction is a result of the City not increasing its’ 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 2015 Actual, 2016 Estimate, 2017-2018 Preliminary Budget**



Historical Levy Rate

Maximum Rate:	\$3.38/\$1,000 AV
2017 Estimated Total Levy Rate:	\$0.88/\$1,000 AV
2017 Estimated Levy:	
General Fund	\$35,710,161
Human Services Fund	3,264,437
Parks M&O Fund	462,001
General CIP Fund	<u>3,389,000</u>
Total Estimated 2017 Regular Property Tax Levy	\$42,393,599
2018 Estimated Total Levy Rate:	\$0.85/\$1,000 AV
2018 Estimated Levy:	
General Fund	\$36,804,103
Human Services Fund	3,377,804
Parks M&O Fund	462,002
General CIP Fund	<u>3,389,000</u>
Total 2018 Estimated Regular Property Tax Levy	\$43,570,908



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 2017-2018 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 2016 Regular Levy AV is at \$44 billion which is an increase of \$3 billion (7.5 percent) from the 2015 AV. Based on the estimated 2017 AV of \$48 billion and the 2018 AV of \$51 billion, each additional \$0.01 per \$1,000 assessed value (AV) of the Regular Property Tax Levy rate generates \$480,000 in 2017 and \$510,000 in 2018 in Property Tax revenue. It should be noted that due to the high increase in AV the Levy Rate is estimated to decrease to between \$.88 and \$.85/\$1,000 during the biennium.

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 \$0.10 per \$1,000 of assessed value.

4. Real Estate Excise Tax (REET) (RCW 82.46.010 RCW 82.46.035²)

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.

Historical Collections & Trends

Real Estate Excise Tax collections increased an annual average of 21 percent per year between 2001 and 2006. Collections increased 94.3 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.

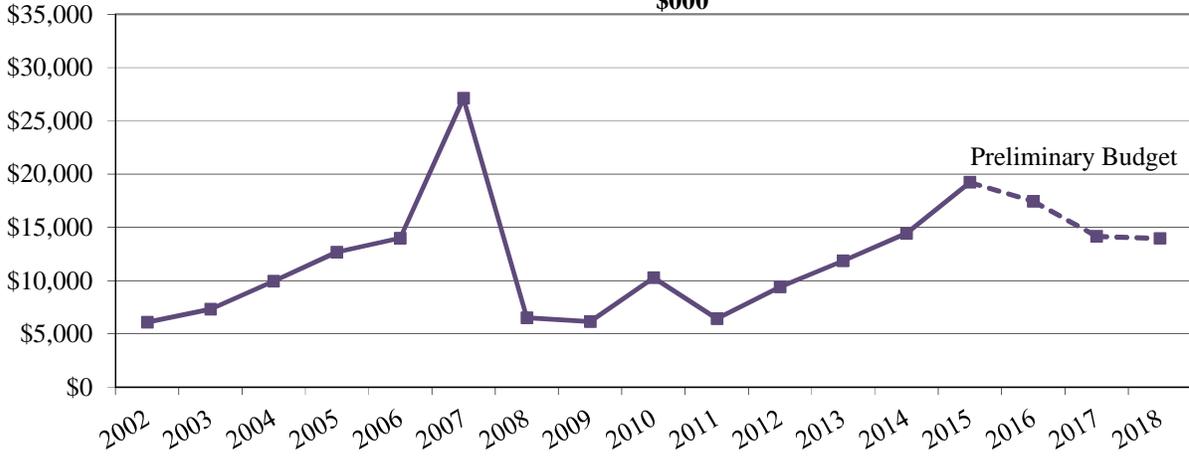
² RCW 82.46.010 authorizes all cities and counties to levy a 0.25% tax, described as "the first quarter percent of the real estate excise tax" or "REET 1" on all sales of real estate.

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

Real Estate Excise
2002 to 2015 Actual, 2016 Estimate, 2017-2018 Preliminary Budget
\$000



Maximum Rate:	0.5 percent
Current Rate:	0.5 percent
2017 Estimate:	\$14,154,008
2018 Estimate:	\$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 August 2016 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 35.21.870 ³)

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.

Water Utility Tax

Maximum Rate:	None
Current Rate:	10.4 percent*
General Fund	5.0 percent
Water Utility Fund	5.4 percent

* Due to an interfund accounting adjustment in how fire capacity charges were handled within the Utilities Funds and General Fund.

³ 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

2017 Estimate:	
General Fund	\$ 2,254,249
Water Utility Fund	<u>\$ 2,720,216</u>
Total Estimated 2017 Water Utility tax	\$ 4,974,465
2018 Estimate:	
General Fund	\$ 2,366,962
Water Utility Fund	<u>\$ 2,881,842</u>
Total Estimated 2017 Water Utility tax	\$ 5,248,804

Each 0.1 percent of the Water Utility tax rate generates approximately \$22,000 in 2017 and \$23,000 in 2018 of Water Utility tax revenue.



Resource Summary

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.

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.



Resource Summary

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.

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

The various utilities that make up the Utility Tax revenue change are ranging from decreasing 11 percent to increasing 5 percent in 2017 and 2018. The biggest 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 at 9 percent to 15 percent from 2012 to 2015, and the declining trend is expected to continue in 2017 and 2018. Cell Phone Utility tax is expected to decline further in the out years due to the changing billing structure that reduces the taxable voice



Resource Summary

component and increases the untaxable data component of the bill. 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 taxable⁴. 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.

6. Select Other Tax Information

Accommodations (Hotel/Motel) Tax (RCW 67.28.180 RCW 67.28.181⁵)

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 ⁶
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

⁴ RCW 35A.82.020 (code cities); RCW 35.22.195 (first class cities)

⁵Most 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.

⁶Cities 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

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.

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 ⁷
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.

⁷ Currently, the maximum tax rates are as follows:

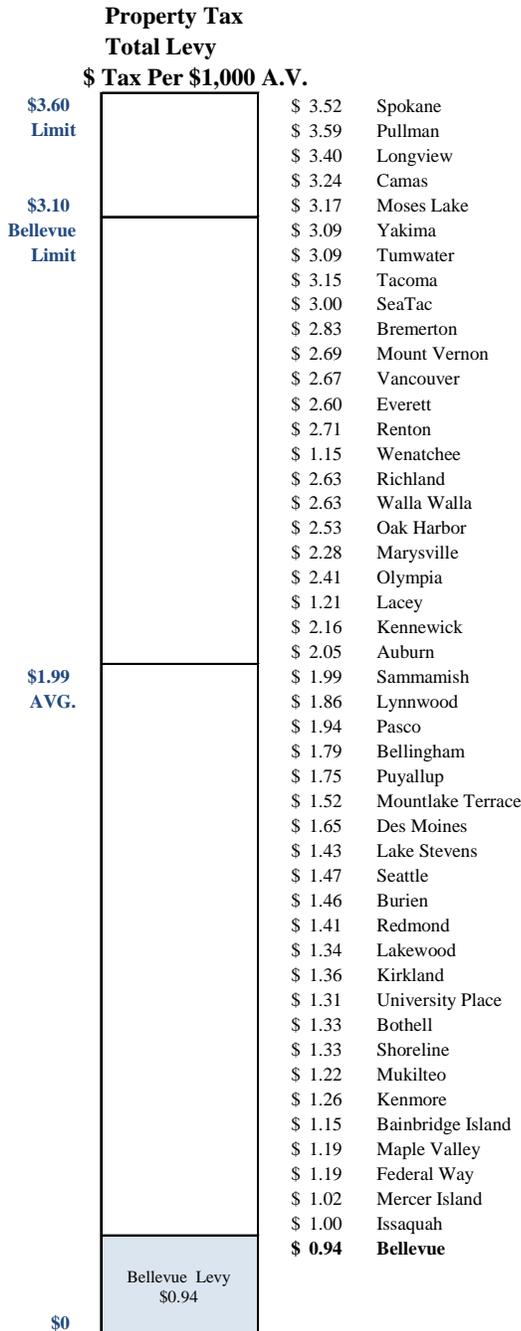
- Amusement games: 2 percent of gross receipts less prizes (net receipts);
- Amusement games by charitable or nonprofit organizations that have no paid operating or management personnel: no tax on first \$5,000 of net receipts (including that from any bingo games), then 2 percent of net receipts;
- Bingo 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 7a-3 (A)
Comparison of 2016 Urban Tax Rates
Rates in Effect for Property as of January 2016

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 2016. Comparisons in the figure below show that Bellevue’s property tax rate is well below the average for these Washington cities. In 2016, City of Bellevue’s regular property tax levy rate decreased to \$0.94 as shown in Figure 7-a4.

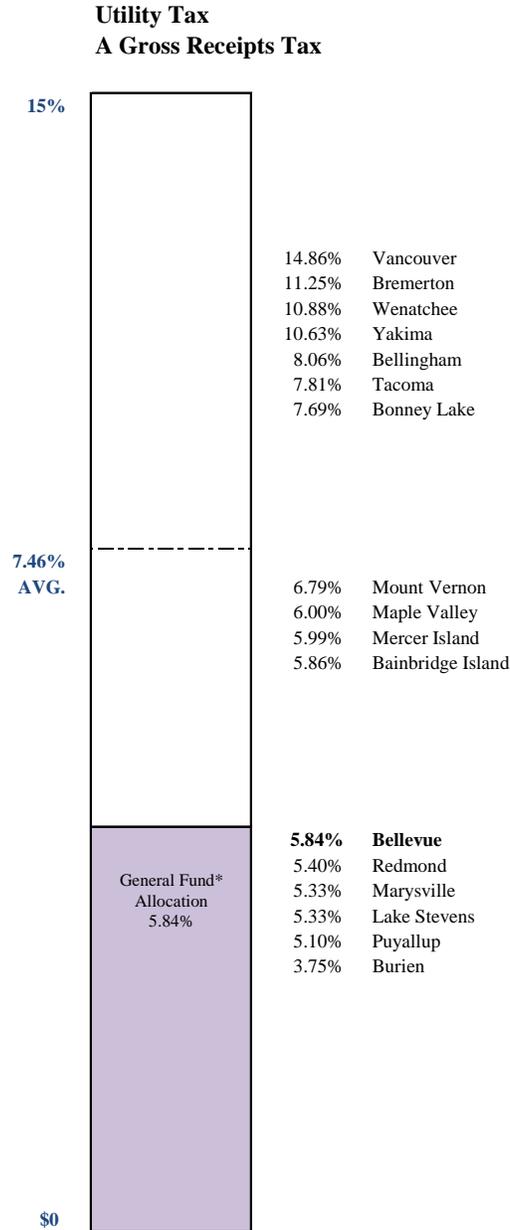




Resource Summary

Figure 7a-3 (B)
Comparison of 2016 Urban Tax Rates
Rates in Effect for Utility Taxes as of January 2016

Comparisons in the figure below show that Bellevue’s utility taxes are well below the average of Washington cities for rates effective January 2016. Bellevue’s utility taxes remain the same for 2017, individual rates can be found in Figure 7a-2, Summary of Locally Levied Taxes, Utility Tax.



* Unweighted average of natural gas, electric, telephone, water, sewer, storm drainage, cable, and garbage.



Resource Summary

**Figure 7a-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.

<u>Year</u>	<u>Regular Levy Assessed Valuation (\$ in millions)</u>	<u>percent Change from Prior Year</u>	<u>Regular Property Tax Levy (\$ in thousands)</u>	<u>percent Change from Prior Year</u>	<u>Tax Rate per \$1,000 Assessed Valuation</u>		
					<u>Voted Levy</u>	<u>Regular Levy</u>	<u>Total Property Tax Rate</u>
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*	48,082	8.2%	38,461	2.5%	0.08	0.80	0.88
2018*	51,256	6.6%	39,679	3.2%	0.08	0.77	0.85

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 does not include the Parks & Natural Areas Voted Levy.

*2017 and 2018 AV and levy data are estimates based on the King County's AV forecast released in August 2016.



Resource Summary

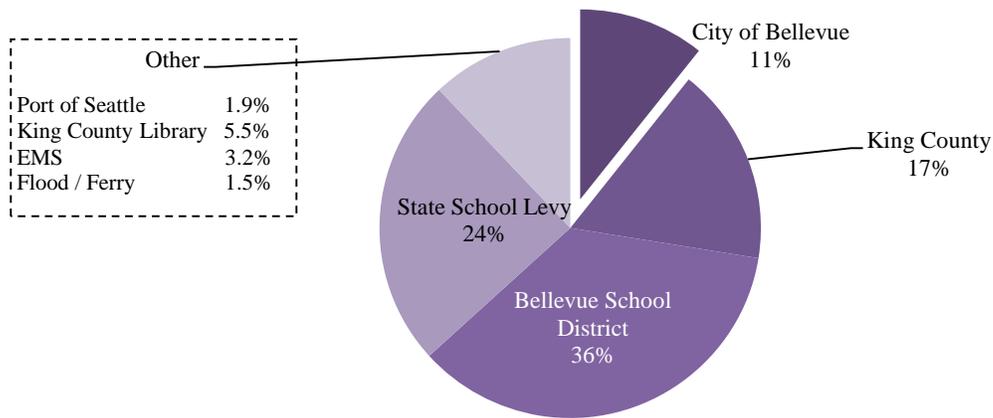
Figure 7a-5

Property Taxes

Typical Distribution of Property Tax Dollars

This figure illustrates the Property Tax distribution for a typical Bellevue taxpayer in 2016. As shown in the pie chart, Bellevue's Property Tax Levies make up only 11 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 61 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 2016 property tax bills for hypothetical low-, medium-, and high-assessed value (AV) homes.

	2016 Rate/\$1,000 of AV	Low AV = \$200,000	Medium AV = \$500,000	High AV = \$1,000,000
Emergency Medical Services	\$0.28	\$56	\$140	\$280
Port of Seattle	0.17	34	84	167
Flood / Ferry Levy	0.13	26	64	127
King County Library	0.48	96	238	477
City of Bellevue	0.94	188	471	942
King County	1.48	296	741	1,481
Bellevue School District	3.14	628	1,571	3,143
State School Levy	2.17	434	1,086	2,172
Total	\$8.79	\$1,758	\$4,395	\$8,789

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Expenditure Summary

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

For the purpose of this chapter, the Preliminary 2017-2018 Budget is compared to the Amended 2015-2016 Budget including all amendments through 10/10/2016.

The Expenditure Summary is organized into the following sections:

A. Budget By Department

Figure 7b-1 displays the 2017-2018 operating and special purpose funds by Outcome and by Department. These values exclude double-budgeting and reserves.

Figure 7b-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 7b-3 displays the 2018 personnel positions (known as full time equivalents, or FTEs) by Outcome and by Department.

B. Total City Budget

Figure 7b-4 details the 2017-2018 Preliminary **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 7b-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 7b-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 7b-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 7b-8 charts and graphs the total City **budget per capita** for 2015 to 2018.

Figure 7b-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 7b-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 7b-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 7b-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 7b-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 7b-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 7b-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 7b-16 displays the City's total **policy and statutory debt limits** as of January 1, 2017.

Figure 7b-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 7b-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 7b-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 7b-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 7b-1 ties to Figure 7b-2 2017-2018 Preliminary “Total Operating and Special Purpose Funds Net of Double Budgeting and Reserves”.

See Figure 7b-4 for a breakdown of operating funds and special purpose funds by the preliminary budget, double-budgeting, reserves, and net of double budgeting and reserves.



Expenditure Summary

Figure 7b-1
2017-2018 Preliminary Budget Operating and Special Purpose Funds
\$000

Operating & Special Purpose Funds	Safe Community	Improved Mobility and Connectivity	Healthy & Sustainable Environment	Quality Neighborhoods/ Innovative Vibrant and Caring Community	Economic Growth & Competitiveness	Responsive Government	Total	%
City Attorney	\$2,300	\$0	\$0	\$0	\$0	\$14,394	\$16,695	2.2%
City Clerk	0	0	0	0	0	4,850	\$4,850	0.6%
City Council	0	0	0	0	0	831	\$831	0.1%
City Manager	1,688	0	0	0	0	5,913	\$7,601	1.0%
Civic Services	113	0	0	193	76	28,757	\$29,138	3.8%
Community Council	0	0	0	0	0	9	\$9	0.0%
Development Services	12,178	0	0	1,828	11,285	8,290	\$33,581	4.4%
Finance	0	0	0	0	21,247	31,443	\$52,689	6.8%
Fire	82,335	0	0	174	1,035	750	\$84,294	11.0%
Human Resources	0	0	0	0	0	60,090	\$60,090	7.8%
Information Technology	88	0	0	0	45	22,970	\$23,102	3.0%
Miscellaneous Non-Departmental	2,132	0	0	0	0	31,761	\$33,893	4.4%
Parks & Community Services	2,906	0	5,828	76,343	0	0	\$85,077	11.1%
Planning & Community Development	0	0	777	7,370	1,585	2,464	\$12,197	1.6%
Police	74,998	0	0	0	0	85	\$75,083	9.8%
Transportation	5,675	43,290	930	0	3,036	1,142	\$54,074	7.0%
Utilities	1,408	0	190,768	1,343	1,185	1,302	\$196,007	25.5%
Total Operating & Special Purpose Fund Proposals	\$185,820	\$43,290	\$198,304	\$87,251	\$39,493	\$215,052	\$769,211	100.0%
Percent of Total	24.2%	5.6%	25.8%	11.3%	5.1%	28.0%	100.0%	

*Technical Adjustments	+	18,895
Net Operating and Special Purpose Funds	=	788,105
Total Operating & Special Purpose Fund Interfunds (Double-Budgeting)		181,967
2018 Reserve	+	129,974
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 7b-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 6.1%. 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

Key Changes for other funds are discussed in Section C.

Figure 7b-3 displays the 2018 personnel positions (known as full time equivalents, or FTEs) by Outcome and by Department.



Expenditure Summary

Figure 7b-2
2017-2018 Preliminary Budget Operating and Special Purpose Funds
\$000

	2015-2016 Amended Budget	2017-2018 Preliminary 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	3,992	\$1,264	46.3%
Parks & Community Services	64,113	69,063	\$4,949	7.7%
Planning & Community Development	10,164	10,963	\$799	7.9%
Police	80,428	89,658	\$9,230	11.5%
Transportation	58,234	63,391	\$5,157	8.9%
Total General Fund Net of Reserves (including Double Budgeting)	\$363,663	\$389,402	\$25,740	7.1%
Other Operating and Special Purpose Funds				
Utilities	\$266,617	\$282,835	\$16,219	6.1%
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	107,444	109,242	\$1,798	1.7%
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)	\$565,289	\$580,669	\$15,380	2.7%
Total Interfunds (Double-Budgeting)*	(\$186,400)	(\$181,967)	\$4,433	-2.4%
Total Operating and Special Purpose Funds Net of Double Budgeting and Reserves**	\$742,552	\$788,105	\$45,553	6.1%

Figures may not foot due to rounding

*The budget is adjusted to remove internal transactions between City funds including transfer 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 7b-3
2018 FTE Comparison by Outcome and Department

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

Figures may not foot due to rounding



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Expenditure Summary

B. Total Budget

Figure 7b-4 details the 2017-2018 Preliminary 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 7b-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 7b-1 and Figure 7b-2 when combined.

The total preliminary city budget net of double-budgeting has decreased by 2.4 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 preliminary budget significantly decreased.

Figure 7b-5 and Figure 7b-6 show the total preliminary city budget decreasing by 0.5 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 “Preliminary Budget” column in Figure 7b-4 to see the total expenditures in Figure 7b-5 and total city budget in Figure 7b-6).



Expenditure Summary

Figure 7b-4
Preliminary 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	Preliminary Budget	Double-Budgeting	Reserves	Preliminary Budget Net of Double-Budgeting and Reserves	\$ Change	% Change
Operating Funds										
General	\$389,269	(\$59,011)	(\$25,606)	\$304,652	\$428,681	(\$57,779)	(\$39,278)	\$331,624	\$26,971	8.9%
Utilities	291,509	(78,682)	(24,893)	187,935	\$310,791	(86,828)	(27,956)	196,007	8,072	4.3%
Development Services	54,954	(15,770)	(9,635)	29,549	\$66,610	(18,600)	(14,429)	33,581	4,032	13.6%
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	130,553	(16,029)	(23,109)	91,415	\$133,332	(5,965)	(24,090)	103,276	11,861	13.0%
Total Operating Fund Budget**	\$959,346	(\$182,045)	(\$95,164)	\$682,137	\$1,034,825	(\$181,512)	(\$117,464)	\$735,850	\$53,713	7.9%
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	\$258,910	(\$40,440)	(\$4,826)	\$213,644	\$170,904	(\$26,911)	\$0	\$143,993	(\$69,650)	(32.6%)
Utility Capital										
Investment Program	\$226,895	(7,191)	(148,203)	71,501	\$241,906	(7,359)	(163,989)	70,558	(943)	(1.3%)
Total Capital Project Fund Budget	\$485,805	(\$47,630)	(\$153,029)	\$285,146	\$412,811	(\$34,270)	(\$163,989)	\$214,552	(\$70,593)	(24.8%)
<u>TOTAL CITY BUDGET</u>	<u>\$1,520,849</u>	<u>(\$234,030)</u>	<u>(\$259,121)</u>	<u>\$1,027,698</u>	<u>\$1,512,857</u>	<u>(\$216,237)</u>	<u>(\$293,963)</u>	<u>\$1,002,657</u>	<u>(\$25,040)</u>	<u>(2.4%)</u>

Figures may not foot due to rounding

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

**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 7b-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 7b-1. Reserves in Figure 7b-1 ties to ending fund balance in Figure 7b-5 while the "Interfunds and Other Expenditures" line in Figure 7b-5 combines the interfund and technical adjustments lines in Figure 7b-1.

Figure 7b-5 total expenditures also tie to the 2015-2016 Amended Budget and 2017-2018 Preliminary Budget columns in Figure 7b-4. As mentioned previously, Figure 7b-5 and Figure 7b-6 display the total budget including double-budgeting and reserves whereas Figure 7b-4 displays the budget excluding double-budgeting and reserves, which accounts for the differences in growth rates.



Expenditure Summary

Figure 7b-5
2017-2018 Total Preliminary City Budget
Resources by Source & Expenditures by Outcome
 \$000

	Operating Funds		Special Purpose Funds		Capital Funds		Total Budgets			
	2015-2016 Amended Budget	2017-2018 Preliminary Budget	2015-2016 Amended Budget	2017-2018 Preliminary Budget	2015-2016 Amended Budget	2017-2018 Preliminary Budget	2015-2016 Amended Budget	2017-2018 Preliminary Budget	\$ Change	% Change
Beginning Fund Balance	\$99,120	\$120,091	\$14,110	\$12,612	\$134,829	\$164,645	\$248,060	\$297,348	\$49,289	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	36,709	118,660	138,700	20,040	16.9%
Business & Occupation Tax	48,473	59,536	0	0	18,490	21,433	66,963	80,969	14,006	20.9%
Utility Taxes	52,220	42,691	0	0	0	0	52,220	42,691	(9,530)	(18.2%)
Other Taxes	35,097	40,707	950	1,000	31,959	30,280	68,006	71,986	3,980	5.9%
Grants	627	662	6,436	4,527	37,140	13,367	44,203	18,557	(25,646)	(58.0%)
Intergovernmental Services	41,667	48,214	2,054	2,096	25,810	16,993	69,531	67,304	(2,227)	(3.2%)
Charges for Services	133,100	137,692	40	40	11,040	14,430	144,180	152,162	7,982	5.5%
Utility Services Fees	263,451	284,958	0	0	4,595	3,687	268,046	288,645	20,599	7.7%
Miscellaneous Revenue:	102,986	106,745	14,640	1,064	22,897	4,871	140,523	112,679	(27,844)	(19.8%)
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	66,673	73,360	116,429	129,614	13,185	11.3%
Total Revenues by Source	\$860,226	\$914,734	\$61,588	\$52,609	\$350,975	\$248,166	\$1,272,789	\$1,215,508	(\$57,280)	(4.5%)
Total Resources	<u>\$959,346</u>	<u>\$1,034,825</u>	<u>\$75,698</u>	<u>\$65,221</u>	<u>\$485,804</u>	<u>\$412,811</u>	<u>\$1,520,848</u>	<u>\$1,512,857</u>	<u>(\$7,991)</u>	<u>(0.5%)</u>
Expenditures by Outcome*										
Safe Community Improved Mobility and Connectivity	\$173,846	\$183,645	\$3,028	\$2,175	\$11,968	\$9,258	\$188,842	\$195,079	\$6,236	3.3%
Healthy and Sustainable Environment	40,201	42,942	913	348	130,608	82,575	171,721	125,865	(45,856)	(26.7%)
Quality Neighborhoods/ Innovative Vibrant and Caring Community	189,989	197,853	451	451	78,691	77,917	269,131	276,221	7,090	2.6%
Economic Growth and Competitiveness	76,278	84,203	2,916	3,048	50,265	30,679	129,459	117,931	(11,528)	(8.9%)
Responsive Government	41,958	39,493	0	0	1,850	5,676	43,808	45,169	1,360	3.1%
Total Expenditures By Outcome	161,349	171,063	53,254	43,989	11,742	3,669	226,345	218,721	(7,624)	(3.4%)
Interfunds and Other Expenditures	\$180,562	\$198,163	\$4,208	\$2,698	\$47,650	\$39,047	\$232,420	\$239,909	\$7,488	3.2%
Ending Fund Balance**	\$95,164	\$117,464	\$10,928	\$12,510	\$153,029	\$163,989	\$259,121	\$293,963	\$34,842	13.4%
Total Expenditures	<u>\$959,346</u>	<u>\$1,034,825</u>	<u>\$75,698</u>	<u>\$65,221</u>	<u>\$485,804</u>	<u>\$412,811</u>	<u>\$1,520,848</u>	<u>\$1,512,857</u>	<u>(\$7,992)</u>	<u>(0.5%)</u>

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 7b-6
2017-2018 Total Preliminary City Budget
Expenditures and Reserves by Category
\$000

Figure 7b-6 shows the City's total expenditure budget by category and compares the Amended 2015-2016 and the Preliminary 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>Preliminary 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	8,239	969	13.3%
Other (Medicare, Workers' Comp, etc.)	19,297	23,784	4,486	23.2%
Overtime	9,222	11,184	1,962	21.3%
Subtotal Personnel	<u>\$387,147</u>	<u>\$421,275</u>	<u>\$34,128</u>	<u>8.8%</u>
M&O				
Outside Services	110,590	117,110	6,520	5.9%
Interfund Service Payments	124,396	101,708	(22,688)	(18.2%)
Operating Transfer to Other Funds	112,520	114,529	2,008	1.8%
Supplies	57,609	57,309	(300)	(0.5%)
Other Services & Charges	27,888	30,784	2,896	10.4%
Debt Service	66,657	44,053	(22,604)	(33.9%)
Repairs and Maintenance	17,893	20,817	2,924	16.3%
Utilities	19,784	21,176	1,393	7.0%
Other Intergovernmental Services & Taxes	60,823	54,061	(6,762)	(11.1%)
Jail Costs	1,807	2,068	261	14.4%
Communication Services	2,575	2,620	44	1.7%
Travel/Training	2,232	2,559	326	14.6%
Subtotal M&O	<u>\$604,774</u>	<u>\$568,794</u>	<u>(\$35,980)</u>	<u>(5.9%)</u>
Capital Outlays	\$269,807	\$228,825	(\$40,982)	(15.2%)
Reserves	\$259,121	\$293,963	\$34,842	13.4%
Total City Budget	<u>\$1,520,849</u>	<u>\$1,512,857</u>	<u>(\$7,992)</u>	<u>(0.5%)*</u>

Figures may not foot due to rounding

*Does not adjust for double budgeting. Net total City budget growth is 0.8 percent without double budgeting, and (2.4) percent without double budgeting and reserves (see Figure 7b-4 for details).



Expenditure Summary

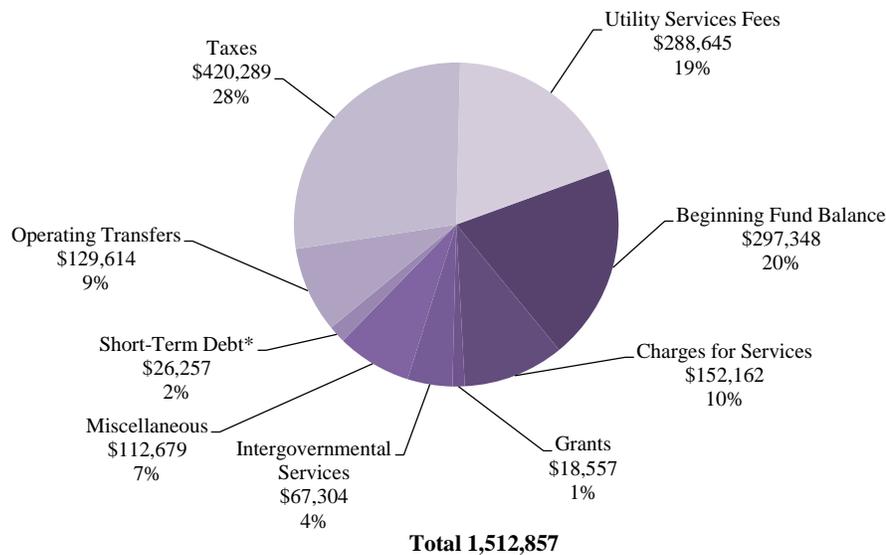
Figure 7b-7

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

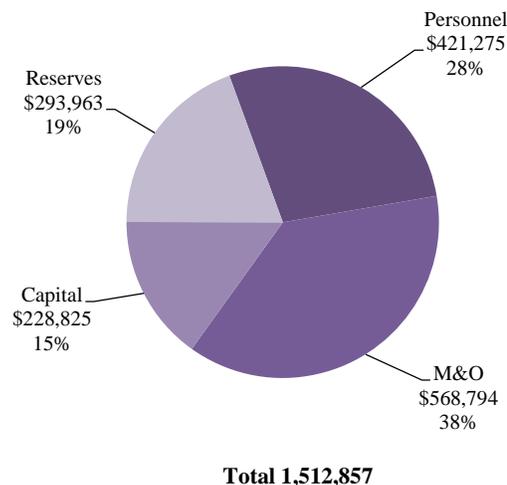
Figure 7b-7 presents the Preliminary 2017-2018 total city budgeted resources (by source) and expenditures (by category). As the resources chart indicates, taxes make up the largest slice of the pie at 28 percent (\$420 million), followed by utility services fees at 19 percent (\$289 million) and beginning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



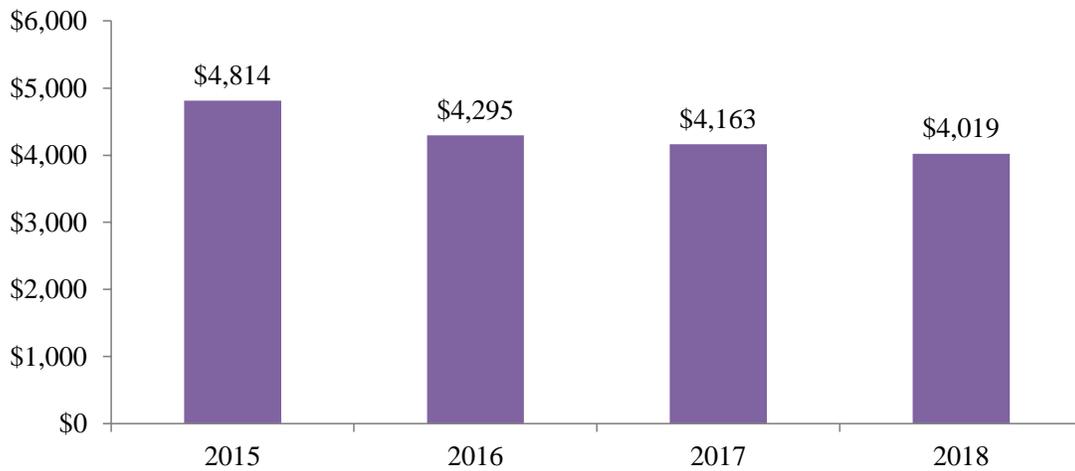
Expenditure Summary

Figure 7b-8

Total Budget Comparison Constant Dollar Total Budget Per Capita

Figure 7b-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)*	\$649,867	\$607,760	\$609,799	\$609,095
Budget in 2015 \$ (\$000)	649,867	598,746	586,738	572,650
Population	135,000	139,400	140,926	142,469
Total Budget per Capita	\$4,814	\$4,295	\$4,163	\$4,019

Figures may not foot due to rounding.

*2015-2016 Amended and 2017-2018 Preliminary budgets

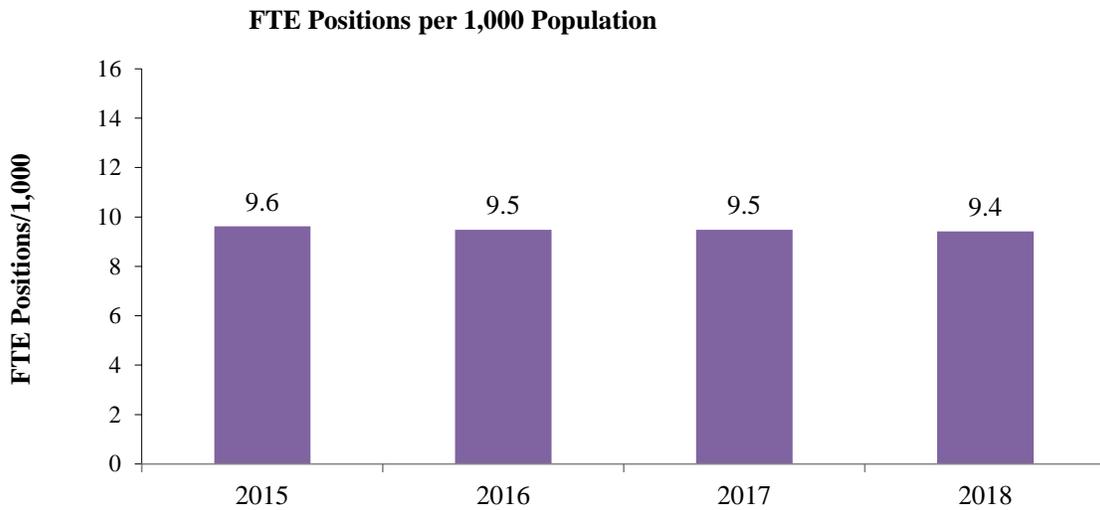


Expenditure Summary

Figure 7b-9

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

Figure 7b-9 presents total city position data per 1,000 population. The 2015-2016 populations include annexations.



	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 Preliminary 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 6) in that the Forecast compares to projected 2016 year end.

As shown in [Figure 7b-10](#), the 2017-2018 operating budget totals \$1,035 million, an increase of 7.9 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.

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 Preliminary Budget assumes user fee revenue will continue to fully offset program expenditures and balances will continue to meet Parks Enterprise Fund reserve targets of 2 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% from 15-16 to 17-18 versus 15% from 13-14 to 15-16, 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 15-16 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 7b-10

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

<u>Operating Budget</u>	<u>2015-2016 Amended Budget</u>	<u>2017-2018 Preliminary 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	29,665	25,260	(4,405)	(14.8%)
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>\$130,553</u>	<u>\$133,332</u>	<u>\$2,779</u>	<u>2.1%</u>
Total Operating Budget	<u><u>\$959,346</u></u>	<u><u>\$1,034,825</u></u>	<u><u>\$75,479</u></u>	<u><u>7.9%</u></u>

Figures may not foot due to rounding

*Does not adjust for double budgeting.



Expenditure Summary

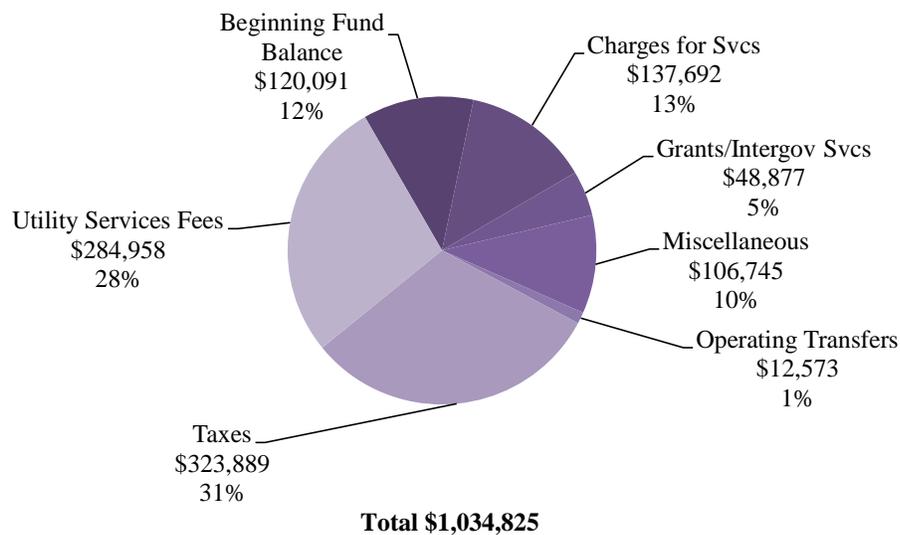
Figure 7b-11

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

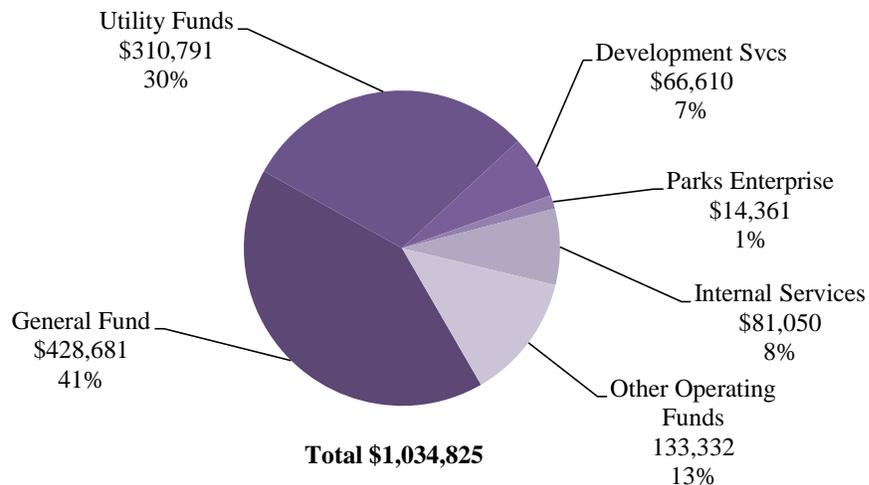
Figure 7b-11 presents the 2017-2018 total preliminary operating budget resources (by source) and expenditures (by group). At 31 percent of the pie, taxes represent the largest resource category followed by utility services fees and charges for services. Together, these three sources represent 72 percent 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 7b-12

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

<u>Special Purpose Budget</u>	<u>2015-2016 Amended Budget</u>	<u>2017-2018 Preliminary 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.

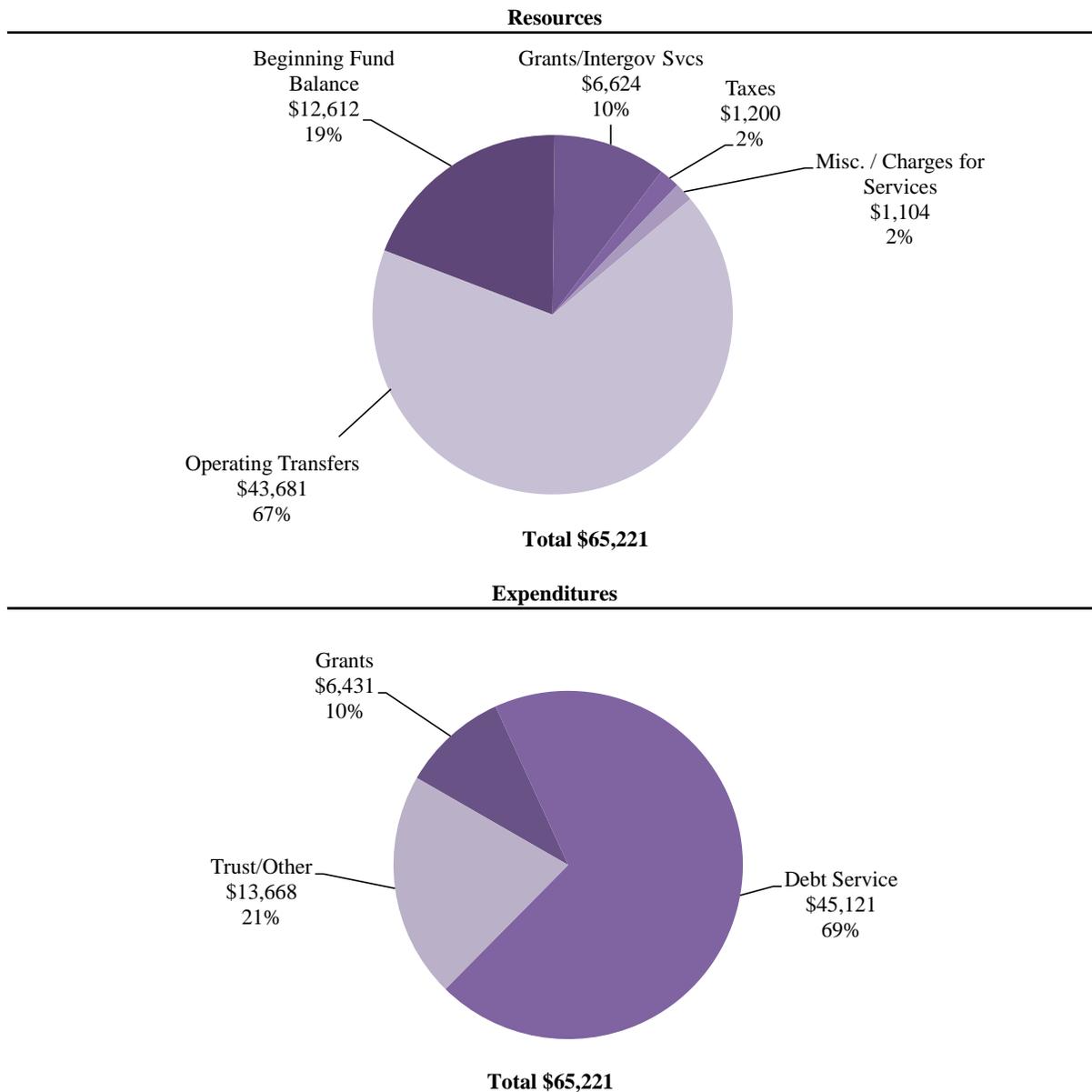


Expenditure Summary

Figure 7b-13

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

Figure 7b-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.



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 7b-13 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 7b-14

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

	2015-2016 Amended Budget	2017-2018 Preliminary Budget	\$ Change	% Change
General Capital Investment Program Fund				
Base CIP				
Economic Growth and Competitiveness	\$1,850	\$5,676	\$3,826	206.8%
Healthy and Sustainable Environment	0	0	0	N/A
Improved Mobility and Connectivity	130,608	82,575	(48,034)	(36.8%)
Quality Neighborhoods/Innovative Vibrant and Caring Community	50,265	30,679	(19,586)	(39.0%)
Safe Community	11,968	9,258	(2,710)	(22.6%)
Responsive Government	11,742	3,669	(8,073)	(68.8%)
Interfunds	18,677	0	(18,677)	(100.0%)
Debt/Reserves	47,650	39,047	(8,603)	(18.1%)
Subtotal Base CIP	\$272,760	\$170,904	(\$101,856)	(37.3%)
Utility Capital Investment Program Fund				
Base CIP				
Healthy and Sustainable Environment	\$78,691	\$77,917	(\$774)	(1.0%)
Interfunds	0	0	0	N/A
Reserves	153,029	163,989	10,960	7.2%
Subtotal Utility Capital Investment Program Fund	\$231,721	\$241,906	\$10,186	4.4%
Total Capital Project Budget	\$504,482	\$412,811	(\$91,670)	(18.2%)

Figures may not foot due to rounding.



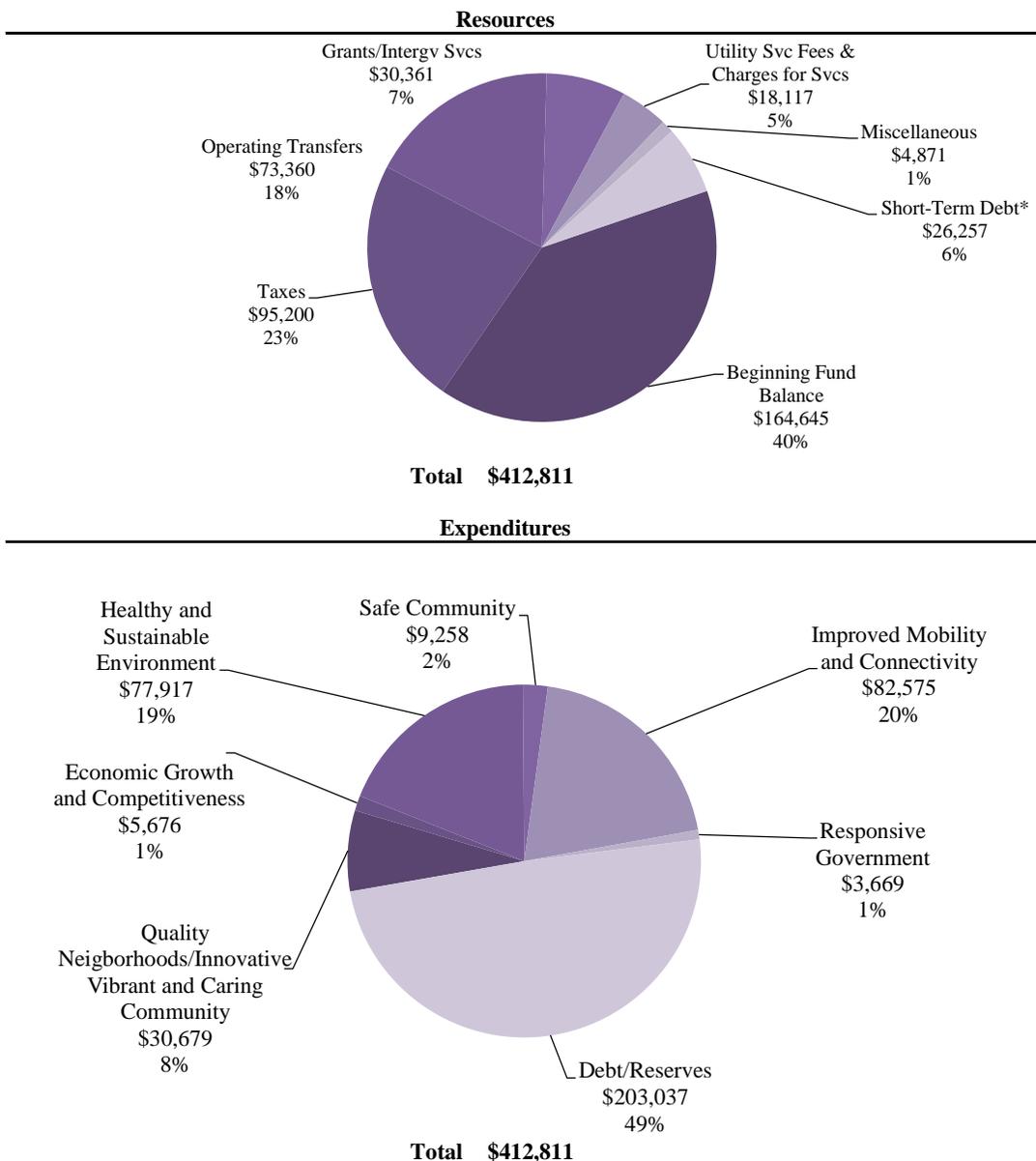
Expenditure Summary

Figure 7b-15

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

Figure 7b-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 81 percent of the CIP funds.

The expenditure pie has been divided into the eight Outcomes. Excluding Debt Service/Reserves, the largest use of CIP funds occur in the Improved Mobility 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.

We 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 7b-16 displays the City's estimated total policy and statutory debt limits as of January 1, 2017.

**Figure 7b-16
Estimated Total Policy and Statutory Debt Limits as of January 1, 2017**

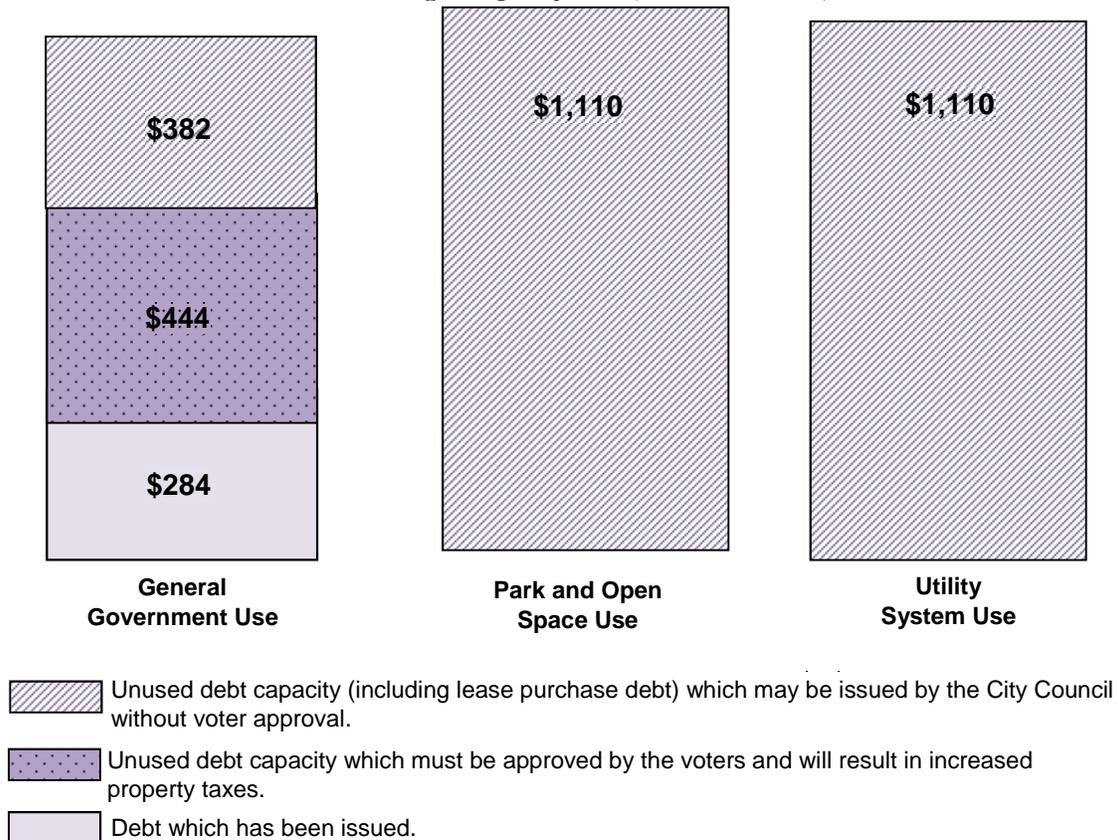
Type of Debt	% of Assessed Value (\$44.4B) as of January 1, 2017			Capacity Available (\$) as of January 1, 2017		
	Statutory Limitations	Policy Limitations	Policy Limit Available	Statutory Limitations	Policy Limitations	Policy Limit Available
General Purpose:	2.50%	1.75%	1.11%	1,110,651,000	777,456,000	493,507,000
Non-Voted (Councilmanic)	1.50%	1.00%	0.36%	666,391,000	444,260,000	160,312,000
Voted	1.00%	0.75%	0.75%	444,260,000	333,195,000	333,195,000
Parks and Open Space - Voted	2.50%	1.75%	1.75%	1,110,651,000	777,456,000	777,456,000
Utilities – Voted	2.50%	1.75%	1.75%	1,110,651,000	777,456,000	777,456,000
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 7b-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 \$826 million, approximately \$444 million in voted capacity and \$382 million in councilmanic capacity. The approximate remaining debt capacity for park and open space use is \$1.11 billion and for utility system use is \$1.11 billion.

Figure 7b-17
Estimated Total Debt Capacity and Debt Issued
as of January 1, 2017
(\$ Millions)

Maximum Legal Capacity = $\$44,426 \times 0.025 = \$1,110$





Expenditure Summary

Figure 7b-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 7b-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.

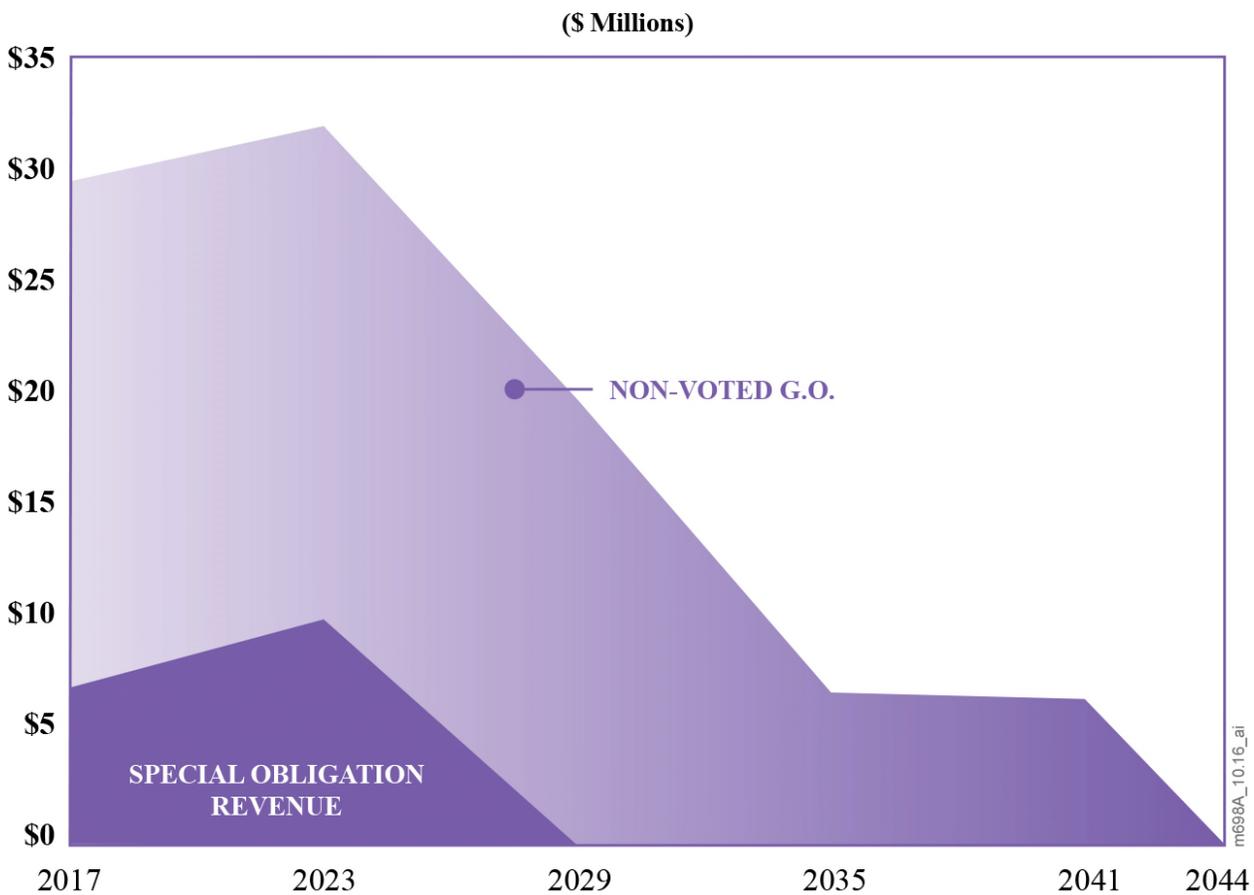


Expenditure Summary

Figure 7b-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 7b-19

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



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	Aa1



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Preliminary 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 8a through 8f:

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 Preliminary 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. **Preliminary 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.



Proposed Budget by Outcome Table 8.1 & 8.2

Figure 8.1
2017-2018 Preliminary Budget Operating and Special Purpose Funds
\$000

Operating & Special Purpose Funds	Safe Community	Improved Mobility and Connectivity	Healthy & Sustainable Environment	Quality Neighborhoods/ Innovative Vibrant and Caring Community	Economic Growth & Competitiveness	Responsive Government	Total	%
City Attorney	\$2,300	\$0	\$0	\$0	\$0	\$14,394	\$16,695	2.2%
City Clerk	0	0	0	0	0	4,850	\$4,850	0.6%
City Council	0	0	0	0	0	831	\$831	0.1%
City Manager	1,688	0	0	0	0	5,913	\$7,601	1.0%
Civic Services	113	0	0	193	76	28,757	\$29,138	3.8%
Community Council	0	0	0	0	0	9	\$9	0.0%
Development Services	12,178	0	0	1,828	11,285	8,290	\$33,581	4.4%
Finance	0	0	0	0	21,247	31,443	\$52,689	6.8%
Fire	82,335	0	0	174	1,035	750	\$84,294	11.0%
Human Resources	0	0	0	0	0	60,090	\$60,090	7.8%
Information Technology	88	0	0	0	45	22,970	\$23,102	3.0%
Miscellaneous	2,132	0	0	0	0	31,761	\$33,893	4.4%
Parks & Community Services	2,906	0	5,828	76,343	0	0	\$85,077	11.1%
Planning & Community Development	0	0	777	7,370	1,585	2,464	\$12,197	1.6%
Police	74,998	0	0	0	0	85	\$75,083	9.8%
Transportation	5,675	43,290	930	0	3,036	1,142	\$54,074	7.0%
Utilities	1,408	0	190,768	1,343	1,185	1,302	\$196,007	25.5%
Total Operating & Special Purpose Fund Proposals	\$185,820	\$43,290	\$198,304	\$87,251	\$39,493	\$215,052	\$769,211	100.0%
Percent of Total	24.2%	5.6%	25.8%	11.3%	5.1%	28.0%	100.0%	

Figures may not foot due to rounding.



Proposed Budget by Outcome Table 8.1 & 8.2

Figure 8.2
2018 FTE Comparison by Outcome and Department

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

Figures may not foot due to rounding



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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

<p>Key Community Indicators:</p> <ul style="list-style-type: none"> 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 	<p>Key Performance Indicators:</p> <ul style="list-style-type: none"> 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.

**Preliminary 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> ¹	<u>Proposal Title</u>	<u>Council</u> <u>Priority</u>	<u>Proposal</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	1,584,665	General
2	Development Services Review Services	●	110.03NA	E	59.10	16,152,589	DS, General, Utilities, IT
3	Telecommunications and Franchise Advisor	●	30.500NA	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	39,492,507	

*Proposal Type:

E = Existing - same service level as previous biennium

N = New - entirely new proposal

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:	<u>2017</u> \$780,811	<u>2018</u> \$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%	

Note – Operating Proposal Executive summaries are listed in rank number order by Outcome. They do not include debt proposals or reserve proposals, nor do they include CIP proposals which can be found in the CIP section. City Council will continue deliberations through December when the final budget is adopted.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Economic Growth and Competitiveness

110.03NA **Title:** Development Services Review Services

Ranking **Department:** Development Services

2

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

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.

<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 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

3

		<u>2017</u>	<u>2018</u>
Budget:	\$143,591	\$147,726	
FTE:	0.00	0.00	

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.

<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 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

Note – Operating Proposal Executive summaries are listed in rank number order by Outcome. They do not include debt proposals or reserve proposals, nor do they include CIP proposals which can be found in the CIP section. City Council will continue deliberations through December when the final budget is adopted.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Economic Growth and Competitiveness

060.10NA

Title: Bellevue Convention Center Authority (BCCA) Operations

Ranking

Department: Finance

	<u>2017</u>	<u>2018</u>
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.

<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>
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

Title: Downtown Parking Enforcement

Ranking

Department: Transportation

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

5

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. Budget process outcome: Options for expanding service levels to provide better enforcement levels and also support parking policy changes (such as extending two hour parking zones from 6pm to 8pm) should a parking study recommend such changes not recommended for funding.

<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>
# Downtown parking spaces available	Months	310	343	300	300	310
Downtown parking complaints received/responded	Months	109	319	250	250	250

Note – Operating Proposal Executive summaries are listed in rank number order by Outcome. They do not include debt proposals or reserve proposals, nor do they include CIP proposals which can be found in the CIP section. City Council will continue deliberations through December when the final budget is adopted.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Economic Growth and Competitiveness

Total:		<u>2017</u>	<u>2018</u>
	Budget:	\$18,997,632	\$20,494,875
	FTE:	61.10	62.10

Note – Operating Proposal Executive summaries are listed in rank number order by Outcome. They do not include debt proposals or reserve proposals, nor do they include CIP proposals which can be found in the CIP section. City Council will continue deliberations through December when the final budget is adopted.



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 EGC 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

2
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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%

**Preliminary 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> 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>
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	1,937,767	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	General
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	Utilities
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
22	Environmental Stewardship Initiative		115.24NA	E	1.00	777,485	General

**Preliminary Budget by Outcome
Proposal Ranking Sheet**

Outcome: Healthy & Sustainable Environment

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<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	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 ²		045.90NA	N	0.00	-	N/A
Total					177.15	198,303,765	

*Proposal Type:

E = Existing - same service level as previous biennium

N = New - entirely new proposal

²Green 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

1

		<u>2017</u>	<u>2018</u>
Budget:	\$1,818,613	\$1,681,266	
FTE:	10.65	10.65	

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

2

		<u>2017</u>	<u>2018</u>
Budget:	\$1,595,565	\$1,146,144	
FTE:	4.30	4.30	

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.

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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
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

	2017	2018
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.

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
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

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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

<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 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:		\$956,101	\$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.

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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: 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 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 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

Note – Operating Proposal Executive summaries are listed in rank number order by Outcome. They do not include debt proposals or reserve proposals, nor do they include CIP proposals which can be found in the CIP section. City Council will continue deliberations through December when the final budget is adopted.

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

		<u>2017</u>	<u>2018</u>
Budget:		\$850,995	\$719,361
FTE:		3.80	3.80

7

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

		<u>2017</u>	<u>2018</u>
Budget:		\$1,260,824	\$1,323,051
FTE:		7.75	7.75

8

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 disconnections/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%

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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

	<u>2017</u>	<u>2018</u>
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

	<u>2017</u>	<u>2018</u>
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.

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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

Title: Sewer Mains, Laterals and Manhole Repair Program

Ranking

Department: Utilities

	2017	2018
Budget:	\$1,034,062	\$1,063,487
FTE:	7.00	7.00

11

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

Title: Capital Project Delivery

Ranking

Department: Utilities

	2017	2018
Budget:	\$4,289,828	\$4,605,200
FTE:	28.96	28.96

12

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%

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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

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

140.44NA **Title:** Utility Locates Program

Ranking **Department:** Utilities

15

	<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 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 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 **Department:** Utilities

16

	<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 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 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

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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

	<u>2017</u>	<u>2018</u>
Budget:	\$547,128	\$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

	<u>2017</u>	<u>2018</u>
Budget:	\$1,994,123	\$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

	Budget:	<u>2017</u> \$1,742,202	<u>2018</u> \$1,853,777
	FTE:	6.09	6.09

21

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

	Budget:	<u>2017</u> \$360,674	<u>2018</u> \$416,811
	FTE:	1.00	1.00

22

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%

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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

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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.

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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
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%

140.31DA

Title: Storm and Surface Water Pollution Prevention

Ranking

Department: Utilities

	<u>2017</u>	<u>2018</u>
Budget:	\$507,122	\$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.

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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: 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

140.60NA

Ranking

29

Title: Utilities Computer and Systems Support

Department: Utilities

	<u>2017</u>	<u>2018</u>
Budget:	\$1,544,228	\$1,626,922
FTE:	5.50	5.50

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 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 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%

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

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%

140.32NA

Title: Water Systems and Conservation

Ranking

Department: Utilities

	<u>2017</u>	<u>2018</u>
Budget:	\$141,383	\$146,009
FTE:	0.45	0.45

31

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.

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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: 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

Ranking

32

Title: Storm and Surface Water Infrastructure Condition Assessment

Department: Utilities

	<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.

<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 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

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

140.16NA Title: Water Meter Repair and Replacement Program

Ranking Department: Utilities

33

	<u>2017</u>	<u>2018</u>
Budget:	\$401,809	\$411,523
FTE:	2.25	2.25

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>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 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

34

	<u>2017</u>	<u>2018</u>
Budget:	\$605,767	\$627,391
FTE:	4.55	4.55

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.

<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 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%

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Healthy and Sustainable Environment

Total:		<u>2017</u>	<u>2018</u>
	Budget:	\$97,522,880	\$100,780,885
	FTE:	177.15	177.15

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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

2
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1
7
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2
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1
8



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 Result s	2015 Result s	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

**Preliminary 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> 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>
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, Utilities
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	3,408,919	General
13	Emergency Mgmt/Preparedness for the Transportation System		130.35NA	E	2.00	753,446	General
14	Transportation Drainage Billing		130.06NA	E	0.00	8,174,494	General
Total					105.45	43,290,362	

*Proposal Type:

E = Existing - same service level as previous biennium

N = New - entirely new proposal

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Improved Mobility and Connectivity

130.31NA

Title: Traffic Signal Maintenance

Ranking

Department: Transportation

	Budget:	<u>2017</u> \$1,365,683	<u>2018</u> \$1,423,972
	FTE:	7.50	7.50

1

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

	Budget:	<u>2017</u> \$467,996	<u>2018</u> \$486,759
	FTE:	3.00	3.00

2

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.

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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
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

	2017	2018
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. Budget process outcome: To gain efficiency in face of static resources, this proposal includes an LTE position to modernize asset management and include Transportation infrastructure in the Mobile Workforce Initiative was not recommended for funding.

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
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

	Budget:	<u>2017</u> \$787,691	<u>2018</u> \$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

	Budget:	<u>2017</u> \$3,861,401	<u>2018</u> \$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.

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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>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 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

Ranking

6

Title: Intelligent Transportation Systems (ITS)

Department: Transportation

	<u>2017</u>	<u>2018</u>
Budget:	\$739,693	\$767,993
FTE:	5.00	5.00

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</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>
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

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Improved Mobility and Connectivity

130.14NA

Title: Modeling and Analysis Core Functions

Ranking

Department: Transportation

	2017	2018
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.

<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 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.

<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>
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%

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Improved Mobility and Connectivity

130.36NA **Title:** Transportation Implementation Strategies

Ranking **Department:** Transportation

9

		2017	2018
Budget:	\$1,032,642	\$928,580	
FTE:	4.50	4.50	

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.

<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 **Title:** Long-Range Transportation Planning

Ranking **Department:** Transportation

10

		2017	2018
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.

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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 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

130.04NA

Title: Department Management and Administration

Ranking

Department: Transportation

	<u>2017</u>	<u>2018</u>
Budget:	\$1,734,210	\$1,805,016
FTE:	11.21	11.21

11

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. Budget Outcome: One-time professional services funding of \$50,000 per year for department and city initiatives such as Sound Transit 3, APWA accreditation, organizational development, etc. not recommended for funding.

<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>
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

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Improved Mobility and Connectivity

130.30NA

Title: Traffic Safety and Engineering

Ranking

Department: Transportation

		<u>2017</u>	<u>2018</u>
Budget:		\$1,670,587	\$1,738,332
FTE:		10.80	10.80

12

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.

<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>
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

Title: Emergency Mgmt/Preparedness for the Transportation System

Ranking

Department: Transportation

		<u>2017</u>	<u>2018</u>
Budget:		\$370,366	\$383,080
FTE:		2.00	2.00

13

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.

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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
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

130.06NA

Title: Transportation Drainage Billing

Ranking

Department: Transportation

	2017	2018
Budget:	\$3,991,452	\$4,183,042
FTE:	0.00	0.00

14

This proposal is for funds for the Transportation Department to pay for storm drainage from Bellevue's roadways to the City's Stormwater Utility. This system manages runoff from impervious surfaces to prevent flooding, and to preserve existing streams and wetlands, keeping them free from pollutants. Transportation owns over 120,000,000 sq ft of impervious streets. Transportation is billed for 26.5% of the surface as lightly developed (medians, plantings, etc). The other 73.5% is billed as heavily developed. Heavily developed properties have much greater runoff and are charged at a higher rate. These calculations have been determined to take credit for detention systems into account.

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
Storm Drainage Bill Paid	Years	Yes	Yes			

Total:

	2017	2018
Budget:	\$21,258,020	\$22,032,342
FTE:	105.45	105.45

Note – Operating Proposal Executive summaries are listed in rank number order by Outcome. They do not include debt proposals or reserve proposals, nor do they include CIP proposals which can be found in the CIP section. City Council will continue deliberations through December when the final budget is adopted.



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

Cause & Effect Map



Quality Neighborhoods and Innovative, Vibrant and Caring Community



2
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8

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 Result s	2014 Result s	2015 Result s	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%



Budget By Outcome Innovative, Vibrant, and Caring Community Performance Measures

Community Values:

The Bellevue community values our diversity and opportunities for all generations to live well, to work, and to play. We value a visionary community that fosters creativity and encourages civic engagement. We value a welcoming, supportive and caring community, and we want these values demonstrated through action. Finally, we value the concept of being a “City in a Park.”

Are We Achieving Results that Matter?

Community engagement, supportive services, opportunities to learn and develop skills, and opportunities to express creativity are all things that support innovative, vibrant and caring communities. Results from City department performance measures and Key Community Indicators (KCIs) remain positive. Overall satisfaction with park programs decreased along with participation in recreation programs in 2015. Compared to the previous year, 18,273 more people participated in the array of Human Services programs that Bellevue supports.

Key Community Indicators: Innovative, Vibrant, and Caring Community	2014 Results	2015 Results	Change 2014-2015
% of residents who agree that Bellevue fosters and supports a diverse community in which all generations have opportunities to live, work, and play.	85%	79%	-6%
% of residents who view Bellevue as a visionary community in which creativity is fostered.	72%	75%	+3%
% of residents who agree that the City promotes a community that encourages civic engagement.	83%	82%	-1%
% of residents who agree that Bellevue is a welcoming and supportive and demonstrates caring for people through actions.	83%	84%	+1%
% of residents who agree that Bellevue can rightly be called a “City in a Park”.	68%	71%	+3%

**Data not available or target not set.*

Key Performance Indicators	2013 Result	2014 Result	2015 Result	2015 Target
Percent of residents reporting overall satisfaction with park programs.	91%	93%	92%	90%
Number (000s) and value (\$000s) of volunteer participation in park programs. ¹	4645 \$2385	4162 \$2382	4617 \$3012	*
Number of registrants for city recreation programs.	28,962	31,362	29,546	27,500
Number of Bellevue residents served by Human Services contract agencies.	21,900	40,329	58,602	30,000

¹ The 2013 and 2014 results listed for this indicator are different than these same results listed in previous Annual Performance Reports. This difference is due to a computational error in previous years.

**Preliminary 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> 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>
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	Parks Ent, General, Utilities
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, M&O Reserve
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	947,554	General
15	Youth Development Services		100.02NA	E	5.00	1,938,849	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
Total					171.59	87,251,318	

*Proposal Type:

E = Existing - same service level as previous biennium

N = New - entirely new proposal

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 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 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 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 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. They do not include debt proposals or reserve proposals, nor do they include CIP proposals which can be found in the CIP section. City Council will continue deliberations through December when the final budget is adopted.

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</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 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.

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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 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 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

Ranking

5

Title: Planning & Development Initiatives

Department: Planning & Community Development

	2017	2018
Budget:	\$1,065,971	\$1,110,627
FTE:	5.50	5.50

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 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 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%

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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 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 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.

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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%			

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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

		<u>2017</u>	<u>2018</u>
Budget:	\$6,124,811	\$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

		<u>2017</u>	<u>2018</u>
Budget:	\$594,983	\$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

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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

11

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

12

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.

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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>
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%			

110.07NA

Ranking

13

Title: Code Compliance Inspection and Enforcement Services

Department: Development Services

	<u>2017</u>	<u>2018</u>
Budget:	\$896,531	\$931,282
FTE:	7.00	7.00

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%

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Quality Neighborhoods/Innovative Vibrant and Caring Community

100.15NA

Title: Bellevue Diversity Initiative: Cultural Competence & Equity

Ranking

Department: Parks & Community Services

	<u>2017</u>	<u>2018</u>
Budget:	\$465,224	\$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.

<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

Title: Youth Development Services

Ranking

Department: Parks & Community Services

	<u>2017</u>	<u>2018</u>
Budget:	\$952,400	\$986,449
FTE:	5.00	5.00

15

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.

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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>
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%			

140.29NA

Title: Utilities Rate Relief Program

Ranking

Department: Utilities

	2017	2018
Budget:	\$658,081	\$685,037
FTE:	0.70	0.70

16

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%

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Quality Neighborhoods/Innovative Vibrant and Caring Community

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	

17

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%			

115.09PA

Title: Arts Program: building a world class city through the arts

Ranking

Department: Planning & Community Development

		<u>2017</u>	<u>2018</u>
Budget:	\$306,477	\$317,032	
FTE:	1.50	1.50	

18

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.

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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 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 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

115.11NA

Ranking

19

Title: Bellevue Neighborhood Mediation Program

Department: Planning & Community Development

	Budget:	<u>2017</u>	<u>2018</u>
		\$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 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 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

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Quality Neighborhoods/Innovative Vibrant and Caring Community

Total:		<u>2017</u>	<u>2018</u>
	Budget:	\$42,679,943	\$44,571,375
	FTE:	169.59	171.59

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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.

**Preliminary 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	1,000,000	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	Risks, 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

**Preliminary Budget by Outcome
Proposal Ranking Sheet**

Outcome: Responsive Government

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<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, Utilities
25	Development Services Information Delivery		110.01NA	E	13.65	3,923,206	DS, 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
48	Finance Central Services		060.14DA	E	0.00	1,797,860	General

**Preliminary Budget by Outcome
Proposal Ranking Sheet**

Outcome: Responsive Government

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<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>
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	214,052,100	

*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.

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:	\$500,000	\$500,000
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.

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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>
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

2

	<u>2017</u>	<u>2018</u>
Budget:	\$1,091,961	\$1,132,636
FTE:	8.00	8.00

This proposal provides resources to plan, analyze, produce, and monitor a Council-approved, balanced biennial budget representing the City's vision and goals. The budget is a combined financial, operational, and capital document that allocates resources to the programs that matter most to the community. The Budget Office provides oversight and monitoring of the approved budget's implementation and engages in long-range financial modeling and planning to ensure fiscal sustainability. The Budget Office also performs value-added financial and performance measurement analysis, produces performance reports, conducts citizen 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.

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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>
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%			

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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

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
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

Title: Citywide Treasury Management Services

Ranking

Department: Finance

	2017	2018
Budget:	\$649,852	\$674,674
FTE:	4.75	4.75

6

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”.

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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>
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%

020.05NA

Title: Disclosure of Public Records and Information

Ranking

Department: City Clerk

	<u>2017</u>	<u>2018</u>
Budget:	\$407,646	\$423,992
FTE:	3.00	3.00

7

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 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 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%

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

045.34PA

Title: Electronic Communication Services

Ranking

Department: Civic Services

	<u>2017</u>	<u>2018</u>
Budget:	\$317,396	\$329,005
FTE:	2.00	2.00

8

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%

045.30PA

Title: Fleet Services Maintenance & Repair

Ranking

Department: Civic Services

	<u>2017</u>	<u>2018</u>
Budget:	\$2,094,165	\$2,167,840
FTE:	13.50	13.50

9

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%

Note – Operating Proposal Executive summaries are listed in rank number order by Outcome. They do not include debt proposals or reserve proposals, nor do they include CIP proposals which can be found in the CIP section. City Council will continue deliberations through December when the final budget is adopted.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

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

010.08NA Title: Legal Advice Services

Ranking Department: City Attorney

11

		<u>2017</u>	<u>2018</u>
Budget:		\$616,080	\$640,944
FTE:		3.50	3.50

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

Note – Operating Proposal Executive summaries are listed in rank number order by Outcome. They do not include debt proposals or reserve proposals, nor do they include CIP proposals which can be found in the CIP section. City Council will continue deliberations through December when the final budget is adopted.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

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

020.02NA

Title: Council Legislative and Administrative Support

Ranking

Department: City Clerk

		<u>2017</u>	<u>2018</u>
Budget:		\$234,254	\$244,022
FTE:		2.00	2.00

13

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%

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

020.01NA

Title: City Clerk's Operations

Ranking

Department: City Clerk

		<u>2017</u>	<u>2018</u>
Budget:	\$1,055,365	\$992,765	
FTE:	6.00	6.00	

14

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 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 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%
Overtaken 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%

020.04NA

Title: Records Management Services

Ranking

Department: City Clerk

		<u>2017</u>	<u>2018</u>
Budget:	\$731,818	\$759,976	
FTE:	4.75	4.75	

15

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%

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

060.16NA

Title: Citywide Disbursements

Ranking

Department: Finance

	<u>2017</u>	<u>2018</u>
Budget:	\$724,570	\$754,958
FTE:	6.25	6.25

16

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</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 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

115.01NA

Title: Comprehensive & Strategic Planning Core Services

Ranking

Department: Planning & Community Development

	<u>2017</u>	<u>2018</u>
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%

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

110.06NA **Title:** Development Services Financial Management

Ranking **Department:** Development Services

18

	<u>2017</u>	<u>2018</u>
Budget:	\$589,551	\$614,080
FTE:	5.00	5.00

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%

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%

Note – Operating Proposal Executive summaries are listed in rank number order by Outcome. They do not include debt proposals or reserve proposals, nor do they include CIP proposals which can be found in the CIP section. City Council will continue deliberations through December when the final budget is adopted.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

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%				

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.

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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
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

	2017	2018
Budget:	\$671,047	\$696,072
FTE:	4.00	4.00

22

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.

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
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

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

090.01NA Title: Computer Technology Services

Ranking Department: Information Technology

23

		2017	2018
Budget:		\$1,057,466	\$1,096,109
FTE:		8.00	8.00

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</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 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%

110.02NA Title: Policy Implementation Code Amendments & Consulting Service

Ranking Department: Development Services

24

		2017	2018
Budget:		\$1,779,023	\$1,848,406
FTE:		11.63	11.63

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</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>
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%

Note – Operating Proposal Executive summaries are listed in rank number order by Outcome. They do not include debt proposals or reserve proposals, nor do they include CIP proposals which can be found in the CIP section. City Council will continue deliberations through December when the final budget is adopted.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

110.01NA Title: Development Services Information Delivery

Ranking **Department:** Development Services

25

		<u>2017</u>	<u>2018</u>
Budget:		\$1,922,981	\$2,000,225
FTE:		13.65	13.65

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</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 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%

045.32DA Title: Fleet & Communications Parts Inventory & Fuel System

Ranking **Department:** Civic Services

26

		<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%

Note – Operating Proposal Executive summaries are listed in rank number order by Outcome. They do not include debt proposals or reserve proposals, nor do they include CIP proposals which can be found in the CIP section. City Council will continue deliberations through December when the final budget is adopted.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

045.01NA

Title: Client Services

Ranking

Department: Civic Services

	<u>2017</u>	<u>2018</u>
Budget:	\$638,001	\$665,069
FTE:	5.75	5.75

27

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 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 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	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%

045.31DA

Title: Fleet & Communications Asset Management

Ranking

Department: Civic Services

	<u>2017</u>	<u>2018</u>
Budget:	\$203,007	\$211,111
FTE:	1.50	1.50

28

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.

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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
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

	2017	2018
Budget:	\$0	\$461,919
FTE:	0.00	0.00

29

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.

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
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

060.17NA

Title: Procurement Services

Ranking

Department: Finance

	2017	2018
Budget:	\$954,688	\$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.

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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>
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

	<u>2017</u>	<u>2018</u>
Budget:	\$3,200,050	\$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>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>
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%

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

040.02NA

Title: Communications

Ranking

Department: City Manager

	<u>2017</u>	<u>2018</u>
Budget:	\$923,383	\$954,907
FTE:	4.00	4.00

32

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

	<u>2017</u>	<u>2018</u>
Budget:	\$26,575,801	\$28,585,115
FTE:	1.80	1.80

33

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

34

	<u>2017</u>	<u>2018</u>
Budget:	\$396,272	\$403,993
FTE:	1.00	1.00

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

35

	<u>2017</u>	<u>2018</u>
Budget:	\$1,317,334	\$1,283,594
FTE:	8.00	8.00

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.

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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

Ranking

36

Title: Paperless Permitting Enhancements

Department: Development Services

	2017	2018
Budget:	\$203,195	\$144,819
FTE:	0.00	0.00

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%

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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

Department: Civic Services

	<u>2017</u>	<u>2018</u>
Budget:	\$612,180	\$636,529
FTE:	3.00	3.00

39

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</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>
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

Department: Development Services

	<u>2017</u>	<u>2018</u>
Budget:	\$854,359	\$883,120
FTE:	2.50	2.50

40

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</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>
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 Department: Finance

41

	<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 Department: Human Resources

42

	<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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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%
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

	2017	2018
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.

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
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

	2017	2018
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.

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
Percent of Equipment Rental Fund (ERF) operating budget reserved	Years	6.7%	10.7%	5%	5%	5%

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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

Note – Operating Proposal Executive summaries are listed in rank number order by Outcome. They do not include debt proposals or reserve proposals, nor do they include CIP proposals which can be found in the CIP section. City Council will continue deliberations through December when the final budget is adopted.

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.

Note – Operating Proposal Executive summaries are listed in rank number order by Outcome. They do not include debt proposals or reserve proposals, nor do they include CIP proposals which can be found in the CIP section. City Council will continue deliberations through December when the final budget is adopted.

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
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

045.22PA

Title: Facilities Services Project Management

Ranking

Department: Civic Services

	2017	2018
Budget:	\$802,848	\$778,509
FTE:	5.00	5.00

49

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.

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
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%

Note – Operating Proposal Executive summaries are listed in rank number order by Outcome. They do not include debt proposals or reserve proposals, nor do they include CIP proposals which can be found in the CIP section. City Council will continue deliberations through December when the final budget is adopted.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Responsive Government

080.07NA

Title: Talent Acquisition

Ranking

Department: Human Resources

	<u>2017</u>	<u>2018</u>
Budget:	\$242,684	\$197,977
FTE:	1.00	1.00

50

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.

<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>
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

	<u>2017</u>	<u>2018</u>
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.

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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
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.

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
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

	2017	2018
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.

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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>
% 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.

<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:	\$105,670,073	\$109,382,027
FTE:	280.08	280.08

Note – Operating Proposal Executive summaries are listed in rank number order by Outcome. They do not include debt proposals or reserve proposals, nor do they include CIP proposals which can be found in the CIP section. City Council will continue deliberations through December when the final budget is adopted.



Responsive Government Ranking and Metric Analysis Memos

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 and Metric Analysis Memos

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 and Metric Analysis Memos

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

Key Community Indicators:

- % of residents who agree that Bellevue is a safe community in which to live, learn, work, and play.
- % of residents who agree that Bellevue plans appropriately to respond to major emergencies.
- % of residents who agree that Bellevue is well prepared to respond to routine emergencies.
- % of residents who agree that they feel safe in their neighborhood after dark.
- % 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

Key Performance Indicators:

- % 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%

**Preliminary 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> 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>
1	Fire Suppression and Emergency Medical Response		070.01PA	E	166.19	51,323,481	General
2	Patrol		120.01NA	E	94.00	25,295,340	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	5,059,785	General
9	Investigations		120.02NA	E	34.00	10,423,079	General
10	Narcotics Investigations		120.04NA	E	5.00	1,853,651	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 Fund
14	Fire Prevention	●	070.06NA	E	8.00	1,925,940	General
15	Courts and Custody Unit		120.11NA	E	6.00	3,410,622	General
16	Community Stations /Downtown Unit /Bicycle Patrol		120.16NA	E	15.00	4,395,293	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	2,559,393	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	698,191	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

**Preliminary 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> 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>
27	East Metro Training Group		070.18NA	E	0.00	491,930	General
28	Personnel Services Unit		120.10NA	E	7.00	3,122,422	General
29	Office of Professional Standards		120.12NA	E	3.00	1,017,305	General
30	Special Details: SWAT/HNT; Bomb Squad; Crowd Control; Honor Guard		120.17NA	E	0.00	225,802	General
31	Traffic Flagging		120.07NA	E	0.00	1,478,116	General, Utilities
32	Fire Flow Capacity for City of Bellevue ²		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 ³		070.27NA	E	0.00	-	N/A
37	Police Dashboard Cameras for Patrol Vehicles ⁴		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 ⁵		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

² Fire Flow Capacity Proposal: Incorporated into existing utilities operating expenditure proposals.

³ Maintain Class 2 Community Protection proposal: Citywide team analysis in progress to bring forward recommendation at mid-bi.

⁴ Police Dashboard Cameras: Includes funding for further study and will be brought forward once study is complete.

⁵ City Hall & Bellevue Service Center Security: Corresponding CIP NCS03 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:	\$12,438,382	\$12,856,958	
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%

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe Community

010.10NA

Title: Criminal Prosecution Services

Ranking

Department: City Attorney

	<u>2017</u>	<u>2018</u>
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

	<u>2017</u>	<u>2018</u>
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

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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:	\$2,500,093	\$2,559,692	
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:	\$5,126,488	\$5,296,591	
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

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe Community

120.04NA

Title: Narcotics Investigations

Ranking

Department: Police

	<u>2017</u>	<u>2018</u>
Budget:	\$913,734	\$939,917
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

	<u>2017</u>	<u>2018</u>
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%

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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.

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe 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>
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

070.06NA

Ranking

14

Title: Fire Prevention

Department: Fire

	<u>2017</u>	<u>2018</u>
Budget:	\$943,649	\$982,291
FTE:	8.00	8.00

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 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 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%

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City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe Community

120.11NA

Title: Courts and Custody Unit

Ranking

Department: Police

		<u>2017</u>	<u>2018</u>
Budget:	\$1,680,381	\$1,730,241	
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.

<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>
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

Title: Community Stations / Downtown Unit / Bicycle Patrol

Ranking

Department: Police

		<u>2017</u>	<u>2018</u>
Budget:	\$2,161,942	\$2,233,351	
FTE:	15.00	15.00	

16

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.

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Safe 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>
Bicycle Unit: Proactively patrol parks/trails/address Sector Capts. 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%

120.15NA

Ranking

17

Title: School Resource Officers

Department: Police

	<u>2017</u>	<u>2018</u>
Budget:	\$915,816	\$946,876
FTE:	7.00	7.00

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 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
Calls and events logged by SRO's in the schools	Years	3,610	3,620	3,500	3,500	3,500

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Operating Budget Proposal Summary

Safe Community

130.27NA Title: Street Lighting Maintenance

Ranking Department: Transportation

18

		<u>2017</u>	<u>2018</u>
Budget:		\$1,568,114	\$1,612,562
FTE:		2.00	2.00

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

120.18NA Title: Traffic Collision Investigation

Ranking Department: Police

19

		<u>2017</u>	<u>2018</u>
Budget:		\$1,012,713	\$1,046,099
FTE:		7.00	7.00

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</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 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

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Safe Community

070.07DA **Title:** Fire Facilities Maintenance & Operations

Ranking **Department:** Fire

20

	<u>2017</u>	<u>2018</u>
Budget:	\$715,053	\$736,144
FTE:	1.80	1.80

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</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 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

070.05NA **Title:** Fire Department Management & Support

Ranking **Department:** Fire

21

	<u>2017</u>	<u>2018</u>
Budget:	\$1,287,123	\$1,338,553
FTE:	7.25	7.25

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

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Safe Community

120.13NA Title: Management and Support

Ranking **Department:** Police

22

		<u>2017</u>	<u>2018</u>
Budget:		\$1,254,692	\$1,304,701
FTE:		7.00	7.00

Police Management and Support provides leadership, strategic direction, and general support to the Bellevue Police Department, and also assists and influences local, regional, and national law enforcement agencies on public safety policies, strategies, collaborations, and issues affecting the Bellevue community. The proposal includes the efforts of the Police Chief, two deputy chiefs, one fiscal manager, one legal advisor, and two administrative assistants. This proposal responds directly to Response, Prevention, 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%

070.04PA Title: City-Wide Emergency Management Services

Ranking **Department:** Fire

23

		<u>2017</u>	<u>2018</u>
Budget:		\$465,841	\$481,209
FTE:		3.00	3.00

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.

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Safe 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>
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:	\$342,798	\$355,393
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 Actual</u>	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 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%

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.

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<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>
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

	2017	2018
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.

<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 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%

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Safe Community

070.18NA

Title: East Metro Training Group

Ranking

Department: Fire

	<u>2017</u>	<u>2018</u>
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.)

<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>
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

	<u>2017</u>	<u>2018</u>
Budget:	\$1,538,044	\$1,584,378
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.

<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 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

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Safe Community

120.12NA

Title: Office of Professional Standards

Ranking

Department: Police

	<u>2017</u>	<u>2018</u>
Budget:	\$500,595	\$516,710
FTE:	3.00	3.00

29

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>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>
Citizen satisfaction with complaint process	Years	100%	96%	95%	95%	95%

120.17NA

Title: Special Details: SWAT/HNT; Bomb Squad; Crowd Control; Honor Guard

Ranking

Department: Police

	<u>2017</u>	<u>2018</u>
Budget:	\$111,552	\$114,250
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.

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Safe Community

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
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.

140.59NA

Title: Fire Flow Capacity for City of Bellevue

Ranking

Department: Utilities

	2017	2018
Budget:	\$0	\$0
FTE:	0.00	0.00

32

Bellevue's Water Utility provides the capacity for fire flow to water customers in Bellevue and other jurisdictions within its service area. This proposal provides funds for construction and maintenance of a water system that supplies adequate and reliable fire flow capacity, enabling timely fire suppression by emergency responders. In October 2008, the Washington State Supreme Court ruled that provision of water for fire suppression is a general government (General Fund) responsibility and cannot be paid for through water rates. As a consequence of this ruling, Council removed the cost of fire flow capacity from the water utility rate and shifted the cost to the General Fund. Effective January 1, 2010, Council increased the utility tax on water to raise the general funds needed to pay for Bellevue's cost for fire flow capacity. Revenue collected from the incremental increase in this tax is transferred to the Utilities to support fire flow services.

Performance Measure	Frequency	2014	2015	2016	2017	2018
		Actual	Actual	Target	Target	Target
Utilities: Percent Variance: Budgeted versus Actual collected Fire Flow Capacity charges form the City general fund.	Years	100%	100%	100%	100%	100%

Note – Operating Proposal Executive summaries are listed in rank number order by Outcome. They do not include debt proposals or reserve proposals, nor do they include CIP proposals which can be found in the CIP section. City Council will continue deliberations through December when the final budget is adopted.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe Community

120.14NA

Title: Volunteer Program

Ranking

Department: Police

	<u>2017</u>	<u>2018</u>
Budget:	\$130,480	\$135,859
FTE:	1.00	1.00

33

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

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.

Note – Operating Proposal Executive summaries are listed in rank number order by Outcome. They do not include debt proposals or reserve proposals, nor do they include CIP proposals which can be found in the CIP section. City Council will continue deliberations through December when the final budget is adopted.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

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>
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

	2017	2018
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.

<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>
High Acuity BLS Incidents QA Percentage	Years				50%	75%

Note – Operating Proposal Executive summaries are listed in rank number order by Outcome. They do not include debt proposals or reserve proposals, nor do they include CIP proposals which can be found in the CIP section. City Council will continue deliberations through December when the final budget is adopted.

City of Bellevue - Budget One 2017-2018

Operating Budget Proposal Summary

Safe Community

070.08DA

Title: Urban Area Security Initiative (UASI) Participation

Ranking

Department: Fire

	<u>2017</u>	<u>2018</u>
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) and partial funding for a Senior Administrative Assistant providing support for the UASI program.

<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

	<u>2017</u>	<u>2018</u>
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

Note – Operating Proposal Executive summaries are listed in rank number order by Outcome. They do not include debt proposals or reserve proposals, nor do they include CIP proposals which can be found in the CIP section. City Council will continue deliberations through December when the final budget is adopted.

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. They do not include debt proposals or reserve proposals, nor do they include CIP proposals which can be found in the CIP section. City Council will continue deliberations through December when the final budget is adopted.



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.



2017-2023 Capital Investment Program Plan

Executive Summary:

The 2017-2023 Preliminary 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 Preliminary CIP for 2017-2023 totals \$485 million.

The 2017-2023 CIP plan accomplishes the following:

- Advances the Council Priorities and adds new project funding above the 2015-2021 amended budget – total of \$41 million
- Ensures debt obligations are met
- Prepares the City for Transportation Infrastructure Financing and Innovation Act (TIFIA) projects
- 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. If passed, 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. The preliminary budget does not include the potential impacts of either a TIFIA loan or the ballot measure(s).



2017-2023 Capital Investment Program Plan

TOTAL CIP OVERVIEW

The City Manager’s preliminary 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	54	200,026
Total 2017-2023	72	\$484,866

¹ The preliminary 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 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

	2017	2018	2019	2020	2021	2022	2023	Total Prelim 2017-2023
2017-2023 Early Look Capital Investment Program								
Revenue Type								
Beginning Fund Balance	\$ 1,711,147	\$ (0)	\$ (0)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,711
Short-term Cash Flow Borrowing	\$ 17,291	\$ 8,966	\$ -	\$ 3,606	\$ -	\$ -	\$ -	\$ 29,863
MAJOR TAXES								
Retail Sales Tax	\$ 17,051	\$ 18,271	\$ 19,080	\$ 19,792	\$ 20,062	\$ 20,475	\$ 21,392	\$ 136,123
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	\$ 355,908
INTERGOVERNMENTAL								
Federal Grants	\$ 2,617	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,617
Grants	5,745	394	1,500	3,918	-	-	-	11,557
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	\$ 20,614	\$ 3,263	\$ 2,043	\$ 4,047	\$ 129	\$ 205	\$ 205	\$ 30,506
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	685	176	27	27	28	29	29	1,002
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	\$ 12,626	\$ 10,632	\$ 8,343	\$ 8,697	\$ 8,617	\$ 8,858	\$ 9,105	\$ 66,878
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	\$ (0)	\$ 0



2017-2023 Capital Investment Program Plan

PRELIMINARY GENERAL CIP

This transmittal summarizes the City Manager’s 2017-2023 Preliminary General CIP, proposing a balanced 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.

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. If passed, 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. The preliminary budget does not include the impacts of either a TIFIA loan, or the ballot measure(s).

The preliminary budget strategy allows for continued progress on meeting the City’s capital investment needs. The existing and new projects proposed for funding 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 Preliminary Budget includes new funding for projects directly implementing a council priority. The preliminary 7-Year Plan “cash flow” identifies Council Priorities by priority number and the “waterfall” notes a blue “X” on all council priority projects. 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



2017-2023 Capital Investment Program Plan

Council Priority	CIP Plan #	Project Title	2017-2023 Costs*
#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
#10- Bring a Smart City strategy to the Council for consideration	G-38	Expanded Community Connectivity (scope)	\$1.3M
	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)	2.0M
#14- Complete the first mile of the Eastside Rail Corridor	G-103	Eastside Rail Corridor (recosting)	\$1.0M
High Performance Government			
#21- Complete implementation of hearing accessibility within public meeting areas	G-04	Hearing Accessibility for Public Spaces (scope)	\$240K
	TOTAL		\$41.327M
*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.
- 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

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 preliminary 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	2.0M	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
NCS01	Long-Range Property & Facilities Plan	280K	Master plan for Civic Center District
NCS03	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

\$14.595M

Total changes from the 2015-2021 include:

- Adding 2 years (2022-2023) of debt service payments of \$39 million and the modeled payback of cash flow borrowing of \$31 million,
- In alignment with Council Policy, the preliminary budget adds 2 years (2022-2023) for ongoing programs that maintain what is built before building new, totaling \$34 million. This includes projects like the Overlay program, Parks Refurbishment and Renovation program, major maintenance, and others.
- The preliminary 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 \$30 million over the 7 year period.
- The preliminary 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 \$6 million.



2017-2023 Capital Investment Program Plan

- New projects included (noted above) account for \$15 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 Preliminary 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.

Resource Drivers:

The following section discusses the major resource drivers for the 2017-2023 General CIP Preliminary 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



2017-2023 Capital Investment Program Plan

projection. The details of the federal and state grants included can be found on the project specific revenue page.

Interlocal Contributions (\$16.1 million). In addition to the above revenues, the Forecast includes a variety of intergovernmental sources, including Sound Transit contributions (\$14.1 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 (\$12.4 million). In addition to the above revenue sources, the Forecast includes a variety of miscellaneous sources, including private contributions (\$1 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.

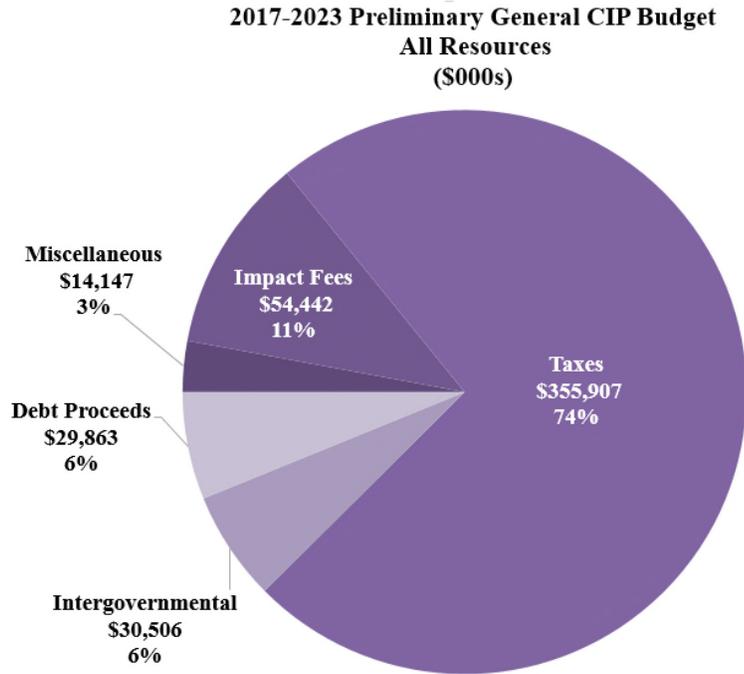
Short Term Modeled Debt Financing. The preliminary CIP Modeled cash flow borrowing totals \$29.9 with payback within the 2017-2023 plan in alignment with Council policy. The cash flow borrowing is not anticipated to be issued, and staff will not be asking Council for issuance at this time. If it is needed in future, staff will return to Council to address. The expenditure for the payback of the cash flow borrowing includes an additional \$2 million of interest costs over the 7-year timeframe.



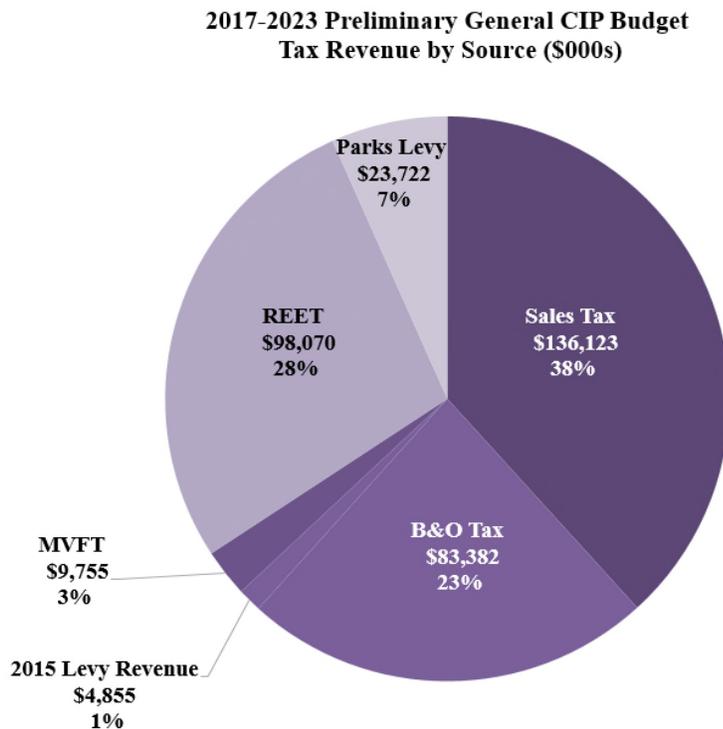
2017-2023 Capital Investment Program Plan

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

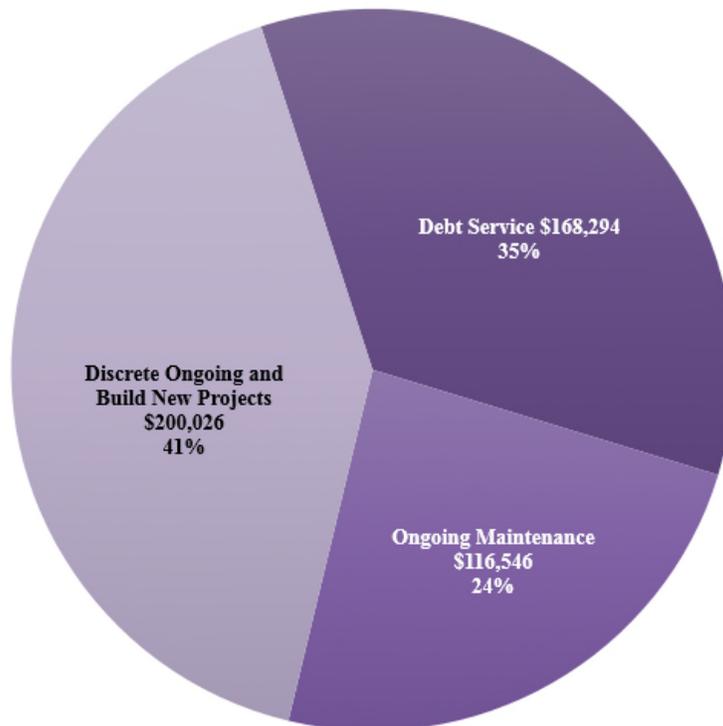
Expenditure Drivers:

The following chart illustrates the mix of Discrete Ongoing and Build New Projects, Ongoing Maintenance Programs and Debt Service. Full project lists of funded projects are found on both the “waterfall” and “7-Year CIP”. Council Priority projects are noted with a blue “x” on the “waterfall” and by priority number in the “7-Year CIP” cash flow.

- Discrete Ongoing and Build New Projects make up approximately 41% of the General CIP (\$179 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 (\$137 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 \$31.9 million of short term cash flow borrowing which includes \$2 million in interest.

EXPENDITURE SUMMARY

2017-2023 Preliminary General CIP Budget Recommended
Funding by Project Type
(\$000s)





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CIP Project Criteria Preliminary Budget

General CIP Guiding Principles for the 2017-2023 CIP

A. Citywide Financial Policy XI:I:

Preserve Existing Capital Infrastructure Before Building New Facilities: It is the City's policy to ensure that adequate resources are allocated to preserve the City's existing infrastructure before targeting resources to build new facilities that also have operating and maintenance obligations. This policy addresses the need to protect the City's historical investment in capital 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.

B. Citywide Funding Prioritization Criteria from 2017-2023 CIP

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

Effectiveness at achieving City Mission/Community Outcomes/Council Priorities

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

Mandates

- Legal
- Appropriate level of investment needed to meet mandate

Financial Factors

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

Timing/Urgency

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

Scaling

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



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Preliminary Budget: 7-Year Cash Flow Modeling

Identifies New Projects in this DRAFT 2017-2023 Cash Flow

	Q2 2016 Year End Estimate*	Estimated Carry Forward a of Q2 monitoring, will change as books close after year end*	2017	Estimated 2017 Available Budget (For Reference Only) This column does not include any math totals*	2018	2019	2020	2021	2022	2023	Total Prelim 2017-2023	Proposed Total Project Cost through 2023
2017-2023 Early Look Capital Investment Program												
Revenue Type												
Beginning Fund Balance	\$ 69,676	\$ 1,711,147	\$ 27,427	\$ (0)	\$ (0)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,711	
Short-term Cash Flow Borrowing**	\$ -	\$ 17,291	\$ 17,291	\$ 8,966	\$ -	\$ 3,606	\$ -	\$ -	\$ -	\$ -	\$ 29,863	
MAJOR TAXES												
Retail Sales Tax	\$ 15,597	\$ -	\$ 17,051	\$ 17,051	\$ 18,271	\$ 19,080	\$ 19,792	\$ 20,062	\$ 20,475	\$ 21,392	\$ 136,123	
B&O Tax	9,867	-	10,395	10,395	11,038	11,481	11,914	12,364	12,859	13,330	83,382	
Real Estate Excise Tax (REET)	17,446	-	14,154	14,154	13,966	14,370	14,096	13,828	13,828	13,828	98,070	
Parks Levy	3,389	-	3,389	3,389	3,389	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	694	694	4,855	
Motor Vehicle Fuel Tax (MVFT)	1,368	-	1,377	1,377	1,385	1,393	1,400	1,400	1,400	1,400	9,755	
Subtotal Major Taxes	\$ 48,361	\$ -	\$ 47,058	\$ 47,058	\$ 48,743	\$ 50,406	\$ 51,284	\$ 51,738	\$ 52,645	\$ 54,033	\$ 355,908	
INTERGOVERNMENTAL												
Federal Grants	\$ 8,180	\$ 2,617	\$ 2,617	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,617	
Grants	8,779	5,745	5,745	394	1,500	3,918	-	-	-	-	11,557	
Interlocal Contributions	28,012	12,221	12,221	2,839	513	99	99	175	175	175	16,122	
Rents and Leases	160	30	30	30	30	30	30	30	30	30	210	
Subtotal Intergovernmental	\$ 45,131	\$ 20,614	\$ 20,614	\$ 3,263	\$ 2,043	\$ 4,047	\$ 129	\$ 205	\$ 205	\$ 205	\$ 30,506	
OTHER RESOURCES												
Transfers from Other City Funds	\$ 1,038	\$ 1,129	\$ 1,129	\$ 729	\$ 529	\$ 652	\$ 350	\$ 350	\$ 350	\$ 350	\$ 4,088	
WA State Funding - Annexation Sales Tax	1,291	-	-	2,160	-	-	-	-	-	-	2,160	
Private Contributions	3,122	685	685	176	27	27	28	29	29	29	1,002	
Sale of Fixed Assets	-	3,455	3,455	-	-	-	-	-	-	-	3,455	
Investment Interest	247	247	247	247	247	247	247	247	247	247	1,730	
Transportation Impact Fees	3,900	7,110	7,110	7,320	7,540	7,770	7,992	8,232	8,479	8,479	54,442	
Subtotal Other Resources	\$ 9,599	\$ 12,626	\$ 12,626	\$ 10,632	\$ 8,343	\$ 8,697	\$ 8,617	\$ 8,858	\$ 9,105	\$ 9,105	\$ 66,878	
Grand Total Revenues	\$ 172,767	\$ -	\$ 99,301	\$ 125,017	\$ 71,604	\$ 60,792	\$ 67,634	\$ 60,485	\$ 61,707	\$ 63,344	\$ 484,866	
Total Expenditures	\$ 145,340	\$ 25,716	\$ 99,301	\$ 125,017	\$ 71,604	\$ 60,792	\$ 67,633	\$ 60,485	\$ 61,707	\$ 63,344	\$ 484,866	\$ 1,204,302
Ending Fund Balance	\$ 27,427	(25,716)	(0)	(0)	(0)	0	0	0	0	(0)	0	

* Estimated carry forwards are calculated using best information as of June 2016. Final carry forward will not be calculated until year end books close in March 2017.

** Through Q2, plus known changes through 10/11/2016. 2016 Year End Estimate will be updated with Q3 monitoring report. The short term cash flow borrowing assumes 100% expenditures. Historically, the City spends between 65% and 80% of annual expenditures, therefore the additional cash flow borrowing is not anticipated. 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, including \$2M of modeled interest. The city will not be issuing any borrowing at this time. This is used for modeling purposes only. If any borrowing is needed in the future, staff will return to Council.

Preliminary Budget: 7-Year Cash Flow Modeling

Council Priority #	CIP Plan #	Project Title	Q2 2016 Year End	Estimated Carry	2017	Estimated 2017 Available Budget (For Reference Only) This column does not include any math totals*	2018	2019	2020	2021	2022	2023	Total Prelim 2017-2023	Proposed Total Project Cost through 2023
			Estimate*	Forward a of Q2 monitoring, will change as books close after year end*										
EXPENDITURES														
Debt Service														
	G-69	Supplemental CIP Debt Funding	960	-	1,057	1,057	985	979	986	981	980	982	6,951	15,895
	G-82	City Hall Debt Service	6,704	(0)	6,563	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	862	-	865	865	865	865	863	865	862	863	6,048	11,233
	G-89	2013 LTGO Bond Debt Service	4,832	-	4,834	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 Cost Service	550	-	-	-	-	-	-	-	-	-	-	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	6,204	-	6,201	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	(0)	40	40	40	40	40	40	40	40	279	1,630
	PW-R-83	Public Works Trust Fund Loan - Interest	2	(0)	2	2	2	2	1	1	1	1	10	124
		Subtotal Debt Service	20,155	(0)	19,562	19,562	19,485	24,143	19,480	20,952	32,055	32,616	168,294	263,222
Economic Growth & Competitiveness														
	CP-13 Grand Connection	CD-33 Grand Connection/Land Use Wilburton Zoning	1,000	-	-	-	-	-	-	-	-	-	-	1,000
	CP-11 DT Livability	CD-37 Downtown Community/Livability	-	-	650	650	800	650	500	500	500	554	4,153	4,153
	CP-23 Grand Connection	CD-44 Grand Connection - Early Implementation	-	-	500	500	1,000	500	-	-	-	-	2,000	2,000
	CP-10 Smart City	G-93 Community Network Connectivity	132	-	50	50	50	50	50	100	100	100	500	650
	CP-10 Smart City	G-38 Expanded Community Connectivity	102	-	259	259	188	200	200	250	100	100	1,297	1,497
	CP-1 ED Plan	CP-2 Regional ED G-105 Competitiveness and Collaboration	446	-	50	50	50	50	146	-	-	-	296	796
	CP-14 ERC	G-103 Eastside Rail Corridor Project	-	2,000	-	2,000	-	-	-	-	-	-	-	2,000
		G-107 Council Advancement	-	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000	7,000
	CP-8 Housing	G-108 Supplemental Housing Trust Fund Investment	-	-	40	40	40	-	-	-	-	-	80	80
		Subtotal Economic Growth & Competitiveness	1,680	2,000	2,549	4,549	3,128	2,450	1,896	1,850	1,700	1,754	15,326	19,176
Safe Community														
	NCS03	Citywide Security Improvements	-	-	150	150	100	100	-	-	-	-	350	350
	PS-16	Fire Facility Maintenance	1,918	100	1,824	1,924	1,965	2,008	1,953	2,001	2,055	2,115	13,921	26,343
	PS-63	Fire Facility Master Plan	7,229	(0)	2,850	2,850	-	-	8,000	4,000	-	-	14,850	22,100
	PW-M-19	Major Maintenance Program	1,900	(6)	1,351	1,345	1,018	1,050	1,080	1,109	1,142	1,175	7,925	14,736
		Subtotal Safe Community	11,048	94	6,175	6,269	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	500	1,500	1,500	1,000	-	5,500	5,500
	PW-M-1	Overlay Program	7,026	(0)	6,848	6,848	7,847	5,868	6,031	6,197	7,574	7,797	48,162	157,605
		PW-M-2 Minor Capital - Traffic Operations	206	16	149	165	170	175	180	185	191	196	1,246	10,663
	CP-4 Neighborhoods	PW-M-7 Neighborhood Traffic Safety Program	346	(0)	330	330	340	350	360	370	381	392	2,523	10,652
		PW-M-20 Minor Capital - Signals and Lighting	796	(39)	414	375	386	399	410	421	433	446	2,909	5,352
	CP-3 Growth/Mobility	PW-R-146 Northrup Way Corridor Improvements	8,821	1,895	0	1,895	-	-	-	-	-	-	0	13,701
	CP-3 Growth/Mobility	PW-R-156 ITS Master Plan Implementation Program	408	(0)	414	414	427	440	453	465	479	493	3,171	4,146
	CP-6 Light Rail	PW-R-159 East Link Analysis and Development	2,239	(199)	1,176	977	1,013	1,047	1,031	1,047	413	426	6,153	18,922
		PW-R-189 TOD, Station Area and Land Use Planning	1,173	(13)	411	398	359	161	165	169	124	128	1,517	2,690
	CP-3 Growth/Mobility	PW-R-160 NE 4th Street Extension - 116th to 120th Ave NE	1,797	71	-	71	-	-	-	-	-	-	-	35,842
	CP-3 Growth/Mobility	PW-R-162 NE 6th Street Extension	140	0	-	0	-	-	-	-	-	-	-	1,100
	CP-3 Growth/Mobility	PW-R-164 120th Ave NE Stage 2 - NE 8th St to NE 12th St	12,401	(5,736)	6,131	395	-	-	-	-	-	-	6,131	42,702
	CP-3 Growth/Mobility	PW-R-166 124th Ave NE - NE Spring Boulevard to Ichigo Way (18th St)	1,764	9,814	8,698	18,513	4,306	-	-	-	-	-	13,004	28,287
	CP-3 Growth/Mobility	PW-R-168 120th Ave NE (Stage 3) NE 12th St to NE 16th St	10,342	4,331	6,609	10,940	-	-	-	-	-	-	6,609	25,524
	CP-3 Growth/Mobility	PW-R-186 120th Ave NE Stage 4 Design - NE 16th St to Northrup Way	500	-	500	500	-	-	-	-	-	-	500	1,000
	CP-3 Growth/Mobility	PW-R-169 124th Ave NE - NE 12th to NE Spring Boulevard	1,704	(87)	87	-	-	-	-	-	-	-	87	3,365
	CP-3 Growth/Mobility	PW-R-170 130th Ave NE - Bel-Red Rd to NE 20th St	1,543	(1)	1,036	1,035	-	-	-	-	-	-	1,036	2,789
	CP-3 Growth/Mobility	PW-R-172 NE Spring Blvd (Zone 1) - 116th to 120th Avenues NE	10,223	(3,994)	16,694	12,700	800	1,828	6,785	-	-	-	26,107	34,285
		PW-R-187 Traffic Signal Controllers and Temporary Bus Stop	228	226	-	226	-	-	-	-	-	-	-	455
		PW-R-188 Franchise Utility Relocation	428	-	143	143	-	-	-	-	-	-	143	570
	CP-3 Growth/Mobility	PW-R-173 NE Spring Boulevard (Zone2) - 120th to 124th Aves N	2,116	200	0	200	-	-	-	-	-	-	0	3,401
	CP-3 Growth/Mobility	PW-R-174 NE Spring Boulevard - 130th to 132nd Ave NE	959	(0)	600	600	-	-	830	2,170	-	-	3,600	4,897
	CP-3 Growth/Mobility	PW-R-177 Eastgate Subarea Plan Implementation	246	250	-	250	-	-	-	-	-	-	-	500

* Estimated carry forwards are calculated using best information as of June 2016. Final carry forward will not be calculated until year end books close in March 2017.

** Through Q2, plus known changes through 10/11/2016. 2016 Year End Estimate will be updated with Q3 monitoring report. The short term cash flow borrowing assumes 100% expenditures. Historically, the City spends between 65% and 80% of annual expenditures, therefore the additional cash flow borrowing is not anticipated. 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, including \$2M of modeled interest. The city will not be issuing any borrowing at this time. This is used for modeling purposes only. If any borrowing is needed in the future, staff will return to Council.

Preliminary Budget: 7-Year Cash Flow Modeling

Council Priority #	CIP Plan #	Project Title	Q2 2016 Year End Estimate*	Estimated Carry Forward a of Q2 monitoring, will change as books close after year end*	2017	Estimated 2017 Available Budget (For Reference Only) This column does not include any math totals*	2018	2019	2020	2021	2022	2023	Total Prelim 2017-2023	Proposed Total Project Cost through 2023
Improved Mobility and Connectivity Continued....														
CP-3 Growth/Mobility		PW-R-182 Downtown Transportation Plan/NE 6 th Street Station Access	1,129	-	700	700	450	600	2,000	1,200	1,200	1,300	7,450	8,700
		PW-R-46 Traffic Safety Improvements	221	(72)	182	110	114	117	120	124	127	131	915	4,249
CP-4 Neighborhoods		PW-W/B-56 Pedestrian and Bicycle Access Improvements	669	0	440	440	453	467	480	493	508	523	3,364	11,600
CP-4 Neighborhoods		PW-W/B-76 Neighborhood Sidewalks	1,762	(1)	1,099	1,098	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	1,656	(139)	407	268	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 Growth/Mobility		PW-R-184 Bellevue Way SE HOV Lane - 112th Ave SE 'Y' to I-90	1,681	1,470	-	1,470	1,170	-	-	-	-	-	1,170	4,400
CP-4 Neighborhoods		PW-R-185 Newport Way Improvements - Somerset Blvd to 150th Ave	2,195	(23)	2,923	2,900	3,000	-	-	-	-	-	5,923	8,123
CP-3 Growth/Mobility		PW-R-191 124th Avenue NE/Ichigo Way (NE 18th St) to Northup Way	720	-	1,840	1,840	-	-	-	-	-	-	1,840	2,560
CP-5 WSDOT		PW-R-192 124th Avenue NE at SR 520	-	-	-	-	250	-	-	-	-	-	250	250
CP-3 Growth/Mobility		PW-R-193 BelRed Corridor Local Street Network	-	-	432	432	-	-	-	-	-	-	432	432
		PW-R-194 West Lake Sammamish Parkway Phase 3	-	-	-	-	-	-	-	-	-	1,000	1,000	1,000
CP-3 Growth/Mobility		PW-R-190 124th Avenue NE – NE 8th to NE 12th Street	819	-	100	100	-	-	-	-	-	-	100	919
		Subtotal Improved Mobility and Connectivity	76,258	7,970	58,862	66,833	23,712	14,619	23,545	19,573	13,699	14,138	168,148	481,811
Responsive Government														
		G-59 JDE System Upgrade and Enhancements	451	(20)	315	295	308	300	50	50	50	50	1,123	15,750
		G-94 Enterprise Application Replacement Reserve	500	-	800	800	800	800	1,000	1,000	1,000	1,000	6,400	6,900
		G-01 COB Fuel System Replacement	94	38	250	288	125	350	-	-	-	-	725	995
CP-21 Hearing		G-04 Hearing Assistance for Public Spaces	93	-	-	-	120	120	-	-	-	-	240	480
		G-106 Interlocal Council Contingency	-	-	296	296	292	297	224	10	-	-	1,118	1,118
		NCS01 Long-Range Property & Facilities Plan	-	-	280	280	-	-	-	-	-	-	280	280
		PW-M-15 Wetland Monitoring	1	13	32	45	51	52	54	55	57	53	354	495
		Subtotal Responsive Government	1,139	31	1,973	2,004	1,696	1,919	1,328	1,115	1,107	1,103	10,241	26,019
Quality Neighborhoods and Innovative, Vibrant, & Caring Community														
		CD-11 Public Art Program	899	(0)	350	350	350	350	350	350	350	350	2,450	7,956
		CD-22 Enhanced Right of Way and Urban Boulevards (ERUB)	457	(0)	500	500	500	500	500	500	500	500	3,500	6,399
CP-12 Civic Center Plan		CD-41 Civic Center Plan	-	-	-	-	350	200	-	-	-	-	550	550
		NEP-2 NEP-2.0 Neighborhood Enhancement Program	1,425	-	725	725	725	725	725	725	725	725	5,075	6,525
		NIS-2 Neighborhood Partnerships	389	(0)	80	80	80	80	80	80	80	80	560	1,687
		P-AD-27 Park Planning & Design	687	(100)	400	300	300	300	300	300	300	300	2,200	8,557
		P-AD-79 King County Parks Levy	1,440	(0)	414	414	414	414	-	-	-	-	1,242	5,584
		P-AD-82 Park & Open Space Acquisition (Levy)	2,668	(0)	0	-	350	1,275	1,275	1,275	1,500	1,500	7,175	13,382
		P-AD-83 Bellevue Airfield Park Development (Levy)	700	505	95	600	-	-	-	-	-	-	95	1,520
		P-AD-95 Surrey Downs Park Development (Levy)	358	200	-	200	2,114	5,074	-	-	-	-	7,188	8,029
CP-9 Downtown Park		P-AD-87 Downtown Park Development (Levy)	4,000	6,825	(0)	6,825	-	-	-	-	-	-	(0)	12,000
CP-9 Meydenbauer Bay		P-AD-92 Meydenbauer Bay Phase 1 Park Development	414	5,528	2,472	8,000	7,050	-	-	-	-	-	9,522	17,222
		P-AD-94 Inspiration Playground at Downtown Park	2,000	2,075	-	2,075	-	-	-	-	-	-	-	4,075
		P-AD-96 Mercer Slough East Link Mitigation	-	200	-	200	-	200	1,300	640	-	-	2,140	2,340
		P-AD-98 Burrows Cabin Relocation	150	-	-	-	-	-	-	-	-	-	-	150
		P-R-02 Enterprise Facility Improvements	116	(0)	300	300	300	300	300	350	350	350	2,250	13,219
		P-R-11 Parks Renovation & Refurbishment Plan	4,480	(0)	4,740	4,739	4,860	4,975	5,408	5,548	6,024	6,513	38,069	91,590
		PW-W/B-49 Pedestrian Facilities Compliance Program	88	(0)	104	104	107	110	114	117	120	124	796	2,478
CP-9 Downtown Park		P-AD-100 Gateway/NE Entry at Downtown Park	-	-	-	-	3,000	-	-	-	-	-	3,000	3,000
		Subtotal Quality Neighborhoods and IVCC	20,271	15,233	10,179	25,412	20,500	14,503	10,352	9,885	9,949	10,442	85,811	206,263

* Estimated carry forwards are calculated using best information as of June 2016. Final carry forward will not be calculated until year end books close in March 2017.

Preliminary Budget: 7-Year Cash Flow Modeling

Council Priority #	CIP Plan #	Project Title	Q2 2016 Year End Estimate*	Estimated Carry Forward a of Q2 monitoring, will change as books close after year end*	2017	Estimated 2017 Available Budget (For Reference Only) This column does not include any math totals*	2018	2019	2020	2021	2022	2023	Total Prelim 2017-2023	Proposed Total Project Cost through 2023
Carry Forward Projects (Approved Prior with Current Period Carry Forward)														
	CD-19	Advancing the Vision of the Pedestrian Corridor	165	(0)		(0)							-	739
	CD-21	Eastgate subarea	10	(0)		(0)							-	283
	NEP-1	NEP-1	222	(0)		(0)							-	20,967
	G-57	Enterprise Content Management - Capital	-	55		55							-	1,569
	G-84	Relocation of Courts from Surrey Downs to Bellefield Office Park	9	58		58							-	4,704
	G-86	City Hall East Garage Redevelopment	3,888	(0)		(0)							-	8,267
	G-02	Public Records Reconfiguration	(93)	92		92							-	8
	G-88	Joint City and Tax Portal	160	9		9							-	275
	P-AD-99	Partnership Projects	1,772	-		-							-	3,575
	P-AD-88	Bridle Trails Neighborhood Park (Levy)	2	(0)		(0)							-	2,555
	P-AD-85	Bellevue Botanical Garden - 2008 Parks Levy	1	(0)		(0)							-	11,402
	P-AD-89	Nature Trail Expansion - 2008 Parks Levy	22	(0)		(0)							-	2,619
	P-AD-90	New Youth Theatre - 2008 Parks Levy	192	(0)		(0)							-	9,700
	P-AD-86	Hidden Valley (Levy)	-	0		0							-	5,155
	PW-I-92	Lakemont Blvd and Cougar Mnt Way Improvements	-	0		0							-	1,360
	PW-R-155	Traffic Computer System Upgrade	128	(0)		(0)							-	5,693
	PW-R-175	NE Spring Blvd & 136th Pl NE-132nd Ave to NE 20th S	-	165		165							-	-
	PW-R-176	Downtown Transportation Plan Implementation	353	-		-							-	800
	PW-R-181	East Link MOU Commitments	8,216	(0)		(0)							-	54,355
	PW-R-165	Downtown Transportation Plan Update	(10)	(0)		(0)							-	350
	PW-R-161	120th Ave. NE (Stage 1) - NE 4th to NE 8th	-	9		9							-	8,676
	PW-R-163	NE 15th Multi-modal Corridor (Note:Tech. correction-no activity in 2015)	-	0		0							-	-
	PW-W/B-82	SE 16th Street - 148th Avenue SE to 156th	11	(0)		(0)							-	160
	PW-R-180	Annexation Area Transportation Capital	(259)	(0)		(0)							-	1,068
		Subtotal Carry Forward Projects	14,789	388		388							-	144,282

* Estimated carry forwards are calculated using best information as of June 2016. Final carry forward will not be calculated until year end books close in March 2017.

Preliminary Budget: CIP "Waterfall" Showing Net General Tax Need By Project

Step	Project Category	Proposal Type	Dept./MPA	Total Gross Project Cost 2017-2023	Project Specific Revenue 2017-2023	Total Net Project Cost 2017-2023	Total Project Cost Through 2023
1	Debt Service		General Government				
	Supplemental CIP Debt Funding	Existing	G-69	\$ 6,951	\$ -	\$ 6,951	\$ 15,895
	City Hall Debt Service	Existing	G-82	\$ 45,877	\$ -	\$ 45,877	\$ 85,625
	M&I LTGO Bond Debt Service	Existing	G-83	\$ 6,048	\$ -	\$ 6,048	\$ 11,233
	2013 LTGO Bond Debt Service	Existing	G-89	\$ 33,846	\$ -	\$ 33,846	\$ 51,532
	New Short-term Debt Service (Interfund Loan)	Existing	G-92	\$ -	\$ -	\$ -	\$ 15,145
	Cash Flow Borrowing Payback	Existing	G-98	\$ 31,862	\$ -	\$ 31,862	\$ 31,862
	2015 20 Year LTGO Bond Debt Service	Existing	G-100	\$ 43,422	\$ -	\$ 43,422	\$ 49,626
	Public Works Trust Fund Loan - Principal	Existing	PW-R-82	\$ 279	\$ -	\$ 279	\$ 1,630
	Public Works Trust Fund Loan - Interest	Existing	PW-R-83	\$ 10	\$ -	\$ 10	\$ 124
	TIFIA Debt Cost Service	Existing	G-101	\$ -	\$ -	\$ -	\$ 550
			Total	\$ 168,294	\$ -	\$ 168,294	\$ 263,223
2	Maintenance		Various				
	Renovation of Public Safety Facilities	Existing	PS-16	\$ 13,921	\$ 819	\$ 13,102	\$ 26,343
	Major Maintenance Program	Existing	PW-M-19	\$ 7,925	\$ -	\$ 7,925	\$ 14,736
	Overlay Program	Existing	PW-M-1	\$ 48,162	\$ 3,487	\$ 44,675	\$ 157,605
	Minor Capital - Traffic Operations	Existing	PW-M-2	\$ 1,246	\$ -	\$ 1,246	\$ 10,663
	Minor Capital - Signals and Lighting	Existing	PW-M-20	\$ 2,909	\$ 571	\$ 2,338	\$ 5,352
	Wetland Monitoring	Existing	PW-M-15	\$ 354	\$ -	\$ 354	\$ 495
	Traffic Safety Improvements	Existing	PW-R-46	\$ 915	\$ -	\$ 915	\$ 4,249
	Pedestrian Facilities Compliance Program	Existing	PW-W/B-49	\$ 796	\$ -	\$ 796	\$ 2,478
	Enterprise Facility Improvements	Existing	P-R-02	\$ 2,250	\$ 2,250	\$ -	\$ 13,219
	Parks Renovation & Refurbishment Plan	Existing	P-R-11	\$ 38,069	\$ 402	\$ 37,667	\$ 91,590
			Total	\$ 116,546	\$ 7,529	\$ 109,018	\$ 326,730

The Waterfall provides the priority order of category only for funding. Debt Service, Step 1, is the first call on CIP in order to meet the City's contract obligations. Step 2 is funding the Council Policy to maintain current infrastructure before building new. Step 3 are existing discrete projects that are currently within the adopted budget, there is no priority within Step 3. Step 4 area all new projects, again within Step 4 there is no priority order

Preliminary Budget: CIP "Waterfall" Showing Net General Tax Need By Project

Step	Project Category	Proposal Type	Dept./MPA	Total Gross Project Cost 2017-2023	Project Specific Revenue 2017-2023	Total Net Project Cost 2017-2023	Total Project Cost Through 2023
3	Approved Discrete		Various				
x	Neighborhood Traffic Safety Program	Existing	PW-M-7	\$ 2,523	\$ -	\$ 2,523	\$ 10,652
x	Northup Way Corridor Improvements	Existing	PW-R-146	\$ -	\$ 1,895	\$ (1,895)	\$ 13,701
x	ITS Master Plan Implementation Program	Existing	PW-R-156	\$ 3,171	\$ -	\$ 3,171	\$ 4,146
x	East Link Analysis and Development	Existing	PW-R-159	\$ 6,153	\$ -	\$ 6,153	\$ 18,922
	TOD, Station Area and Land Use Planning	Existing	PW-R-189	\$ 1,517	\$ -	\$ 1,517	\$ 2,690
x	NE 4th Street Extension - 116th to 120th Ave NE	Existing	PW-R-160	\$ -	\$ -	\$ -	\$ 35,842
x	NE 6th Street Extension	Existing	PW-R-162	\$ -	\$ -	\$ -	\$ 1,100
x	120th Ave NE Stage 2 - NE 8th St to NE 12th St	Existing	PW-R-164	\$ 6,131	\$ 4,115	\$ 2,016	\$ 42,702
x	124th Ave NE - NE Spring Boulevard to Ichigo Way (18th St)	Existing	PW-R-166	\$ 13,004	\$ 8,528	\$ 4,476	\$ 28,287
x	120th Ave NE (Stage 3) NE 12th St to NE 16th St	Existing	PW-R-168	\$ 6,609	\$ 10,655	\$ (4,046)	\$ 25,524
x	124th Ave NE - NE 12th to NE Spring Boulevard	Existing	PW-R-169	\$ 87	\$ -	\$ 87	\$ 3,365
x	120th Ave NE Stage 4 Design - NE 16th St to Northup Way	Existing	PW-R-186	\$ 500	\$ -	\$ 500	\$ 1,000
x	130th Ave NE - Bel-Red Rd to NE 20th St	Existing	PW-R-170	\$ 1,036	\$ -	\$ 1,036	\$ 2,789
x	NE Spring Blvd (Zone 1) - 116th to 120th Avenues NE	Existing	PW-R-172	\$ 26,107	\$ 6,318	\$ 19,790	\$ 34,285
	Traffic Signal Controllers and Temporary Bus Stop	Existing	PW-R-187	\$ -	\$ 226	\$ (226)	\$ 455
	Franchise Utility Relocation	Existing	PW-R-188	\$ 143	\$ 143	\$ -	\$ 570
x	NE Spring Boulevard (Zone2) - 120th to 124th Aves N	Existing	PW-R-173	\$ -	\$ -	\$ -	\$ 3,401
x	NE Spring Boulevard - 130th to 132nd Ave NE	Existing	PW-R-174	\$ 3,600	\$ -	\$ 3,600	\$ 4,897
x	Eastgate Subarea Plan Implementation	Existing	PW-R-177	\$ -	\$ -	\$ -	\$ 500
x	Downtown Transportation Plan/NE 6th Street Station Access	Existing	PW-R-182	\$ 7,450	\$ -	\$ 7,450	\$ 8,700
	Mountains to Sound Greenway Trail	Existing	PW-W/B-78	\$ 903	\$ 394	\$ 509	\$ 3,449
x	124th Avenue NE – NE 8th to NE 12th Street	Existing	PW-R-190	\$ 100	\$ -	\$ 100	\$ 919
x	124th Avenue NE/Ichigo Way (NE 18th St) to Northup Way	Existing	PW-R-191	\$ 1,840	\$ -	\$ 1,840	\$ 2,560
	West Lake Sammamish Parkway, Phase 2	Existing	PW-R-183	\$ 8,000	\$ -	\$ 8,000	\$ 8,000
x	Bellevue Way SE HOV Lane - 112th Ave SE 'Y' to I-90	Existing	PW-R-184	\$ 1,170	\$ -	\$ 1,170	\$ 4,400
x	Newport Way Improvements - Somerset Blvd to 150th Ave	Existing	PW-R-185	\$ 5,923	\$ -	\$ 5,923	\$ 8,123
x	Pedestrian and Bicycle Access Improvements	Existing	PW-W/B-56	\$ 3,364	\$ -	\$ 3,364	\$ 11,600
x	Neighborhood Sidewalks	Existing	PW-W/B-76	\$ 8,404	\$ -	\$ 8,404	\$ 14,181

Preliminary Budget: CIP "Waterfall" Showing Net General Tax Need By Project

Step	Project Category	Proposal Type	Dept./MPA	Total Gross Project Cost 2017-2023	Project Specific Revenue 2017-2023	Total Net Project Cost 2017-2023	Total Project Cost Through 2023
	Park Planning & Design	Existing	P-AD-27	\$ 2,200	\$ -	\$ 2,200	\$ 8,557
	King County Parks Levy	Existing	P-AD-79	\$ 1,242	\$ 1,242	\$ -	\$ 5,584
	Park & Open Space Acquisition (Levy)	Existing	P-AD-82	\$ 7,175	\$ -	\$ 7,175	\$ 13,382
	Bellevue Airfield Park Development (Levy)	Existing	P-AD-83	\$ 95	\$ -	\$ 95	\$ 1,520
	Surrey Downs Park Development (Levy)	Existing	P-AD-95	\$ 7,188	\$ -	\$ 7,188	\$ 8,029
x	Downtown Park Development (Levy)	Existing	P-AD-87	\$ -	\$ -	\$ -	\$ 12,000
x	Meydenbauer Bay Phase 1 Park Development	Existing	P-AD-92	\$ 9,522	\$ -	\$ 9,522	\$ 17,222
	Inspiration Playground at Downtown Park	Existing	P-AD-94	\$ -	\$ -	\$ -	\$ 4,075
	Mercer Slough East Link Mitigation	Existing	P-AD-96	\$ 2,140	\$ -	\$ 2,140	\$ 2,340
x	Gateway/NE Entry at Downtown Park	Existing	P-AD-100	\$ 3,000	\$ -	\$ 3,000	\$ 3,000
x	Community Network Connectivity	Existing	G-93	\$ 500	\$ -	\$ 500	\$ 650
x	Expanded Community Connectivity	Existing	G-38	\$ 1,297	\$ -	\$ 1,297	\$ 1,497
x	Competitiveness and Collaboration	Existing	G-105	\$ 296	\$ -	\$ 296	\$ 796
x	Eastside Rail Corridor Project	Existing	G-103	\$ -	\$ -	\$ -	\$ 2,000
	JDE System Upgrade and Enhancements	Existing	G-59	\$ 1,123	\$ -	\$ 1,123	\$ 15,750
	COB Fuel System Replacement	Existing	G-01	\$ 725	\$ 167	\$ 558	\$ 995
x	Hearing Assistance for Public Spaces	Existing	G-04	\$ 240	\$ -	\$ 240	\$ 480
	Enterprise Application Replacement Reserve	Existing	G-94	\$ 6,400	\$ -	\$ 6,400	\$ 6,900
	Interlocal Council Contingency	Existing	G-106	\$ 1,118	\$ -	\$ 1,118	\$ 1,118
	Council Advancement	Revised	G-107	\$ 7,000	\$ -	\$ 7,000	\$ 7,000
	Fire Facility Master Plan	Existing	PS-63	\$ 14,850			\$ 22,100
x	Grand Connection/Land Use Wilburton Zoning	Existing	CD-33	\$ -	\$ -	\$ -	\$ 1,000
	Public Art Program	Existing	CD-11	\$ 2,450	\$ -	\$ 2,450	\$ 7,956
	Enhanced Right of Way and Urban Boulevards (ERUB)	Existing	CD-22	\$ 3,500	\$ -	\$ 3,500	\$ 6,399
	NEP-2.0 Neighborhood Enhancement Program	Existing	NEP-2	\$ 5,075	\$ -	\$ 5,075	\$ 6,525
	Neighborhood Partnerships	Existing	NIS-2	\$ 560	\$ -	\$ 560	\$ 1,687
			Total	\$ 185,431	\$ 33,683	\$ 136,898	\$ 455,321

Preliminary Budget: CIP "Waterfall" Showing Net General Tax Need By Project

Step	Project Category	Proposal Type	Dept./MPA	Total Gross Project Cost 2017-2023	Project Specific Revenue 2017-2023	Total Net Project Cost 2017-2023	Total Project Cost Through 2023
4	New Proposed Projects		Various				
	Station Area Planning Implementation	New	CD-30	\$ 5,500	\$ -	\$ 5,500	\$ 5,500
x	Downtown Community Development Implementation	New	CD-37	\$ 4,153	\$ -	\$ 4,153	\$ 4,153
x	Civic Center Plan	New	CD-41	\$ 550	\$ -	\$ 550	\$ 550
x	Grand Connection Implementation	New	CD-44	\$ 2,000	\$ -	\$ 2,000	\$ 2,000
	Supplemental Housing Trust Fund Investment	New	G-108	\$ 80	\$ -	\$ 80	\$ 80
	Long-Range Property & Facilities Plan	New	NCS01	\$ 280	\$ -	\$ 280	\$ 280
	Citywide Security Improvements	New	NCS03	\$ 350	\$ -	\$ 350	\$ 350
x	124th Avenue NE at SR 520	New	PW-R-192	\$ 250	\$ -	\$ 250	\$ 250
x	BelRed Corridor Local Street Network	New	PW-R-193	\$ 432	\$ -	\$ 432	\$ 432
	West Lake Sammamish Parkway Phase 3	New	PW-R-194	\$ 1,000	\$ -	\$ 1,000	\$ 1,000
			Total	\$ 14,595	\$ -	\$ 14,595	\$ 14,595
			Grand Total	\$ 484,866	\$ 41,211	\$ 428,805	\$ 1,059,868

Note- Does not tie to Cash Flow. This sheet does not include Burrows Cabin. May not Foot due to rounding.

**2017-2023 General CIP Preliminary Budget
Preliminary Budget: Project Specific Revenue**

Revenues specific to projects are listed below in CIP Plan order. Project specific revenues include transfers from other funds, grant revenues, private contributions, sales of assets, and rent or lease revenue.

2017-2023 Capital Investment Program (CIP) - Project Specific Revenue											
CIP Plan #	Project Title	Revenue Category	Revenue Source	2017	2018	2019	2020	2021	2022	2023	Total Project Revenue 2017-2023
G-01	COB Fuel System Replacement	Operating Transfer In	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	Operating Transfer In	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	Renovation of Public Safety Facilities	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	Operating Transfer In	OTI - 1640 Transfer - COB Light Reimbursement	173,000	173,000	173,000	52,000	-	-	-	571,000
PW-R-146	Northrup Way Corridor Improvements	Grant	Connecting Washington Pedestrian and Bicycle Safety	1,895,199	-	-	-	-	-	-	1,895,199
PW-R-164	120th Ave NE Stage 2 - NE 8th St to NE 12th St	Private Contribution	Franchise Utility (Multiple)	660,000	-	-	-	-	-	-	660,000
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	5,852,520	2,325,240	-	-	-	-	-	8,177,760
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)	Operating Transfer In	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	5,515,440	-	-	-	-	-	-	5,515,440
PW-R-168	120th Ave NE (Stage 3) NE 12th St to NE 16th St	Federal Grant	Federal STP Grant	1,290,000	-	-	-	-	-	-	1,290,000
PW-R-168	120th Ave NE (Stage 3) NE 12th St to NE 16th St	Grant	State TIB Grant	3,850,000	-	-	-	-	-	-	3,850,000
PW-R-172	NE Spring Blvd (Zone 1) - 116th to 120th Avenues NE	Operating Transfer In	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-187	Traffic Signal Controllers and Temporary Bus Stop	Interlocal	Sound Transit	226,000	-	-	-	-	-	-	226,000
PW-R-188	Franchise Utility Relocation	Interlocal	Sound Transit	142,500	-	-	-	-	-	-	142,500
PW-W/B-78	Mountains to Sound Greenway Trail	Grant	Federal CMAQ Grant	-	394,000	-	-	-	-	-	394,000
Total				25,882,837	6,327,514	2,598,925	4,726,312	507,496	583,751	584,469	41,211,304



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Council Budget Workshop Preliminary Budget Parks Levy Update

Background: 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 below.

Original Voter Initiative Projects and Funding (stated in 2008\$)

Project Category	Recommended Funding Mix						
			Voter Initiative		City Match		Leveraging
	Capital \$M	Annual M&O \$000s	Capital \$M	Annual M&O \$000s	Capital \$M	Annual M&O \$000s	Capital \$M
Property Acquisition (P-AD-82)	\$30.0	\$50	\$10.0	\$15	\$10.0	\$35	\$10.0
Development Projects:							
Eastgate Area Properties (P-AD-83)	\$12.0	\$250	\$6.0	\$125	\$4.0	\$125	\$2.0
Surrey Downs (P-AD-86)	\$7.0	\$150	\$3.5	\$100	\$3.5	\$50	
Lewis Creek Phase II (P-AD-91)	\$4.0	\$50	\$2.0	\$25	\$2.0	\$25	
Downtown Park (P-AD-87)	\$10.0	\$150	\$5.0	\$75	\$5.0	\$75	
Trails (P-AD-89)	\$2.0	\$50	\$2.0	\$50			
Sportsfields (P-AD-84)	\$3.0	\$50	\$3.0	\$50			
Neighborhood Parks (P-AD-88)	\$5.0	\$120	\$5.0	\$120			
Bellevue Botanical Garden (P-AD-85)	\$5.0	\$150	\$2.0	\$50	\$2.0	\$100	\$1.0
Bellevue Youth Theatre (P-AD-90)	\$5.0	\$150	\$2.0	\$50	\$2.0	\$100	\$1.0
Total	\$83.0	\$1,170	\$40.5	\$660	\$28.5	\$510	\$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 park 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:
 - Sportsfield Improvements at Newport Hills, Wilburton, and Hidden Valley,
 - Lewis Creek Picnic Area,



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- 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
 - 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 Preliminary Budget Parks Levy Projects:

Project	2017-2023 Preliminary 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	\$600	\$1,520
P-AD-95 Surrey Downs Park Development	\$7,388	\$8,029
P-AD-87 Downtown Park Development	\$6,825	\$12,000
P-AD-NEW Gateway/NE Entry Downtown Park	\$3,000	\$3,000
TOTAL	\$24,988	\$37,931

City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Debt Service

G-69 **Title: Supplemental CIP Debt Funding**

Proposal: 060.01NA **Department:** Finance

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Debt Service	6,950,600	15,895,438

Executive Summary

This proposal provides annual debt service funding for the initial 2008 Limited Tax General Obligation (LTGO) Bonds issued for \$14.3 million and the 2015 LTGO Refunding Bonds issued for \$7.9 million for the purpose of financing City Council adopted Supplemental CIP projects. The bond proceeds financed the initial phase of the Supplemental CIP which included six high-priority capital projects. The annual debt service payments are supported by general tax revenues.

G-82 **Title: City Hall Debt Service**

Proposal: 060.03NA **Department:** Finance

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Debt Service	45,877,140	85,625,373

Executive Summary

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 Issued 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 located at 450 110th Avenue Northeast. The annual debt service payments are supported by general tax revenues.

G-83 **Title: M&II LTGO Bond Debt Service**

Proposal: 060.23NA **Department:** Finance

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Debt Service	6,048,000	11,232,768

Executive Summary

This proposal provides annual debt service funding for the 2010 Limited Tax General Obligation (LTGO) Bonds issued for \$12.5 million for the purpose of financing City Council adopted Mobility & Infrastructure Initiative (M&II) projects. The annual debt service payments are supported by general tax revenue as a result of a 3% property tax rate increase levied by the City Council.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Debt Service

G-89 **Title: New Long-term Debt Service**

Proposal: 060.30NA **Department:** Finance

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Approved Prior	Debt Service	33,846,000	51,532,433

Executive Summary

This proposal provides annual debt service funding for the 2013 Limited Tax General Obligation (LTGO) Bonds (Sound Transit portion) issued for \$62.6 million for the purpose of financing the construction, improving and equipping a portion of the City's CIP Plan which includes streets, sidewalks and other capital improvements. The annual debt service payments are supported by general tax revenues.

G-98 **Title: Short-Term Cash Flow Borrowing Payback**

Proposal: 060.41NA **Department:** Finance

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
	Debt Service	31,861,921	31,861,921

Executive Summary

This proposal 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.

G-100 **Title: 2015 20 Year LTGO Bond Debt Service**

Proposal: 060.36NA **Department:** Finance

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Approved Prior	Debt Service	43,421,500	49,625,746

Executive Summary

This proposal provides annual debt service funding for the 2015 Limited Tax General Obligation (LTGO) Bonds (General CIP portion) issued for \$79.1 million for the purpose of financing the construction, improving and equipping a portion of the City's CIP Plan which includes streets, sidewalks and other capital improvements and to pay for the acquisition of certain real property. The annual debt service payments are supported by general tax revenues.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Debt Service

PW-R-82 Title: Public Works Trust Fund Loan - Principal

Proposal: 130.79PA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Ongoing	Debt Service	278,908	1,630,471

Executive Summary

This proposal is for annual principal payments made by the City for any Public Works Trust Fund (PWTF) loans. The PWTF 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. The proposed funding covers one active loan set to retire in 2026. This proposal is a companion to 130.80DA, which covers the annual interest payments for the loan.

PW-R-83 Title: Public Works Trust Fund Loan - Interest

Proposal: 130.80DA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Ongoing	Debt Service	9,763	123,629

Executive Summary

This proposal is for annual interest payments made by the City for any Public Works Trust Fund (PWTF) loans. The PWTF 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. The proposed funding covers one active loan set to retire in 2026. This proposal is a companion to 130.79PA, which covers the annual principal payments for the loan.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Economic Growth and Competitiveness

CD-37 **Title:** Downtown Community/Implementation

Proposal: 115.37NA **Department:** Planning & Community Development

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
New	Econ Growth & Competitiveness	4,152,500	4,152,500

Executive Summary

This proposal implements a range of Downtown Community Development initiatives including a Comprehensive Downtown Parking Study, adding landscaped medians to select Downtown arterials, identifying opportunities for additional sustainability features Downtown, and further implementing wayfinding for publicly accessible open spaces and pedestrian connections through Downtown superblocks. These implementation measures are part of a concerted effort to enhance livability within Downtown Bellevue, consistent with the work of the Downtown Citizen Advisory Committee and on-going work of the Planning Commission and Council to adopt amendments to the Land Use Code and Comprehensive Plan for the Downtown Subarea. Downtown Bellevue is the city’s fastest growing neighborhood and where a majority of planned growth will occur over the next couple growth cycles. By 2030, 19,000 people are forecast to live Downtown along with 70,300 jobs.

CD-44 **Title:** Grand Connection Implementation

Proposal: 115.52NA **Department:** Planning & Community Development

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
New	Econ Growth & Competitiveness	2,000,000	2,000,000

Executive Summary

The Wilburton-Grand Connection study will establish a far reaching vision and implementation strategy to connect Downtown and Wilburton Commercial areas through a signature urban design element and the re-visioning of the Wilburton Commercial area. The ambitious plan will link many of Bellevue’s attractive and important features such as Meydenbauer Bay, Old Bellevue, the retail core, the Pedestrian Corridor, convention center and the forthcoming Eastside Rail Corridor. The Grand Connection will create a new means of non-motorized connectivity, establishing a signature element while advancing opportunities for recreation, the arts, and community identity. The re-visioning of the Wilburton Commercial area will define a unique market niche for Bellevue and the region. It will seek to complement, rather than compete, with the high growth areas of Downtown and BelRed, while capitalizing on its unique context and opportunities for multi-modal connectivity.

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CIP Budget Project Summaries

Economic Growth and Competitiveness

G-38 Title: Expanded Community Connectivity

Proposal: 090.19NA **Department:** Information Technology

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Approved Prior	Econ Growth & Competitiveness	1,297,000	1,497,000

Executive Summary

This proposal funds the expansion of public Wi-Fi in 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, the proposed plan 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, Achieving Human Potential.

G-93 Title: Community Network Connectivity

Proposal: 090.16NA **Department:** Information Technology

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Approved Prior	Econ Growth & Competitiveness	500,000	650,000

Executive Summary

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.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Economic Growth and Competitiveness

G-105 **Title:** Competitiveness and Collaboration

Proposal: 115.97NA **Department:** Planning & Community Development

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Econ Growth & Competitiveness	296,000	796,000

Executive Summary

This proposal for the Office of Economic Development (OED) Competitiveness and Collaboration CIP will continue 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 established a pilot project co-working facility managed by Impact Hub at the City-owned Lincoln Center. The pilot project exceeded its goals in business startup creation in one year. Due to Eastlink Construction the current facility will be demolished in early 2017. The requested funding will facilitate the relocation of the co-working space to a 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.

G-107 **Title:** Council Advancement

Proposal: 060.42NA **Department:** Finance

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
New	Responsive Government	7,000,000	7,000,000

Executive Summary

This CIP project is funding for Council Advancement projects that the City Council may identify.

G-108 **Title:** Supplemental Housing Trust Fund Investment

Proposal: 115.53NA **Department:** Planning & Community Development

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
New	Econ Growth & Competitiveness	80,000	80,000

Executive Summary

This proposal transfers directly to the Housing Trust Fund \$40,000 for 2017 and \$40,000 for 2018.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Improved Mobility and Connectivity

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

Proposal: 115.26NA **Department:** Planning & Community Development

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
New	Improved Mobility and Connectivity	5,500,000	5,500,000

Executive Summary

Sound Transit connects light rail stations with adjacent pedestrian and bicycle facilities. Planning with South Bellevue and East Main communities over the past 2+ years identified pedestrian and bicycle projects to improve access to stations and other projects to better integrate stations with those areas. Funding projects like sidewalks, overpasses, bike paths, lighting and signage make it easier for Bellevue residents, employees and visitors to use light rail. This will enhance livability by improving connectivity across multiple modes (i.e. pedestrian, bicycle, transit) and maximize the value and efficiency of light rail infrastructure investment. Light Rail Best Practices identified early implementation of capital investments as actions that could reduce costs and minimize disruption. Building these projects during light rail construction would also maximize use of light rail when service begins in 2023.

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

Proposal: 130.85PA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Improved Mobility and Connectivity	48,162,000	157,605,009

Executive Summary

This proposal funds the annual Overlay Program (“Overlay”) from data collection and design through construction. It continues to prioritize arterial street rehabilitation as requested by the City Council. This program is a main implementation program for retrofitting adjacent wheelchair curb ramps as mandated by the Americans with Disabilities Act and installing audible pedestrian signal system modifications; it cost-effectively supports other programs by performing curb and sidewalk repairs on overlay sites, repairs or implements new bike lanes coincident with overlay, installation of new traffic detection systems for SCATS signal system implementation, and performs pavement restoration for streets cut by the Utilities Dept in the repair of their systems. The program also funds the bridge inspection program mandated by the FHWA’s National Bridge Inspection Standards.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Improved Mobility and Connectivity

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

Proposal: 130.90NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Improved Mobility and Connectivity	1,245,915	10,663,441

Executive Summary

This program funds minor capital transportation improvements throughout the City to address traffic operation issues and concerns. 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.

PW-M-7 Title: Neighborhood Traffic Safety Program

Proposal: 130.98NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Improved Mobility and Connectivity	2,523,005	10,652,276

Executive Summary

This program supports Council priority of implementing projects in neighborhoods that focus on safety and connectivity with a particular emphasis on traffic calming. This proposal funds design and construction of neighborhood traffic calming/safety improvements that change driver behavior and address excessive vehicle speeds, motorists cutting through neighborhoods to bypass arterial streets, and enhances pedestrian/bicycle safety. Improvements include speed humps, traffic circles, etc. This proposal also funds the design and installation of school zone improvements (flashing school zone beacons, raised crosswalks) and educational programs to encourage safe driving and student pedestrian behavior. A marked increase in the number of citizen requests for solutions to traffic safety issues in their neighborhood continues to climb. Capital funds are used to design and construct projects to address the most severe issues at prioritized locations and support the Vision Zero initiative.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Improved Mobility and Connectivity

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

Proposal: 130.86NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Ongoing	Improved Mobility and Connectivity	2,909,130	5,351,921

Executive Summary

This proposal funds traffic signal and street lighting related projects that are beyond the scope of the operating budget but too small for individual CIP projects. This program allows Transportation to quickly respond on a continual basis to citizen requests, unfunded mandates, needed improvements, and opportunities to partner with other capital or development projects. This program can be leveraged as matching funds to grant money that supports traffic signal and street lighting improvements. The program supports the city's pursuit of environmental goals through new energy and cost reduction initiatives such as LED street lights. It also supports safety through enhancement of the existing emergency vehicle preemption system, to a more robust GPS based system. This program is very versatile, and addresses needs as large as new traffic signals to as small as single new street light installations.

PW-R-46 Title: Traffic Safety Improvements

Proposal: 130.78NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Ongoing	Improved Mobility and Connectivity	915,019	4,249,131

Executive Summary

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.

PW-R-146 Title: Northup Way Corridor Improvements

Proposal: 130.76NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Closed	Improved Mobility and Connectivity	199	13,700,928

Executive Summary

This project will design and construct bike lane and sidewalk improvements on both sides of Northup Way between NE 24th Street and NE 33rd Place. It is primarily funded by the Washington State Department of Transportation (WSDOT), Connecting Washington State Transportation Funds, and Federal Transportation Alternatives Program (TAP) grant. This project addresses both local and regional pedestrian and bicycle system connectivity and safety issues on this major east-west corridor in the north part of the City.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Improved Mobility and Connectivity

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

Proposal: 130.82NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Improved Mobility and Connectivity	3,171,002	4,146,002

Executive Summary

This program will fund implementation of projects in the city’s Intelligent Transportation Systems (ITS) Master Plan. It also supports initiatives that will help Bellevue reach the Council’s goal of creating a “Smart City” that uses advanced technology and integration to more efficiently manage all City functions. This proposal is a key strategy in how Bellevue will support mobility through better roadway management, and provides resources necessary to construct new ITS projects, and continue to improve the SCATS adaptive system. Traditional approaches to transportation improvements have focused on roadway widening for added capacity. Employment of ITS allows agencies to provide systematic transportation improvements that focus on better efficiency and providing more information to motorists and the agency. This innovative approach allows the road system to be managed in a way that promotes more informed decision making by the traveling public and multi-modal transportation options.

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

Proposal: 130.56PA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Improved Mobility and Connectivity	6,152,567	18,921,695

Executive Summary

This project continues funding staff and consultant resources to participate with Sound Transit and other potential partners to advance and influence the design and construction of the East Link light rail project. Work tasks will include, but are not limited to, activities that relate directly or indirectly to the East Link project, including City-sponsored projects and programs (operating budget proposal, East Link Overall (#130.07DA) provides further detail for the 2017-2023 workprogram).

PW-R-164 Title: 120th Ave NE Stage 2 - NE 700 Block to NE 12th St

Proposal: 130.53NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Improved Mobility and Connectivity	6,131,266	42,702,335

Executive Summary

This proposal continues the full funding of the design, right of way and construction phases to realign and widen 120th Ave NE between NE 700 Block and NE 12th St to five lanes with pedestrian and bicycle facilities. This roadway realignment and widening project improves access and promotes or supports growth in three commercial areas (Wilburton, Downtown Bellevue, and Bel-Red Corridor).

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Improved Mobility and Connectivity

PW-R-166 Title: 124th Ave NE - Spring Blvd to Ichigo Way (NE 18th)

Proposal: 130.54NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Approved Prior	Improved Mobility and Connectivity	13,004,111	28,287,235

Executive Summary

This proposal funds the completion of final design, ROW acquisition, and construction for the widening 124th Ave NE between NE Spring Blvd and Ichigo Way (NE 18th St). The improvements consist of widening 124th Ave to five traffic lanes including sidewalk on the east side and portion of the sidewalk on the west, planter strips, bridge structure, retaining walls, critical area mitigation, utilities, new signal/street light improvements (a multi-purpose pathway on the west side between NE 16th and Ichigo Way is part of PW-R-191). This project will be done in partnership with Sound Transit (ST). The budget funds ST’s share of design and construction and the City’s share of costs for full implementation of the project scope. This project is one of a number of high priority transportation investments that will improve access, circulation, and mobility options for all modes between Downtown Bellevue, Wilburton, new Bel-Red transit oriented development nodes, and the larger city and region.

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

Proposal: 130.20NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Approved Prior	Improved Mobility and Connectivity	6,608,827	25,523,665

Executive Summary

This project will complete final design, right of way acquisition, and the construction for the widening of 120th Ave NE Stage 3, between NE 12th and NE 16th Streets. The proposed improvements consist of widening 120th Ave NE to five traffic lanes including bike lane and sidewalk facilities, a five lane bridge, street lighting, landscaping, and signal improvements were applicable. This project will be done in partnership with Sound Transit as the existing 120th roadway elevation will be raised and a bridge constructed, enabling the East Link light rail to cross under. The budget is intended to fully fund both ST and the City’s share of costs for full implementation of the project scope. This project is one of a number of high priority transportation investments that will improve access, circulation, and mobility options for all modes between Downtown Bellevue, Wilburton, the new Bel-Red transit oriented development nodes, and the larger city and region.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Improved Mobility and Connectivity

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

Proposal: 130.45NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Improved Mobility and Connectivity	86,554	3,364,685

Executive Summary

This project completes design of 124th Ave NE between NE 12th St and NE Spring Blvd. Should the City close on a TIFIA loan it will also complete property acquisition and construction. This portion of 124th Ave NE will be widened to a 5-lane roadway with separated multipurpose pathway on both sides bike facilities, sidewalks, landscaping, signal and illumination, and utility improvements. This project improves access/circulation, supports economic development in the Bel-Red area, and provides non-motorized access to the future 120th station. This project reflects compatibility with development and improving connectivity of people with places. This effort supports developing the broader storm water management plan and reducing additional potential costs to the City.

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

Proposal: 130.46NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Improved Mobility and Connectivity	1,035,563	2,788,916

Executive Summary

This project completes design and provides property acquisition funding for 130th Ave NE between BelRed Rd and NE 20th St. The segment north of Spring Blvd comprises a retail focused/pedestrian-oriented design with a two-lane cross-section, bike lanes, and on-street parking. The segment to the south transitions to a three lane section. Both include curb, gutter and sidewalk on both sides, intersection improvements, 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 East Link project crossing at Spring Blvd and planned transit oriented development in the vicinity. The project will reflect BelRed urban design criteria and will be coordinated with private development and construction of Spring Blvd - 130th to 132nd Aves. NE (CIP No. PW-R-174). Should the City close on a TIFIA loan the scope will expand to full implementation of the project.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Improved Mobility and Connectivity

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

Proposal: 130.48NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Improved Mobility and Connectivity	26,106,675	34,285,164

Executive Summary

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

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

Proposal: 130.42NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Improved Mobility and Connectivity	3,600,001	4,896,963

Executive Summary

This project will complete final design of the full roadway cross-section and funds construction of the westbound travel lane between 130th Avenue NE and 132nd Avenue NE. The design and implementation will be coordinated with Sound Transit's East Link Light Rail Transit (LRT) Station, which is located between the eastbound and westbound travel lanes of this new arterial street connection. Improvements include sidewalks, landscape strips, street lighting, and traffic signal improvements. The timing and coordination of this new arterial connection improves overall access and circulation to/from the proposed transit-oriented development located immediately north of the new arterial street and lessens future disruption to pedestrian and vehicular access once the station is fully operational. Should the City close on a TIFIA loan, property acquisition and construction of the eastbound lane would be completed.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Improved Mobility and Connectivity

PW-R-182 Title: Downtown Transportation Plan/NE 6th Street Station Access

Proposal: 130.108NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Improved Mobility and Connectivity	7,450,000	8,700,000

Executive Summary

This project implements the Downtown Transportation Plan (DTP) to improve mobility options for people in Downtown Bellevue. Significant growth in population, employment and commerce will increase the number of daily Downtown trips for all purposes – many of these trips will be walking, bicycling and transit. DTP emphasizes providing exceptional pedestrian and bicycle access throughout Downtown, especially to future light rail stations by installing mid-block pedestrian crossings and enhancing intersections for pedestrian comfort, access and safety. 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. Full buildout of all DTP projects would invest over \$11M in Downtown pedestrian and bicycle access and safety enhancements.

PW-R-183 Title: West Lake Sammamish Parkway, Phase 2

Proposal: 130.44NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Improved Mobility and Connectivity	8,000,000	8,000,000

Executive Summary

This project will complete design and provides a placeholder for construction of the second phase of the West Lake Sammamish Parkway Improvements. This phase of the corridor may begin at SE 34th Street and go north to approximately the 1700 block SE. The design funding will consider several design alternatives ranging from continuing with the same improvements as the first phase to developing less costly alternatives while maintaining the original objectives of the improvements of the corridor. This also includes involving the community and obtaining the City Council’s direction on design alternatives. The City’s Pedestrian and Bicycle Transportation Plan identifies improvements to this corridor as a high priority.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Improved Mobility and Connectivity

PW-R-184 Title: Bellevue Way SE HOV Lane - 112th Ave SE 'Y' to I-90

Proposal: 130.03NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Improved Mobility and Connectivity	1,170,000	4,399,999

Executive Summary

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 improvements may extend to all legs of affected intersections to accommodate or optimize the function of the HOV lane. 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, which cause delay in service from buses. Implementation will improve multi-modal access to the park and ride and to I-90 helping to alleviate overall traffic congestion in that area.

PW-R-185 Title: Newport Way Improvements - Somerset Blvd to 150th Av

Proposal: 130.105NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Improved Mobility and Connectivity	5,922,929	8,122,929

Executive Summary

This project will fund the design, right-of-way acquisition, and construction of new pedestrian facilities on one side of SE Newport Way, between Somerset Boulevard and 150th Avenue SE. Bicycle facilities and other roadway improvements may also be considered when feasible. The design phase and community outreach for this project is currently underway. A preferred project scope that is supported by the community is expected to be identified in the Fall of 2016. This project was identified as high priority in the City’s Pedestrian and Bicycle Transportation Plan.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Improved Mobility and Connectivity

PW-R-186 Title: 120th Avenue NE Stage 4, NE 16th St to Northup Way

Proposal: 130.99NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Approved Prior	Improved Mobility and Connectivity	500,000	1,000,000

Executive Summary

This project funds the engineering design and coordination work of an interagency partnership between the City of Bellevue, King County and Sound Transit to develop preliminary plans, cost estimates, and update environmental documentation needed to evaluate the feasibility and impacts of the widening and realignment of 120th Ave NE between NE 16th Street and Northup Way. The project will evaluate how the roadway alignment 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); evaluating the approach alignment and the feasibility of potential extension of NE 16th Street west to 116th Avenue NE.

PW-R-187 Title: Traffic Signals & Controllers & Temp. Bus Stop

Proposal: 130.01NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Closed	Improved Mobility and Connectivity	0	455,000

Executive Summary

This project encompasses two separate subprojects as defined in the 2015 amended umbrella Memorandum of Understanding (MOU) between Sound Transit (ST) and the City, with ST making a lump sum payment to the City. The first subproject is for the City to acquire, test, and commission traffic signals necessary for the East Link project. The second subproject, which has been completed is the construction of a temporary bus pad on Bellevue Way SE at 112th Avenue SE (across from the South Bellevue Park and Ride). The bus pad was designed by ST.

PW-R-188 Title: Franchise Utility Relocation

Proposal: 130.02NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Approved Prior	Improved Mobility and Connectivity	142,500	570,000

Executive Summary

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.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Improved Mobility and Connectivity

PW-R-189 Title: TOD, Station Area, and Land Use Planning

Proposal: 130.56NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Improved Mobility and Connectivity	1,517,369	2,689,919

Executive Summary

This project will 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; and public engagement.

PW-R-190 Title: 124th Avenue NE – NE 8th to NE 12th Street

Proposal: 130.120NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Improved Mobility and Connectivity	100,000	919,000

Executive Summary

This project funds the design phase only for non-motorized improvements on 124th Ave NE between NE 8th and NE 12th St. This portion of 124th Ave NE will add a multipurpose pathway on both sides of 124th Ave SE, landscaping, illumination, and utility improvements. This project improves access/circulation, supports economic development in the Bel-Red area, and provides non-motorized access to the future 120th station. This project reflects compatibility with development and improving connectivity of people with places, and includes replacing existing City of Seattle transmission towers with mono-tube towers, as a cost effective approach in minimizing impact to properties. This effort supports developing the broader storm water management plan and reducing additional potential costs to the City.

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CIP Budget Project Summaries

Improved Mobility and Connectivity

PW-R-191 Title: 124th Avenue NE/Ichigo Way (NE 18th St) to Northup Way

Proposal: 130.110NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Improved Mobility and Connectivity	1,840,000	2,560,000

Executive Summary

This project completes the design of 124th Ave NE from Ichigo Way (NE 18th St) to Northup Way, design of a multi-purpose pathway on the west side between NE 16th St and Ichigo Way, and replaces existing City of Seattle transmission towers with mono-tube towers as a cost effective approach to minimize impact to properties. The full roadway plan will construct a five lane roadway, sidewalks, culvert replacement, critical area mitigation, planter strips, retaining walls, and new signal and street lighting improvements. This project is one of several high priority investments that will improve access, circulation, and mobility for passenger cars, transit, freight, pedestrians, and bicycles to and between the Downtown, Wilburton, the new Bel-Red transit-oriented-development nodes, and the larger city and region. NEPA approved.

PW-R-192 Title: 124th Avenue NE at SR 520

Proposal: 130.111NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
New	Improved Mobility and Connectivity	250,000	250,000

Executive Summary

This project will construct ramp and interchange improvements at SR-520 and 124th Avenue NE. Although led by WSDOT as a regional effort, funding to coordinate with WSDOT’s design, environmental and/or early implementation efforts is needed. WSDOT funding for design and environmental work begins in 2018. It is a city council desire that this funding be advanced to the extent possible to support anticipated development in the Bel-Red area.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Improved Mobility and Connectivity

PW-R-193 Title: BelRed Corridor Local Street Network

Proposal: 130.113NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
New	Improved Mobility and Connectivity	432,000	432,000

Executive Summary

The Bel-Red Plan requires the progressive development of a network of new local streets to unlock development potential and to create walkable, attractive neighborhoods. During the Bel-Red planning process staff and the Planning Commission reviewed a potential new street grid that started with an idealized small block size of about 300 feet on each face then adjusted for current parcel configurations, existing streets, and natural features such as streams, topography, and other geographic elements. However, while the plan for new local streets considered a number of factors, it was conducted at the subarea programmatic level and was unable to review very detailed attributes, such as the location of utilities, existing curb cuts, and property access easements. This proposal will fund the additional planning and preliminary engineering necessary so that precise street and right of way needs can be documented and communicated for each parcel or group of parcels at the time of development.

PW-R-194 Title: West Lake Sammamish Parkway Phase 3

Proposal: 130.117NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
New	Improved Mobility and Connectivity	1,000,000	1,000,000

Executive Summary

This project provides funding for design alternative analysis of the third phase (of five total phases) of the West Lake Sammamish Parkway Improvements. This phase of the corridor may begin at approximately the 1700 block SE and go north for approximately one mile. Final determination of the actual segment of work will be made based upon then roadway conditions and public input. The design funding will consider several design alternatives ranging from continuing with the same improvements as the first and/or second phase to developing less costly alternatives while maintaining the original objectives of the improvements of the corridor. Community input and City Council’s direction will be sought on design alternatives. The City’s Pedestrian and Bicycle Transportation Plan identifies improvements to this corridor as a high priority.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Improved Mobility and Connectivity

PW-W/B- Title: Pedestrian and Bicycle Access and Connections

56 Proposal: 130.84NA Department: Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Approved Prior	Improved Mobility and Connectivity	3,364,000	11,600,176

Executive Summary

This proposal maintains funding for the Pedestrian and Bicycle Access and Connections Program (CIP PW-W/B-56) to improve 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. The 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. 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.

PW-W/B- Title: Neighborhood Sidewalks

76 Proposal: 130.57NA Department: Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Ongoing	Improved Mobility and Connectivity	8,403,884	14,181,144

Executive Summary

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

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CIP Budget Project Summaries

Improved Mobility and Connectivity

PW-W/B- Title: Mountains to Sound Greenway Trail
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Proposal: 130.16NA Department: Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Approved Prior	Improved Mobility and Connectivity	903,343	3,449,173

Executive Summary

This project will complete the design of the at-grade segments between Factoria Blvd SE and 150th Ave SE as adopted in the 2013-2019 CIP. The proposal also includes added investment to 1) complete design of the at-grade portions of the MTSG Trail east of 150th Avenue SE to the Sunset pedestrian bridge and potential grade separated crossings at Factoria Blvd SE 2) design funding for the relocation of the existing trail alignment from the I-90 off-ramp to Factoria Blvd, in coordination with WSDOT and 3) complete the design of at grade trail from Sunset Pedestrian Bridge to Lakemont Blvd SE. This would allow the off-ramp to be restriped from one to two lanes wide to address significant safety issues associated with ramp traffic backing up to the I-90 mainline. This backup results in the mixing/merging of freeway speed traffic (60+mph) with stopped traffic. The current trail was placed in the off-ramp tunnel 25+ years ago when traffic volumes were much lower.

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CIP Budget Project Summaries

Quality Neighborhoods/Innovative Vibrant and Caring Community

CD-11 Title: Public Art Program

Proposal: 115.22DA **Department:** Planning & Community Development

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Quality Neighborhoods, Innovative, Vibrant, & CC	2,450,005	7,955,875

Executive Summary

The Public Art Program will fill the City with creativity and innovation by unveiling nine new permanent and site-specific artworks in six neighborhoods in 2017 and 2018. These pieces will add to a growing PUBLIC ART COLLECTION of over 60 permanently sited artworks designed to celebrate distinct neighborhood identities and reflect the evolving character of Bellevue. Three initiatives will push creative boundaries with quick and timely projects including: 1) BELLWETHER EXHIBITIONS with a new focus on showcasing the latest innovations in public art and technology; 2) the new PORTABLE ART COLLECTION that encourages community dialogue on key themes such as diversity and sustainability through artworks that rotate inside City buildings; and 3) STREET ARTS that turn under-invested areas into inspiring destinations. Through these services the City will advance its reputation as a creative and innovative community and ensure the public realm is a leading source of pride for citizens.

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

Proposal: 115.07NA **Department:** Planning & Community Development

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Quality Neighborhoods, Innovative, Vibrant, & CC	3,500,003	6,399,180

Executive Summary

This proposal provides funding to transform under-invested Rights-of-Way into inviting city and neighborhood features that support the vision of Bellevue as a place where people want to be. This interdepartmental initiative plans, designs, and constructs enhancements to the public realm - boulevards, Rights-of-Way, and gateways. Planning, design, and implementation will be guided by urban design principles and community input, integrating streetscape elements, such as street trees, landscaping, public art, seating, lighting and pedestrian facilities, utilize low impact development standards, and pilot innovative technologies to improve pedestrian and driver experiences, express civic and neighborhood pride, and demonstrate the city's commitment to improving the environment. Funding will promote neighborhood livability and identity, enhance tree canopy cover, benefit the local ecosystem, and increase property values throughout Bellevue.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Quality Neighborhoods/Innovative Vibrant and Caring Community

CD-41 Title: Civic Center Plan

Proposal: 115.41NA **Department:** Planning & Community Development

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
New	Quality Neighborhoods, Innovative, Vibrant, & CC	550,000	550,000

Executive Summary

This proposal will result in a master plan for the Civic Center District, a key node on the Grand Connection at its interface with the east end of Downtown and I-405. The proposal responds directly to Council priority #12: “Create a civic center plan integrating City Hall, the Metro property, Convention Center expansion, and the Transit Center.” The Plan will resolve a number of key issues, including the future use of the Metro site and its integration with City Hall and the Downtown light rail station, the use of the convention center expansion parcel and how best to serve the convention center’s future space needs, the appropriate pedestrian and bicycle circulation in this district, open space opportunities, and the potential for an iconic element or elements anchoring this segment of the Grand Connection.

NEP-2 Title: Neighborhood Enhancement Program

Proposal: 115.21DA **Department:** Planning & Community Development

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Quality Neighborhoods, Innovative, Vibrant, & CC	5,075,000	6,525,000

Executive Summary

The Neighborhood Enhancement Program will illustrate the City’s commitment to, and investment in, a community-directed, neighborhood improvement program that responds to evolving physical and social landscapes. NEP will dedicate City staff and funding to each Neighborhood Area, engaging residents in a six-month process to propose and select modest capital projects that enhance quality of life and strengthen community. NEP will encourage residents to reimagine current public spaces as great public places they want to experience and share. NEP will leverage social capital initiated during the planning process and collaborate with residents during the subsequent project design and construction phases to deliver results that celebrate character and generate pride. NEP will personify the One City process, relying on interdepartmental participation from PCD, Parks, Transportation, Utilities and DSD to transform community concerns and ideas into feasible solutions and tangible results.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Quality Neighborhoods/Innovative Vibrant and Caring Community

NIS-2 **Title: Neighborhood Partnerships**

Proposal: 115.20DA **Department:** Planning & Community Development

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Quality Neighborhoods, Innovative, Vibrant, & CC	560,005	1,687,219

Executive Summary

The Neighborhood Partnerships Program provides funding that enables the City to stimulate civic involvement and community pride in neighborhoods by promoting the direct, hands-on participation of neighbors in planning and implementing community improvements. This includes small capital improvements that improve the quality, appearance and overall livability of neighborhoods (landscaping, entry signs, gathering place enhancements and amenities, etc.) and targeted neighborhood capital projects that address neighborhood needs for safe and well maintained spaces that improve the day to day environment of residents. The Neighborhood Partnerships Program depends on partnership and planning with neighborhood residents and ensures that neighborhoods take pride in their successful projects and are motivated to maintain and build upon community improvements. These activities are vital to build community and keep neighborhoods safe, attractive and well maintained.

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

Proposal: 100.72NA **Department:** Parks & Community Services

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Quality Neighborhoods, Innovative, Vibrant, & CC	2,200,007	8,557,471

Executive Summary

This proposal requests ongoing funding for planning, design, and technical work to support ongoing park planning efforts; to support multi-departmental planning initiatives; to explore and implement partnership opportunities; to study the feasibility of park acquisition and development projects; and to complete the Ashwood Park Master Plan Update. Recent planning activities have included light-rail impacts, citizen survey for the Park & Open Space Plan Update, Bel-Red park studies, Seattle University partnership at Bannerwood Park, Bellevue West Little League partnership at Hidden Valley Park, Inspiration Playground partnership with Rotary and the Newport Hills planning efforts. Some of this work has lead to specific capital projects and partnership projects that leverage private funds. Staffing to implement this proposal is provided through proposal 100.11NA.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Quality Neighborhoods/Innovative Vibrant and Caring Community

P-AD-79 Title: King County Parks Levy

Proposal: 100.70NA **Department:** Parks & Community Services

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Quality Neighborhoods, Innovative, Vibrant, & CC	1,242,002	5,583,582

Executive Summary

This proposal funds parks acquisition and development from a 2013 King County voter-approved levy, part of which distributes funds to cities for the acquisition, development and renovation of parks. Bellevue will continue to receive funds through 2019.

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

Proposal: 100.60NA **Department:** Parks & Community Services

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Quality Neighborhoods, Innovative, Vibrant, & CC	7,175,001	13,381,803

Executive Summary

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

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

Proposal: 100.62NA **Department:** Parks & Community Services

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Quality Neighborhoods, Innovative, Vibrant, & CC	95,071	1,519,654

Executive Summary

This proposal seeks funding to complete the design and obtain the necessary permits for the initial phase of Bellevue Airfield Park development consistent with the adopted Master Plan. Funding was approved in the FY2015-21 CIP budget and design is underway. At full build-out, the park will include two lighted athletic areas, a picnic area, children's play areas, restrooms, parking, walkways and trail connections. Park components for phase 1 development will be determined during project design. The Master Plan is the result of a community-based planning effort. This project is part of the 2008 voter-approved Parks & Natural Areas Levy.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Quality Neighborhoods/Innovative Vibrant and Caring Community

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

Proposal: 100.80NA **Department:** Parks & Community Services

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Quality Neighborhoods, Innovative, Vibrant, & CC	9,521,537	17,222,001

Executive Summary

This proposal requests funds to complete Phase 1 improvements at Meydenbauer Bay Park. At full build-out, this park will create a memorable waterfront destination that will attract people year-round. This proposal would fund improvements west of 99th Avenue, connecting the marina to the existing Meydenbauer Beach Park. Construction is expected to start in early 2017 and completed in 2018.

P-AD-95 Title: Surrey Downs Park Development (Levy)

Proposal: 100.83NA **Department:** Parks & Community Services

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Quality Neighborhoods, Innovative, Vibrant, & CC	7,188,000	8,029,408

Executive Summary

The proposal requests funds to complete the design, permits and construction of park facilities consistent with the adopted Master Plan Update. The update was necessitated by the final light rail alignment that eliminated vehicle access from 112th Avenue, which had been the main access to the park. A significant public outreach effort resulted in a plan strongly supported by the neighborhood. The project timing assumes that design and permitting would be complete in 2017. Following light rail construction, park development would start in 2018 and be complete in 2019. Timing is dependant the progress of light rail construction adjacent to the park.

P-AD-96 Title: Mercer Slough East Link Mitigation

Proposal: 100.95NA **Department:** Parks & Community Services

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Quality Neighborhoods, Innovative, Vibrant, & CC	2,140,000	2,340,000

Executive Summary

Pursuant to the 2015 East Link Amended and Restated MOU, Sound Transit provided funds to the City to implement park mitigation measures in Mercer Slough required as a result of the light rail project. Funding is provided to design and construct trail and boardwalk connections, and to construct a farm stand building to replace the current facility that will not be available to the public after the light rail project is complete. Construction of the City facilities will follow light rail construction, and estimated to occur in 2020.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Quality Neighborhoods/Innovative Vibrant and Caring Community

P-AD-100 Title: Gateway NE Entry at Downtown Park

Proposal: 100.96NA **Department:** Parks & Community Services

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Approved Prior	Quality Neighborhoods, Innovative, Vibrant, & CC	3,000,000	3,000,000

Executive Summary

This proposal requests funds to complete the development of the Northeast Corner of Downtown Park. This corner of the park has long been considered a key element in providing the park’s visual and functional connection to downtown Bellevue. Development is consistent with the Council-adopted Master Plan.

P-R-02 Title: Enterprise Facility Improvements

Proposal: 100.76NA **Department:** Parks & Community Services

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Ongoing	Quality Neighborhoods, Innovative, Vibrant, & CC	2,250,002	13,218,877

Executive Summary

This proposal seeks funding to continue providing capital improvements at the Bellevue Golf Course and other Parks Enterprise facilities, including the Aquatic Center, Tennis Center, Robinswood House and sportsfields. Capital improvements proposed each year will limit liability exposure, reduce operating expenses and/or increase revenues at these facilities. The most recent project reconstructed the golf course driving range tee area to provide a two-level structure that added capacity and increased revenues.

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

Proposal: 100.77NA **Department:** Parks & Community Services

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Ongoing	Quality Neighborhoods, Innovative, Vibrant, & CC	38,068,581	91,590,198

Executive Summary

This proposal seeks continued funding to systematically renovate and refurbish existing park infrastructure and maintain the safety, integrity, accessibility, efficiency and function of our system. Work items identified are beyond the scope of the Department’s normal maintenance and operating budget but do not meet the threshold of a discrete capital project. Projects generally fall in the \$15K to \$500K range. The RRP is an annually updated seven-year plan that identifies and prioritizes renovation and repair needs throughout the existing park system, and also recognizes system-wide expansion resulting from ongoing acquisition and development projects.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Quality Neighborhoods/Innovative Vibrant and Caring Community

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

49 **Proposal: 130.83NA Department: Transportation**

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Ongoing	Quality Neighborhoods, Innovative, Vibrant, & CC	796,002	2,478,131

Executive Summary

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 source for addressing citizen accessibility requests and, as funding is available, implementing high priority retrofits identified in the City’s ADA Access Enhancement Plan for the Public Right of Way (a.k.a. Transition Plan). Projects constructed under this program improve pedestrian accessibility and safety for people with disabilities and also reduce the City’s vulnerability to litigation related to ADA compliance.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Responsive Government

G-01 **Title: City Fuel System Replacement**

Proposal: 045.61NA **Department:** Civic Services

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Responsive Government	725,000	995,000

Executive Summary

This Capital Improvement Program (CIP) is for replacement of the City’s fuel system. The current system supports all City departments, including Police, Fire, Transportation, and Utilities by providing fuel infrastructure that serves all City vehicles and equipment, including emergency generators used during disaster events. Replacement is necessary because fuel pumps and underground storage tanks are reaching the end of their useful life. Additionally, environmental pressures and government mandates require the use of alternative fuels which are not compatible with some of the existing equipment. This CIP supports planning, design, and implementation of required changes over a period of time, starting with fuel pumps and fuel line systems and ultimately replacing older metal underground storage tanks at Bellevue Service Center.

G-04 **Title: Hearing Accessibility for Public Spaces**

Proposal: 045.65NA **Department:** Civic Services

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Responsive Government	240,000	480,000

Executive Summary

This important project increases opportunities for participation and public dialogue for people with hearing loss, directly supports Council’s priority to implement hearing accessibility, improves transparency and open government, and meets Americans with Disabilities Act (ADA) requirements. In 2016 state-of-the-art hearing loop systems were installed at City Hall in high priority public meeting rooms (council chamber, council conference room, and room 1E-108) and the Bellevue Youth Theatre. This proposal continues the next phase of hearing accessibility work, focusing on: installations at community centers & the botanical garden; addition of portable systems at City Hall, mini City Hall, and several Parks venues; and provision of loops for customer service counters at Police, Probation, and other locations throughout the city.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Responsive Government

G-59 **Title: Finance/Human Resources Systems**

Proposal: 060.04NA **Department:** Finance

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Responsive Government	1,123,400	15,750,349

Executive Summary

This proposal provides funding to upgrade and enhance the City’s Finance and Human Resources Systems (JD Edwards/MySelf Service), to enhance the Business and Occupation Tax system (PRAXIS), implement a new financial reporting tool and, implement a Human Resources Talent Management system. The Enterprise Resource System (ERP) System upgrade will enable the City to stay in compliance with tax laws while updating the applications with new functionality to support all City departments. The new reporting tool ensures the integrity of the data reported to state auditors and citizens of Bellevue. The new integrated Talent Management system provides an improved Performance Management process that will drive consistency and increase engagement.

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

Proposal: 090.17NA **Department:** Information Technology

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Responsive Government	6,400,000	6,900,000

Executive Summary

The City relies on enterprise applications used by all staff and serving critical operations. This proposal provides a funding stream intended to modestly fund the eventual 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, the cost of 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.

G-106 **Title: Interlocal Council Contingency**

Proposal: 040.36NA **Department:** City Manager

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved Prior	Responsive Government	1,118,469	1,118,469

Executive Summary

N/A

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Responsive Government

NCS01 **Title:** Long-Range Property & Facilities Plan

Proposal: 045.68NA **Department:** Civic Services

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
New	Responsive Government	280,000	280,000

Executive Summary

The City has a significant investment in property and facilities that are a vital component of our infrastructure and service delivery. The significant value and importance of these facility assets warrants a long-range plan that leverages the City’s investment in property to meet the community’s needs in a comprehensive and integrated way. A comprehensive facility and property plan does not exist. Key activities will include assessment of City needs and properties, strategies to achieve multiple benefits, recommendations on property acquisitions and dispositions, financial strategies for acquisition and development, and potential partnerships. The plan will inform staff planning and Council decisions, and the City will be better prepared to act when acquisition or development opportunities arise. An important outcome of this plan will be identification of civic needs potentially accommodated on the Metro Site, an important strategic element of the Civic Center Planning to be initiated in 2018.

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

Proposal: 130.88NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Approved Prior	Responsive Government	354,239	495,239

Executive Summary

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

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Safe Community

NCS03 **Title: Citywide Security Improvements**

Proposal: 045.70NA **Department:** Civic Services

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
New	Safe Community	350,000	350,000

Executive Summary

This proposal provides funding for a consultant to conduct a comprehensive security assessment of 22 City facilities to detect potential vulnerabilities in procedures, practices, and security infrastructure and to provide subsequent funding to prioritize, install and/or improve upon the liabilities and weaknesses identified within those assessments. With the increasing frequency and sophistication of harmful events directed at public and governmental targets, it is essential to create and maintain common, robust, security measures to meet the needs of varying scenarios on a facility-by-facility basis. It is imperative that the City conduct regular assessments of its security protocols and preventive measures to ensure we are striking a judicious balance in our collective approach to ensuring the safety and security of employees and citizens within our various facilities.

PS-16 **Title: Fire Facility Maintenance**

Proposal: 070.10NA **Department:** Fire

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Ongoing	Safe Community	13,921,000	26,343,297

Executive Summary

This proposal provides funding for major repairs, and/or upgrades required at nine (9) Fire Stations and the Public Safety Training Center which are not of sufficient magnitude to warrant a separate capital investment project. The Fire Department has 10 facilities to maintain with unique and special requirements necessary to operate efficiently and respond to fire and medical emergencies 24 hours a day, seven days a week. The Fire Department Long Range Facility Plan and a recent facility survey documented numerous deferred maintenance issues and facility renovations that are needed stop the deterioration of fire facilities and provide for the safety of personnel, As a result, the annual allocation for this project was increased by \$1 million. In addition, the Knox Box Replacement project (PS-62) has also been folded into this project.

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City of Bellevue - Budget One 2017-2023

CIP Budget Project Summaries

Safe Community

PS-63 **Title: Fire Facility Master Plan**

Proposal: 070.23NA **Department:** Fire

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Approved Prior	Safe Community	14,850,000	22,100,000

Executive Summary

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 (\$12 M); and, 2. Purchasing property for a new downtown fire station (\$10 M). 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.

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

Proposal: 130.89NA **Department:** Transportation

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
Ongoing	Safe Community	7,925,050	14,736,001

Executive Summary

This program inventories and prioritizes needs for maintenance, rehabilitation, reconstruction, or replacement of major transportation systems components and other related right-of-way appurtenances. The program addresses high priority maintenance needs including, the repair, rehabilitation, or replacement of roadways, walkways, trails, retaining walls, rockeries, guardrail, pedestrian safety railing, and City-owned fences with costs to repair higher than funding available for routine maintenance activities. The program may also conduct street lighting or traffic signal system repairs or replacements. Program funding currently includes a temporary funding lift to the base program allocation in for three years of the CIP (2015-17) to bring three traffic signals along 148th Avenue up to current standard and thereby mitigating system reliability and traffic safety concerns.

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2017-2023 Utilities CIP Project Expenditures

City of Bellevue 2017-2018 Preliminary Budget

CIP Plan No.	Project Name	2016 Approp. To Date	2017 Estimate	2018 Estimate	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 Initiative	-	110,000	112,000	5,000	6,000	6,000	-	-	239,000	239,000
D-104-B	Stream Restoration for Mobility & Infrastructure Initiative (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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City of Bellevue - Budget One 2017-2023

Utilities CIP Budget Project Summaries by Outcome

Healthy and Sustainable Environment

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

Proposal: 140.04NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Storm Drainage	1,415,000	4,616,286

Project Description

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.

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

Proposal: 140.04NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Storm Drainage	10,411,000	24,332,231

Project Description

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.

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

Proposal: 140.08NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Storm Drainage	2,870,000	7,653,895

Project Description

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.

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City of Bellevue - Budget One 2017-2023

Utilities CIP Budget Project Summaries by Outcome

Healthy and Sustainable Environment

D-86 Title: Stream Channel Modification Program

Proposal: 140.08NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Storm Drainage	2,873,000	7,559,568

Project Description

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.

D-94 Title: Flood Control Program

Proposal: 140.08NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Storm Drainage	8,418,000	16,009,973

Project Description

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.

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City of Bellevue - Budget One 2017-2023

Utilities CIP Budget Project Summaries by Outcome

Healthy and Sustainable Environment

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

Proposal: 140.04NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved and Begun	Storm Drainage	39,000	5,274,250

Project Description

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.

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

Proposal: 140.08NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Storm Drainage	239,000	239,000

Project Description

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.

D-104-B Title: Stream Restoration for Mobility & Infrastructure Initiative (Bank)

Proposal: 140.08NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved and Begun	Storm Drainage	4,753,467	12,947,655

Project Description

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).

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City of Bellevue - Budget One 2017-2023

Utilities CIP Budget Project Summaries by Outcome

Healthy and Sustainable Environment

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

Proposal: 140.04NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved and Begun	Storm Drainage	3,559,000	3,895,000

Project Description

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.

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

Proposal: 140.08NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Storm Drainage	7,321,000	8,687,889

Project Description

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.

D-107 Title: Storm Water Video Inspection Enhancement

Proposal: 140.04NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved and Begun	Storm Drainage	1,668,000	2,581,000

Project Description

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.

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City of Bellevue - Budget One 2017-2023

Utilities CIP Budget Project Summaries by Outcome

Healthy and Sustainable Environment

D-109 **Title:** Stormwater Quality Retrofit in Kelsey Creek

Proposal: 140.08NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
New	Storm Drainage	343,000	343,000

Project Description

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.

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

Proposal: 140.03NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Sewer	7,403,664	21,437,155

Project Description

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.

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City of Bellevue - Budget One 2017-2023

Utilities CIP Budget Project Summaries by Outcome

Healthy and Sustainable Environment

S-24 Title: Sewer System Pipeline Major Repairs

Proposal: 140.03NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Sewer	14,204,000	35,218,785

Project Description

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.

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

Proposal: 140.03NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Sewer	797,000	3,161,323

Project Description

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.

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

Proposal: 140.03NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved and Begun	Sewer	117,555	1,918,955

Project Description

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.

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City of Bellevue - Budget One 2017-2023

Utilities CIP Budget Project Summaries by Outcome

Healthy and Sustainable Environment

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

Proposal: 140.08NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved and Begun	Sewer	935,013	1,159,994

Project Description

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.

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

Proposal: 140.05NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved and Begun	Sewer	624,000	10,486,599

Project Description

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.

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

Proposal: 140.05NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved and Begun	Sewer	301,980	4,371,695

Project Description

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.

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City of Bellevue - Budget One 2017-2023

Utilities CIP Budget Project Summaries by Outcome

Healthy and Sustainable Environment

S-66 Title: Sewer System Pipeline Replacement

Proposal: 140.03NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Sewer	11,719,789	15,123,889

Project Description

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. 2017-2023 Scope Update: Increase budget \$2.7M to replace sewer pipes in the Woodridge Open Space (which was discovered to have no bottom) and the Newport Shores Sewer Line, which was found to contribute to direct overflows to surface water). Note: This program budget will need to grow to a sustainable rate of pipe replacement. Utilities Asset Management Program is developing the data needed to support an ongoing annual budget increase, likely in the next budget cycle. Utilities has built R&R Reserves in anticipation of this need.

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

Proposal: 140.03NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved and Begun	Sewer	805,382	1,275,382

Project Description

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 Factoria.

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City of Bellevue - Budget One 2017-2023

Utilities CIP Budget Project Summaries by Outcome

Healthy and Sustainable Environment

S-68 Title: Sewer Force Main Condition Assessment

Proposal: 140.03NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved and Begun	Sewer	256,879	778,879

Project Description

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.

S-69 Title: Meydenbauer Bay Park Sewer Line Replacement

Proposal: 140.03NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved and Begun	Sewer	3,832,000	4,180,000

Project Description

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.

S-108 Title: Advanced Metering Infrastructure (AMI) Implementation

Proposal: 140.69NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
New	Sewer	6,926,700	6,926,700

Project Description

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.

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City of Bellevue - Budget One 2017-2023

Utilities CIP Budget Project Summaries by Outcome

Healthy and Sustainable Environment

W-16 Title: Small Diameter Water Main Replacement

Proposal: 140.02NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Water	70,294,000	133,469,885

Project Description

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.

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

Proposal: 140.02NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Water	3,065,000	11,521,971

Project Description

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.

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

Proposal: 140.02NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Water	1,512,000	7,010,619

Project Description

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.

Note – CIP Proposal Executive summaries are listed in CIP Plan Number order. They do not include debt proposals and reserve proposals, nor do they include operating proposals which can be found in the Operating section.

City of Bellevue - Budget One 2017-2023

Utilities CIP Budget Project Summaries by Outcome

Healthy and Sustainable Environment

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

Proposal: 140.02NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Water	571,532	1,868,497

Project Description

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.

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

Proposal: 140.02NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Water	7,257,772	18,723,477

Project Description

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.

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

Proposal: 140.02NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Water	15,285,235	23,311,473

Project Description

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.

Note – CIP Proposal Executive summaries are listed in CIP Plan Number order. They do not include debt proposals and reserve proposals, nor do they include operating proposals which can be found in the Operating section.

City of Bellevue - Budget One 2017-2023

Utilities CIP Budget Project Summaries by Outcome

Healthy and Sustainable Environment

W-98 Title: Replacement of Large Commercial Water Meters

Proposal: 140.02NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Water	3,030,855	6,010,163

Project Description

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.

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

Proposal: 140.02NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Ongoing	Water	1,669,568	4,086,500

Project Description

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.

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

Proposal: 140.05NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved and Begun	Water	1,637,539	2,417,086

Project Description

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.

Note – CIP Proposal Executive summaries are listed in CIP Plan Number order. They do not include debt proposals and reserve proposals, nor do they include operating proposals which can be found in the Operating section.

City of Bellevue - Budget One 2017-2023

Utilities CIP Budget Project Summaries by Outcome

Healthy and Sustainable Environment

W-104 Title: New Water Inlet Station

Proposal: 140.05NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved and Begun	Water	5,229,000	5,229,000

Project Description

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.

W-105 Title: Water Facilities for NE Spring Blvd Multi-Modal Corridor

Proposal: 140.54DA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved and Begun	Water	1,084,000	1,084,000

Project Description

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.

W-105-B Title: Water Facilities for NE Spring BLVD Multi Modal Corridor (Bank)

Proposal: 140.54DA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
Approved and Begun	Water	1,232,000	2,305,957

Project Description

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.

Note – CIP Proposal Executive summaries are listed in CIP Plan Number order. They do not include debt proposals and reserve proposals, nor do they include operating proposals which can be found in the Operating section.

City of Bellevue - Budget One 2017-2023

Utilities CIP Budget Project Summaries by Outcome

Healthy and Sustainable Environment

W-108 Title: Advanced Metering Infrastructure (AMI) Implementation

Proposal: 140.69NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
New	Water	16,162,300	16,162,300

Project Description

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.

W-109 Title: Richards Road Inlet Supply Station

Proposal: 140.02NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost 2017-2023</u>	<u>Total Project Cost through 2023 Budget Request</u>
New	Water	500,000	500,000

Project Description

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.

Note – CIP Proposal Executive summaries are listed in CIP Plan Number order. They do not include debt proposals and reserve proposals, nor do they include operating proposals which can be found in the Operating section.

City of Bellevue - Budget One 2017-2023

Utilities CIP Budget Project Summaries by Outcome

Healthy and Sustainable Environment

W-110 **Title:** NE 40th and Enatai Inlet Water Supply Improvement

Proposal: 140.02NA **Department:** Utilities

<u>Status</u>	<u>Category</u>	<u>Project Cost</u> <u>2017-2023</u>	<u>Total Project Cost through</u> <u>2023 Budget Request</u>
New	Water	200,000	200,000

Project Description

This project is for an alternatives analysis and pre-design 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.

Note – CIP Proposal Executive summaries are listed in CIP Plan Number order. They do not include debt proposals and reserve proposals, nor do they include operating proposals which can be found in the Operating section.



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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. 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).

B. Staffing Summary

This section provides the FTE totals for each department for 2015-2018.

C. Budget Summary by Fund excluding Reserves

This section provides a comparison of total expenditure budget by fund for 2015 Actuals, 2016 Amended, and 2017 and 2018 Prelim 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

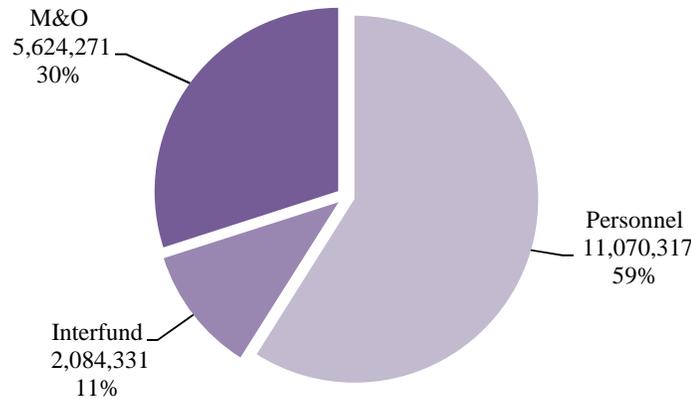
- ◆ Increase criminal filing rate from 68% (2015-16 level) to 75% or greater, through collaboration with Bellevue P.D.
- ◆ Work with Bellevue P.D., Code Enforcement, and similar stakeholders to implement system for the charging and prosecution of city nuisance violations as civil infractions and/or criminal 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 Prelim	2018 Prelim	2017-2018
Personnel	5,465,545	5,604,772	11,070,317
Interfund	1,232,215	852,116	2,084,331
M&O	2,812,538	2,811,733	5,624,271
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 Prelim	2018 Prelim
FTE	25.60	25.75	26.75	26.75

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Amended	2017 Prelim	2018 Prelim
General Fund	4,235,342	4,581,668	3,901,796	4,052,650
Workers Compensation	1,752,821	1,534,900	1,819,400	1,786,400
Unemployment Compensation	158,731	226,000	586,000	190,000
General Self-Insurance Fund	2,434,865	2,815,399	3,203,102	3,239,571
Total Budget	8,581,758	9,157,967	9,510,298	9,268,621
Reserves ¹		6,313,056	6,911,133	7,025,162

¹ Reserves: Reserves are not included in the pie chart above. 2015 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)

The 2016 Amended Budget includes Mid-Biennium updates and budget appropriation changes approved to date.

Proposal List by Department/Outcome

City Attorney

2017-2018 Budget One

Rank	Proposal Title	Proposal Number
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		
04	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

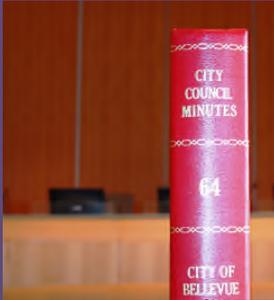




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Activities

- ◆ 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

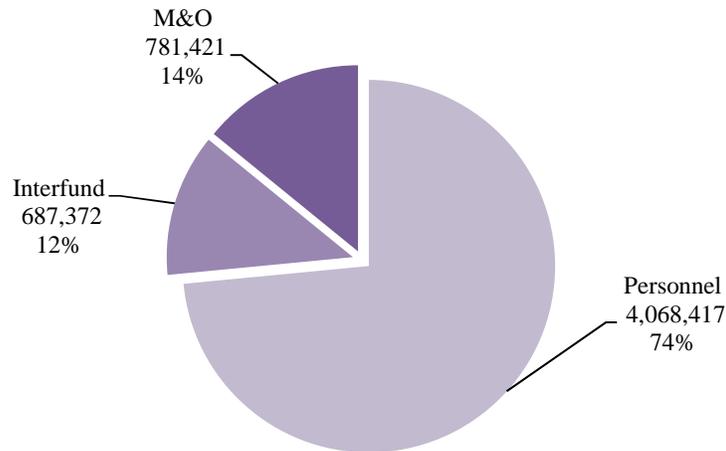
- ◆ Assist City Council in developing and implementing strategies for greater Council engagement in the community.
- ◆ Continue to provide ever-greater access to public information and seek innovative ways to inform the public about the services and activities of City government.
- ◆ Partner across City 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 Prelim	2018 Prelim	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	2,769,655	2,767,555	5,537,210
Reserves ¹	-	-	-
Total Budget	2,769,655	2,767,555	5,537,210

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Prelim	2018 Prelim
FTE	15.75	15.75	15.75	15.75

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Amended	2017 Prelim	2018 Prelim
General Fund	2,307,635	2,467,160	2,769,655	2,767,555
General CIP	168,842	-	-	-
Total Budget	2,476,477	2,467,160	2,769,655	2,767,555

¹ Reserves: Reserves are not included in the pie chart above. 2015 Actuals do not include reserves at the department level.

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Proposal List by Department/Outcome

City Clerk

2017-2018 Budget One

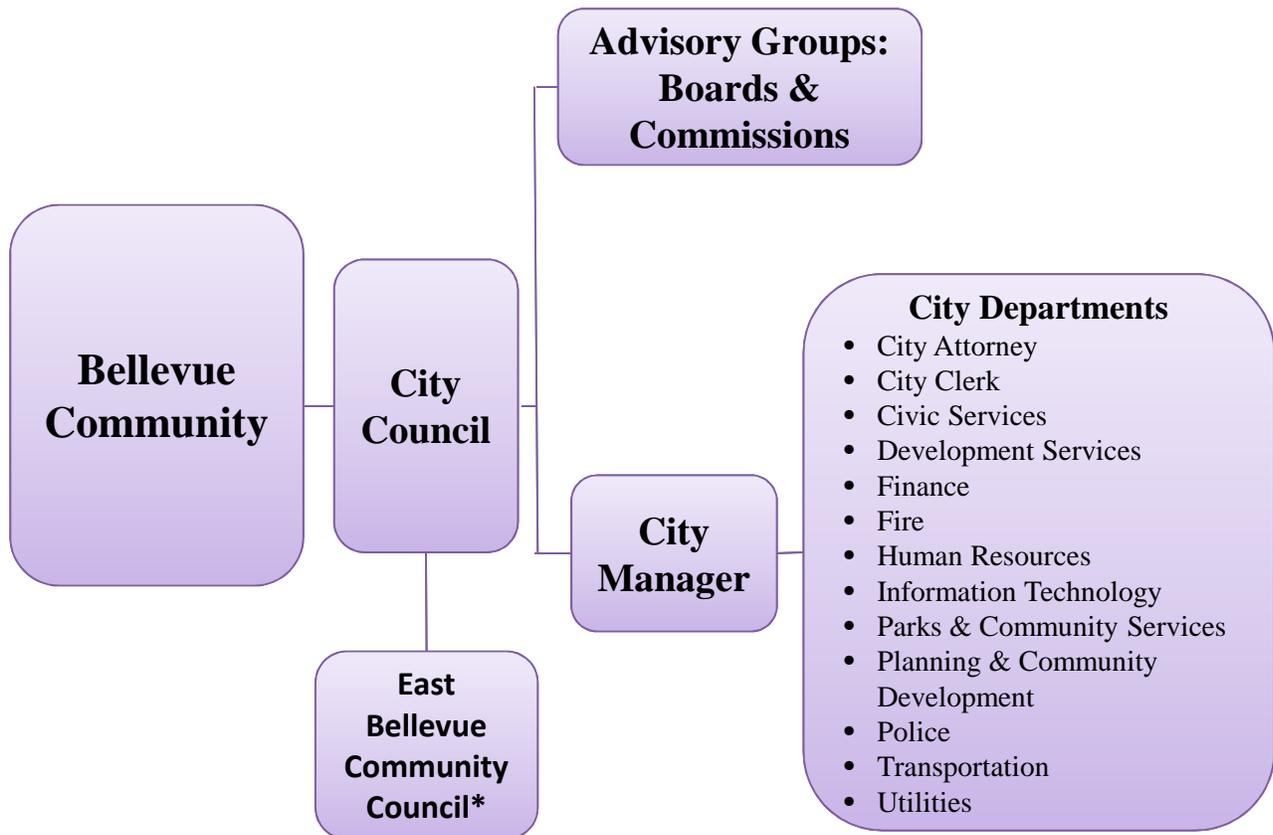
<u>Rank</u>	<u>Proposal Title</u>	<u>Proposal Number</u>
Responsive Government		
07	Disclosure of Public Records and Information	020.05NA
13	Council Legislative and Administrative Support	020.02NA
14	City Clerk's Operations	020.01NA
15	Records Management Services	020.04NA

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

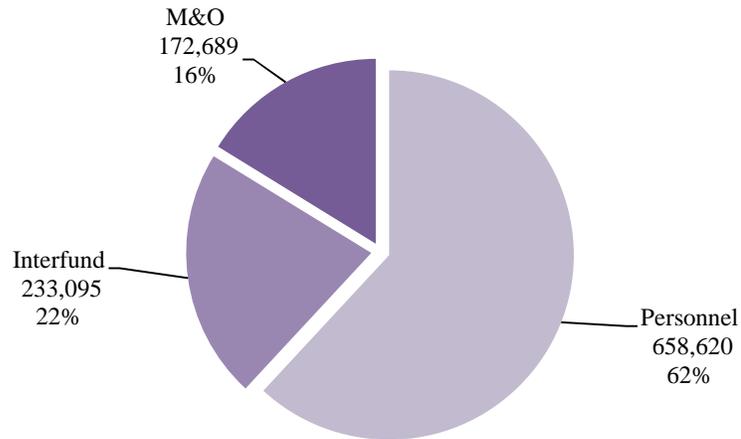
Highlights of Council-Adopted Priorities

- ◆ 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 Prelim	2018 Prelim	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 Prelim	2018 Prelim
FTE	7.00	7.00	7.00	7.00

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Amended	2017 Prelim	2018 Prelim
General Fund	514,242	530,204	524,760	539,644
Total Budget	514,242	530,204	524,760	539,644

¹ Reserves: Reserves are not included in the pie chart above. 2015 Actuals do not include reserves at the department level.

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Proposal List by Department/Outcome

City Council

2017-2018 Budget One

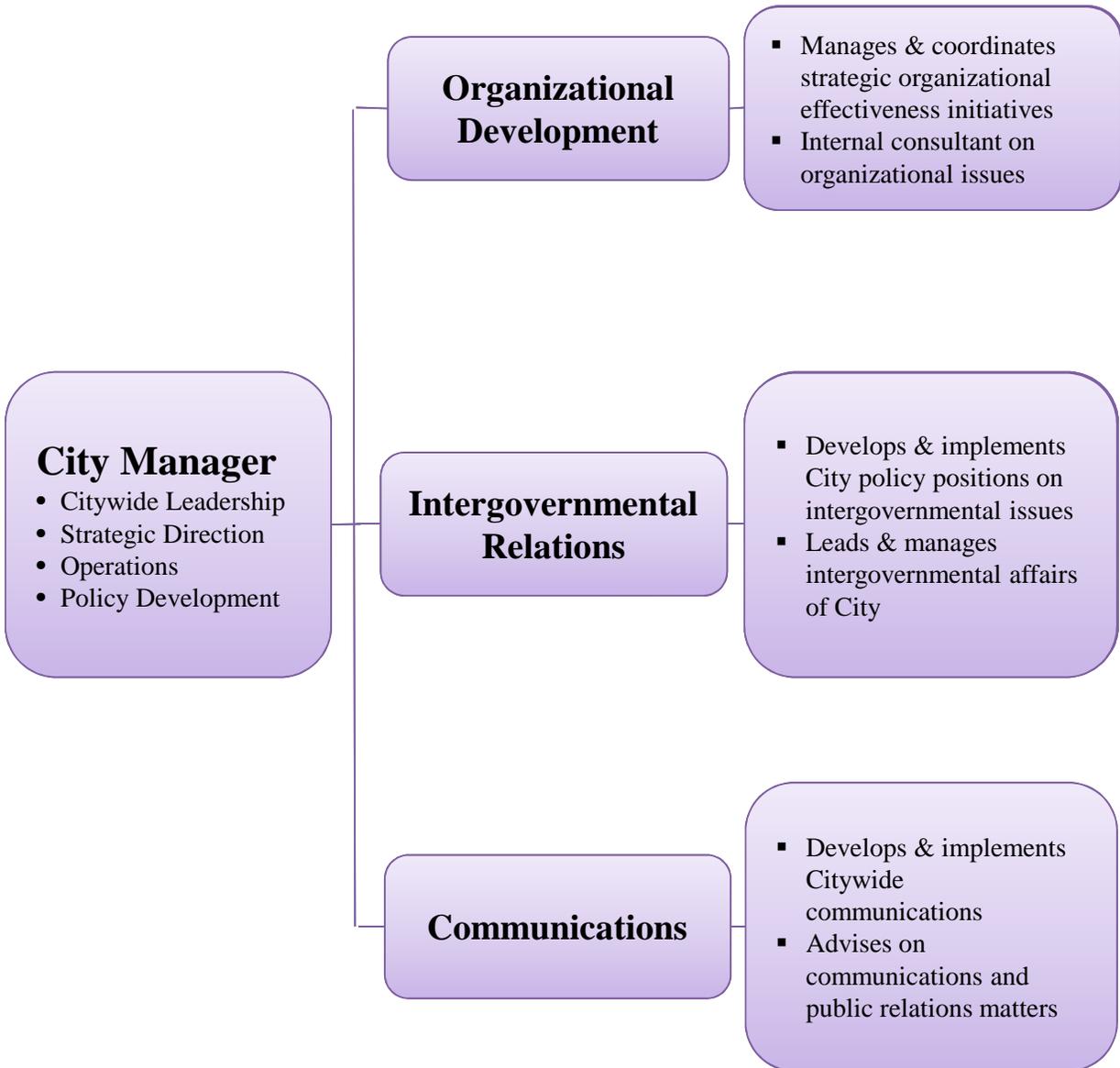
<u>Rank</u>	<u>Proposal Title</u>	<u>Proposal Number</u>
Responsive Government		
03	City Council	030.01NA

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

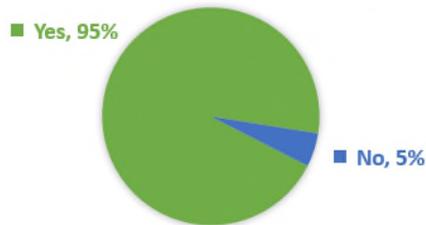
Goal #3: Organizational Development

- ◆ Champion continuous improvement through the City
- ◆ Support the sustained operation of a High Performance Organization

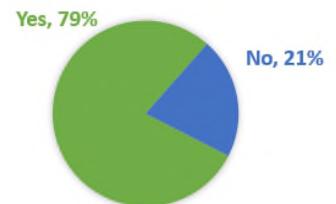
Goal #4: Intergovernmental Relations

- ◆ Analyze and resolve cross-jurisdictional issues
- ◆ Support the City's leadership role in regional issues

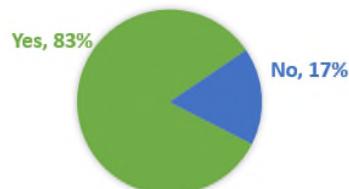
PERCENT OF RESIDENTS WHO SAY BELLEVUE IS A GOOD/EXCELLENT PLACE TO LIVE



PERCENT OF RESIDENTS WHO SAY THE CITY IS HEADED/STRONGLY HEADED IN THE RIGHT DIRECTION

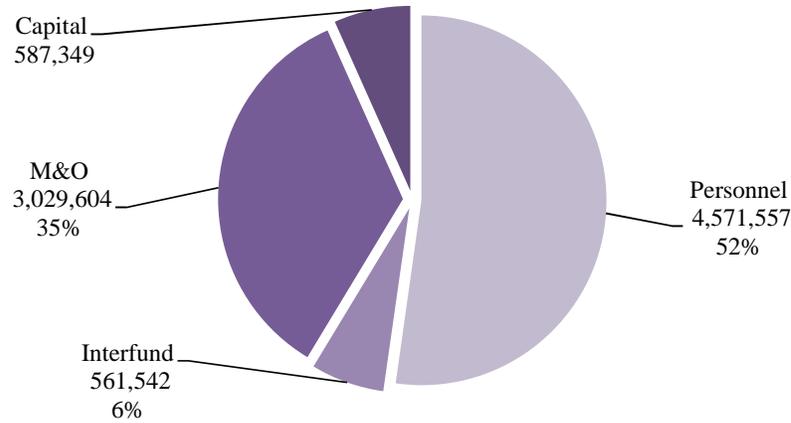


2015-2016 PERCENT OF RESIDENTS WHO SAY THEY ARE DEFINITELY GETTING THEIR MONEY'S WORTH FOR THEIR TAX DOLLAR



City Manager's Office

2017-2018 Budget Expenditure by Category



	2017 Prelim	2018 Prelim	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	295,775	291,574	587,349
Total Expenditures	4,299,604	4,450,448	8,750,052
Reserves ¹	-	-	-
Total Budget	4,299,604	4,450,448	8,750,052

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Prelim	2018 Prelim
FTE	11.00	12.00	12.00	12.00

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Amended	2017 Prelim	2018 Prelim
General Fund	2,405,257	2,991,379	4,003,829	4,158,874
	-	1,025,000	295,775	291,574
Total Budget	2,405,257	4,016,379	4,299,604	4,450,448
Reserves ¹	-	-	-	-

¹ Reserves: Reserves are not included in the pie chart above. 2015 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)

The 2016 Amended Budget includes Mid-Biennium updates and budget appropriation changes approved to date.

Proposal List by Department/Outcome

City Manager

2017-2018 Budget One

Rank	Proposal Title	Proposal Number
Responsive Government		
01	Overall City Management	040.04NA
20	Intergovernmental Relations/Regional Issues	040.07NA
32	Communications	040.02NA
Safe Community		
05	Public Defense Services	040.01NA
07	King County District Court-Bellevue Division (BDC) Services	040.09PA
CIP		
G-106	Interlocal Council Contingency	040.36NA

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

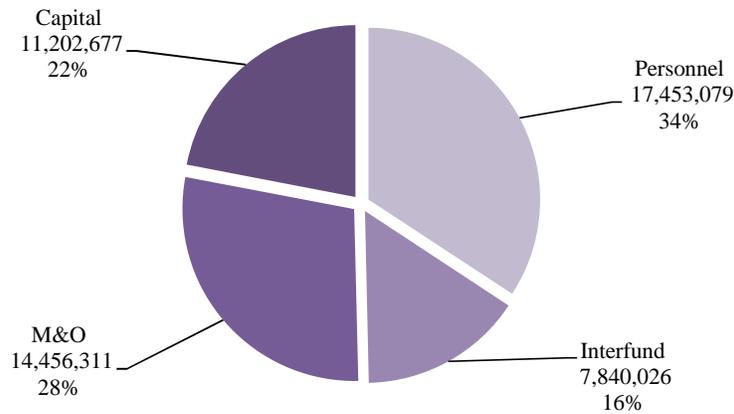
- ◆ **East Link:** Mitigate impacts to parking and customer service during East Link construction at City Hall. ◆ Continue support of East Link and other CIP projects through land acquisition and survey control assistance
- ◆ **Fire Facilities Master Plan:** Continue to support the Fire Department in 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 Prelim	2018 Prelim	2017-2018
Personnel	8,584,437	8,868,642	17,453,079
Interfund	3,900,260	3,939,766	7,840,026
M&O	7,204,202	7,252,109	14,456,311
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 Prelim	2018 Prelim
FTE	64.60	65.75	66.75	66.75

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Amended	2017 Prelim	2018 Prelim
General Fund	4,274,139	4,515,019	3,658,625	3,797,967
Land Purchase Revolving	582,977	620,100	409,614	387,692
Facilities	7,352,793	7,063,138	6,749,412	6,877,876
Facilities Major Maintenance	-	-	1,466,000	1,410,000
Operating Grants & Donations	581,000	-	-	-
General CIP ²	8,185,341	200,000	680,000	345,000
Equipment Rental Fund	15,606,625	9,783,317	12,388,063	12,781,844
Total Budget	36,582,874	22,181,574	25,351,714	25,600,379
Reserves ¹		5,961,095	6,756,925	5,712,881

¹ Reserves: Reserves are not included in the pie chart above. 2015 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 General CIP includes Court relocation costs

The 2016 Amended Budget includes Mid-Biennium updates and budget appropriation changes approved to date.

Proposal List by Department/Outcome

Civic Services

2017-2018 Budget One

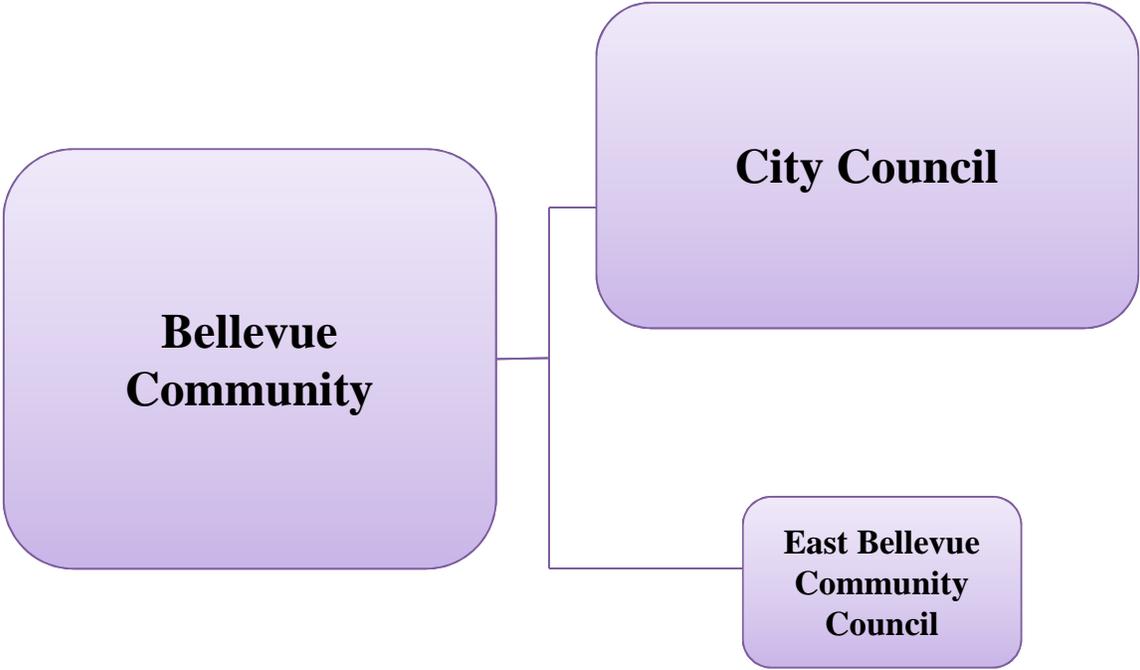
Rank	Proposal Title	Proposal Number
Responsive Government		
08	Electronic Communication Services	045.34PA
09	Fleet Services Maintenance & Repair	045.30PA
21	Facilities Services Maintenance & Operations	045.20PA
26	Fleet & Communications Parts Inventory & Fuel System	045.32DA
27	Client Services	045.01NA
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
CIP		
G-01	City Fuel System Replacement	045.61NA
G-04	Hearing Accessibility for Public Spaces	045.65NA
NCS01	Long-Range Property & Facilities Plan	045.68NA
NCS03	Citywide Security Improvements	045.70NA

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**East Bellevue
Community Council
2017-2018**





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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.

East Bellevue Community Council

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

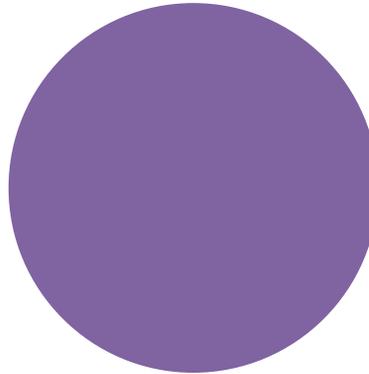
2015-2016 Accomplishments

- ◆ 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 Councils

2017-2018 Budget Expenditure by Category

M&O
8,678
100%



	2017 Prelim	2018 Prelim	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 Prelim	2018 Prelim
FTE	-	-	-	-

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Amended	2017 Prelim	2018 Prelim
General Fund	3,923	4,189	4,289	4,389
Total Budget	3,923	4,189	4,289	4,389

¹ Reserves: Reserves are not included in the pie chart above. 2015 Actuals do not include reserves at the department level.

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Proposal List by Department/Outcome Community Council 2017-2018 Budget One

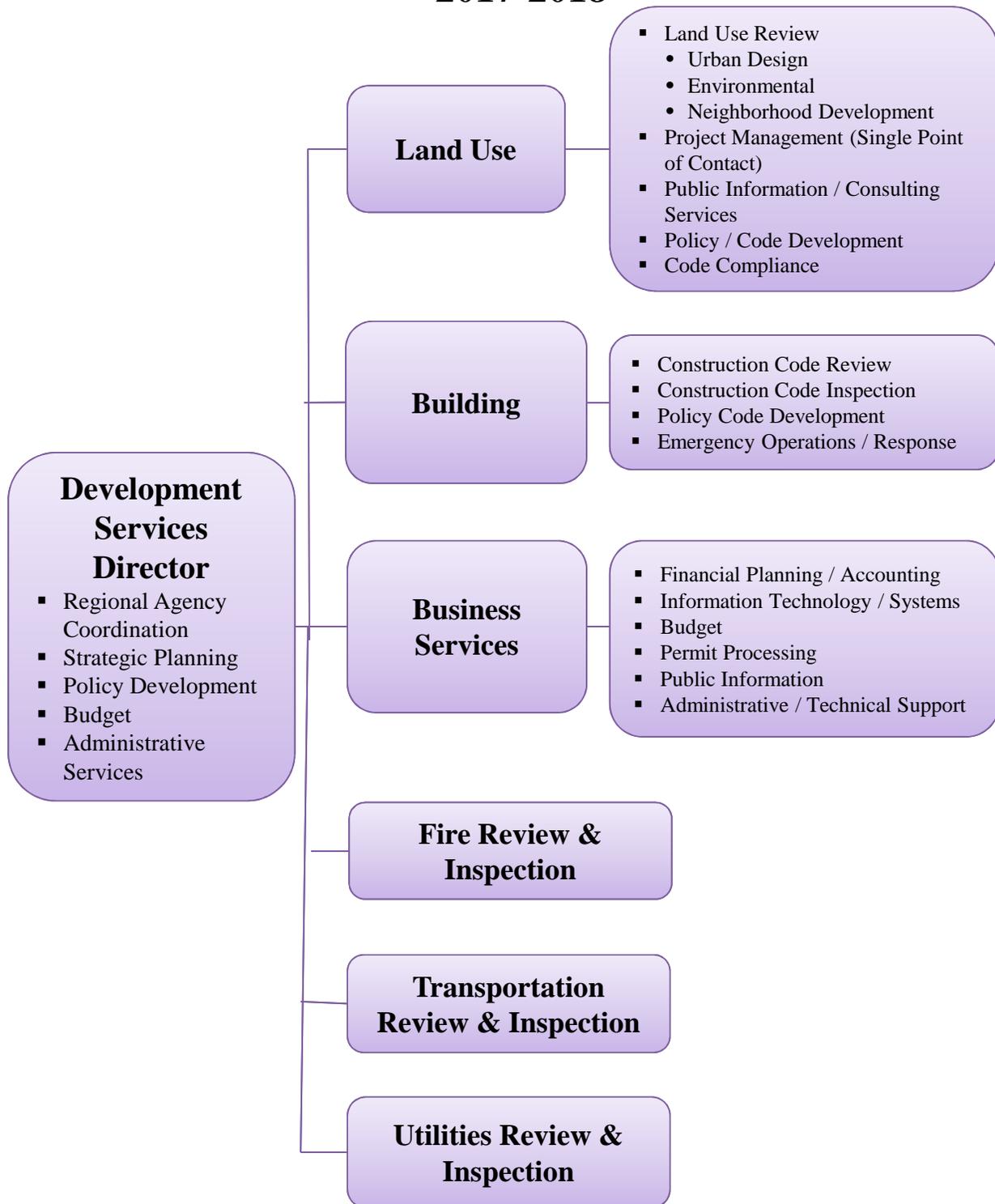
<u>Rank</u>	<u>Proposal Title</u>	<u>Proposal Number</u>
Responsive Government		
54	East Bellevue Community Council	050.01NA

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

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

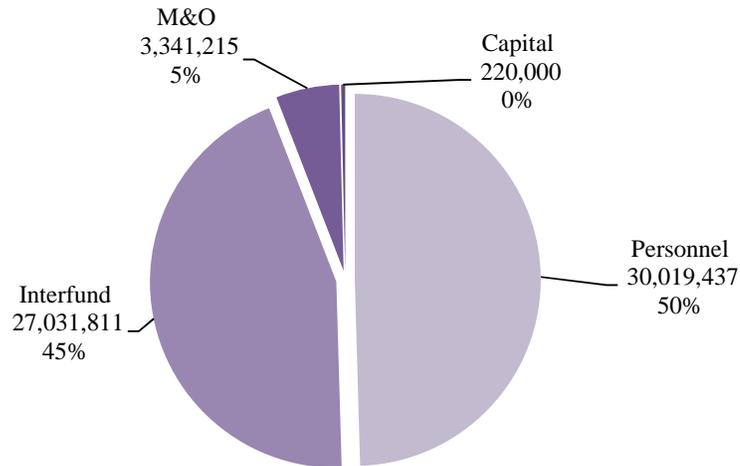
- ◆ Provide a process that is timely, understandable, and effective for internal and external customers.
- ◆ Proactively balance resources (staffing, contracts, revenues, space) across development cycles.
- ◆ Achieve Council-supported outcomes through enhanced code amendment work.
- ◆ Maintain competitive 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

Development Services

2017-2018 Budget Expenditure by Category



	2017 Prelim	2018 Prelim	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 Prelim	2018 Prelim
FTE	106.85	108.85	114.00	116.00

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Amended	2017 Prelim	2018 Prelim
General Fund	3,729,373	3,978,357	4,143,724	4,287,595
Development Services	21,062,042	22,966,796	25,695,843	26,485,301
Operating Grants & Donations	17,840	-	-	-
Total Budget	24,809,255	26,945,153	29,839,567	30,772,896
Reserves ¹		9,635,290	15,778,861	14,428,906

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Proposal List by Department/Outcome

Development Services

2017-2018 Budget One

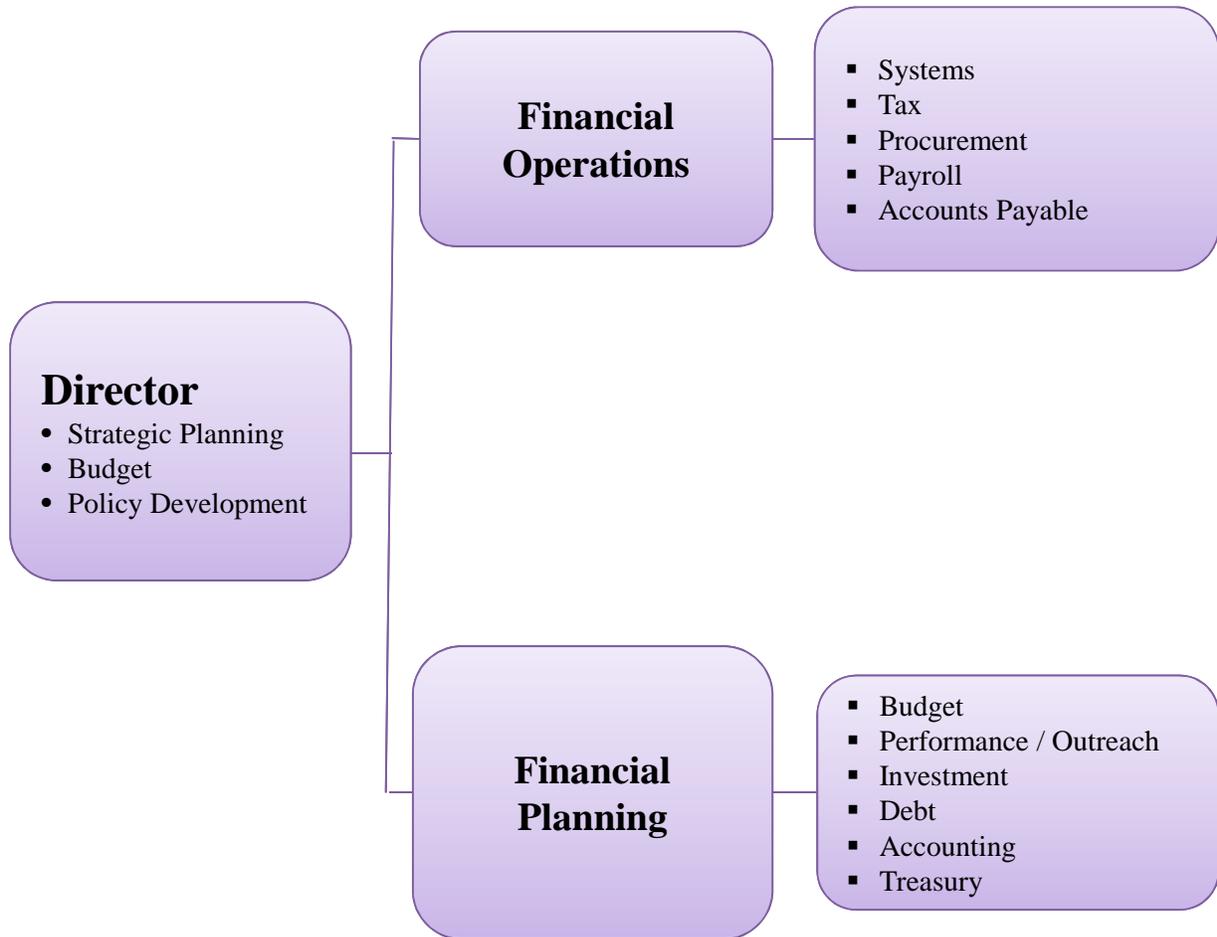
Rank	Proposal Title	Proposal Number
Economic Growth and Competitiveness		
02	Development Services Review Services	110.03NA
Quality Neighborhoods/Innovative Vibrant and Caring Community		
13	Code Compliance Inspection and Enforcement Services	110.07NA
Responsive Government		
18	Development Services Financial 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

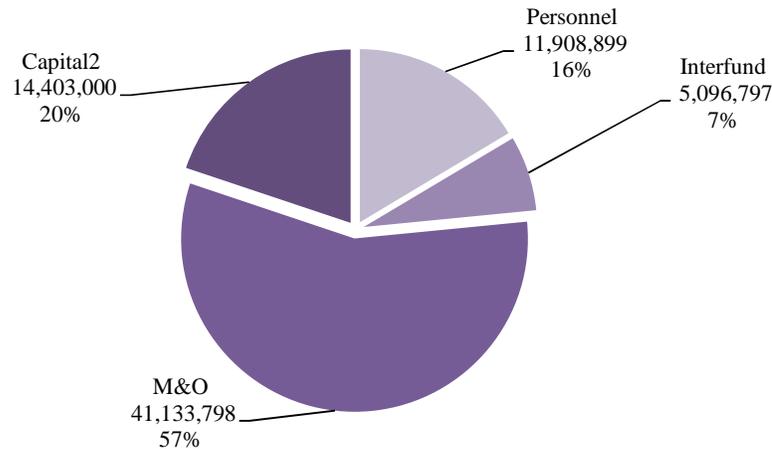
- ◆ Ensure the long-term sustainable financial stability and health of Bellevue
- ◆ Protect the City's financial integrity and credibility
- ◆ Be a trusted partner committed to continued excellence

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 Prelim	2018 Prelim	2017-2018
Personnel	5,831,472	6,077,427	11,908,899
Interfund	2,610,208	2,486,589	5,096,797
M&O	19,942,014	21,191,784	41,133,798
Capital ²	7,201,250	7,201,750	14,403,000
Total Expenditures	35,584,944	36,957,550	72,542,494
Reserves ¹	38,717,186	40,555,221	40,555,221
Total Budget	74,302,130	77,512,771	113,097,715

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Prelim	2018 Prelim
FTE	47.00	47.50	47.50	47.50

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Amended	2017 Prelim	2018 Prelim
General Fund	7,499,728	7,979,519	8,086,474	8,479,330
Hotel/Motel Tax	18,600,615	-	12,133,000	13,127,000
Operating Grants & Donations	-	-	-	-
Debt Service Fund	10,995,101	249,335	7,809,220	7,801,070
General CIP ²	335,879	7,064,246	7,556,250	7,550,150
Total Budget	37,431,324	15,293,100	35,584,944	36,957,550
Reserves ¹		10,788,859	810,454	815,584
General Fund Reserves		28,089,747	28,980,742	29,992,217

¹ Reserves: Reserves are not included in the pie chart above. 2015 Actuals do not include reserves at the department level.

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2015-2016 biennial budget calculation includes only the second year of reserves (ie 2016) to avoid double-counting of expenditure authority

² CIP Expenditures include debt service transfers for capital projects

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Proposal List by Department/Outcome

Finance

2017-2018 Budget One

Rank	Proposal Title	Proposal Number
Economic Growth and Competitiveness		
04	Bellevue Convention Center Authority (BCCA) Operations	060.10NA
Responsive Government		
00	Miscellaneous Non-Departmental (MND)	060.08NA
02	Budget Office	060.19NA
04	Debt Management Services	060.20NA
06	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
CIP		
G-69	Supplemental CIP Debt Funding	060.01NA
G-82	City Hall Debt Service	060.03NA
G-59	Finance/Human Resources Systems	060.04NA
G-83	M&I LTGO Bond Debt Service	060.23NA
G-89	New Long-term Debt Service	060.30NA
G-100	2015 20 Year LTGO Bond Debt Service	060.36NA
G-98	Short-Term Cash Flow Borrowing Payback	060.41NA
G-107	Council Advancement	060.42NA

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

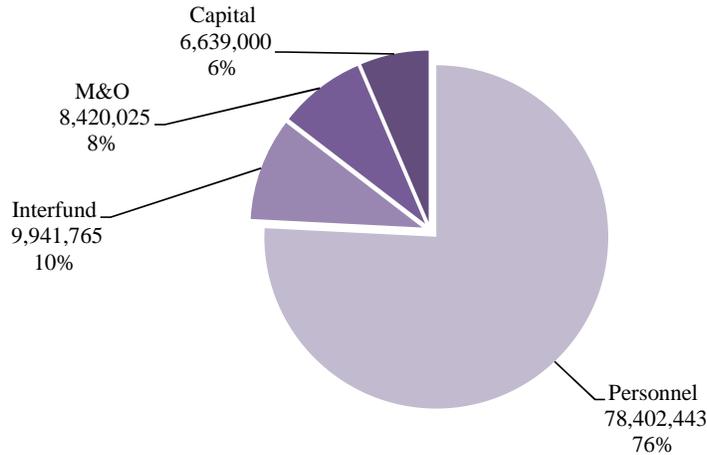
- ◆ Develop an implementation plan for the Fire Facilities Master Plan.
- ◆ Seek alternative resources to fund the Department's wellness program.
- ◆ Complete exhaust extrication replacements or upgrades at all fire stations to improve air quality and safety.
- ◆ Bring forward a discussion on the City's 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 Prelim	2018 Prelim	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 Prelim	2018 Prelim
FTE	242.31	244.31	244.75	244.75
Unfunded FTE ²	4	4	4	4

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Amended	2017 Prelim	2018 Prelim
General Fund	44,440,712	45,591,181	44,962,532	46,721,498
LEOFF I	1,091,045	1,012,397	1,044,342	1,367,681
Operating Grants & Donations	1,086,333	1,426,131	1,087,000	1,088,261
General CIP	1,264,512	1,083,000	4,674,000	1,965,000
Fireman's Pension	239,598	246,581	242,283	250,636
Total Budget	48,122,199	49,359,290	52,010,157	51,393,076
Reserves ¹		9,095,682	8,049,669	7,047,371

¹ Reserves: Reserves are not included in the pie chart above. 2015 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)

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Proposal List by Department/Outcome

Fire

2017-2018 Budget One

Rank	Proposal Title	Proposal Number
Quality Neighborhoods/Innovative Vibrant and Caring Community		
11	Bellevue Fire CARES Program	070.15NA
Safe Community		
01	Fire Suppression and Emergency Medical Response	070.01PA
03	Public Safety Dispatch Services	070.16DA
06	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
CIP		
PS-16	Fire Facility Maintenance	070.10NA
PS-63	Fire Facility Master Plan	070.23NA

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

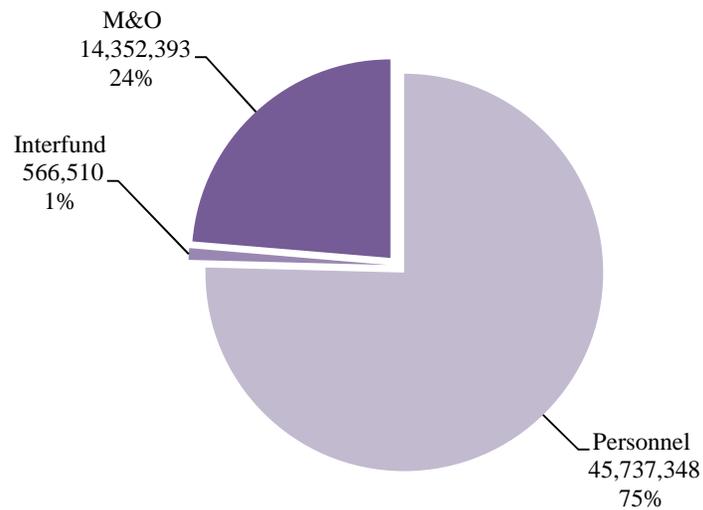
- ◆ Workforce Planning—organization-wide communication of the mentoring, stretch assignment, classroom, and performance feedback recommendations. Integration of the leadership “competencies” that were developed by cross departmental teams into job descriptions, job announcements and performance feedback 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 Prelim	2018 Prelim	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 Prelim	2018 Prelim
FTE	14.80	14.80	15.80	15.80

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Amended	2017 Prelim	2018 Prelim
General Fund	2,128,880	2,468,196	2,698,836	2,770,907
Health Benefits Fund	24,521,608	26,858,929	26,588,550	28,597,958
Total Budget	26,650,488	29,327,125	29,287,386	31,368,865
Reserves ¹		4,561,595	7,554,167	8,315,156

¹ Reserves: Reserves are not included in the pie chart above. 2015 Actuals do not include reserves at the department level.

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Proposal List by Department/Outcome

Human Resources

2017-2018 Budget One

<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

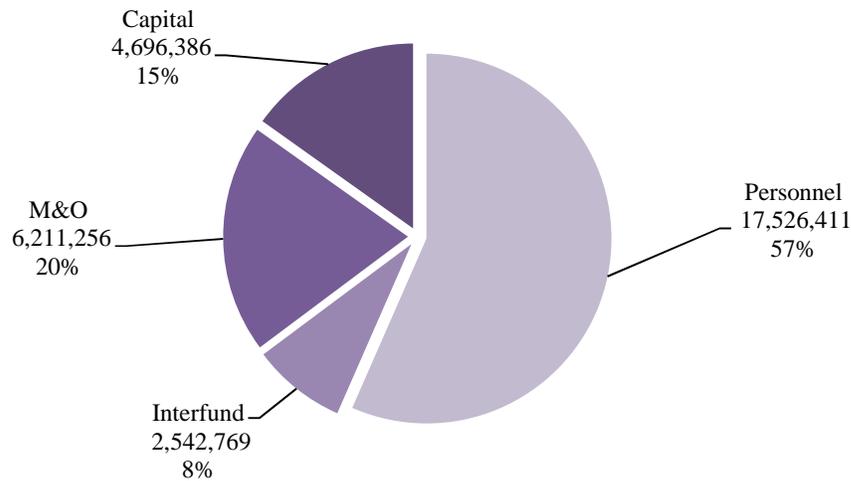
- ◆ Workforce Mobility – Continue to provide and support the technology solutions that harness the benefits, savings and service improvements of a mobile workforce (field crews, inspectors, public safety personnel, and other staff).
- ◆ Community Building – Provide the technology and support to fully 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 a 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 Prelim	2018 Prelim	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 Prelim	2018 Prelim
FTE	58.75	58.75	60.00	60.00

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Amended	2017 Prelim	2018 Prelim
ITD Fund	14,086,947	14,704,681	14,320,145	14,509,677
General CIP	115,857	350,000	1,109,000	1,038,000
Total Budget	14,202,804	15,054,681	15,429,145	15,547,677
Reserves ¹		5,238,420	5,408,741	5,532,101

¹ Reserves: Reserves are not included in the pie chart above. 2015 Actuals do not include reserves at the department level.

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Proposal List by Department/Outcome

Information Technology

2017-2018 Budget One

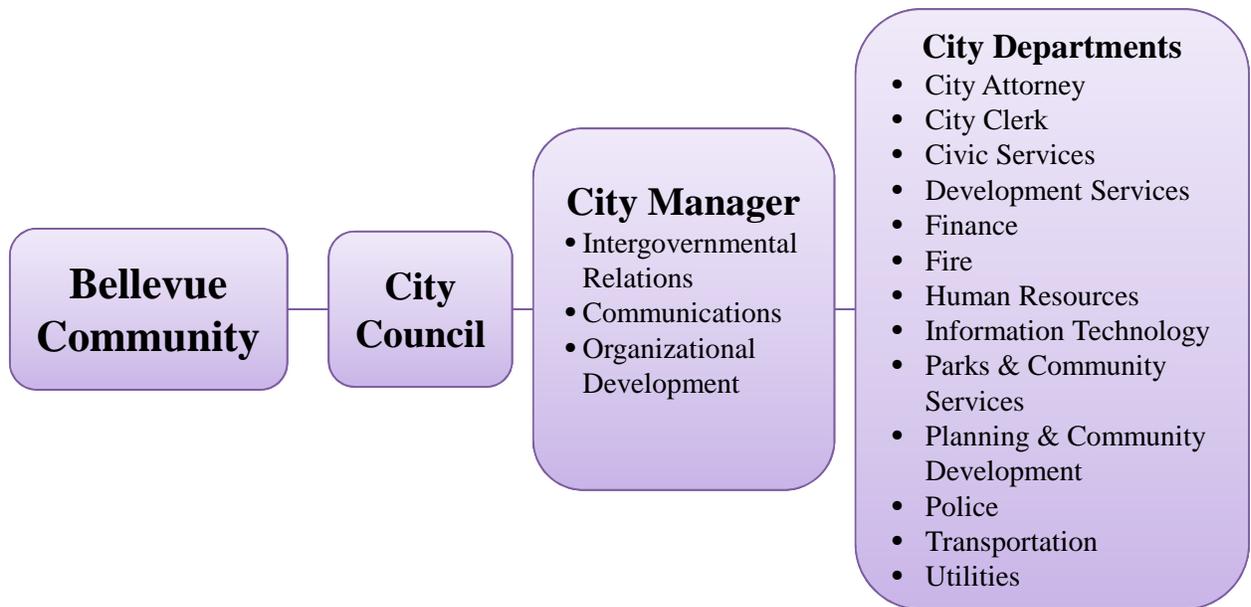
Rank	Proposal Title	Proposal Number
Responsive Government		
05	Network Systems and Security	090.08NA
23	Computer Technology Services	090.01NA
31	Technology Business Systems Support	090.09NA
34	eCityGov Alliance Fees and Services	090.10NA
35	Geospatial Technology Services (GTS)	090.06NA
43	IT Department Management and Support	090.05NA
52	Application Development Services	090.03NA
CIP		
G-93	Community Network Connectivity	090.16NA
G-94	Enterprise Application Replacement Reserve	090.17NA
G-38	Expanded Community Connectivity	090.19NA

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

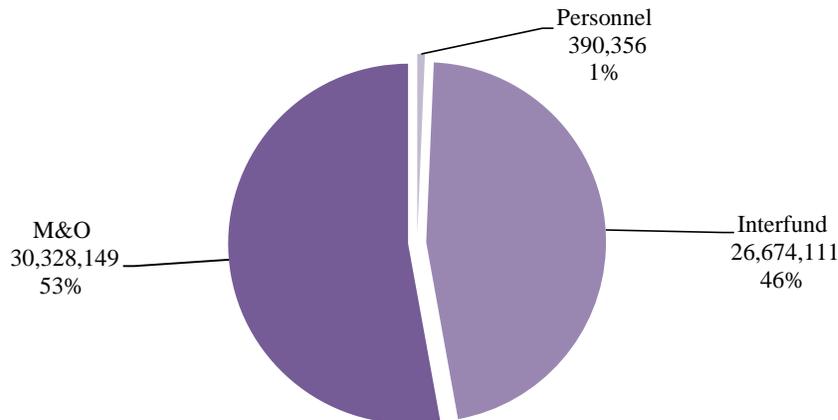
- ◆ Have funds available for City and Council initiatives and opportunities when they arise
- ◆ Provide One City advancement and training
- ◆ Maintain civic and partner memberships; including King County Animal Control
- ◆ Fund legislative costs, including elections, Courts, and Puget Sound Clean Air
- ◆ 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 Prelim	2018 Prelim	2017-2018
Personnel	306,075	84,281	390,356
Interfund	13,145,621	13,528,490	26,674,111
M&O	15,162,036	15,166,113	30,328,149
Capital	-	-	-
Total Expenditures	28,613,732	28,778,884	57,392,616
Reserves ¹	382,299	407,047	407,047
Total Budget	28,996,031	29,185,931	57,799,663

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Prelim	2018 Prelim
FTE	1.00	1.00	1.00	1.00

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Amended	2017 Prelim	2018 Prelim
General Fund	2,505,812	997,461	1,840,649	2,151,802
Debt Service	16,114,983	13,670,588	13,453,913	13,385,262
General CIP ²	12,153,825	13,358,100	13,319,170	13,241,820
Total Budget	30,774,620	28,026,149	28,613,732	28,778,884
Reserves ¹		7,449	382,299	407,047

¹ Reserves: Reserves are not included in the pie chart above. 2015 Actuals do not include reserves at the department level.

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² CIP Expenditures include debt service payments for capital projects

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Proposal List by Department/Outcome

Miscellaneous Non-Departmental

2017-2018 Budget One

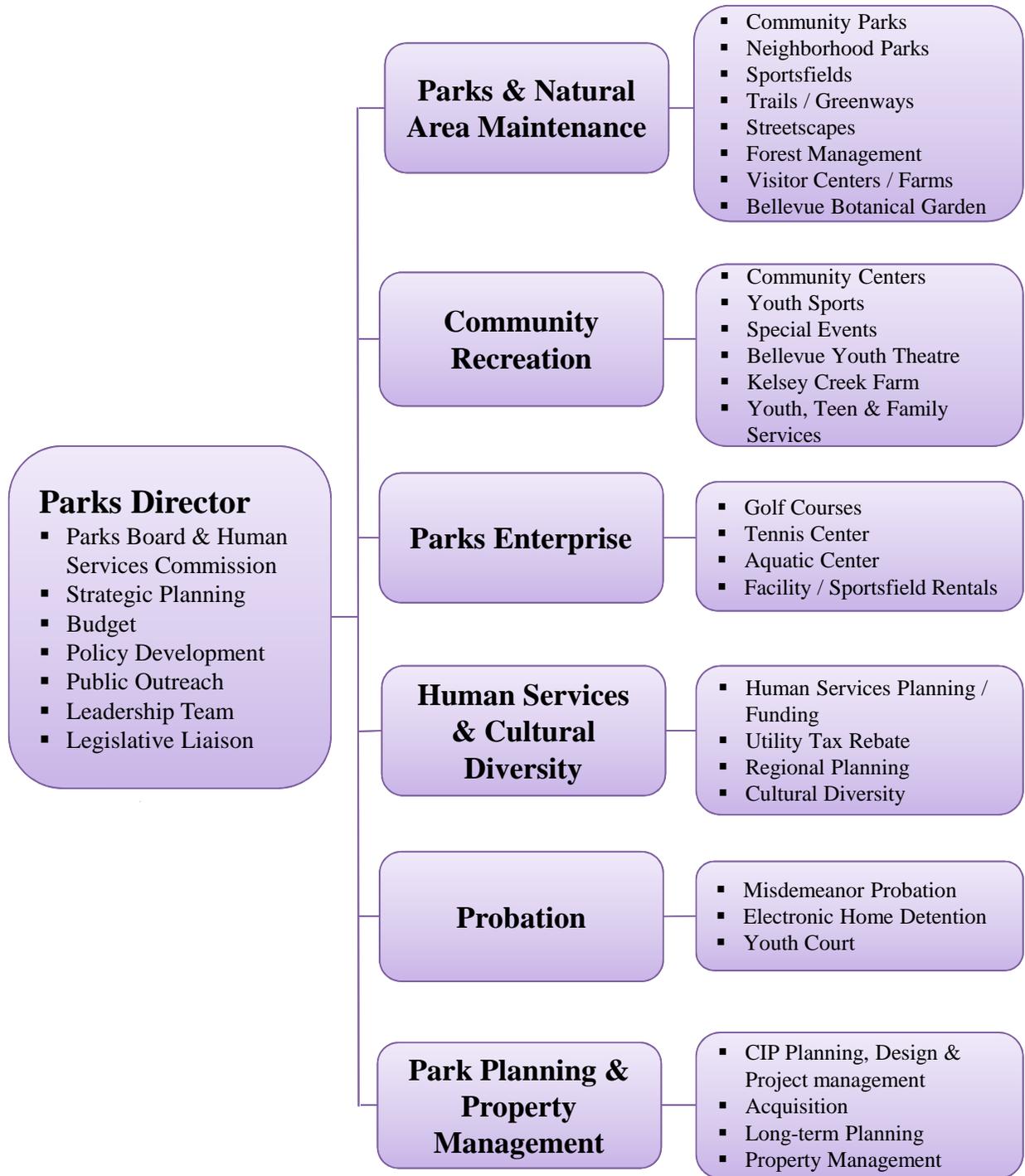
<u>Rank</u>	<u>Proposal Title</u>	<u>Proposal Number</u>
Responsive Government		
00	Council Advancement	040.14NA

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

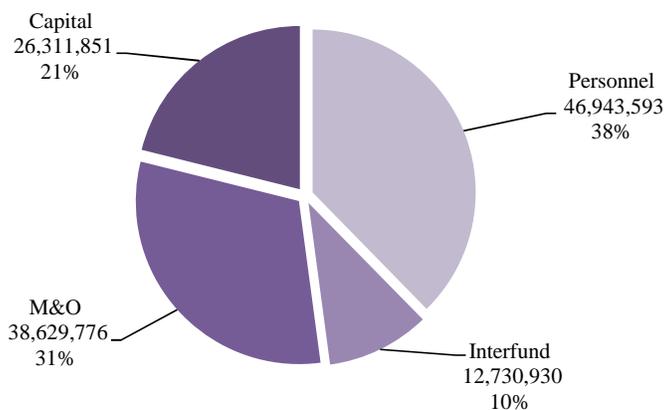
- ◆ Plan, acquire, design, and develop a coordinated park system which satisfies the community's open space and recreation needs
- ◆ Provide clean, safe, attractive, and functional parks, open space, and recreation facilities
- ◆ Help reduce crime and antisocial behavior by providing/supporting prevention 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 Prelim	2018 Prelim	2017-2018
Personnel	22,927,936	24,015,657	46,943,593
Interfund	6,011,809	6,719,121	12,730,930
M&O	18,902,103	19,727,673	38,629,776
Capital	8,299,891	18,011,960	26,311,851
Total Expenditures	56,141,739	68,474,411	124,616,150
Reserves ¹	8,506,314	8,401,945	8,401,945
Total Budget	64,648,053	76,876,356	133,018,095

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Prelim	2018 Prelim
FTE	165.03	165.03	166.03	168.03

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Amended	2017 Prelim	2018 Prelim
General Fund	31,596,035	32,562,472	33,664,218	35,398,483
Human Services	4,406,252	4,592,737	4,961,849	5,109,809
Parks M&O Reserve	23,028	37,691	35,000	292,522
Land Purchase Revolving	1,191,482	792,423	562,355	574,096
Parks Enterprise	6,014,236	6,481,767	6,499,466	6,698,493
Operating Grants & Donations	1,434,555	1,260,755	1,261,465	1,291,987
Debt Service	430,700	-	-	-
General CIP	11,032,893	25,718,922	8,420,374	18,388,007
Marina	604,375	654,988	737,012	721,014
Total Budget	56,733,556	72,101,755	56,141,739	68,474,411
Reserves ¹		1,522,307	8,506,314	8,401,945

¹ Reserves: Reserves are not included in the pie chart above. 2015 Actuals do not include reserves at the department level.

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Proposal List by Department/Outcome

Parks & Community Services

2017-2018 Budget One

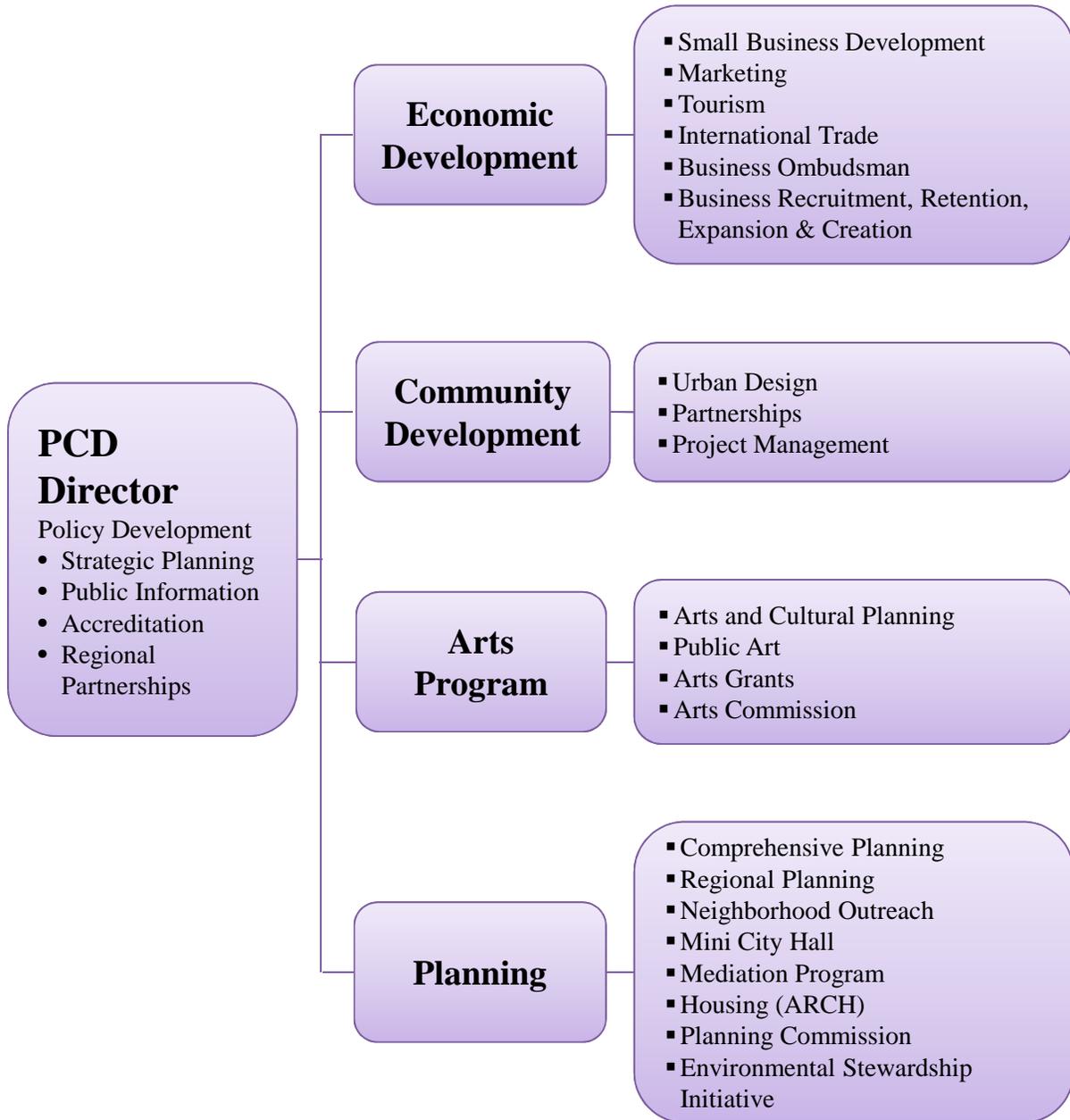
Rank	Proposal Title	Proposal Number
Healthy and Sustainable Environment		
04	Natural Resource Management	100.09NA
Quality Neighborhoods/Innovative Vibrant and Caring Community		
01	Human Services Planning Funding and Regional Collaboration	100.04NA
02	Parks and Community Services Management and Support	100.12NA
03	Park Planning and Property Management	100.11NA
07	Community and Neighborhood Parks Program	100.06NA
08	Structural Maintenance Program	100.08NA
09	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
CIP		
P-AD-82	Park & Open Space Acquisition (Levy)	100.60NA
P-AD-83	Bellevue Airfield Park Development (Levy)	100.62NA
P-AD-79	King County Parks Levy	100.70NA
P-AD-27	Park Planning & Design	100.72NA
P-R-02	Enterprise Facility Improvements	100.76NA
P-R-11	Parks Renovation & Refurbishment Plan	100.77NA
P-AD-92	Meydenbauer Bay Phase 1 Park Development	100.80NA
P-AD-95	Surrey Downs Park Development (Levy)	100.83NA
P-AD-96	Mercer Slough East Link Mitigation	100.95NA
P-AD-100	Gateway NE Entry at Downtown Park	100.96NA

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

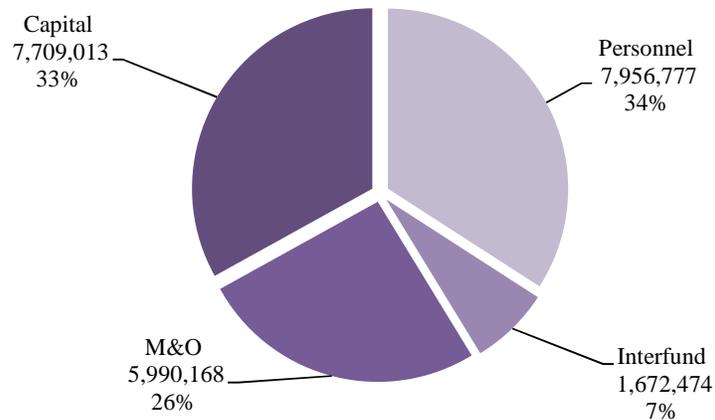
- ◆ Achieve broad-based economic growth in Bellevue through regional collaboration, and a focus on target industries and sectors, including startups.
- ◆ Complete visioning for Grand Connection and planning for the Wilburton commercial area, begin early implementation.
- ◆ Refine code and policy provisions 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 Prelim	2018 Prelim	2017-2018
Personnel	3,897,843	4,058,934	7,956,777
Interfund	832,319	840,155	1,672,474
M&O	2,954,793	3,035,375	5,990,168
Capital	3,354,513	4,354,500	7,709,013
Total Expenditures	11,039,468	12,288,964	23,328,432
Reserves ¹	4,202,430	3,799,134	3,799,134
Total Budget	15,241,898	16,088,098	27,127,566

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Prelim	2018 Prelim
FTE	28.01	28.01	29.11	29.11

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Amended	2017 Prelim	2018 Prelim
General Fund	4,859,839	5,147,138	5,391,435	5,571,835
Operating Grants & Donations	39,169	473,597	220,000	270,597
Housing Fund	430,575	1,310,074	1,313,520	1,332,032
Debt Service	760,000	760,500	760,000	760,000
General CIP	1,055,868	2,675,000	3,354,513	4,354,500
Total Budget	7,145,451	10,366,309	11,039,468	12,288,964
Reserves ¹		2,703,659	4,202,430	3,799,134

¹ Reserves: Reserves are not included in the pie chart above. 2015 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)

The 2016 Amended Budget includes Mid-Biennium updates and budget appropriation changes approved to date.

Proposal List by Department/Outcome Planning & Community Development 2017-2018 Budget One

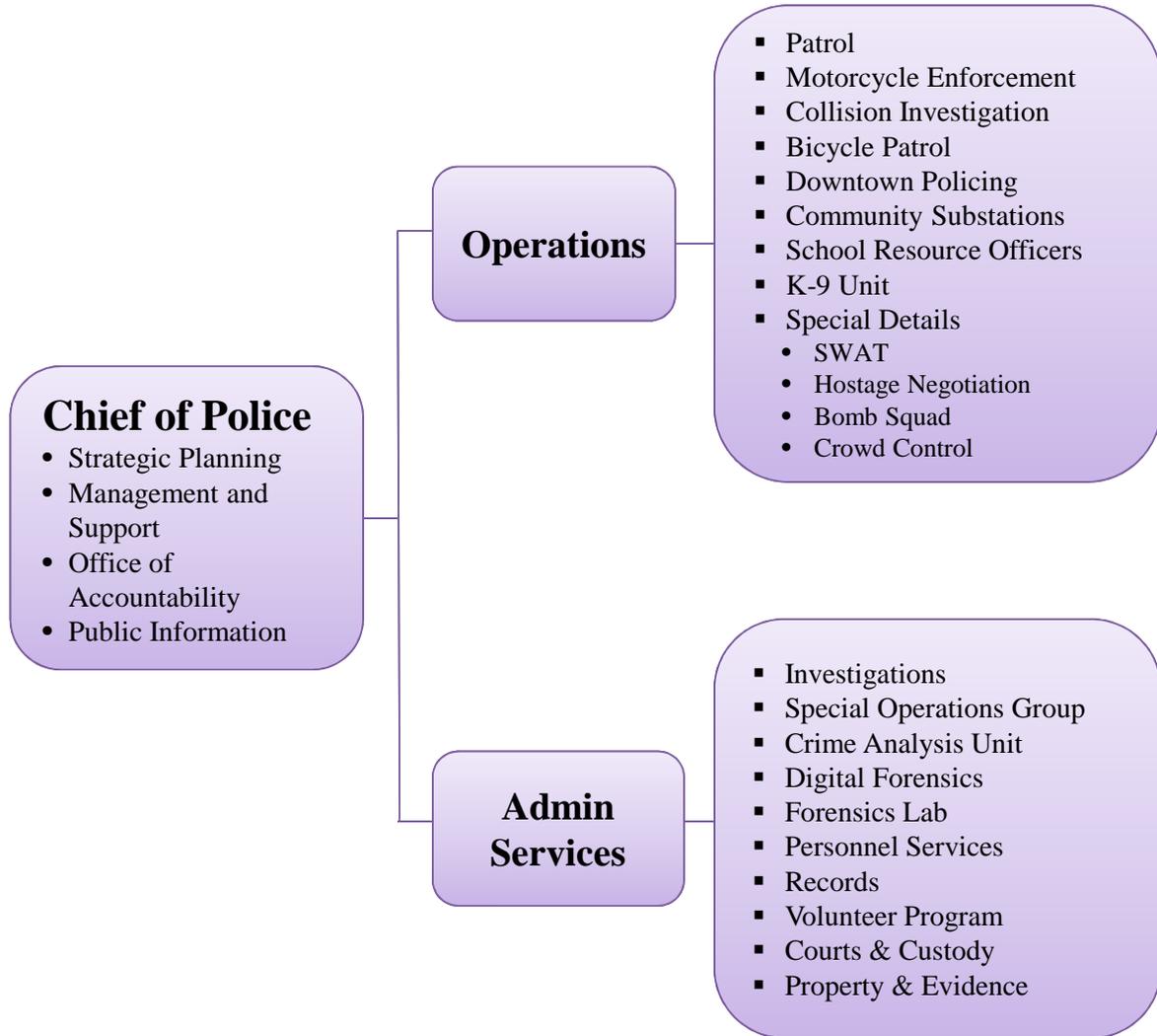
Rank	Proposal Title	Proposal Number
Economic Growth and Competitiveness		
01	Economic Development Core Program & Strategy Implementation	115.15NA
Healthy and Sustainable Environment		
22	Environmental Stewardship Initiative	115.24NA
Quality Neighborhoods/Innovative Vibrant and Caring Community		
04	PCD Department Management and Support	115.12NA
05	Planning & Development Initiatives	115.03NA
06	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
CIP		
CD-22	Enhanced Right of Way and Urban Boulevards (ERUB)	115.07NA
NIS-2	Neighborhood Partnerships	115.20DA
NEP-2	Neighborhood Enhancement Program	115.21DA
CD-11	Public Art Program	115.22DA
CD-30	Station Area Planning Implementation	115.26NA
CD-37	Downtown Community/Implementation	115.37NA
CD-41	Civic Center Plan	115.41NA
CD-44	Grand Connection Implementation	115.52NA
G-108	Supplemental Housing Trust Fund Investment	115.53NA
G-105	Competitiveness and Collaboration	115.97NA

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

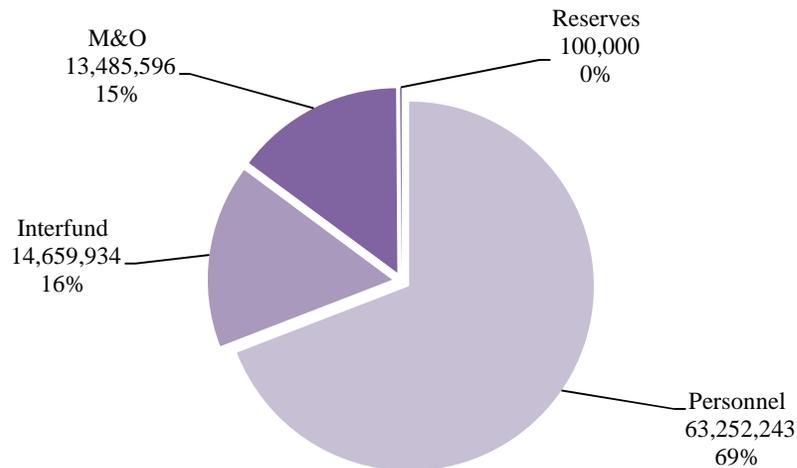
2015-2016 Accomplishments

- ◆ 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 Prelim	2018 Prelim	2017-2018
Personnel	31,155,466	32,096,777	63,252,243
Interfund	7,206,789	7,453,145	14,659,934
M&O	6,620,912	6,864,684	13,485,596
Capital	-	-	-
Reserves	788,733	100,000	100,000
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 Prelim	2018 Prelim
FTE	221.00	227.00	225.00	225.00

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Amended	2017 Prelim	2018 Prelim
General Fund	39,389,207	41,524,680	43,982,588	45,675,441
LEOFF I	789,328	970,447	1,000,579	739,165
Operating Grants & Donations	488,647	269,336	-	-
Total Budget	40,667,182	42,764,463	44,983,167	46,414,606
Reserves ¹		1,435,688	788,733	100,000

¹ Reserves: Reserves are not included in the pie chart above. 2015 Actuals do not include reserves at the department level.

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Proposal List by Department/Outcome

Police

2017-2018 Budget One

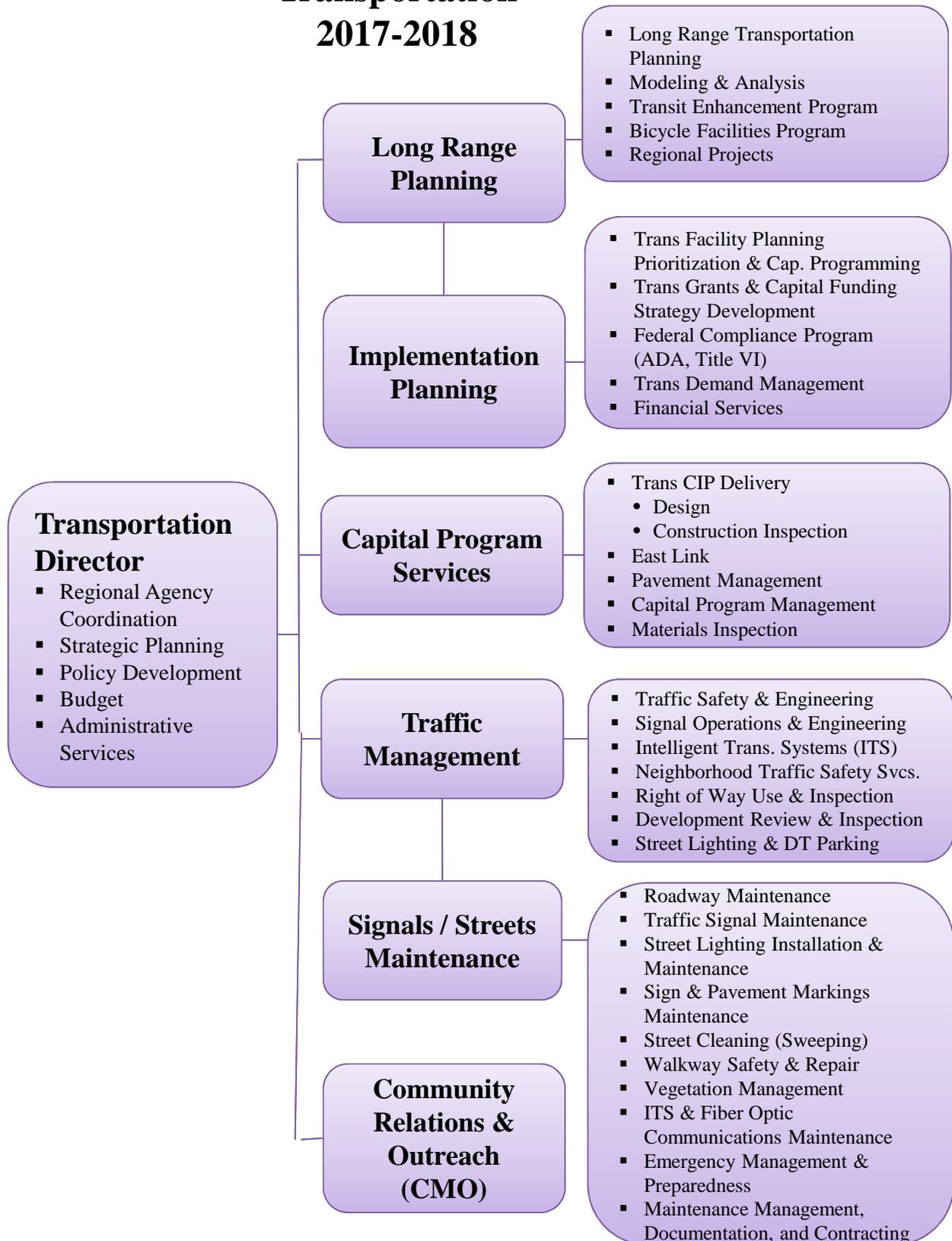
Rank	Proposal Title	Proposal Number
Safe Community		
02	Patrol	120.01NA
08	Traffic Enforcement	120.06NA
09	Investigations	120.02NA
10	Narcotics Investigations	120.04NA
11	Domestic Violence Prevention and Response	120.03NA
15	Courts and Custody Unit	120.11NA
16	Community Stations / Downtown Unit / Bicycle 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

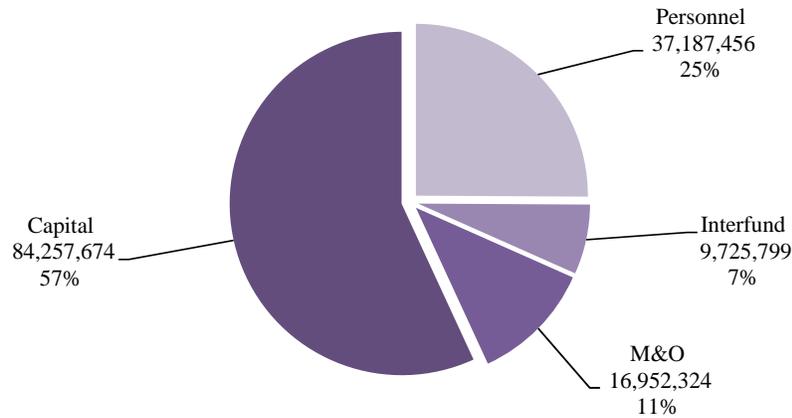
- ◆ Update the travel demand modeling platform to more fully incorporate non-motorized travel modes and multi-modal standards.
- ◆ Update the 12 year Transportation Facility Plan (TFP) focusing on identifying strategic capacity improvements to reduce congestion.
- ◆ Identify and implement innovative, 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, both in support of Transportation safety, connectivity, and congestion.

Transportation

2017-2018 Budget Expenditure by Category



	2017 Prelim	2018 Prelim	2017-2018
Personnel	18,269,151	18,918,305	37,187,456
Interfund	4,741,993	4,983,806	9,725,799
M&O	8,309,398	8,642,926	16,952,324
Capital	59,859,507	24,398,167	84,257,674
Total Expenditures	91,180,049	56,943,204	148,123,253
Reserves ¹	703,681	693,142	693,142
Total Budget	91,883,730	57,636,346	148,816,395

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Prelim	2018 Prelim
FTE	123.01	129.45	132.45	132.45

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Amended	2017 Prelim	2018 Prelim
General Fund	28,515,220	29,710,612	31,016,450	32,374,651
Operating Grants & Donations	166,585	820,015	241,063	107,103
LID Control	873,390	66,430	17,193	17,501
LID Guaranty	331,400	-	-	-
Franchise Fund	-	-	-	-
Land Purchase Revolving Fund	6,324	-	14,000	14,145
General CIP	79,930,421	64,990,205	59,891,343	24,429,804
Total Budget	109,823,341	95,587,262	91,180,049	56,943,204
Reserves ¹		2,496,529	703,681	693,142

¹ Reserves: Reserves are not included in the pie chart above. 2015 Actuals do not include reserves at the department level.

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Proposal List by Department/Outcome

Transportation

2017-2018 Budget One

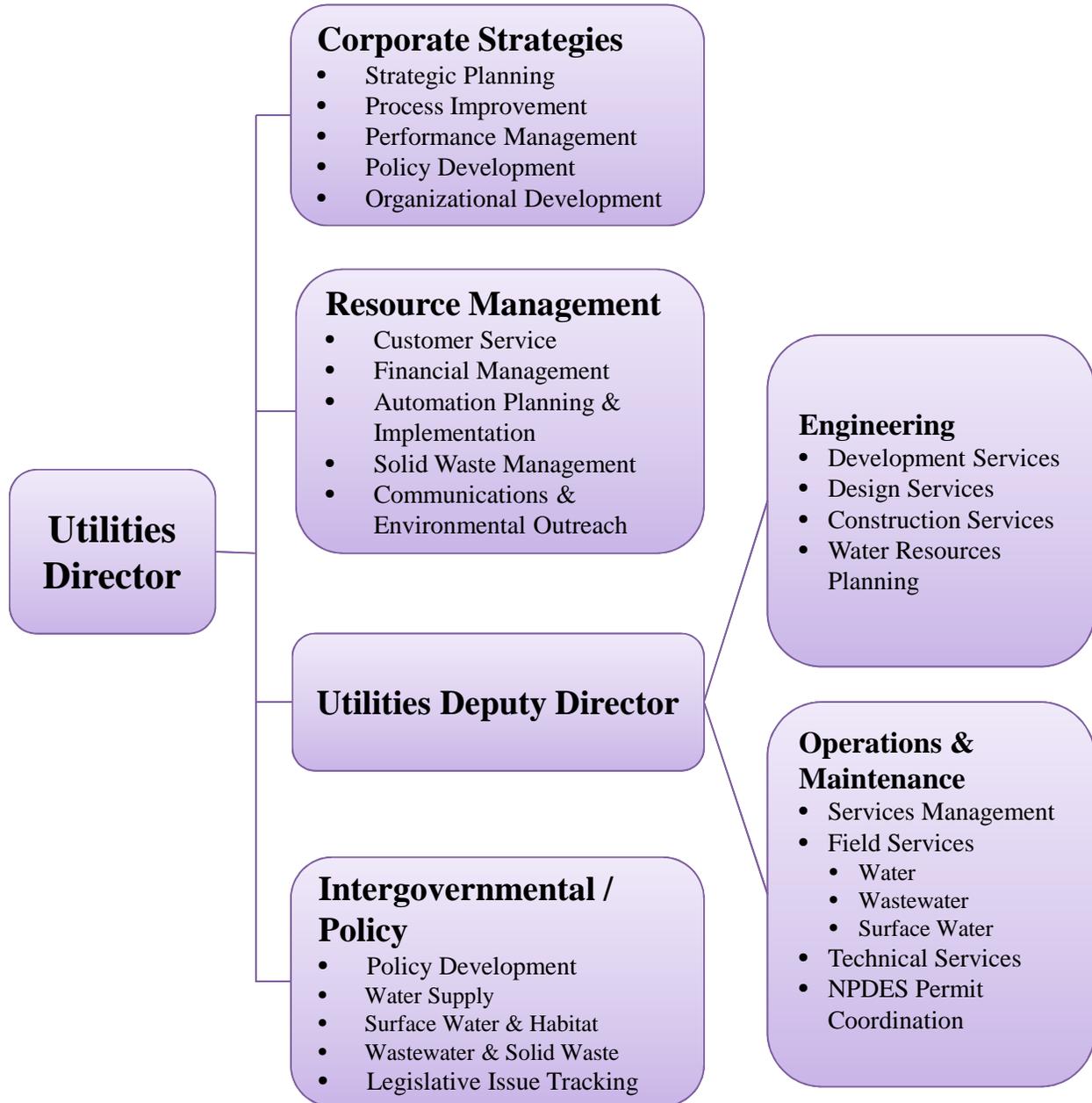
Rank	Proposal Title	Proposal Number
Economic Growth and Competitiveness		
03	Telecommunications and Franchise Advisor	130.500NA
05	Downtown Parking Enforcement	130.17NA
Healthy and Sustainable Environment		
13	Street Cleaning (Sweeping)	130.26NA
Improved Mobility and Connectivity		
01	Traffic Signal Maintenance	130.31NA
02	Signal Operations and Engineering	130.24NA
03	Transportation System Maintenance (Non-Electric)	130.22NA
04	East Link Overall	130.07DA
05	Transportation CIP Delivery Support	130.33NA
06	Intelligent Transportation Systems (ITS)	130.11NA
07	Modeling and Analysis Core Functions	130.14NA
08	Pavement Management	130.85DA
09	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
CIP		
PW-R-187	Traffic Signals & Controllers & Temp. Bus Stop	130.01NA
PW-R-188	Franchise Utility Relocation	130.02NA
PW-R-184	Bellevue Way SE HOV Lane - 112th Ave SE 'Y' to I-90	130.03NA
PW-R-185	Newport Way Improvements - Somerset Blvd to 150th Av	130.105NA
PW-R-182	Downtown Transportation Plan/NE 6th Street Station Access	130.108NA
PW-R-191	124th Avenue NE/Ichigo Way (NE 18th St) to Northup Way	130.110NA
PW-R-192	124th Avenue NE at SR 520	130.111NA
PW-R-193	BelRed Corridor Local Street Network	130.113NA
PW-R-194	West Lake Sammamish Parkway Phase 3	130.117NA
PW-R-190	124th Avenue NE – NE 8th to NE 12th Street	130.120NA
PW-W/B-78	Mountains to Sound Greenway Trail	130.16NA
PW-R-168	120th Ave NE (Stage 3) NE 12th St to NE 16th St	130.20NA
PW-R-174	NE Spring Boulevard - 130th to 132nd Ave NE	130.42NA

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

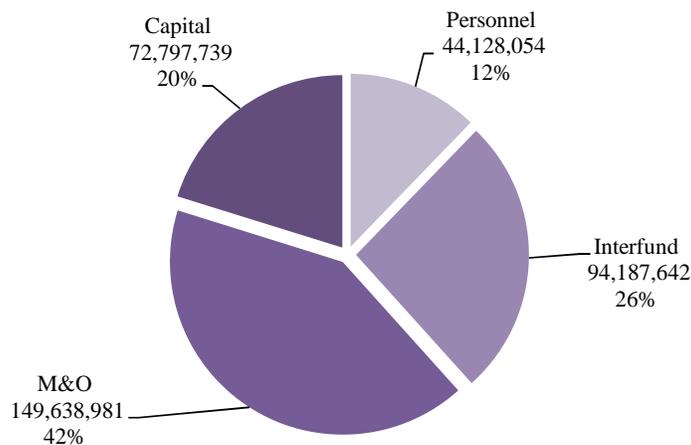
- ◆ Invest \$78 million in capital improvements to maintain the long-term integrity of utility infrastructure.
- ◆ Conduct seismic vulnerability assessment of water utility distribution system.
- ◆ Retain an option of a new northeast King County transfer station in the King County Solid Waste Comprehensive 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 Prelim	2018 Prelim	2017-2018
Personnel	21,683,934	22,444,120	44,128,054
Interfund	45,650,670	48,536,972	94,187,642
M&O	74,344,781	75,294,200	149,638,981
Capital	31,549,343	41,248,396	72,797,739
Total Expenditures	173,228,728	187,523,688	360,752,416
Reserves ¹	193,761,800	191,945,086	191,945,086
Total Budget	366,990,528	379,468,774	552,697,502

Staffing Summary

	2015 Adopted	2016 Mid-Bi	2017 Prelim	2018 Prelim
FTE	167.75	169.75	173.75	173.75

Budget Summary by Fund excluding Reserves

	2015 Actuals	2016 Amended	2017 Prelim	2018 Prelim
Solid Waste	1,165,061	1,115,502	1,146,631	1,181,257
Storm Operating	21,327,546	22,284,345	23,658,845	25,398,723
Water Operating	51,340,048	52,437,932	52,949,075	55,559,014
Sewer Operating	58,786,457	58,777,384	60,762,114	62,179,527
Operating Grants & Donations	200,827	-	-	-
Utilities CIP ²	27,557,173	31,441,311	34,712,063	43,205,167
Total Budget	160,377,112	166,056,474	173,228,728	187,523,688
Reserves ¹		172,515,247	193,761,800	191,945,086

¹ Reserves: Reserves are not included in the pie chart above. 2015 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 The 2014 Mid-Bi budget included a \$28.4m interfund loan expenditure for the General CIP

The figures above include double budgeting (internal transfers between City funds)

The 2016 Amended Budget includes Mid-Biennium updates and budget appropriation changes approved to date.

Proposal List by Department/Outcome

Utilities

2017-2018 Budget One

Rank	Proposal Title	Proposal Number
Healthy and Sustainable Environment		
01	Water Mains and Service Lines Repair Program	140.13NA
02	Water Pump Station, Reservoir and PRV Maintenance Program	140.15NA
03	Water Quality Regulatory Compliance and Monitoring Programs	140.26PA
05	Solid Waste Management, Waste Prevention, and Recycling	140.30NA
06	Utilities Water Supply Purchase and Sewage Disposal	140.61NA
07	Utilities Telemetry and Security Systems	140.25NA
08	Utilities Customer Service and Billing	140.33PA
09	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
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.

Proposal List by Department/Outcome

Utilities

2017-2018 Budget One

Rank	Proposal Title	Proposal Number
CIP		
Multiple	Replacement of Aging Water Infrastructure	140.02NA
Multiple	Replacement of Aging Sewer Infrastructure	140.03NA
Multiple	Replacement of Aging Storm Infrastructure	140.04NA
Multiple	Utility Capacity for Growth	140.05NA
Multiple	Environmental Preservation	140.08NA
Multiple	Capital Reserves	140.41PA
Multiple	Water Facilities for NE Spring Blvd Multi-Modal Corridor	140.54DA
W-106	Water Facilities for NE4th St. Extension	140.55DA
S-63	Utility Facilities for 120th Ave NE Improvements Segment 2	140.56DA
Multiple	East Link Utility Relocations	140.65DA
Multiple	Advanced Metering Infrastructure (AMI) Implementation	140.69NA

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.



Comprehensive Finance Management Policies

Overview

Outline

- I. Financial Planning Policies
 - A. General Fund
 - B. Utility Funds
 - C. Parks Enterprise Fund
 - D. Development Services Fund
 - E. Resource/Expenditure Estimating
- II. General Budget Policies
 - A. Resources Greater than Budget Estimates
 - B. Budget Preparation
 - C. Public Hearings
 - D. Overhead and Full Cost Allocation
 - E. Examination of Existing Base Budget
 - F. Services to Keep Pace with Needs of Community
 - G. Maintenance of Quality Service Programs
 - H. Maintenance of Existing Services vs. Additional or Enhanced Service Needs
 - I. Budget Monitoring
 - J. Performance Budgeting
 - K. Interfund Charges Based on Full Cost
 - L. Outcome Based Budget Presentation Format
 - M. Distinguished Budget Presentation
- III. Utility & Other Fund Budget Policies
 - A. Utilities Department Financial Policies
 - B. Building Permit Revenues and Expenditures
 - C. Parks Enterprise Revenues and Expenditures
- IV. State-Mandated Budget Requirements
 - A. Key Requirements
 - B. Fund Types
- V. Budget Development Process
- VI. Budget Adjustment & Amendment Processes
 - A. Adjustment
 - B. Amendment
- VII. Agenda Memorandum Review
- VIII. Revenue Policies
 - A. Mix of Revenues
 - B. Taxes Should Be Selected for Balance, Applicability, and Probable Economic Impact
 - C. Property Tax Revenues for Park Maintenance
 - D. Charges for Services
 - E. Backup Convention Center Financing



Comprehensive Finance Management Policies

Overview

- IX. Operating Policies
 - A. Expenditures should be Within Current Resource Projections
 - B. Unrestricted Revenues Should Remain Unrestricted
 - C. Continual Improvement of Service Delivery
 - D. Cash Management
 - E. Cash Reserves
 - F. Fund Balances
 - G. Fixed Asset Inventories
 - H. Allocation of Overhead Costs
 - I. Utility Debt Coverage Ratio Target
- X. Fund Description & Reserve Policies
 - A. Fund Descriptions
 - B. Reserve Policies
- XI. Capital Investment Program Plan Policies
 - A. Relationship of Long-Range Plans to the CIP Plan
 - B. Establishing CIP Priorities
 - C. Types of Projects Included in the CIP Plan
 - D. Scoping and Costing Based on Predesign Study
 - E. Required Project Features and Financial Responsibility
 - F. Predictability of Project Timing, Cost, and Scope
 - G. Local Improvement Districts (LID)
 - H. Non-Utility CIP Maintenance and Operating (M&O) Costs
 - I. Preserve Existing Capital Infrastructure Before Building New Facilities
 - J. New Facilities Should be of High Quality, Low Maintenance, Least Cost
 - K. Public Input for Capital Projects
 - L. Basis for Project Appropriations
 - M. Balanced CIP Plan
 - N. Use of Debt in the CIP
 - O. Finance Director's Authority to Borrow
 - P. CIP Plan Update and Amendment
 - Q. Formalization of Monetary Agreements
 - R. Projected Grant Revenues
 - S. Projected Revenues from Future Land Sales
 - T. Land Sale Remnants
 - U. Applicable Project Charges
- XII. Intergovernmental Revenues
 - A. Grants Should Not Fund Ongoing Services
 - B. Grant Agreements Reviewed for Compliance with Regulations
 - C. Budgeting for Grant Expenditures
 - D. Protecting the City's Interests



Comprehensive Finance Management Policies

Overview

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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 2015-2016 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 May and a second public hearing was held in July to provide the public with ample opportunity to comment on recommended programs and/or ideas for new programs.
9. From late May to mid-July, RTs reviewed, ranked and provided feedback to departments regarding their proposals.
10. From mid-July to August, the Leadership Team reviewed the RTs recommendations and provided feedback.
11. In October, the City Manager made final budget decisions and directed preparation of the preliminary budget.
12. During October, preliminary budget documents were prepared, printed, and filed with the City Clerk. This proposed budget was presented to the Council in 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. Ordinance Nos. 4094 and 4229 are attached.

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). The criteria established for this CIP are displayed in the 2015-2021 CIP Plan document in the tab titled "CIP Project Prioritization Criteria".



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2. The Finance Department determines revenue projections available to the non-utility CIP in consultation with various revenue-generating departments and the amount of resources available for new projects for each new seven-year Plan.
 3. The Budget Finance Department, CIP Review Panel and City Manager evaluate the various CIP projects and select those with the highest priority.
 4. Within the available funding, the highest priority projects are then selected and funded in the CIP.
 5. CIP program area managers recommend an expenditure plan to the Finance Department and City Manager, which includes all capital costs and any applicable maintenance and operations (M&O) and/or required short-term financing costs. Program area managers are responsible for the cost estimates of their proposed programs, including future M&O costs related to the implementation of completed projects.
 6. A Preliminary CIP Plan is recommended to the City Council by the City Manager along with the operating budget recommendations.
 7. The City Council reviews the Operating and Preliminary CIP Plan, holds a public hearing(s) to allow for citizen input, makes desired alterations, and then officially adopts the budget and establishes related appropriations as a part of the City's biennial budget process.
- C. Types of Projects Included in the CIP Plan: The CIP Plan will display, to the maximum extent possible, all major capital projects in which the City is involved. While the following criteria may be used as a general guide to distinguish which projects should be included or excluded from the CIP Plan, there are always exceptions which require management's judgment. For purposes of the CIP Plan, a CIP project is generally defined to be any project that possesses all of the following characteristics:
1. Exceeds a cost of \$100,000
 2. Involves:
 - a. Totally new physical construction,
 - b. Development of a major technology system (technology system is defined as "an integrated set of hardware, software and processes working cohesively to perform a business function")
 - c. Reconstruction designed to gradually and systematically replace an existing facility or system on a piecemeal basis,
 - d. Replacement of a major component of an existing facility or technology system, or
 - e. Acquisition of land or structures; and
 3. Involves City funding in whole or in part, or involves no City funds but is the City's responsibility for implementing, such as a 100 percent grant-funded project or 100 percent Local Improvement District funded project.



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Eligible costs include:

- a. Studies/plans that determine the feasibility and/or support the preliminary design of future CIP projects,
 - b. Pre-design, design, development, right-of-way, construction, inspection, and/or testing, and
 - c. Staff and consultants to deliver the capital project.
- D. **Scoping and Costing Based on Predesign Study:** It has proven difficult to develop accurate project scopes, cost estimates, and schedules on which no preliminary engineering or community contact work has been done. To address this problem, some projects are initially proposed and funded only for preliminary engineering and planning work. This funding will not provide any monies to develop final plans, specifications, and estimates to purchase rights-of-way or to construct the projects. However, generally, an estimated amount, sufficient to cover these costs based on a rough preliminary estimate is earmarked within the program area.
- E. **Required Project Features and Financial Responsibility:** If a proposed project will cause a direct impact on other publicly-owned facilities, an equitable shared and funded cost plan must be coordinated between the affected program areas.
- F. **Predictability of Project Timing, Cost, and Scope:** The predictability of timing and costs of projects is important to specific private developments, such as the provision of street improvements or the extension of major sewer lines or water supply, without which development could not occur. These projects generally involve significant financial contributions from such private development through impact fees, developer extension agreements, LIDs, and other means. Once a project has been approved by the City Council in the CIP, project scheduling is a priority to maintain.
- G. **Local Improvement Districts (LID):** This policy limits the use of LIDs to specific instances. Examples of when future LIDs may be formed are as follows: 1) where old agreements exist committing property owners to LID participation on future projects; 2) when current development activity or very recently past development activity has exempted these projects from the assessment of Transportation Impact Fees; 3) when a group of property owners wish to accelerate development of a certain improvement; 4) when a group of property owners desire a higher standard of improvement than the City's project contemplates; or 5) when a group of property owners request City assistance in LID formation to fund internal neighborhood transportation facilities improvements, which may or may not have City funding involved. If City funding is proposed by the project sponsors (property owners), they shall so request of the City Council (through the City Clerk) in writing before any LID promotion activity begins. The City Manager shall analyze such request within 45 days and report his conclusions and recommendation to Council for their consideration. The Council shall by motion affirm or deny the recommendation. The Council's affirmative motion to financially participate shall expire in 180 days, unless the project sponsors have submitted a sufficient LID petition by that time.

In the event the request is for street resurfacing in advance of the City's normal street resurfacing cycle, the City's contribution shall not exceed 50 percent of all project



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eligible costs.

On capital projects whose financing depends in part on an LID, interim financing will be issued to support the LID's portion of the project budget at the same time or in close proximity to the issuance of the construction contract. The amount of the interim financing shall be the current estimate of the final assessment roll as determined by the administering department.

In the event that the project is 100 percent LID funded, interim financing shall be issued either in phases (i.e., design phase and construction phase) or up front in the amount of the entire estimated final assessment roll, whichever means is estimated to provide the lowest overall cost to the project as determined by the Finance Department.

- H. **Non-Utility CIP Maintenance and Operating (M&O) Costs:** Proposals for CIP project funding shall include the estimated future M&O cost, to provide full cost disclosure. Such M&O costs anticipated to be incurred in the upcoming biennium should be included in operating budget proposals for funding consideration. As of 2011, funding for existing CIP M&O is provided by a distribution of the City's Sales Tax revenue, split between 75 percent General Fund and 25 percent CIP. The dollar amount for CIP M&O is adjusted upward each year by the anticipated Consumer Price Index for all Urban Consumers (CPI-U) after first making any necessary adjustments (e.g., partial vs full-year costs) and eliminating any one-time items. The distribution amounts should be reviewed periodically by Council for reasonableness and potential adjustment.
- I. **Preserve Existing Capital Infrastructure Before Building New Facilities:** It is the City's policy to ensure that adequate resources are allocated to preserve the City's existing infrastructure before targeting resources to build new facilities that also have operating and maintenance obligations. This policy addresses the need to protect the City's historical investment in capital facilities and to avoid embarking on a facility enhancement program, which when coupled with the existing facilities requirements, the City cannot afford to adequately maintain.
- J. **New Facilities Should Be of High Quality, Low Maintenance, Least Cost:** This policy has guided the development and execution of the CIP Plan through an emphasis on lowest life-cycle cost. Projects should only be built if the necessary funding to operate them is provided. Also, priority is given to new facilities that have minimal ongoing maintenance costs so as to limit the impact upon both the CIP and the operating budget.



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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 6198, Human Services Funding
- Ordinance 6199, Basic Life Support Transport Fees
- Ordinance 6200, Updating Development Services Fees
- Ordinance 6201, Water Rates and Charges
- Ordinance 6203, Sewer Rates and Charges
- Ordinance 6204, Storm and Surface Water Rates and Charges
- Ordinance 6205, LID Guaranty Fund
- Ordinance 6206, 2015 Property Taxes
- Ordinance 6207, LTGO Bonds-East Link
- Ordinance 6208, LTGO



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- Ordinance 6209, 2015-2016 Budget and 2015-2021 CIP Budget Adoption
- Resolution 8845, Banking of the Maximum Amount of Levy Capacity



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Figure 11b Chapter 35A.34 RCW; Biennial Budgets

Chapter 35A.34 RCW; Biennial Budgets

Sections:

- 35A.34.010 Legislative intent
- 35A.34.020 Application of chapter
- 35A.34.030 Definitions
- 35A.34.040 Biennial budget authorized -- Limitations
- 35A.34.050 Budget estimates -- Submittal
- 35A.34.060 Budget estimates -- Classification and segregation
- 35A.34.070 Proposed preliminary budget
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- 35A.34.090 Budget message -- Hearings
- 35A.34.100 Budget -- Notice of hearing
- 35A.34.110 Budget -- Hearing
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- 35A.34.130 Budget -- Mid-biennial review and modification
- 35A.34.140 Emergency expenditures -- Nondebtable emergencies
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- 35A.34.190 Forms -- Accounting -- Supervision by state
- 35A.34.200 Funds -- Limitations on expenditures -- Transfers and adjustments
- 35A.34.205 Administration, oversight, or supervision of utility -- Reimbursement from utility budget authorized
- 35A.34.210 Liabilities incurred in excess of budget
- 35A.34.220 Funds received from sales of bonds and warrants -- Expenditures
- 35A.34.230 Revenue estimates -- Amount to be raised by ad valorem taxes
- 35A.34.240 Funds -- Quarterly report of status
- 35A.34.250 Contingency fund -- Creation
- 35A.34.260 Contingency fund -- Withdrawals
- 35A.34.270 Unexpended appropriations
- 35A.34.280 Violations and penalties

35A.34.010 Legislative intent

See RCW 35.34.010.

35A.34.020 Application of chapter

This chapter applies to all code cities which have by ordinance adopted this chapter authorizing the adoption of a fiscal biennium budget. [1985 c 175 § 34.]

35A.34.030 Definitions

Unless the context clearly indicates otherwise, the definitions in this section apply throughout this chapter.



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Figure 11b Chapter 35A.34 RCW; Biennial Budgets

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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Figure 11b Chapter 35A.34 RCW; Biennial Budgets

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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Figure 11b Chapter 35A.34 RCW; Biennial Budgets

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 — Nondebtable 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.]



Comprehensive Finance Management Policies

Figure 11b Chapter 35A.34 RCW; Biennial Budgets

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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Figure 11b Chapter 35A.34 RCW; Biennial Budgets

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

Figure 11c 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:



Comprehensive Financial Management Policies

Figure 11c Investment Policy

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



Comprehensive Financial Management Policies

Figure 11c Investment Policy

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



Comprehensive Financial Management Policies

Figure 11c Investment Policy

- 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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Figure 11c Investment Policy

- 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.



Comprehensive Financial Management Policies

Figure 11c Investment Policy

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



Comprehensive Financial Management Policies

Figure 11c Investment Policy

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.



Comprehensive Financial Management Policies

Figure 11c 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

Figure 11c 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.



Comprehensive Finance Management Policies

Figure 11c Debt Policy

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.



Comprehensive Finance Management Policies

Figure 11c Debt Policy

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

Figure 11c 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

Figure 11c 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

Figure 11c 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

Figure 11c 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 Preliminary 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.

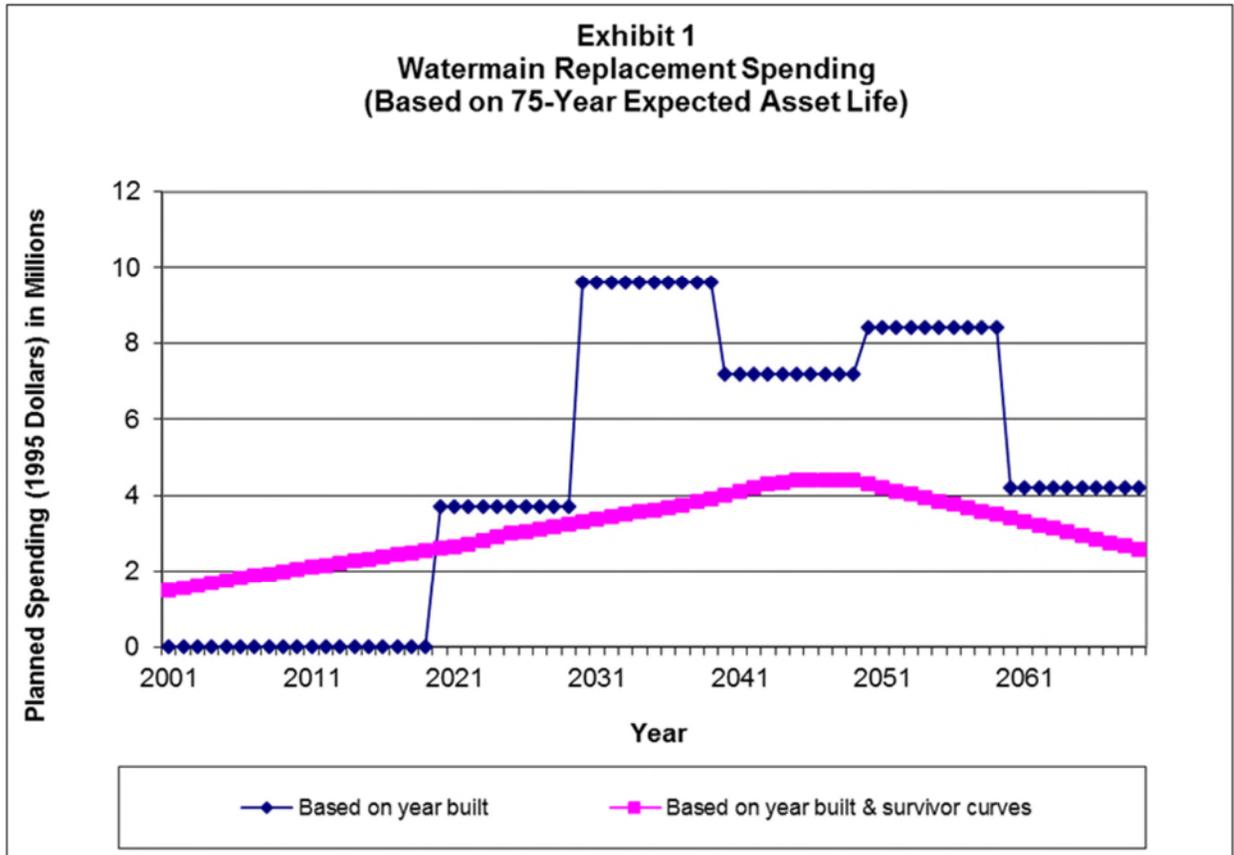
C. Comprehensive Planning Policies

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.

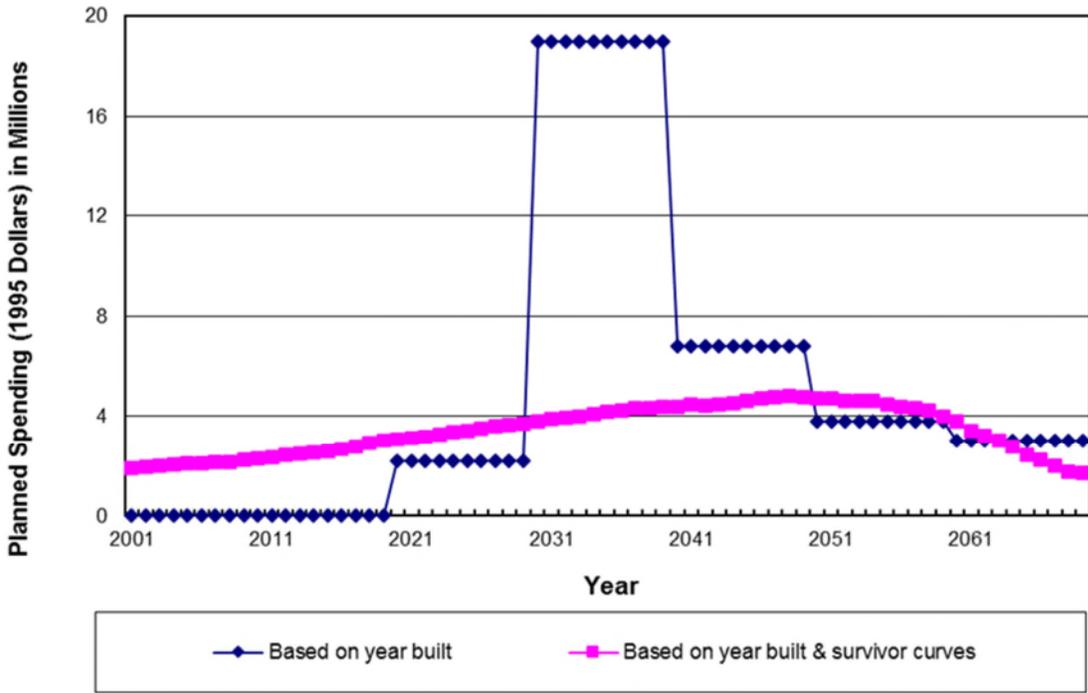
Substantial portions of the City utility systems were constructed in the 1950's and 1960's. These systems are approaching the end of their useful life as illustrated on the following Exhibit 1 - Watermain Replacement Spending and Exhibit 2 - Sewermain Replacement Spending. The storm & surface water infrastructure 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:

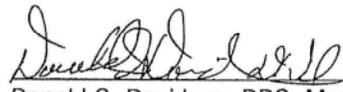
Capital Facilities Replacement Account - Sewer
Capital Facilities Replacement Account - Water
Capital Facilities Replacement Account - Storm and Surface Water

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.

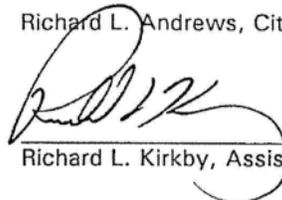
PASSED by the City Council this 24th day of July, 1995, and signed in authentication of its passage this 24th day of July, 1995.

(SEAL)

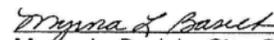

Donald S. Davidson, DDS, Mayor

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

D. Capital Facilities Renewal & Replacement (R&R) Account

1. Sources of Funds

Revenues to the R&R Account may include planned and one-time transfers from the operating funds, transfers from the CIP Funds above current capital needs, unplanned revenues from other sources, Capital Recovery Charges, Direct Facility Connection Charges and interest earned on the R&R Account.

2. Use of Funds

Funds from the R&R Account shall be used for system renewal and replacement as identified in the CIP. Because these funds are invested, they may be loaned for other purposes provided repayment is made consistent with the need for these funds and at appropriate interest rates. Under favorable conditions, these funds may be loaned to call or decrease outstanding debt.

3. Accumulation of Funds

The R&R Account will accumulate high levels of funds in advance of major expenses. These funds will provide rate stability over the long-term when used for this purpose and *should not be used for rate relief.*

Discussion:

Revenues from Capital Recovery Charges, Direct Facility Connection Charges and interest earned on the R&R Account are deposited directly into the R&R Account. Other transfers are dependent on the long-term financial forecast, current revenues and expenses, and CIP cash flows. The long-term financial forecast projects a certain funding level for the transfers to the CIP and the R&R Accounts. Rates should be established consistent with this long-term financial plan and will generate the funds for such transfers. Setting rates at lower levels may result in current rate payers contributing less than their fair share for long-term equity.

R&R Account funds must only be used for the purpose intended; that is, the long-term renewal and replacement of the utility systems. They may be used for other purposes if it is treated as a loan, which is repaid with appropriate interest in time for actual R&R needs for those funds.

These accounts are each projected to accumulate tens of millions of dollars in order to meet the anticipated costs for the actual projects at the time of construction. It is the intent of these policies that these reserve funds will not be used for other purposes or to provide rate relief because that would defeat the long-term equity and could lead to the need for the use of debt to fund the actual needs when they occur.

III. SYSTEM EXPANSION AND CONNECTION POLICIES

A. *Responsibilities*

Those seeking or who are required to have Utility service are responsible for extending and/or upgrading the existing Utility systems prior to connecting.

Discussion:

It is the responsibility of the party seeking Utility service to make and pay for any extensions and/or upgrades to the Utility systems that are needed to provide service to their property. The extensions or upgrades must be constructed to City standards and requirements. This is typically accomplished through a Developer Extension Agreement with the City wherein requirements are documented, standards are established, plans are reviewed and construction is inspected and approved. Service will not be provided until these requirements are met.

The philosophical underpinning of this policy is that “growth pays for growth”. Historically, developers constructed much of the City’s utility infrastructure. If the infrastructure eventually would benefit more than the initial developer, the Utility signed a Latecomer Agreement to reimburse the original financier from charges to those connecting and receiving benefit at a later point in time. When the cost to extend and/or upgrade the system to accommodate development or redevelopment is beyond the means of a single developer, the Utility has employed a variety of methods to assist in the construction of the necessary infrastructure. Local Improvement Districts (LID’s) historically have been used to provide financing for infrastructure for new development, with the debt paid over time by the property owners. Most of the older Utilities infrastructure was financed by this method.

The Utility has in some cases up-fronted the infrastructure construction for new development or redevelopment from rate revenues which are later reimbursed with interest, in whole or in part, by subsequent development through direct facility connection charges (see Cost Recovery Policy). Examples are the water and sewer infrastructure for Cougar Mountain housing development and Central Business District (CBD) redevelopment. Another example is the use of the Utility’s debt capacity to provide for development infrastructure whereby the City sells bonds at lower interest rates than can private development, constructs the infrastructure, and collects a rate surcharge from the benefited area to pay off the bonds. Examples of this type of financing include the Lakemont development drainage infrastructure and the Meydenbauer Drainage Pipeline in the CBD.

B. *Cost Recovery*

The Utility shall establish fees and charges to recover Utility costs related to: (1) development services, and (2) capital facilities that provide services to the property.

The Utility may enter into Latecomer Agreements with developers for recovery of their costs for capital improvements, which benefit other properties in accordance with State law. The Utility will add an administrative charge for this service.

Discussion:

In general, Utility costs related to development services are recovered through a variety of fees and charges. There are fixed rates for some routine services based on historical costs and inflation. There are fixed plus direct cost charges and applicable overhead for developer extension projects to cover the lengthy but variable level of development review and inspection

typically required to implement these projects. These rates are reviewed periodically to ensure that the cost recovery is appropriate.

When the means of providing the infrastructure to serve a new development or redevelopment are beyond the means of a single developer, the Utility may elect to assist the developer by using: LID's, Latecomer Agreements, special debt (to be paid by special rate surcharges), up-fronting the costs from Utility rate revenues (to be reimbursed by future developers with interest through direct facility connection charges), or other lawful means. It is the intent of this policy to fully recover these costs, including interest, so as to reimburse the general rate payer.

Latecomer charges allow cost recovery for developers and private parties, for facilities constructed at their own expense and transferred to the Utility for general operation. Properties subsequently connecting to those systems will pay a connection charge that will be forwarded to the original individual or developer or the current owner depending on the terms of the Latecomer Agreement. The Utility collects an overhead fee on this charge for processing the agreements and repayments.

C. Use of Revenues

All capital-related revenues such as Capital Recovery Charges and Direct Facility Connection Charges should be deposited in the Capital Facilities Renewal & Replacement Accounts.

Discussion:

Capital Recovery Charges are collected from all newly developed properties in the form of monthly rate surcharges over a ten year period to reimburse the Utility for historical costs that have been incurred by the general rate base to provide the necessary facilities throughout the service area. These Capital Recovery Charges should be deposited in the Capital Facilities Renewal & Replacement Accounts.

Direct Facility Connection Charges are collected for capital improvements funded by the City as described above in Section 2 under Cost Recovery. The total cost of the improvement is allocated to the area of benefit and distributed on an equitable basis such as per residential equivalent unit. Interest is collected in accordance with State law.

D. Affordable Housing Consideration

The Utility shall base connection charges on the number of units allowed under the basic zoning. Only incremental cost increases will be charged to affordable housing units.

Discussion:

The City has adopted bonus density incentives for developers to build units specifically for affordable housing. Under historical practices these additional units would have been charged the same connection fee as all other units, resulting in a lower cost per unit for all units. While this is fair, it does not create any incentive to develop affordable housing. By charging only the incremental increased facility cost to the affordable housing units, all developers who include an affordable housing component will experience no increase in cost because of the affordable bonus density units. The cost per unit for affordable units is thereby reduced. The cost per unit for all other units, based on underlying land use zoning, remains unchanged.

IV. RATE POLICIES

A. Rate Levels

Rates shall be set at a level sufficient to cover current and future expenses and maintain reserves consistent with these policies and long-term financial forecasts.

Changes in rate levels should be gradual and uniform to the extent that costs (including CIP and R&R transfers) can be forecast.

Cost increases or decreases for wholesale services shall be passed directly through to Bellevue customers.

Local and/or national inflation indices such as the Consumer Price Index (CPI) shall be used as a basis for evaluating rate increases.

At the end of the budget cycle, fund balances that are greater than anticipated and other one-time revenues should be transferred to the R&R account until it is shown that projected R&R account funds will be adequate to meet long-term needs, and only then used for rate relief.

Discussion:

A variety of factors including rate stability, revenue stability, the encouragement of practices consistent with Utility objectives and these Waterworks Utility Financial Policies are considered in developing Utility rates. The general goal is to set rates as low as possible to accomplish the on-going operations, maintenance, repair, long-term renewal and replacement, capital improvements, debt obligations, reserves and the general business of the Utility.

Long-range financial forecast models have been developed for each of the Utilities, which include estimated operating, capital and renewal/replacement costs for a 75 year period in order to plan for funding long-term costs. Operating costs are assumed to remain at the same level of service and don't include impacts of potential changes due to internal, regional or federal requirements. Capital costs, including renewal/replacement, are projected based on existing CIP costs and approximated survival curves for the infrastructure. The models are used to project rate levels that will support the long-term costs and to spread rate increases uniformly over the period. This is consistent with the above policy that changes in rate levels should be gradual and uniform. Uniform rate increases help ensure that each generation of customers bears their fair share of costs for the long-term use and renewal/replacement of the systems.

The biennial budget process provides an opportunity to add to or cut current service levels and programs. The final budget, with the total authorized expenses including transfers to the CIP Fund and the R&R Account, establishes the amount of revenue required to balance the expenses. A balanced budget is required. The budgeted customer service revenue determines the level of new rates. For example, if the current rates do not provide sufficient revenues to meet the projected expenses, the costs have to be reduced or the rates are increased to make up the shortfall.

For purposes of these policies, wholesale costs are defined as costs to the Utilities from other regional agencies such as the Seattle Public Utilities and/or the Cascade Water Alliance (CWA), and King County Department of Natural Resources for sewer treatment and any agreed upon Storm & Surface Water programs. Costs which are directly based on the Utilities' revenues or budgets such as taxes, franchise fees and reserve levels that increase proportionally to the wholesale increases are included within the definition of wholesale costs.

B. Debt Coverage Requirements

Utility rates shall be maintained at a level necessary to meet minimum debt coverage levels established in the bond covenants and to comply with Resolution No. 5759 which establishes a target coverage ratio of 2.00.

Discussion:

Existing revenue bond covenants legally require the City's combined Waterworks Utility, which includes the Water, Sewer and Storm & Surface Water Utilities, to maintain a minimum debt coverage ratio of 1.25 on a combined basis. In 1994, Council also adopted Resolution No. 5759 that established a policy, which mandates the Utilities to maintain a target combined debt coverage ratio of approximately 2.00, to further protect the City's historically favorable Utility revenue bond ratings. Water and Sewer Utility resources are counted in the official coverage calculation though Storm & Surface Water is responsible for the major portion of current outstanding Utility debt. Requiring Storm & Surface Water to separately maintain the minimum 1.25 legal debt coverage level and to move toward the 2.00 level will help ensure that necessary coverage requirements are met, and that customers of the other Utilities will not be unfairly burdened with the cost of meeting this obligation. It also ensures that sufficient coverage is available to the Water and Sewer Utilities if they need to incur debt.

C. Frequency of Rate Increases

Utility rates shall be evaluated annually and adjusted as necessary to meet budgeted expenses including wholesale cost increases and to achieve financial policy objectives.

Discussion:

In 1996, the City changed to a biennial budget process and adopted a two-year Utilities budget including separate rates for 1997 and 1998. This practice will continue on a biennial basis. However, Utility rates will be evaluated on an annual basis and adjusted as necessary to ensure that they are effectively managed to achieve current and future financial policy objectives. Annual rate reviews will include preparation of forecasts covering a twenty-year period for Utility revenues, expenditures, reserve balances and analysis of the impact of various budgetary elements (i.e. CIP transfers, R&R Account transfers, debt service costs, debt coverage levels, operating expenses, and reserves) on both current and future rate requirements.

D. Rate Structure - Sewer

The Sewer Utility rate structure will be based on a financial analysis considering cost-of-service and other policy objectives, and will provide for equity between customers based on use of the system and services provided.

Discussion:

In 1993, a Sewer Rate Study was performed that resulted in Council approval of a two-step, volume-based rate structure for single-family customers based on winter average metered water volumes instead of the traditional flat rate structure. Flat rate structures were seen as inequitable to low-volume customers who paid the same amount as high volume customers. Rates are based on the level of service used, rather than the availability of service. The revenue requirements are based on the "average" single-family winter average volume calculated annually from the billing database. The charge for an individual customer is based on their winter average and then charged at that level each bill for the entire year to avoid charging for irrigation use. The customer's winter average is based upon the prior year's three winter bills

because the current year's bills include winter months, which would result in the average constantly changing. Customers without prior winter averages to use for a basis are charged at the "average" volume until they establish a "winter-average" or sufficient evidence that their use is significantly different than the "average".

E. Rate Structure - Storm & Surface Water

The Storm & Surface Water Utility rate structure will be based on a financial analysis considering cost-of-service and other policy objectives, and will provide adjustments for actions taken under approved City standards to reduce related service impacts.

Discussion:

In the existing Storm & Surface Water rate structure, customer classes are defined by categories of development intensity, i.e., *undeveloped*, *lightly developed*, *moderately developed*, *heavily developed* and *very heavily developed*. Based on theoretical run-off coefficients for each of these categories, higher rates are charged for increasing degrees of development to reflect higher run-off resulting from that development. Under this structure, billings for both residential and non-residential customers are determined by total property area and rates assigned to applicable categories of development intensity. Customers providing on-site detention to mitigate the quantity of run-off from their property receive a credit equal to a reduction of one rate level from their actual development intensity. Property classified as "wetlands" is exempt from Storm & Surface Water service charges.

Large properties, over 35,000 square feet, with significantly different levels of intensity of development may be subdivided for rate purposes in accordance with Ordinance No. 4947. In addition, properties with no more than 35,000 square feet of developed area in the light and moderate intensity categories may, at the option of the owner, defer charges for that portion of the property in excess of 66,000 square feet. The property owner may apply for a credit against the Storm & Surface Water charge when they can demonstrate that the hydrologic response of the property is further mitigated through natural conditions, on-site facilities, or actions of the property owner that reduce the City's costs in providing Storm & Surface Water quantity or quality services.

Future design of a water quality rate component will also use cost-of-service principles to assign defined water quality costs to customer classes, according to their proportionate contribution to Utility service demand. It is anticipated that these rate structure revisions will also provide financial incentives to customers taking approved actions to mitigate related water quality impacts.

F. Rate Structures - Water

The water rate structure will be based on a financial analysis considering cost-of service and other policy objectives, and shall support water conservation and wise use of water resources.

Discussion:

The water rate structure consists of fixed monthly charges based on the size of the customer's water meter and volume charges, which vary according to customer class and the actual amount of water that the customer uses. There are three different meter rate classifications: domestic, irrigation and fire standby. The different charges are based on a cost-of-service study.

State law and the wholesale water supply contract require the Utility to encourage water

conservation and wise use of water resources. Seattle first established a seasonal water volume rate structure for this purpose in 1989 with higher rates in the summer than in the winter. In 1990, based on a water rate study and the desire to provide a conservation-pricing signal to our customers, the City adopted an increasing block rate structure for local volume rates. The rate structure was revised in 1991 to pass through an increase in wholesale water costs, which also included a higher seasonal water rate for summer periods. The block water rate structure was revised again in 1997, to incorporate new cost-of-service results from a 1996 water rate study.

An increasing block rate structure, charges higher unit rates for successively higher water volumes used by the customer. The current rate structure has four rate steps for single-family and three rate steps for multi-family customers, based on metered water volumes. All irrigation-metered water is charged at a separate, higher rate. Because non-residential classes do not fit well in an increasing block rate approach due to wide variations in their size and typical water use requirements, seasonal rates, with and without irrigation, were established for these customers. This rate structure will be thoroughly reviewed, as more historical information is available on the effect of the increasing block and seasonal rate structure.

In 1997, an additional category of fire protection charges was added for structures and facilities that benefit from the City water system but are not otherwise being charged for water service. For example, a number of homes are on private wells but are near a City-provided fire hydrant and enjoy the additional benefit of fire protection yet didn't pay for the benefit on a water bill. The charge is based on an equivalent meter size that would normally serve the facility. It also applies to facilities that have terminated water service but still stand and require fire protection, such as homes or buildings that are not occupied.

G. Rate Equity

The rate structure shall fairly allocate costs between the different customer classes. Funding of the long-term Capital Investment Program also provides for rates that fairly spread costs over current and future customers.

Discussion:

As required under State law, Utility rates will provide equity in the rates charged to different customer classes. In general, rates by customer class are designed to reflect the contribution by a customer group to system-wide service demand, as determined by cost-of-service analysis. The RCW also authorizes utility rates to be designed to accomplish "any other matters, which present a reasonable difference as a ground for distinction". For example, increasing water rates for irrigation and higher levels of use is allowed to encourage the wise use and conservation of a valuable resource. Formal rate studies are periodically conducted to assure ongoing rate equity between customer classes and guide any future rate modifications necessary to support changing Utility program or policy objectives.

Contributions from current rates to the R&R Account also provide equity between generations of rate payers by assuring that each user pays their fair share of capital improvements, including renewal and replacement, over the long-term. (See sections B and D under the Capital Investment Program Policies).

H. Rate Uniformity

Rates shall be uniform for all utility customers of the same class and level of service throughout the service area. However, special rates or surcharges may be established for specific areas, which require extraordinary capital investments and/or maintenance costs. Revenues from such special rates or surcharges and expenses from capital investments

and/or extraordinary maintenance shall be accounted for in a manner to assure that they are used for the intended purposes.

Discussion:

The City Water and Sewer Utilities originally formed by assuming ownership of three separate operating water districts and two sewer districts. In the assumption agreements, each included a provision that requires the Utility to uniformly charge all customers of the same class throughout the entire service area. The basic rates are set for all customers, inside and outside of the City, except for local utility taxes in Bellevue, and franchise fees in Clyde Hill, Hunts Point, Medina, and Yarrow Point. Unlike the Water and Sewer Utilities, the Storm & Surface Water Utility only serves areas within the City limits.

Under state law, Utilities are required to charge uniform rates to all customers in a given customer class, regardless of property location within the service area. The only exception permitted is for certain low-income customers (see below).

However, when conditions in particular service areas require extraordinary capital improvement or maintenance costs to be incurred, special rates or surcharges may be adopted to recover those costs directly from properties contributing to the specific service demand, instead of assigning that cost burden to the general Utility rate base. This will only apply for costs above and beyond normal operations, maintenance and capital improvements. For example, rate surcharges are being used to recover debt service costs for capital facilities in Lakemont and the CBD. An additional rate surcharge for Lakemont properties is being collected for extraordinary maintenance costs of the storm water treatment facility.

I. *Rate Assistance*

Rate assistance programs shall be provided for specific low-income customers as permitted by State law.

Discussion:

Continual increases in all utility rates have had a significant impact on low-income customers. The City has adopted a rate discount or rebate program for disabled customers and senior citizens over 62 years old and with income below certain levels as permitted under State law and defined in Ordinance No. 4458. It has two levels, one discounting Utility rates by 40 percent and the other level by 75 percent, based on the customer's income level. Customers that indirectly pay for Utility charges through their rent can obtain a rebate for the prior year's Utility charges on the same criteria. The City also rebates 100 percent of the Utility Tax for these customers. The cost of this program is absorbed in the overall Utility expenses and is recovered through the rate base. The General Fund provides for the Utility tax relief.

There are other low-income customers who are less than 62 years old and currently receive no Utility rate relief. However, the City has instituted a separate rebate of Utility taxes for qualified low-income citizens.

V. OPERATING RESERVE POLICIES

A. *Operating Reserve Levels*

The Utilities' biennial budget and rate recommendations shall provide funding for working capital, operating contingency, and plant emergency reserve components on a

consolidated basis in accordance with the attached Summary of Recommended Consolidated Reserve Levels table and as subsequently updated.

Discussion:

Utility resources not spent for operations remain in the fund and are referred to as reserves. At the end of each year, these funds are carried forward to the next year's budget and become a revenue source for funding future programs and operations. Under the terms of this policy, the Utility budget is targeted to include a balance of funds for the specific purposes stated above. While included in the total operating budget, these reserves will only be available for use pursuant to these reserve policies. Setting aside these budget resources in the reserve balance will help to ensure continued financial rate stability in future Utility operations and protect Utility customers from service disruptions that might otherwise result from unforeseen economic or emergency events.

The working capital reserve is maintained to accommodate normal cyclical fluctuations within the two month billing cycle and during the budget year. These are higher for Water than for Sewer and Storm & Surface Water due to more variable revenues and expenditures. They are described in terms of a number of days of working capital as a percentage of a full-year's budget.

The operating contingency reserve protects against adverse financial performance or budget performance due to variations in revenues or expenses. Again, the Water Utility is most susceptible to year-to-year variations in water demand. They are described in terms of percentages of budgeted wholesale costs and operations and maintenance (O&M) costs.

The plant emergency contingency reserve provides protection against a system failure at some reasonable level. The Storm & Surface Water Utility requires the largest reserve due to the risk of major flood damage to Utility facilities. Water and Sewer Utilities protect against the cost of a major main break or failure. These do not protect against the loss of facilities that are covered by the City's Self-Insurance to which the Utilities pay annual premiums nor are they sufficient to respond to a major disaster, such as a major earthquake.

The reserves of the three utilities have historically been treated separately. This protects against cross-subsidy, thereby retaining rate equity for each utility, each of which has different customers. However, it results in higher reserve targets, with more funds retained than otherwise may be needed. Sharing risks among utilities can reduce reserves. This does not require that reserves actually be consolidated into a single fund, but simply that individual reserve targets reflect the strength provided by the availability of cross-utility support. Under the "consolidated" scenario, cash shortfalls in one reserve could be funded through inter-utility loans, to be repaid from future rates. The likelihood that a serious shortfall would occur in more than one fund at the same time is slight and the benefits of lower overall reserve levels will benefit rate payers. Also, the rate policies and the debt coverage policy will ensure that there will be a strong financial response to any significant shortfall. The risk is considered a prudent financial policy.

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 6198, Human Services Funding
- Ordinance 6284, Basic Life Support Transport Fees
- Ordinance 6263, Updating Development Services Fees
- Ordinance 6201, Water Rates and Charges
- Ordinance 6203, Sewer Rates and Charges
- Ordinance 6204, Storm and Surface Water Rates and Charges
- Ordinance 6264, 2016 Property Taxes
- Ordinance 6209, 2015-2016 Budget and 2015-2021 CIP Budget Adoption
- Ordinance 6265, 2015-2016 Mid Bi Budget Adoption
- Ordinance 6285, Correction to Ordinance 6265 Mid Bi Budget Adoption
- Ordinance 6266-D, Impact Fee Schedule update
- Resolution 8845, 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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11f. Personnel

Summary of Budgeted Full-Time Equivalents (FTEs)

	2015 Amended	2016 Amended	2017 Budget	2018 Budget	2016-2017 Change	2017-2018 Change
GENERAL FUND						
City Attorney	21.00	21.00	22.00	22.00	1.00	-
City Clerk	15.75	15.75	15.75	15.75	-	-
City Council	7.00	7.00	7.00	7.00	-	-
City Manager	12.00	12.00	12.00	12.00	-	-
Civic Services	22.60	22.75	20.75	20.75	(2.00)	-
Finance	47.00	47.50	47.50	47.50	-	-
Fire	240.31	242.31	243.31	243.31	1.00	-
Human Resources	13.00	13.00	14.00	14.00	1.00	-
Miscellaneous Non-Departmental	1.00	1.00	1.00	1.00	-	-
Parks & Community Services	148.03	148.03	149.03	151.03	1.00	2.00
Planning & Community Development	24.26	24.26	25.36	25.36	1.10	-
Police	219.00	225.00	225.00	225.00	-	-
Transportation	122.01	129.45	132.45	132.45	3.00	-
Total General Fund	892.96	909.05	915.15	917.15	6.10	2.00
OTHER OPERATING FUNDS						
Development Services Fund	106.85	108.85	114.00	116.00	5.15	2.00
Equipment Rental Fund	23.00	23.00	23.00	23.00	-	-
Facilities Services Fund	19.00	20.00	23.00	23.00	3.00	-
General Self-Insurance Fund	4.60	4.75	4.75	4.75	-	-
Health Benefits Fund	1.80	1.80	1.80	1.80	-	-
Information Technology Fund	58.75	58.75	60.00	60.00	1.25	-
Parks Enterprise Fund	17.00	17.00	17.00	17.00	-	-
Sewer Utility Fund	51.00	52.00	52.00	52.00	-	-
Solid Waste Fund	1.00	1.00	1.00	1.00	-	-
Storm & Surface Water Utility Fund	47.00	48.00	50.00	50.00	2.00	-
Water Utility Fund	68.75	68.75	70.75	70.75	2.00	-
Total Other Operating Funds	398.75	403.9	417.30	419.30	13.4	2.00
SPECIAL PURPOSE FUNDS						
Housing Fund	3.75	3.75	3.75	3.75	-	-
Op Grants/Donations/Sp Reserves Fund	4.00	4.00	1.44	1.44	(2.56)	-
Total Special Purpose Funds	7.75	7.75	5.19	5.19	-2.56	-
CIP	-	-	-	-	-	-
Total Budgeted Staff	1,299.46	1,320.70	1,337.64	1,341.64	16.94	4.00



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11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015	2016	2017	2018	2016 Monthly Salary Range	
	Amended	Amended	Budget	Budget	Minimum	Maximum
GENERAL FUND						
CITY ATTORNEY						
ADMIN SVCS SUPV	1.00	1.00	1.00	1.00	\$5,068	\$6,993
CITY ATTORNEY	1.00	1.00	1.00	1.00	\$9,420	\$15,047
DEP CITY ATTORNEY	1.00	1.00	-	-	\$8,745	\$12,068
SR OFFICE ASST	1.00	1.00	1.00	1.00	\$3,580	\$4,943
SUPERVISING ATTORNEY	-	-	1.00	1.00	\$8,745	\$12,068
GENERAL / ADMIN TOTAL	4.00	4.00	4.00	4.00		
DEP CITY ATTORNEY	-	-	1.00	1.00	\$8,745	\$12,068
LEGAL SECRETARY	0.50	0.50	0.50	0.50	\$4,156	\$5,734
SR ATTORNEY	3.00	3.00	2.00	2.00	\$8,321	\$11,486
LEGAL ADVICE TOTAL	3.50	3.50	3.50	3.50		
LEGAL SECRETARY	0.50	0.50	0.50	0.50	\$4,156	\$5,734
LITIGATION SUPPORT SUPERVISOR	1.00	1.00	-	-	\$5,068	\$6,993
PARALEGAL	1.00	1.00	2.00	2.00	\$4,823	\$6,657
SR ATTORNEY	3.00	3.00	3.00	3.00	\$8,321	\$11,486
SUPERVISING ATTORNEY	-	-	1.00	1.00	\$8,745	\$12,068
LITIGATION SERVICES TOTAL	5.50	5.50	6.50	6.50		
ATTORNEY 1	1.00	1.00	1.00	1.00	\$5,881	\$8,115
ATTORNEY 2	1.00	1.00	2.00	2.00	\$7,172	\$9,896
LEGAL SECRETARY	3.00	3.00	3.00	3.00	\$4,156	\$5,734
SR ATTORNEY	2.00	2.00	1.00	1.00	\$8,321	\$11,486
SUPERVISING ATTORNEY	1.00	1.00	1.00	1.00	\$8,745	\$12,068
PROSECUTION TOTAL	8.00	8.00	8.00	8.00		
CITY ATTORNEY TOTAL	21.00	21.00	22.00	22.00		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015 Amended	2016 Amended	2017 Budget	2018 Budget	<u>2016 Monthly Salary Range</u>	
					Minimum	Maximum
CITY CLERK						
ASST CITY MGR, ADM & CNCL SPPT	1.00	1.00	1.00	1.00	\$9,420	\$12,945
ASST DIR, PUBLIC RECORDS MGR	-	-	1.00	1.00	\$8,321	\$11,486
DEP CITY CLERK	1.00	1.00	1.00	1.00	\$5,326	\$7,349
EXEC ASST, COUNCIL	2.00	2.00	2.00	2.00	\$4,589	\$6,332
SR ADMIN ASST	1.00	1.00	1.00	1.00	\$4,366	\$6,026
CITY CLERK TOTAL	5.00	5.00	6.00	6.00		
ELEC RECORDS MGMT MGR	1.00	1.00	1.00	1.00	\$6,495	\$8,961
ECM SYSTEM MANAGEMENT TOTAL	2.00	2.00	1.00	1.00		
HEAR EXAM OFFC ADMIN	1.00	1.00	1.00	1.00	\$5,068	\$6,993
HEARING EXAMINER TOTAL	1.00	1.00	1.00	1.00		
ASST DIR, PUBLIC RECORDS MGR	1.00	1.00	-	-	\$8,321	\$11,486
PARALEGAL	1.00	1.00	-	-	\$4,823	\$6,657
PROGRAM MANAGER	-	-	1.00	1.00	\$6,180	\$8,528
PUBLIC DISCLOSURE ANALYST	1.00	1.00	2.00	2.00	\$4,823	\$6,657
PUBLIC RECORDS ANALYST	2.00	2.00	2.00	2.00	\$4,366	\$6,026
PUBLIC RECORDS MGMNT SPEC	1.75	1.75	1.75	1.75	\$3,954	\$5,456
RECORDS MANAGEMENT TOTAL	6.75	6.75	6.75	6.75		
SR OFFICE ASST	1.00	1.00	1.00	1.00	\$3,580	\$4,943
WORD PROCESSING TOTAL	1.00	1.00	1.00	1.00		
CITY CLERK TOTAL	15.75	15.75	15.75	15.75		



**11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)**

Position	2015 Amended	2016 Amended	2017 Budget	2018 Budget	<u>2016 Monthly Salary Range</u>	
					Minimum	Maximum
CITY COUNCIL						
COUNCIL MEMBER	5.00	5.00	5.00	5.00	-	\$1,650
DEP MAYOR	1.00	1.00	1.00	1.00	-	\$1,750
MAYOR	1.00	1.00	1.00	1.00	-	\$1,950
CITY COUNCIL TOTAL	7.00	7.00	7.00	7.00		
CITY COUNCIL TOTAL	7.00	7.00	7.00	7.00		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015	2016	2017	2018	<u>2016 Monthly Salary Range</u>	
	Amended	Amended	Budget	Budget	Minimum	Maximum
CITY MANAGER						
IT CONTENT DEV/MULTIMEDIA 4A	1.00	1.00	1.00	1.00	\$6,180	\$8,528
BTV TOTAL	1.00	1.00	1.00	1.00		
CITY ONLINE EDITOR	1.00	1.00	1.00	1.00	\$5,881	\$8,115
COMM DIRECTOR	1.00	1.00	1.00	1.00	\$7,536	\$10,400
DEPT PUBLIC INFO OFFCR	1.00	1.00	-	-	\$5,881	\$8,115
MANAGEMENT ASST TO DIRECTOR	-	-	1.00	1.00	\$6,180	\$8,528
COMMUNICATIONS TOTAL	3.00	3.00	3.00	3.00		
ASST DIR, CIVIC SERVICES	-	-	1.00	1.00	\$8,321	\$11,486
DIR, INTERGOV RELATIONS	1.00	1.00	1.00	1.00	\$9,420	\$12,945
SR ADMIN ASST	1.00	1.00	-	-	\$4,366	\$6,026
TRANS POLICY ADVSR	1.00	1.00	-	-	\$7,536	\$10,400
INTERGOV RELATIONS/COORD TOTAL	3.00	3.00	2.00	2.00		
ASST CITY MGR, ADM & CNCL SPPT	1.00	1.00	-	-	\$9,420	\$12,945
CITY MGR	1.00	1.00	1.00	1.00		\$19,311
DEP CITY MGR	1.00	1.00	2.00	2.00	\$10,327	\$16,496
EXEC ASST, CITY MGR	1.00	1.00	1.00	1.00	\$4,589	\$6,332
ORG DEVLPMNT CONSULTANT	1.00	1.00	1.00	1.00	\$6,495	\$8,961
SR ADMIN ASST	-	-	1.00	1.00	\$4,366	\$6,026
OVERALL CITY MGMT & PLNG TOTAL	5.00	5.00	6.00	6.00		
CITY MANAGER TOTAL	12.00	12.00	12.00	12.00		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015	2016	2017	2018	<u>2016 Monthly Salary Range</u>	
	Amended	Amended	Budget	Budget	Minimum	Maximum
CIVIC SERVICES						
ASST DIR, CIVIC SERVICES	1.00	1.00	1.00	1.00	\$8,321	\$11,486
DIRECTOR, CIVIC SERVICES	1.00	1.00	1.00	1.00	\$9,420	\$12,945
FISCAL MGR	1.00	1.00	1.00	1.00	\$7,172	\$9,896
CS ADMINISTRATION TOTAL	3.00	3.00	3.00	3.00		
BUSINESS MGR	1.00	1.00	1.00	1.00	\$7,172	\$9,896
SR REAL PROPERTY AGENT	3.00	3.00	3.00	3.00	\$6,180	\$8,528
REAL PROPERTY TOTAL	4.00	4.00	4.00	4.00		
SERVICE FIRST COORD	0.60	1.00	-	-	\$4,156	\$5,734
RIDESHARE PROGRAM TOTAL	0.60	1.00	-	-		
BUSINESS MGR	1.00	1.00	1.00	1.00	\$7,172	\$9,896
PROGRAM ADMINISTRATOR	1.00	1.00	-	-	\$5,326	\$7,349
SERVICE FIRST COORD	4.00	3.75	3.75	3.75	\$4,156	\$5,734
SERVICE FIRST TOTAL	6.00	5.75	4.75	4.75		
PROF LAND SURVEYOR	3.00	3.00	3.00	3.00	\$6,495	\$8,961
SURVEY MGR	1.00	1.00	1.00	1.00	\$7,536	\$10,400
SURVEYOR I	1.00	1.00	2.00	2.00	\$4,589	\$6,332
SURVEYOR 3	3.00	3.00	3.00	3.00	\$5,599	\$7,722
SURVEYOR II	1.00	1.00	-	-	\$5,068	\$6,993
SURVEY TOTAL	9.00	9.00	9.00	9.00		
CIVIC SERVICES TOTAL	22.60	22.75	20.75	20.75		



11f. Personnel 2017-2018 Budgeted Salary and Position Detail (FTEs only)

Position	2015	2016	2017	2018	<u>2016 Monthly Salary Range</u>	
	Amended	Amended	Budget	Budget	Minimum	Maximum
FINANCE						
FINANCE DIV MGR	1.00	1.00	1.00	1.00	\$7,172	\$9,896
FINANCIAL ANALYST	-	-	1.00	1.00	\$4,823	\$6,657
SR FINANCIAL ANALYST	3.00	3.00	2.00	2.00	\$5,326	\$7,349
ACCOUNTING TOTAL	4.00	4.00	4.00	4.00		
ACCTG SUPV	-	-	1.00	1.00	\$5,326	\$7,349
SR ACCTG ASSOC	2.00	2.00	2.00	2.00	\$3,954	\$5,456
SR FINANCIAL ANALYST	1.00	1.00	-	-	\$5,326	\$7,349
ACCOUNTS PAYABLE TOTAL	3.00	3.00	3.00	3.00		
BUDGET ANALYST	2.00	2.00	-	-	\$4,823	\$6,657
BUSINESS PROC ANALYST	1.00	1.00	-	-	\$5,326	\$7,349
MGR, LONG RNG CAP PLNG & IG A	1.00	1.00	1.00	1.00	\$7,172	\$9,896
MGR, LONG RNG OP BUDGT & F FRC	1.00	1.00	1.00	1.00	\$7,536	\$10,400
PERFORMANCE & OUTREACH COORD	1.00	1.00	1.00	1.00	\$5,881	\$8,115
SR BUDGET ANALYST	3.00	3.00	5.00	5.00	\$5,326	\$7,349
BUDGET TOTAL	9.00	9.00	8.00	8.00		
BUSINESS PROC ANALYST	1.00	1.00	2.00	2.00	\$5,326	\$7,349
BUSINESS SYSTEMS MANAGER	1.00	1.00	1.00	1.00	\$7,536	\$10,400
DATA ANALYST	1.00	1.00	1.00	1.00	\$4,589	\$6,332
BUSINESS SYSTEMS TOTAL	3.00	3.00	4.00	4.00		
ASST DIR, FINANCE	2.00	2.00	2.00	2.00	\$8,321	\$11,486
DIR, FINANCE	1.00	1.00	1.00	1.00	\$9,420	\$15,047
OFFICE ASST	1.00	1.00	1.00	1.00	\$3,085	\$4,259
DIRECTOR'S OFFICE TOTAL	4.00	4.00	4.00	4.00		
FINANCE DIV MGR	1.00	1.00	1.00	1.00	\$7,172	\$9,896
INVESTMENTS/DEBT TOTAL	1.00	1.00	1.00	1.00		
ACCTG ASSOC	0.25	0.25	0.25	0.25	\$3,580	\$4,943
FINANCE DIV ASST MGR	1.00	1.00	1.00	1.00	\$5,881	\$8,115
FINANCIAL ANALYST	2.00	2.00	2.00	2.00	\$4,823	\$6,657
PAYROLL TOTAL	3.25	3.25	3.25	3.25		
BUYER	3.75	3.75	3.75	3.75	\$4,589	\$6,332
FINANCE DIV MGR	1.00	1.00	1.00	1.00	\$7,172	\$9,896
FINANCIAL ANALYST	1.00	1.00	1.00	1.00	\$4,823	\$6,657
PROCURMNT SPEC	0.75	1.00	1.00	1.00	\$4,589	\$6,332
SR ACCTG ASSOC	0.75	1.00	1.00	1.00	\$3,954	\$5,456
SR FINANCIAL ANALYST	1.00	1.00	1.00	1.00	\$5,326	\$7,349
PROCUREMENT SERVICES TOTAL	8.25	8.75	8.75	8.75		
FINANCE DIV MGR	1.00	1.00	1.00	1.00	\$7,172	\$9,896
FINANCIAL ANALYST	2.75	2.75	2.75	2.75	\$4,823	\$6,657
SR ACCTG ASSOC	2.00	2.00	2.00	2.00	\$3,954	\$5,456
SR FINANCIAL ANALYST	2.00	2.00	2.00	2.00	\$5,326	\$7,349
TAX TOTAL	7.75	7.75	7.75	7.75		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015	2016	2017	2018	<u>2016 Monthly Salary Range</u>	
	Amended	Amended	Budget	Budget	Minimum	Maximum
FINANCE CONTINUED...						
ACCTG ASSOC	0.75	0.75	0.75	0.75	\$3,580	\$4,943
FINANCE DIV ASST MGR	-	-	1.00	1.00	\$5,881	\$8,115
FINANCE DIV MGR	1.00	1.00	-	-	\$7,172	\$9,896
FINANCIAL ANALYST	1.00	1.00	1.00	1.00	\$4,823	\$6,657
SR FINANCIAL ANALYST	1.00	1.00	1.00	1.00	\$5,326	\$7,349
TREASURY TOTAL	3.75	3.75	3.75	3.75		
FINANCE TOTAL	47.00	47.50	47.50	47.50		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015	2016	2017	2018	<u>2016 Monthly Salary Range</u>	
	Amended	Amended	Budget	Budget	Minimum	Maximum
FIRE						
ADMIN ASST	0.80	0.80	0.80	0.80	\$4,156	\$5,734
BUSINESS PROC ANALYST	1.00	1.00	1.00	1.00	\$5,326	\$7,349
DEP FIRE CHIEF	1.80	1.80	1.80	1.80	\$8,745	\$12,068
FIRE CAPT (ADMINISTRATIVE)	-	1.00	-	-	\$9,522	\$10,112
FIRE CHIEF	1.00	1.00	1.00	1.00	\$9,420	\$15,047
FISCAL MGR	0.65	0.65	0.65	0.65	\$7,172	\$9,896
IT BUSINESS ANALYST 3	1.00	1.00	1.00	1.00	\$5,881	\$8,115
SR ADMIN ASST	1.00	1.00	1.00	1.00	\$4,366	\$6,026
ADMINISTRATION TOTAL	7.25	8.25	7.25	7.25		
ADMIN ASST	0.20	0.20	0.20	0.20	\$4,156	\$5,734
DATA ANALYST	0.50	0.50	0.50	0.50	\$4,589	\$6,332
DEP FIRE CHIEF	0.20	0.20	0.20	0.20	\$8,745	\$12,068
FACILITIES OPS SPEC	0.20	0.20	0.20	0.20	\$5,326	\$7,349
FIRE BATT CHIEF (ADMIN)	0.80	0.80	0.80	0.80	\$0	\$11,409
FIRE CAPT (ADMINISTRATIVE)	0.80	0.80	0.80	0.80	\$9,522	\$10,112
FIRE CAPTAIN (MSO)	1.00	1.00	1.00	1.00	\$9,522	\$10,112
FIRE LIEUTENANT (MSO)	2.00	2.00	2.00	2.00	\$8,656	\$9,192
FIRE LT (ADMINISTRATIVE)	0.50	0.50	0.50	0.50	\$8,656	\$9,192
FIREF/PARAMEDIC	34.41	34.41	34.41	34.41	\$6,572	\$8,357
FIREFIGHTER	2.00	2.00	2.00	2.00	\$5,715	\$7,267
FISCAL MGR	0.35	0.35	0.35	0.35	\$7,172	\$9,896
SR ADMIN ASST	0.80	0.80	0.80	0.80	\$4,366	\$6,026
ADVANCED LIFE SUPPORT TOTAL	43.76	43.76	43.76	43.76		
DATA ANALYST	0.50	0.50	0.50	0.50	\$4,589	\$6,332
FIRE BATT CHIEF	1.50	1.50	1.50	1.50	\$0	\$10,713
FIRE BATT CHIEF (ADMIN)	0.20	0.20	0.20	0.20	\$0	\$11,409
FIRE CAPT (ADMINISTRATIVE)	0.20	0.20	0.20	0.20	\$9,522	\$10,112
FIRE CAPTAIN	4.50	4.50	4.50	4.50	\$8,656	\$9,192
FIRE LIEUTENANT	9.00	9.00	9.00	9.00	\$7,869	\$8,357
FIRE LT (ADMINISTRATIVE)	0.50	0.50	0.50	0.50	\$8,656	\$9,192
FIREF/ENGINEER	16.00	16.00	17.00	17.00	\$6,001	\$7,630
FIREF/PARAMEDIC	1.50	1.50	0.92	0.92	\$6,572	\$8,357
FIREFIGHTER	48.00	48.00	48.00	48.00	\$5,715	\$7,267
PROGRAM ADMINISTRATOR	-	-	-	-	\$5,326	\$7,349
SR ADMIN ASST	0.20	0.20	0.20	0.20	\$4,366	\$6,026
BASIC LIFE SUPPORT TOTAL	82.10	82.10	82.52	82.52		
FIRE ED COORDINATOR	-	-	-	-	\$5,068	\$6,993
PROGRAM ADMINISTRATOR	0.75	0.75	0.75	0.75	\$5,326	\$7,349
BELLEVUE FIRE CARES TOTAL	0.75	0.75	0.75	0.75		



11f. Personnel 2017-2018 Budgeted Salary and Position Detail (FTEs only)

Position	2015	2016	2017	2018	<u>2016 Monthly Salary Range</u>	
	Amended	Amended	Budget	Budget	Minimum	Maximum
FIRE CONTINUED...						
EMERG PREP COORDINATOR	1.00	1.00	1.00	1.00	\$5,068	\$6,993
EMERG PREP MGR	1.00	1.00	1.00	1.00	\$7,172	\$9,896
EMERGENCY PREP PLANS COORD	0.56	0.56	0.56	0.56	\$4,589	\$6,332
EMERGENCY PREPAREDNESS TOTAL	2.56	2.56	2.56	2.56		
	-	-	-	-		
FIRE ED COORDINATOR	1.00	1.00	1.00	1.00	\$5,068	\$6,993
FIRE LT (ADMINISTRATIVE)	1.00	1.00	1.00	1.00	\$8,656	\$9,192
FIRE COMMUNITY OUTREACH TOTAL	2.00	2.00	2.00	2.00		
ASST FIRE MARSHAL	2.00	2.00	2.00	2.00	\$6,180	\$8,528
FIRE MARSHAL	1.00	1.00	1.00	1.00	\$9,432	\$10,600
FIRE PLAN REVIEWER	1.00	1.00	1.00	1.00	\$5,881	\$8,115
FIRE PREVENTION OFFICER	9.00	10.00	10.00	10.00	\$5,704	\$7,405
OFFICE ASST	-	-	1.00	1.00	\$3,085	\$4,259
FIRE PREVENTION TOTAL	13.00	14.00	15.00	15.00		
	-	-	-	-		
ADMIN ASST	1.00	1.00	1.00	1.00	\$4,156	\$5,734
FACILITIES OPS SPEC	0.80	0.80	0.80	0.80	\$5,326	\$7,349
S/M - FACILITIES TOTAL	1.80	1.80	1.80	1.80		
FACILITIES OPS SPEC	-	-	-	-	\$5,326	\$7,349
FIRE BATT CHIEF	1.50	1.50	1.50	1.50	\$0	\$10,713
FIRE CAPT (ADMINISTRATIVE)	-	-	1.00	1.00	\$9,522	\$10,112
FIRE CAPTAIN	4.50	4.50	4.50	4.50	\$8,656	\$9,192
FIRE LIEUTENANT	9.00	9.00	9.00	9.00	\$7,869	\$8,357
FIREF/ENGINEER	16.00	16.00	17.00	17.00	\$6,001	\$7,630
FIREF/PARAMEDIC	4.09	4.09	2.67	2.67	\$6,572	\$8,357
FIREFIGHTER	48.00	48.00	48.00	48.00	\$5,715	\$7,267
SUPPRESSION TOTAL	83.09	83.09	83.67	83.67		
ADMIN ASST	1.00	1.00	1.00	1.00	\$4,156	\$5,734
FIRE BATT CHIEF (ADMIN)	1.00	1.00	1.00	1.00	\$0	\$11,409
FIRE CAPT (ADMINISTRATIVE)	1.00	1.00	1.00	1.00	\$9,522	\$10,112
FIRE LT (ASST TRAINING COORD)	1.00	1.00	1.00	1.00	\$8,656	\$9,192
TRAINING TOTAL	4.00	4.00	4.00	4.00		
FIRE TOTAL	240.31	242.31	243.31	243.31		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015	2016	2017	2018	<u>2016 Monthly Salary Range</u>	
	Amended	Amended	Budget	Budget	Minimum	Maximum
HUMAN RESOURCES						
VOLUNTEER PROG COORD	-	-	-	-	\$5,068	\$6,993
ADA TOTAL	-	-	-	-		
ASST DIR, HUMAN RESOURCES	0.50	0.50	1.00	1.00	\$8,321	\$11,486
BUSINESS PROC ANALYST	-	-	1.00	1.00	\$5,326	\$7,349
DIR, HUMAN RESOURCES	0.50	0.50	1.00	1.00	\$9,420	\$15,047
HR MANAGER	1.00	1.00	1.00	1.00	\$7,172	\$9,896
SR ADMIN ASST	1.00	1.00	1.00	1.00	\$4,366	\$6,026
SR HR ANALYST	3.00	3.00	1.00	1.00	\$5,326	\$7,349
ADMIN & STAFFING TOTAL	6.00	6.00	6.00	6.00		
ASST DIR, HUMAN RESOURCES	0.50	0.50	-	-	\$8,321	\$11,486
BUSINESS PROC ANALYST	1.00	1.00	-	-	\$5,326	\$7,349
DIR, HUMAN RESOURCES	0.50	0.50	-	-	\$9,420	\$15,047
HR ANALYST	1.00	1.00	1.00	1.00	\$4,823	\$6,657
HR MANAGER	1.00	1.00	-	-	\$7,172	\$9,896
PROGRAM MANAGER	-	-	1.00	1.00	\$6,180	\$8,528
SR HR ANALYST	2.00	2.00	4.00	4.00	\$5,326	\$7,349
TRAINING & ORG DVLPMNT COORD	-	-	1.00	1.00	\$6,495	\$8,961
COMP, LABOR, RETIREMENT TOTAL	6.00	6.00	7.00	7.00		
SR HR ANALYST	-	-	1.00	1.00	\$5,326	\$7,349
TRAINING & ORG DVLPMNT COORD	1.00	1.00	-	-	\$6,495	\$8,961
TRAINING & DEVELOPMENT TOTAL	1.00	1.00	1.00	1.00		
HUMAN RESOURCES TOTAL	13.00	13.00	14.00	14.00		



**11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)**

Position	2015 Amended	2016 Amended	2017 Budget	2018 Budget	<u>2016 Monthly Salary Range</u>	
					Minimum	Maximum
MND						
MANAGEMENT FELLOW	1.00	1.00	1.00	1.00	\$3,580	\$4,943
MND MISCELLANEOUS TOTAL	1.00	1.00	1.00	1.00		
MND TOTAL	1.00	1.00	1.00	1.00		



11f. Personnel 2017-2018 Budgeted Salary and Position Detail (FTEs only)

Position	2015 Amended	2016 Amended	2017 Budget	2018 Budget	2016 Monthly Salary Range	
					Minimum	Maximum
PARKS & COMMUNITY SERVICES						
COMMNTY SVCS SUPV	1.00	1.00	1.00	1.00	\$5,881	\$8,115
CREW LEADER	1.00	1.00	1.00	1.00	\$5,180	\$6,506
SKILLED WORKER	2.00	2.00	2.00	2.00	\$4,264	\$5,360
VOLUNTEER PROG COORD	1.00	1.00	1.00	1.00	\$5,068	\$6,993
BELLEVUE BOTANICAL GARDEN TOTAL	5.00	5.00	5.00	5.00		
ACCTG ASSOC	1.00	1.00	1.00	1.00	\$3,580	\$4,943
ADMIN ASST	1.00	1.00	1.00	1.00	\$4,156	\$5,734
PROBATION DIV ASST MGR	1.00	1.00	1.00	1.00	\$5,326	\$7,349
PROBATION MGR	1.00	1.00	1.00	1.00	\$6,823	\$9,418
PROBATION OFFCR	4.00	4.00	4.00	4.00	\$4,823	\$6,657
SR OFFICE ASST	-	-	1.00	1.00	\$3,580	\$4,943
BELLEVUE PROBATION SERVICES TOTAL	8.00	8.00	9.00	9.00		
ADMIN ASST	-	-	1.00	1.00	\$4,156	\$5,734
COMMNTY SVCS PRG COORD	1.00	1.00	2.00	2.00	\$5,326	\$7,349
COMMNTY SVCS SUPV	1.00	1.00	1.00	1.00	\$5,881	\$8,115
REC PROG COORD	1.00	1.00	-	-	\$5,068	\$6,993
SR OFFICE ASST	1.00	1.00	-	-	\$3,580	\$4,943
BELLEVUE YOUTH THEATRE TOTAL	4.00	4.00	4.00	4.00		
ACCTG ASSOC	1.00	1.00	1.00	1.00	\$3,580	\$4,943
CUSTODIAN	1.00	1.00	-	-	\$3,031	\$3,985
FACILITIES OPS SPEC	2.00	2.00	2.00	2.00	\$5,326	\$7,349
OPS MGR	1.00	1.00	-	-	\$6,823	\$9,418
PARKS RESOURCE MGR	-	-	1.00	1.00	\$7,172	\$9,896
STRUCTRL MAINT SPEC 2	2.00	2.00	1.00	1.00	\$4,693	\$5,902
TECHNICAL SPEC	-	-	1.00	1.00	\$5,149	\$6,283
BUILDING MAINT. & MGMT TOTAL	7.00	7.00	6.00	6.00		
CONTRACT ADMINSTR	1.00	1.00	1.00	1.00	\$5,326	\$7,349
CITY FACILITY VEGETATION MGMT TOTAL	1.00	1.00	1.00	1.00		
CREW LEADER	1.00	1.00	1.00	1.00	\$5,180	\$6,506
LEAD WORKER	3.00	3.00	3.00	3.00	\$4,693	\$5,902
SKILLED WORKER	4.00	4.00	3.00	3.00	\$4,264	\$5,360
SR ACCTG ASSOC	1.00	1.00	1.00	1.00	\$3,954	\$5,456
CITY SPORT FIELDS TOTAL	9.00	9.00	8.00	8.00		
ADMIN SVCS SUPV	1.00	1.00	1.00	1.00	\$5,068	\$6,993
BUSINESS PROC ANALYST	1.00	1.00	1.00	1.00	\$5,326	\$7,349
COMMNTY RELATNS COORD	1.00	1.00	1.00	1.00	\$5,326	\$7,349
COMMNTY SVCS SUPV	-	-	1.00	1.00	\$5,881	\$8,115
COMM CTR CUST SVC, OTRCH SUPP. TOTAL	3.00	3.00	4.00	4.00		
CONTRACT ADMINSTR	1.00	1.00	1.00	1.00	\$5,326	\$7,349
CREW LEADER	2.00	2.00	2.00	2.00	\$5,180	\$6,506
LEAD WORKER	4.00	4.00	4.00	4.00	\$4,693	\$5,902
OPS MGR	1.00	1.00	-	-	\$6,823	\$9,418
OPS SUPV	1.00	1.00	-	-	\$5,326	\$7,349
PARKS RESOURCE MGR	-	-	1.00	1.00	\$7,172	\$9,896
PROGRAM ADMINISTRATOR	-	-	1.00	1.00	\$5,326	\$7,349
SKILLED WORKER	5.00	5.00	6.00	6.00	\$4,264	\$5,360
COMMUNITY PARKS TOTAL	14.00	14.00	15.00	15.00		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015	2016	2017	2018	2016 Monthly Salary Range	
	Amended	Amended	Budget	Budget	Minimum	Maximum
PARKS CONTINUED...						
COMMNTY SVCS PRG COORD	2.00	2.00	2.00	2.00	\$5,326	\$7,349
PRKS & CMMNTY SVCS MGR	1.00	1.00	1.00	1.00	\$6,823	\$9,418
COMMUNITY SCHOOLS/WRAP-AROUND SVCS TOTAL	3.00	3.00	3.00	3.00		
	-	-	-	-		
COMMNTY SVCS PRG COORD	1.00	1.00	1.00	1.00	\$5,326	\$7,349
COMMNTY SVCS SUPV	1.00	1.00	1.00	1.00	\$5,881	\$8,115
REC PROG COORD	1.00	1.00	1.00	1.00	\$5,068	\$6,993
CROSSROADS COMMUNITY CENTER TOTAL	3.00	3.00	3.00	3.00		
COMMNTY RELATNS COORD	1.00	1.00	-	-	\$5,326	\$7,349
PROGRAM ADMINISTRATOR	1.00	1.00	2.75	2.75	\$5,326	\$7,349
VOLUNTEER PROG COORD	0.75	0.75	-	-	\$5,068	\$6,993
CULTURAL DIVERSITY TOTAL	2.75	2.75	2.75	2.75		
ELECTRNIC HOME DETN COORD	1.00	1.00	2.00	2.00	\$5,068	\$6,993
PROBATION OFFCR	1.00	1.00	-	-	\$4,823	\$6,657
SR OFFICE ASST	1.00	1.00	-	-	\$3,580	\$4,943
VOLUNTEER PROG COORD	1.00	1.00	1.00	1.00	\$5,068	\$6,993
ELECTRONIC HOME DETENTION TOTAL	4.00	4.00	3.00	3.00		
COMMNTY SVCS SUPV	-	-	1.00	1.00	\$5,881	\$8,115
LEAD WORKER	2.00	2.00	2.00	2.00	\$4,693	\$5,902
OPS SUPV	1.00	1.00	-	-	\$5,326	\$7,349
SKILLED WORKER	3.00	3.00	3.00	3.00	\$4,264	\$5,360
GREENWAYS & TRAILS TOTAL	6.00	6.00	6.00	6.00		
ADMIN ASST	1.00	1.00	1.00	1.00	\$4,156	\$5,734
COMMNTY SVCS PRG COORD	1.00	1.00	-	-	\$5,326	\$7,349
COMMNTY SVCS SUPV	1.00	1.00	1.00	1.00	\$5,881	\$8,115
REC CENTER COORDINATOR	-	-	1.00	1.00	\$4,366	\$6,026
HIGHLAND CTR - DISABILITY PRGM TOTAL	3.00	3.00	3.00	3.00		
ADMIN ASST	1.60	1.60	0.75	0.75	\$4,156	\$5,734
HOME REPAIR LOAN SPEC	1.00	1.00	1.00	1.00	\$4,823	\$6,657
HUMAN SVCS COORD	2.00	2.00	2.00	2.00	\$5,326	\$7,349
HUMAN SVCS MGR	1.00	1.00	1.00	1.00	\$6,180	\$8,528
SR ADMIN ASST	-	-	0.85	0.85	\$4,366	\$6,026
HUMAN SERVICES TOTAL	5.60	5.60	5.60	5.60		
COMMNTY SVCS SUPV	1.00	1.00	1.00	1.00	\$5,881	\$8,115
REC PROG COORD	2.00	2.00	2.00	2.00	\$5,068	\$6,993
REC PROG TECH	1.00	1.00	1.00	1.00	\$3,580	\$4,943
SR OFFICE ASST	0.56	0.56	0.56	0.56	\$3,580	\$4,943
KELSEY CREEK LIVING FARM TOTAL	4.56	4.56	4.56	4.56		
COMMNTY SVCS SUPV	1.00	1.00	1.00	1.00	\$5,881	\$8,115
PARK RANGER	3.00	3.00	3.00	3.00	\$5,068	\$6,993
NATURE PRKS, RNGERS & VISIT CT TOTAL	4.00	4.00	4.00	4.00		



11f. Personnel 2017-2018 Budgeted Salary and Position Detail (FTEs only)

Position	2015	2016	2017	2018	2016 Monthly Salary Range	
	Amended	Amended	Budget	Budget	Minimum	Maximum
PARKS CONTINUED...						
COMMNTY SVCS SUPV	1.00	1.00	1.00	1.00	\$5,881	\$8,115
NATURAL RESOURCES MGR	1.00	1.00	-	-		
PARKS RESOURCE MGR	-	-	1.00	1.00	\$7,172	\$9,896
SKILLED WORKER	2.00	2.00	2.00	2.00	\$4,264	\$5,360
SR ENG TECH	1.00	1.00	1.00	1.00	\$5,326	\$7,349
NATURE SPACE & FOREST MGMT TOTAL	5.00	5.00	5.00	5.00		
CONTRACT ADMINSTR	1.00	1.00	1.00	1.00	\$5,326	\$7,349
NEIGHBORHOOD PARKS TOTAL	1.00	1.00	1.00	1.00		
ADMIN ASST	1.00	1.00	1.00	1.00	\$4,156	\$5,734
COMMNTY SVCS PRG COORD	1.00	1.00	1.00	1.00	\$5,326	\$7,349
COMMNTY SVCS SUPV	2.00	2.00	1.00	1.00	\$5,881	\$8,115
NORTH BELLEVUE COMMUNITY CTR TOTAL	4.00	4.00	3.00	3.00		
PROGRAM MANAGER	-	-	-	-		
PROGRAM MANAGER	1.00	1.00	1.00	1.00	\$6,180	\$8,528
REC PROG COORD	1.56	1.56	1.56	1.56	\$5,068	\$6,993
NORTHWEST ARTS CENTER TOTAL	2.56	2.56	2.56	2.56		
CAPITAL PROJ COORD	4.00	4.00	4.00	4.00	\$5,881	\$8,115
CAPITAL PROJ MGR	1.00	1.00	1.00	1.00	\$7,172	\$9,896
CONTRACT ADMINSTR	1.00	1.00	1.00	1.00	\$5,326	\$7,349
PARKS PROPERTY & ACQUISITIONS MANAGER	-	-	1.00	1.00	\$7,172	\$9,896
PROGRAM MANAGER	1.00	1.00	-	-	\$6,180	\$8,528
SR PLANNER	1.00	1.00	1.00	1.00	\$6,180	\$8,528
PARK PLANNING DEVEL & PROJ MGT TOTAL	8.00	8.00	8.00	8.00		
ADMIN SVCS MGR	1.00	1.00	1.00	1.00	\$6,495	\$8,961
ASST DIR, PARKS & CMMNTY SVCS	2.00	2.00	2.00	2.00	\$8,321	\$11,486
DEP DIR, PARKS & COMMNTY SVCS	1.00	1.00	1.00	1.00	\$8,745	\$12,068
DEPT PUBLIC INFO OFFCR	1.00	1.00	1.00	1.00	\$5,881	\$8,115
DIR, PARKS & COMMNTY SVCS	1.00	1.00	1.00	1.00	\$9,420	\$15,047
FISCAL MGR	1.00	1.00	1.00	1.00	\$7,172	\$9,896
PROGRAM ADMINISTRATOR	1.00	1.00	1.00	1.00	\$5,326	\$7,349
SR ACCTG ASSOC	2.00	2.00	2.00	2.00	\$3,954	\$5,456
SR ADMIN ASST	2.00	2.00	2.00	2.00	\$4,366	\$6,026
SR FINANCIAL ANALYST	1.00	1.00	1.00	1.00	\$5,326	\$7,349
PARKS & COMM SVCS MGMT & SUPP TOTAL	13.00	13.00	13.00	13.00		
ADMIN ASST	-	-	1.00	1.00	\$4,156	\$5,734
CONTRACT ADMINSTR	2.00	2.00	2.00	2.00	\$5,326	\$7,349
CUSTODIAN	2.00	2.00	3.00	4.00	\$3,031	\$3,985
OPS SUPV	1.00	1.00	1.00	1.00	\$5,326	\$7,349
TECHNICAL SPEC	-	-	-	1.00	\$5,149	\$6,283
PARKS CUSTODIAL TOTAL	5.00	5.00	7.00	9.00		
CREW LEADER	1.00	1.00	1.00	1.00	\$5,180	\$6,506
STRUCTRL MAINT SPEC 2	5.00	5.00	4.00	4.00	\$4,693	\$5,902
TECHNICAL SPEC	-	-	1.00	1.00	\$5,149	\$6,283
PLAYGROUND, SKATE & SPORTS COURT SAFETY TOTAL	6.00	6.00	6.00	6.00		
REC PROG COORD	-	-	1.00	1.00	\$5,068	\$6,993
REC PROG TECH	1.00	1.00	-	-	\$3,580	\$4,943
SKATE PARK TOTAL	1.00	1.00	1.00	1.00		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015	2016	2017	2018	<u>2016 Monthly Salary Range</u>	
	Amended	Amended	Budget	Budget	Minimum	Maximum
PARKS CONTINUED...						
ADMIN ASST	1.00	1.00	1.00	1.00	\$4,156	\$5,734
COMMNTY SVCS PRG COORD	2.00	2.00	1.00	1.00	\$5,326	\$7,349
COMMNTY SVCS SUPV	-	-	1.00	1.00	\$5,881	\$8,115
PROGRAM MANAGER	1.00	1.00	1.00	1.00	\$6,180	\$8,528
REC CENTER COORDINATOR	0.56	0.56	0.56	0.56	\$4,366	\$6,026
SOUTH BELLEVUE COMMUNITY CTR TOTAL	4.56	4.56	4.56	4.56		
COMMNTY SVCS SUPV	1.00	1.00	1.00	1.00	\$5,881	\$8,115
CONTRACT ADMINSTR	2.00	2.00	2.00	2.00	\$5,326	\$7,349
LEAD WORKER	1.00	1.00	1.00	1.00	\$4,693	\$5,902
STREET TREE, LDSCP & VEGT MGMT TOTAL	4.00	4.00	4.00	4.00		
LEAD WORKER	1.00	1.00	1.00	1.00	\$4,693	\$5,902
TECHNICAL SPEC	1.00	1.00	1.00	1.00	\$5,149	\$6,283
WATER CONSERVATION/IRRIGATION TOTAL	2.00	2.00	2.00	2.00		
ADMIN ASST	1.00	1.00	1.00	1.00	\$4,156	\$5,734
REC PROG COORD	1.00	1.00	1.00	1.00	\$5,068	\$6,993
YOUTH DEVELOPMENT TOTAL	2.00	2.00	2.00	2.00		
COMMNTY SVCS PRG COORD	-	-	1.00	1.00	\$5,326	\$7,349
COMMNTY SVCS SUPV	1.00	1.00	1.00	1.00	\$5,881	\$8,115
REC PROG COORD	2.00	2.00	1.00	1.00	\$5,068	\$6,993
YOUTH HEALTH & FITNESS TOTAL	3.00	3.00	3.00	3.00		
PARKS & COMMUNITY SERVICES TOTAL	148.03	148.03	149.03	151.03		



11f. Personnel 2017-2018 Budgeted Salary and Position Detail (FTEs only)

Position	2015 Amended	2016 Amended	2017 Budget	2018 Budget	<u>2016 Monthly Salary Range</u>	
					Minimum	Maximum
PLANNING & COMMUNITY DEVELOPMENT						
ASSOC PLANNER	-	-	0.50	0.50	\$5,326	\$7,349
ASST PLANNER	0.50	0.50	-	-	\$4,589	\$6,332
PROGRAM ADMINISTRATOR	1.00	1.00	-	-	\$5,326	\$7,349
PROGRAM MANAGER	-	-	1.00	1.00	\$6,180	\$8,528
ARTS PROGRAM TOTAL	1.50	1.50	1.50	1.50		
COMMNTY DVLPMNT MGR	1.00	1.00	-	-	\$7,536	\$10,400
COMMUNITY DEVELOPMENT TOTAL	1.00	1.00	-	-		
ASSOC PLANNER	2.00	2.00	1.00	1.00	\$5,326	\$7,349
ASST DIR, DEVELOPMENT SERVICES	0.50	0.50	0.50	0.50	\$8,321	\$11,486
ASST PLANNER	0.50	0.50	-	-	\$4,589	\$6,332
PLANNING MGR	2.00	2.00	1.00	1.00	\$7,172	\$9,896
PROGRAM ADMINISTRATOR	0.90	0.90	-	-	\$5,326	\$7,349
SR PLANNER	3.00	3.00	3.00	3.00	\$6,180	\$8,528
COMPREHENSIVE PLANNING TOTAL	8.90	8.90	5.50	5.50		
DIR, PLANNG & COMMNTY DVLPMNT	1.00	1.00	1.00	1.00	\$9,420	\$15,047
SR ADMIN ASST	1.00	1.00	1.00	1.00	\$4,366	\$6,026
DEPARTMENT MANAGEMENT TOTAL	2.00	2.00	2.00	2.00		
ADMIN ASST	1.00	1.00	1.00	1.00	\$4,156	\$5,734
CHIEF ECONOMIC DEVELOPMENT OFFICER	-	-	1.00	1.00	\$7,536	\$10,400
ECON DEVELOPMENT PROG ADMIN	1.00	1.00	1.00	1.00	\$6,495	\$8,961
SR PLANNER	1.00	1.00	-	-	\$6,180	\$8,528
ECONOMIC DEVELOPMENT TOTAL	3.00	3.00	3.00	3.00		
PROGRAM ADMINISTRATOR	-	-	1.00	1.00	\$5,326	\$7,349
ENVIRONMENTAL STEWARDSHIP INITIATIVE TOTAL	-	-	1.00	1.00		
PLANNING MGR	1.00	1.00	1.00	1.00	\$7,172	\$9,896
HOUSING COMM SVC/OPERATING TOTAL	1.00	1.00	1.00	1.00		
PROGRAM MANAGER	1.56	1.56	1.56	1.56	\$6,180	\$8,528
MEDIATION TOTAL	1.56	1.56	1.56	1.56		
COMMNTY RELATNS COORD	1.20	1.20	1.20	1.20	\$5,326	\$7,349
MINI CITY HALL TOTAL	1.20	1.20	1.20	1.20		
ASST DIR, DEVELOPMENT SERVICES	0.50	0.50	0.50	0.50	\$8,321	\$11,486
COMMNTY RELATNS COORD	2.60	2.60	3.60	3.60	\$5,326	\$7,349
NEIGHBRHD PROG MGR	1.00	1.00	1.00	1.00	\$6,180	\$8,528
OUTREACH TOTAL	4.10	4.10	5.10	5.10		
ASSOC PLANNER	-	-	1.50	1.50	\$5,326	\$7,349
PLANNING MGR	-	-	1.00	1.00	\$7,172	\$9,896
SR PLANNER	-	-	1.00	1.00	\$6,180	\$8,528
PLANNING AND DEV INITIATIVES TOTAL	-	-	3.50	3.50		
PLANNING & COMMUNITY DEVELOPMENT TOTAL	24.26	24.26	25.36	25.36		



11f. Personnel 2017-2018 Budgeted Salary and Position Detail (FTEs only)

Position	2015	2016	2017	2018	2016 Monthly Salary Range	
	Amended	Amended	Budget	Budget	Minimum	Maximum
POLICE						
ADMIN ASST	1.00	1.00	1.00	1.00	\$4,156	\$5,734
CHIEF OF POLICE	1.00	1.00	1.00	1.00	\$9,420	\$15,047
CONSULTING ATTORNEY	1.00	1.00	1.00	1.00	\$8,321	\$11,486
DEP POLICE CHIEF	2.00	2.00	1.00	1.00	\$8,745	\$12,068
FISCAL MGR	1.00	1.00	1.00	1.00	\$7,172	\$9,896
SR ADMIN ASST	1.00	1.00	1.00	1.00	\$4,366	\$6,026
ADMINISTRATION TOTAL	7.00	7.00	6.00	6.00		
POLICE LIEUTENANT	-	-	1.00	1.00	\$7,861	\$8,221
POLICE OFFICER	-	-	9.00	9.00	\$4,961	\$6,874
COMMUNITY SERVICES UNIT TOTAL	-	-	10.00	10.00		
POLICE LIEUTENANT	1.00	1.00	1.00	1.00	\$7,861	\$8,221
POLICE OFFICER	1.00	1.00	2.00	2.00	\$4,961	\$6,874
POLICE SUPPORT OFFICER	4.00	4.00	4.00	4.00	\$4,074	\$5,185
COURTS & CUSTODY TOTAL	6.00	6.00	7.00	7.00		
POLICE CORPORAL	2.00	3.00	2.00	2.00		\$7,422
POLICE LIEUTENANT	1.00	1.00	1.00	1.00	\$7,861	\$8,221
POLICE OFFICER	7.00	11.00	8.00	8.00	\$4,961	\$6,874
DOWNTOWN/COMMUNITY STATIONS TOTAL	10.00	15.00	11.00	11.00		
FORENSIC LAB MANAGER	1.00	1.00	1.00	1.00	\$5,881	\$8,115
FORENSIC TECH	1.00	1.00	1.00	1.00	\$5,571	\$7,109
POLICE CAPTAIN	1.00	1.00	1.00	1.00	\$9,445	\$9,917
POLICE CRIME ANALYST	1.00	1.00	1.00	1.00	\$5,288	\$6,749
POLICE DATA ANALYST	1.00	1.00	1.00	1.00	\$4,911	\$6,267
POLICE LIEUTENANT	4.00	4.00	3.00	3.00	\$7,861	\$8,221
POLICE MAJOR	1.00	1.00	1.00	1.00	\$10,726	\$11,263
POLICE OFFICER	33.00	34.00	21.00	21.00	\$4,961	\$6,874
POLICE OPS SUPPT SPEC	1.00	1.00	-	-	\$4,492	\$5,734
POLICE SUPPORT ADMIN ASST	-	-	1.00	1.00	\$4,492	\$5,734
INVESTIGATIONS TOTAL	44.00	45.00	31.00	31.00		
POLICE CAPTAIN	-	-	1.00	1.00	\$9,445	\$9,917
POLICE LIEUTENANT	1.00	1.00	2.00	2.00	\$7,861	\$8,221
POLICE OFFICER	4.00	4.00	12.00	12.00	\$4,961	\$6,874
POLICE SUPPORT SPECIALIST	-	-	1.00	1.00	\$3,744	\$4,783
NARCOTICS TOTAL	5.00	5.00	16.00	16.00		
DEP POLICE CHIEF	-	-	1.00	1.00	\$8,745	\$12,068
POLICE CAPTAIN	1.00	1.00	-	-	\$9,445	\$9,917
POLICE LIEUTENANT	1.00	1.00	1.00	1.00	\$7,861	\$8,221
POLICE OFFICER	1.00	1.00	1.00	1.00	\$4,961	\$6,874
OFFICE OF PROFESSIONAL STNDRS TOTAL	3.00	3.00	3.00	3.00		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015	2016	2017	2018	<u>2016 Monthly Salary Range</u>	
	Amended	Amended	Budget	Budget	Minimum	Maximum
POLICE CONTINUED...						
POLICE CAPTAIN	3.00	3.00	2.00	2.00	\$9,445	\$9,917
POLICE CORPORAL	7.00	7.00	8.00	8.00	-	\$7,422
POLICE LIEUTENANT	11.00	11.00	9.00	9.00	\$7,861	\$8,221
POLICE MAJOR	1.00	1.00	2.00	2.00	\$10,726	\$11,263
POLICE OFFICER	70.00	70.00	67.00	67.00	\$4,961	\$6,874
PATROL TOTAL	92.00	92.00	88.00	88.00		
ADMIN ASST	1.00	1.00	-	-	\$4,156	\$5,734
POLICE CAPTAIN	1.00	1.00	1.00	1.00	\$9,445	\$9,917
POLICE OFFICER	3.00	3.00	5.00	5.00	\$4,961	\$6,874
POLICE PERSONNEL SUPPORT SPECIALIST	1.00	1.00	1.00	1.00	\$4,025	\$5,138
POLICE SUPPORT ADMIN ASST	-	-	1.00	1.00	\$4,492	\$5,734
PERSONNEL SERVICES TOTAL	6.00	6.00	8.00	8.00		
PROPERTY EVIDENCE SUPV	1.00	1.00	1.00	1.00	\$5,068	\$6,993
PROPERTY EVIDENCE TECHNICIAN	2.00	2.00	2.00	2.00	\$3,916	\$4,997
PROPERTY & EVIDENCE TOTAL	3.00	3.00	3.00	3.00		
DATA QUALITY CONTROL SPECIALIST	3.00	3.00	3.00	3.00	\$3,376	\$4,315
LEAD DATA ENTRY SPEC	1.00	1.00	1.00	1.00	\$3,744	\$4,783
LEAD POLICE SUPPORT SPECIALIST	2.00	2.00	2.00	2.00	n/a	\$5,381
POLICE MAJOR	1.00	1.00	1.00	1.00	\$10,726	\$11,263
POLICE RECORDS SUPV	2.00	2.00	2.00	2.00	\$5,326	\$7,349
POLICE SUPPORT SPECIALIST	10.00	10.00	9.00	9.00	\$3,744	\$4,783
POLICE SUPPORT SR ACCTG ASSC	-	-	1.00	1.00	\$4,275	\$5,456
POLICE SYSTEMS MANAGER	1.00	1.00	1.00	1.00	\$5,881	\$8,115
PROGRAM ADMINISTRATOR	1.00	1.00	1.00	1.00	\$5,326	\$7,349
SR ACCTG ASSOC	1.00	1.00	-	-	\$3,954	\$5,456
RECORDS TOTAL	22.00	22.00	21.00	21.00		
POLICE CAPTAIN	1.00	1.00	2.00	2.00	\$9,445	\$9,917
POLICE LIEUTENANT	3.00	3.00	2.00	2.00	\$7,861	\$8,221
POLICE OFFICER	16.00	16.00	16.00	16.00	\$4,961	\$6,874
POLICE SUPPORT OFFICER	1.00	1.00	1.00	1.00	\$4,074	\$5,185
TRAFFIC TOTAL	21.00	21.00	21.00	21.00		
POLICE TOTAL	219.00	225.00	225.00	225.00		



11f. Personnel 2017-2018 Budgeted Salary and Position Detail (FTEs only)

Position	2015 Amended	2016 Amended	2017 Budget	2018 Budget	2016 Monthly Salary Range	
					Minimum	Maximum
TRANSPORTATION						
ADMIN ASST	1.56	2.00	2.00	2.00	\$4,156	\$5,734
ADMIN SVCS SUPV	1.00	1.00	1.00	1.00	\$5,068	\$6,993
SR OFFICE ASST	0.65	0.65	0.65	0.65	\$3,580	\$4,943
ADMINISTRATIVE SUPPORT TOTAL	3.21	3.65	3.65	3.65		
ASST DIR, TRANSPORTATION	1.00	1.00	1.00	1.00	\$8,321	\$11,486
CAPITAL PROJECTS MANAGEMENT TOTAL	1.00	1.00	1.00	1.00		
ENG MGR, TRANS	1.00	1.00	1.00	1.00	\$7,920	\$10,928
OPS MGR	1.00	1.00	1.00	1.00	\$6,823	\$9,418
SR CONSTRUCTN PROJ INSPCTR	5.00	6.00	7.00	7.00	\$5,326	\$7,349
SR ENG TECH	1.00	2.00	2.00	2.00	\$5,326	\$7,349
SR ENG, TRANS	-	1.00	1.00	1.00	\$6,823	\$9,418
CIP PROJECT INSPECTION TOTAL	8.00	11.00	12.00	12.00		
DEPT PUBLIC INFO OFFCR	3.00	3.00	3.00	3.00	\$5,881	\$8,115
COMMUNITY RELATIONS TOTAL	3.00	3.00	3.00	3.00		
INSPECTION SUPV	1.00	1.00	1.00	1.00	\$6,180	\$8,528
SIGNAL ELECTRICIAN	-	-	-	-	\$5,592	\$7,136
SR CONSTRUCTN PROJ INSPCTR	6.00	7.00	7.00	7.00	\$5,326	\$7,349
CPD/ROW INSPECTION TOTAL	7.00	8.00	8.00	8.00		
CAPITAL PROJ MGR	1.00	1.00	1.00	1.00	\$7,172	\$9,896
ENG MGR, TRANS	2.00	2.00	2.00	2.00	\$7,920	\$10,928
ENG, TRANS	2.00	2.00	2.00	2.00	\$5,881	\$8,115
REGIONAL TRANS PROJ MGR	1.00	1.00	1.00	1.00	\$7,920	\$10,928
SR ENG, TRANS	5.00	7.00	7.00	7.00	\$6,823	\$9,418
DESIGN TOTAL	11.00	13.00	13.00	13.00		
ENG MGR, TRANS	1.00	1.00	1.00	1.00	\$7,920	\$10,928
ENG, TRANS	2.00	2.00	2.00	2.00	\$5,881	\$8,115
SR ENG, TRANS	2.00	2.00	2.00	2.00	\$6,823	\$9,418
DEVELOPMENT REVIEW TOTAL	5.00	5.00	5.00	5.00		
DIR, TRANSPORTATION	1.00	1.00	1.00	1.00	\$9,420	\$15,047
TRANS POLICY ADVSR	1.00	1.00	1.00	1.00	\$7,536	\$10,400
DIRECTORS OFFICE TOTAL	2.00	2.00	2.00	2.00		
CONTRACT ADMINSTR	1.00	1.00	1.00	1.00	\$5,326	\$7,349
DATA ANALYST	-	1.00	1.00	1.00	\$4,589	\$6,332
FISCAL MGR	1.00	1.00	1.00	1.00	\$7,172	\$9,896
SR BUDGET ANALYST	2.00	2.00	2.00	2.00	\$5,326	\$7,349
FINANCIAL SERVICES TOTAL	4.00	5.00	5.00	5.00		
ASSOC PLANNER	1.00	1.00	1.00	1.00	\$5,326	\$7,349
PROGRAM ADMINISTRATOR	1.00	1.00	1.00	1.00	\$5,326	\$7,349
PROGRAM MANAGER	1.00	1.00	1.00	1.00	\$6,180	\$8,528
SR PLANNER	1.00	1.00	1.00	1.00	\$6,180	\$8,528
TRANS IMPL PROGRAMMING DIV MGR	1.00	1.00	1.00	1.00		
IMPLEMENTATION PLANNING TOTAL	5.00	5.00	5.00	5.00		
SR PLANNER	2.00	3.00	3.00	3.00	\$6,180	\$8,528
LONG RANGE PLANNING TOTAL	2.00	3.00	3.00	3.00		



11f. Personnel 2017-2018 Budgeted Salary and Position Detail (FTEs only)

Position	2015 Amended	2016 Amended	2017 Budget	2018 Budget	2016 Monthly Salary Range	
					Minimum	Maximum
TRANSPORTATION CONTINUED...						
ENG MGR, TRANS	-	-	1.00	1.00	\$7,920	\$10,928
SR ENG, TRANS	1.00	1.00	1.00	1.00	\$6,823	\$9,418
TRANS ANALYST	2.00	2.00	2.00	2.00	\$6,180	\$8,528
TRANS FORCSTNG MGR	1.00	1.00	-	-	\$7,536	\$10,400
MODELING & ANALYSIS TOTAL	4.00	4.00	4.00	4.00		
ASSOC PLANNER	1.00	1.00	1.00	1.00	\$5,326	\$7,349
ENG, TRANS	2.80	2.80	2.80	2.80	\$5,881	\$8,115
NEIGHBRHD TRANS SVCS MGR	1.00	1.00	1.00	1.00	\$7,920	\$10,928
SR ENG, TRANS	1.00	1.00	1.00	1.00	\$6,823	\$9,418
NEIGHBORHOOD SERVICES TOTAL	5.80	5.80	5.80	5.80		
ASST DIR, TRANSPORTATION	1.00	1.00	1.00	1.00	\$8,321	\$11,486
PLANNING MANAGEMENT TOTAL	1.00	1.00	1.00	1.00		
SR PLANNER	1.00	-	-	-	\$6,180	\$8,528
REGIONAL PROJECTS TOTAL	1.00	-	-	-		
ENG MGR, TRANS	1.00	1.00	1.00	1.00	\$7,920	\$10,928
ENG, TRANS	1.00	1.00	2.00	2.00	\$5,881	\$8,115
PERMIT PROCSNG TECH	1.00	1.00	1.00	1.00	\$4,156	\$5,734
SR ENG TECH	2.00	2.00	2.00	2.00	\$5,326	\$7,349
SR ENG, TRANS	2.00	2.00	2.00	2.00	\$6,823	\$9,418
RIGHT OF WAY REVIEW TOTAL	7.00	7.00	8.00	8.00		
SKILLED WORKER	1.00	1.00	1.00	1.00	\$4,264	\$5,360
ROADSIDE VEGETATION MAINT TOTAL	1.00	1.00	1.00	1.00		
CREW LEADER	1.00	1.00	1.00	1.00	\$5,180	\$6,506
LEAD WORKER	1.00	1.00	-	-	\$4,693	\$5,902
LEAD WORKER - PRGMS	-	-	1.00	1.00	\$4,850	\$6,079
MAINT WORKER	1.00	1.00	-	-	\$3,831	\$4,813
SKILLED WORKER	1.00	1.00	2.00	2.00	\$4,264	\$5,360
TECHNICAL SPEC	1.00	1.00	1.00	1.00	\$5,149	\$6,283
TRANSPORTATION OPERATIONS & MAINTENANCE MANAG	1.00	1.00	1.00	1.00	\$7,172	\$9,896
ROADWAY MAINT TOTAL	6.00	6.00	6.00	6.00		
ENG, TRANS	1.00	1.00	-	-	\$5,881	\$8,115
OPS MGR	-	-	1.00	1.00	\$6,823	\$9,418
SR CONSTRCTN PROJ INSPCTR	-	-	1.00	1.00	\$5,326	\$7,349
ROADWAY SURFACING TOTAL	1.00	1.00	2.00	2.00		
LEAD WORKER - PRGMS	1.00	1.00	1.00	1.00	\$4,850	\$6,079
SKILLED WORKER	4.00	4.00	4.00	4.00	\$4,264	\$5,360
SIDEWALK MAINT TOTAL	5.00	5.00	5.00	5.00		
ADMIN ASST	1.00	1.00	1.00	1.00	\$4,156	\$5,734
CAPITAL PROJ MGR	1.00	-	-	-	\$7,172	\$9,896
ELECTRONICS TECH	1.00	1.00	1.00	1.00	\$5,592	\$7,136
ENG MGR, TRANS	1.00	-	-	-	\$7,920	\$10,928
MASTER ELECTRNC S TECH	1.00	1.00	1.00	1.00	\$6,718	\$7,778
MASTER SIGNAL ELECTRCN	1.00	1.00	1.00	1.00	\$6,718	\$7,778
SIGNAL ELECTRICIAN	3.00	3.00	4.00	4.00	\$5,592	\$7,136
SIGNAL REPAIR SPEC	1.00	1.00	-	-	\$4,753	\$6,066
SR ENG, TRANS	4.00	1.00	-	-	\$6,823	\$9,418
WORKING CHIEF	3.00	3.00	3.00	3.00	\$7,026	\$8,135
SIGNALS TOTAL	17.00	12.00	11.00	11.00		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015	2016	2017	2018	<u>2016 Monthly Salary Range</u>	
	Amended	Amended	Budget	Budget	Minimum	Maximum
TRANSPORTATION CONTINUED...						
SKILLED WORKER	2.00	2.00	3.00	3.00	\$4,264	\$5,360
SNOW & ICE CONTROL TOTAL	2.00	2.00	3.00	3.00		
LEAD WORKER	1.00	1.00	-	-	\$4,693	\$5,902
LEAD WORKER - PRGMS	-	-	1.00	1.00	\$4,850	\$6,079
SKILLED WORKER	2.00	2.00	2.00	2.00	\$4,264	\$5,360
STREET CLEANING TOTAL	3.00	3.00	3.00	3.00		
SIGNAL ELECTRICIAN	2.00	2.00	2.00	2.00		
STREET LIGHTING TOTAL	2.00	2.00	2.00	2.00		
CREW LEADER	-	-	1.00	1.00	\$5,180	\$6,506
INVENTORY SPEC 1	1.00	1.00	1.00	1.00	\$4,307	\$5,414
LEAD WORKER	2.00	2.00	-	-	\$4,693	\$5,902
LEAD WORKER - PRGMS	-	-	1.00	1.00	\$4,850	\$6,079
MAINT WORKER	2.00	2.00	-	-	\$3,831	\$4,813
SKILLED WORKER	1.00	1.00	2.00	2.00	\$4,264	\$5,360
SR ENG TECH	1.00	1.00	1.00	1.00	\$5,326	\$7,349
UTILITIES SUPERINTENDENT	1.00	1.00	1.00	1.00	\$6,180	\$8,528
TRAFFIC CONTROL DEVICES MAINT TOTAL	8.00	8.00	7.00	7.00		
CAPITAL PROJ MGR	-	1.00	1.00	1.00	\$7,172	\$9,896
ENG MGR, TRANS	-	1.00	1.00	1.00	\$7,920	\$10,928
ENG TECH	1.00	1.00	-	-	\$4,589	\$6,332
ENG, TRANS	2.00	2.00	4.00	4.00	\$5,881	\$8,115
SR ENG, TRANS	2.00	5.00	5.00	5.00	\$6,823	\$9,418
TRANSPORTATION STRATEGIC ENGINEERING ADVISOR	1.00	1.00	-	-	\$7,172	\$9,896
TRAFFIC ENGINEERING TOTAL	6.00	11.00	11.00	11.00		
ASST DIR, TRANSPORTATION	1.00	1.00	1.00	1.00	\$8,321	\$11,486
TRANSPORTATION STRATEGIC ENGINEERING ADVISOR	-	-	1.00	1.00	\$7,172	\$9,896
TRAFFIC MANAGEMENT TOTAL	1.00	1.00	2.00	2.00		
TRANSPORTATION TOTAL	122.01	129.45	132.45	132.45		
GENERAL FUND TOTAL	892.96	909.05	916.15	918.15		



11f. Personnel 2017-2018 Budgeted Salary and Position Detail (FTEs only)

Position	2015	2016	2017	2018	<u>2016 Monthly Salary Range</u>	
	Amended	Amended	Budget	Budget	Minimum	Maximum
DEVELOPMENT SERVICES FUND						
BUSINESS PROC ANALYST	-	-	1.00	1.00	\$5,326	\$7,349
DEVELOPMENT SVC TRAINING COORD	-	-	1.00	1.00	\$5,068	\$6,993
PROGRAM MANAGER	-	-	1.00	1.00	\$6,180	\$8,528
SENIOR BUSINESS PROCESS ANALYST	-	-	1.00	1.00	\$5,881	\$8,115
BUSINESS PROGRAM TOTAL	-	-	4.00	4.00		
CODE COMP OFFCR	5.00	5.00	5.00	5.00	\$5,326	\$7,349
CODE COMP SUPV	1.00	1.00	1.00	1.00	\$6,180	\$8,528
CODE COMPLIANCE TOTAL	6.00	6.00	6.00	6.00		
ADMIN ASST	-	-	4.00	4.00	\$4,156	\$5,734
DEPT PUBLIC INFO OFFCR	1.00	1.00	1.00	1.00	\$5,881	\$8,115
SR OFFICE ASST	5.00	5.00	-	-	\$3,580	\$4,943
CUSTOMER SERVICE TOTAL	6.00	6.00	5.00	5.00		
CODE POLICY DEVELOPMENT	1.00	1.00	1.00	1.00	\$8,321	\$11,486
DEVELOPMENT SVC TRAINING COORD	1.00	1.00	-	-	\$5,068	\$6,993
DIRECTOR, DEVELOPMENT SERVICES	1.00	1.00	1.00	1.00	\$9,420	\$12,945
SR ADMIN ASST	0.50	0.50	0.50	0.50	\$4,366	\$6,026
DEPARTMENT MGMT TOTAL	3.50	3.50	2.50	2.50		
BUDGET ANALYST	1.00	1.00	1.00	1.00	\$4,823	\$6,657
FISCAL MGR	1.00	1.00	1.00	1.00	\$7,172	\$9,896
SR ACCTG ASSOC	2.00	2.00	2.00	2.00	\$3,954	\$5,456
SR FINANCIAL ANALYST	1.00	1.00	1.00	1.00	\$5,326	\$7,349
FINANCIAL SERVICE TOTAL	5.00	5.00	5.00	5.00		
ASST DIR, DEVELOPMENT SERVICES	0.50	0.50	0.50	0.50	\$8,321	\$11,486
COMBO INSPECTOR	13.00	13.00	19.00	20.00	\$6,825	\$7,535
INSPECTION SERVICES MANAGER	1.00	1.00	1.00	1.00	\$7,172	\$9,896
INSPECTION SUPV	3.00	3.00	1.00	1.00	\$6,180	\$8,528
INSPECTOR	15.00	17.00	11.00	11.00	\$6,208	\$6,852
PLANS EXAM SUPV	1.50	1.50	-	-	\$6,180	\$8,528
REVIEW & INSPECTION SUPERVISOR	-	-	3.50	3.50	\$6,180	\$8,528
INSPECTION TOTAL	34.00	36.00	36.00	37.00		
ADMIN ASST	1.00	1.00	1.00	1.00	\$4,156	\$5,734
ASSOC LAND USE PROF	4.00	4.00	7.00	7.00	\$5,326	\$7,349
ASSOC PLANNER	1.00	1.00	-	-	\$5,326	\$7,349
ASST DIR, DEVELOPMENT SERVICES	1.00	1.00	2.00	2.00	\$8,321	\$11,486
ASST LAND USE PROF	3.00	3.00	3.00	3.00	\$4,589	\$6,332
CONSULTING ATTORNEY	1.00	1.00	1.00	1.00	\$8,321	\$11,486
PLANNING MGR	4.00	4.00	4.00	4.00	\$7,172	\$9,896
SR ADMIN ASST	0.50	0.50	0.50	0.50	\$4,366	\$6,026
SR LAND USE PROF	5.00	5.00	5.00	5.00	\$6,180	\$8,528
LAND USE PLANNERS TOTAL	20.50	20.50	23.50	23.50		
PERMIT CENTER MANAGER	1.00	1.00	1.00	1.00	\$5,881	\$8,115
PERMIT PROCSNG TECH	5.00	5.00	5.00	5.00	\$4,156	\$5,734
PERMIT CENTER TOTAL	6.00	6.00	6.00	6.00		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015	2016	2017	2018	<u>2016 Monthly Salary Range</u>	
	Amended	Amended	Budget	Budget	Minimum	Maximum
DEVELOPMENT SERVICES CONTINUED...						
ASST DIR, DEVELOPMENT SERVICES	0.50	0.50	0.50	0.50	\$8,321	\$11,486
CLEAR & GRADING REVIEWER	1.85	1.85	2.00	2.00	\$6,825	\$7,535
PLANS EXAM SUPV	2.50	2.50	-	-	\$6,180	\$8,528
PLANS EXAMINER	13.00	13.00	14.00	14.00	\$6,825	\$7,535
REVIEW & INSPECTION SUPERVISOR	-	-	2.50	2.50	\$6,180	\$8,528
STRUCTRL PLANS EXAMINER	4.00	4.00	4.00	5.00	\$7,877	\$8,697
PLANS EXAMINERS TOTAL	21.85	21.85	23.00	24.00		
BUSINESS PROC ANALYST	3.00	3.00	2.00	2.00	\$5,326	\$7,349
BUSINESS SYSTEMS MANAGER	1.00	1.00	1.00	1.00	\$7,536	\$10,400
TECHNOLOGY SERVICES TOTAL	4.00	4.00	3.00	3.00		
DEVELOPMENT SERVICES FUND TOTAL	106.85	108.85	114.00	116.00		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015	2016	2017	2018	<u>2016 Monthly Salary Range</u>	
	Amended	Amended	Budget	Budget	Minimum	Maximum
EQUIPMENT RENTAL FUND						
MASTER ELECTRNCS TECH	1.00	1.00	1.00	1.00	\$6,718	\$7,778
WORKING CHIEF	1.00	1.00	1.00	1.00	\$7,026	\$8,135
EERF EQUIPMENT MAINTENANCE TOTAL	2.00	2.00	2.00	2.00		
ADMIN ASST	1.00	1.00	1.00	1.00	\$4,156	\$5,734
FLEET & COMM ADMINISTRATOR	2.00	2.00	2.00	2.00	\$5,881	\$8,115
MERF ADMINISTRATION TOTAL	3.00	3.00	3.00	3.00		
ADMIN ASST	-	-	1.00	1.00	\$4,156	\$5,734
FLEET & COMM ADMINISTRATOR	3.00	3.00	3.00	3.00	\$5,881	\$8,115
INVENTORY SPEC 1	3.00	3.00	2.00	2.00	\$4,307	\$5,414
INVENTORY SPEC 2	-	-	1.00	1.00	\$4,755	\$5,977
LEAD MECH SVCS TECH	2.00	2.00	2.00	2.00	\$5,180	\$6,506
MECHANICAL SVCS TECH	9.00	9.00	9.00	9.00	\$4,693	\$5,902
SR OFFICE ASST	1.00	1.00	-	-	\$3,580	\$4,943
MERF EQUIPMENT MAINTENANCE TOTAL	18.00	18.00	18.00	18.00		
EQUIPMENT RENTAL FUND TOTAL	23.00	23.00	23.00	23.00		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015	2016	2017	2018	<u>2016 Monthly Salary Range</u>	
	Amended	Amended	Budget	Budget	Minimum	Maximum
FACILITIES SERVICES FUND						
FACILITIES OPERATIONS SUPT	1.00	1.00	-	-	\$5,599	\$7,722
EMERG MGMT & SITE SECURITY TOTAL	1.00	1.00	-	-		
ADMIN ASST	2.00	2.00	2.00	2.00	\$4,156	\$5,734
FACILITIES OPERATIONS SUPT	1.00	1.00	-	-	\$5,599	\$7,722
FACILITIES OPS SPEC	4.00	4.00	6.00	6.00	\$5,326	\$7,349
FACILITIES PLANNG MGR	1.00	1.00	1.00	1.00	\$7,172	\$9,896
OPS MGR	-	-	1.00	1.00	\$6,823	\$9,418
PROGRAM ADMINISTRATOR	1.00	1.00	2.00	2.00	\$5,326	\$7,349
PROGRAM MANAGER	1.00	1.00	1.00	1.00	\$6,180	\$8,528
SR BUDGET ANALYST	1.00	1.00	1.00	1.00	\$5,326	\$7,349
STRUCTRL MAINT SPEC 2	3.00	3.00	2.00	2.00	\$4,693	\$5,902
STRUCTURAL MAINT SPEC 1	-	1.00	1.00	1.00	\$4,307	\$5,414
FACILITIES M&O TOTAL	14.00	15.00	17.00	17.00		
CAPITAL PROJ COORD	1.00	1.00	2.00	2.00	\$5,881	\$8,115
SR FACILITIES PLANNG COORD	1.00	1.00	1.00	1.00	\$6,180	\$8,528
FACILITIES PRJ MGMT TOTAL	2.00	2.00	3.00	3.00		
FACILITIES OPS SPEC	-	-	1.00	1.00	\$5,326	\$7,349
FACILITIES PLNG COORD	1.00	1.00	1.00	1.00	\$5,599	\$7,722
STRUCTRL MAINT SPEC 2	1.00	1.00	-	-	\$4,693	\$5,902
FACILITIES TENANT SERVICES TOTAL	2.00	2.00	2.00	2.00		
SERVICE FIRST COORD	-	-	1.00	1.00	\$4,156	\$5,734
RIDE SHARE TOTAL	-	-	1.00	1.00		
FACILITIES SERVICES FUND TOTAL	19.00	20.00	23.00	23.00		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015 Amended	2016 Amended	2017 Budget	2018 Budget	<u>2016 Monthly Salary Range</u>	
					Minimum	Maximum
GENERAL SELF-INSURANCE FUND						
RISK MANAGER	1.00	1.00	1.00	1.00	\$7,172	\$9,896
RISK MGMNT SPEC	3.60	3.75	3.75	3.75	\$5,326	\$7,349
GENERAL SELF-INSURANCE TOTAL	4.60	4.75	4.75	4.75		
GENERAL SELF-INSURANCE FUND TOTAL	4.60	4.75	4.75	4.75		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015 Amended	2016 Amended	2017 Budget	2018 Budget	<u>2016 Monthly Salary Range</u>	
					Minimum	Maximum
HEALTH BENEFITS FUND						
BENEFITS SPECIALIST	0.80	0.80	0.80	0.80	\$4,156	\$5,734
HR PROG ADMIN	1.00	1.00	1.00	1.00	\$5,599	\$7,722
MEDICAL & ADMIN TOTAL	1.80	1.80	1.80	1.80		
HEALTH BENEFITS FUND TOTAL	1.80	1.80	1.80	1.80		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015	2016	2017	2018	<u>2016 Monthly Salary Range</u>	
	Amended	Amended	Budget	Budget	Minimum	Maximum
HOUSING FUND						
ASSOC PLANNER	1.00	1.00	1.00	1.00	\$5,326	\$7,349
OFFICE ASST	0.75	0.75	-	-	\$3,085	\$4,259
SR ADMIN ASST	1.00	1.00	1.00	1.00	\$4,366	\$6,026
SR OFFICE ASST	-	-	0.75	0.75	\$3,580	\$4,943
SR PLANNER	1.00	1.00	1.00	1.00	\$6,180	\$8,528
ARCH PROJECT TOTAL	3.75	3.75	3.75	3.75		
HOUSING FUND TOTAL	3.75	3.75	3.75	3.75		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015	2016	2017	2018	2016 Monthly Salary Range	
	Amended	Amended	Budget	Budget	Minimum	Maximum
INFORMATION TECHNOLOGY FUND						
INFO TECH MGR	1.00	2.00	1.00	1.00	\$8,321	\$11,486
IT APP DEVELOPER 4A	1.00	1.00	-	-	\$7,536	\$10,400
IT APP DEVELOPER 4B	-	-	1.00	1.00	\$8,321	\$11,486
IT APPLICATION DEVELOPER 2	-	1.00	2.00	2.00	\$6,180	\$8,528
IT APPLICATION DEVELOPER 3	5.00	5.00	4.00	4.00	\$7,172	\$9,896
APPLICATION DEVELOPMENT TOTAL	7.00	9.00	8.00	8.00		
ADMIN ASST	1.00	1.00	1.00	1.00	\$4,156	\$5,734
ASST DIR, INFO TECH	2.00	2.00	2.00	2.00	\$8,745	\$12,068
CHIEF INFO OFFCR	1.00	1.00	1.00	1.00	\$9,420	\$15,047
FISCAL MGR	1.00	1.00	1.00	1.00	\$7,172	\$9,896
SR ACCTG ASSOC	1.00	1.00	1.00	1.00	\$3,954	\$5,456
SR FINANCIAL ANALYST	1.00	1.00	1.00	1.00	\$5,326	\$7,349
BUSINESS OPERATIONS TOTAL	7.00	7.00	7.00	7.00		
INFO TECH MGR	1.00	-	-	-	\$8,321	\$11,486
IT END USER SUPPORT 1	2.00	2.00	2.00	2.00	\$4,366	\$6,026
IT END USER SUPPORT 2	3.00	2.00	3.00	3.00	\$5,068	\$6,993
IT END USER SUPPORT 3	4.00	2.00	2.00	2.00	\$5,599	\$7,722
IT END USER SUPPORT 4A	-	1.00	1.00	1.00	\$6,495	\$8,961
CTS - HELP/SERVICE DESK TOTAL	10.00	7.00	8.00	8.00		
DATA ANALYST	1.00	1.00	-	-	\$4,589	\$6,332
EXEC DIR, ECITY GOV ALLIANCE	1.00	1.00	1.00	1.00	\$8,321	\$11,486
IT BUSINESS ANALYST 3	0.75	0.75	-	-	\$5,881	\$8,115
E-GOV ALL - OPERATIONS TOTAL	2.75	2.75	1.00	1.00		
IT APPLICATION DEVELOPER 2	1.00	-	-	-	\$6,180	\$8,528
IT BUSINESS ANALYST 3	1.00	1.00	1.00	1.00	\$5,881	\$8,115
IT DATABASE ADMINISTRATOR 2	-	-	1.00	1.00	\$6,823	\$9,418
IT END USER SUPPORT 4A	1.00	-	-	-	\$6,495	\$8,961
IT GEOGRAPHIC INFO SYS 3	2.00	2.00	2.00	2.00	\$5,881	\$8,115
IT GEOGRAPHIC INFORMATION SYSTEMS 2	1.00	1.00	1.00	1.00	\$4,823	\$6,657
IT SYSTEMS ANALYST 4A	-	-	1.00	1.00	\$7,172	\$9,896
GEOSPATIAL TECHNOLOGY SERVICES TOTAL	6.00	4.00	6.00	6.00		
IT CONTENT DEV/MULTIMEDIA 2	1.00	1.00	-	-	\$4,366	\$6,026
IT CONTENT DEV/MULTIMEDIA 3	1.00	1.00	2.00	2.00	\$5,326	\$7,349
GRAPHICS TOTAL	2.00	2.00	2.00	2.00		
INFO TECH MGR	1.00	1.00	1.00	1.00	\$8,321	\$11,486
IT APPLICATION DEVELOPER 3	1.00	1.00	1.00	1.00	\$7,172	\$9,896
IT DATABASE ADMINISTRATOR 2	1.00	1.00	1.00	1.00	\$6,823	\$9,418
IT END USER SUPPORT 2	-	1.00	1.00	1.00	\$5,068	\$6,993
IT END USER SUPPORT 3	1.00	3.00	1.00	1.00	\$5,599	\$7,722
IT NETWK/SYS ADMINISTRATOR 2	1.00	1.00	2.00	2.00	\$5,068	\$6,993
IT NETWK/SYS ADMINISTRATOR 3	3.00	3.00	3.00	3.00	\$6,495	\$8,961
IT NETWK/SYS ADMINISTRATOR 4A	1.00	1.00	-	-	\$7,536	\$10,400
IT NETWORK/SYSTEM ADMIN 4B	1.00	1.00	2.00	2.00	\$7,920	\$10,928
NETWORK SERVICES TOTAL	10.00	13.00	12.00	12.00		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015	2016	2017	2018	<u>2016 Monthly Salary Range</u>	
	Amended	Amended	Budget	Budget	Minimum	Maximum
IT CONTINUED...						
INFO TECH MGR	1.00	1.00	1.00	1.00	\$8,321	\$11,486
IT BUSINESS ANALYST 3	1.00	1.00	2.00	2.00	\$5,881	\$8,115
IT PROJECT MANAGER 3	3.00	3.00	3.00	3.00	\$6,823	\$9,418
IT SYSTEMS ANALYST 2	6.00	6.00	6.00	6.00	\$5,881	\$8,115
IT SYSTEMS ANALYST 3	2.00	2.00	2.00	2.00	\$6,823	\$9,418
IT SYSTEMS ANALYST 4A	1.00	1.00	1.00	1.00	\$7,172	\$9,896
TECHNOLOGY BUSINESS ANALYST 2	-	-	1.00	1.00	\$5,068	\$6,993
TECHNOLOGY BUSINESS SYSTEMS TOTAL	14.00	14.00	16.00	16.00		
INFORMATION TECHNOLOGY FUND TOTAL	58.75	58.75	60.00	60.00		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015	2016	2017	2018	<u>2016 Monthly Salary Range</u>	
	Amended	Amended	Budget	Budget	Minimum	Maximum
OP GRANTS/DONATIONS/SP RESERVES FUND						
SR ADMIN ASST	0.60	0.60	-	-	\$4,366	\$6,026
SR ADMIN ASST	0.40	0.40	-	-	\$4,366	\$6,026
EMERG PREP COORDINATOR	1.00	1.00	-	-	\$5,068	\$6,993
EMERGENCY PREP PLANS COORD	-	-	0.44	0.44	\$4,589	\$6,332
EMERG PREP COORDINATOR	-	-	1.00	1.00	\$5,068	\$6,993
LEGAL SECRETARY (D)	1.00	1.00	-	-	\$4,156	\$5,734
POLICE CAPTAIN	1.00	1.00	-	-	\$9,445	\$9,917
OP GRANTS/DONATIONS/SP RESERVES FUND TOTAL	4.00	4.00	1.44	1.44		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015	2016	2017	2018	<u>2016 Monthly Salary Range</u>	
	Amended	Amended	Budget	Budget	Minimum	Maximum
PARKS ENTERPRISE FUND						
ADMIN ASST	-	-	1.00	1.00	\$4,156	\$5,734
COMMNTY SVCS SUPV	1.00	1.00	1.00	1.00	\$5,881	\$8,115
FACILITIES OPERATIONS SUPT	-	-	1.00	1.00	\$5,599	\$7,722
OPS SUPV	1.00	1.00	-	-	\$5,326	\$7,349
PRKS & COMMNTY SVCS MGR	1.00	1.00	1.00	1.00	\$6,823	\$9,418
REC SUPV	1.00	1.00	1.00	1.00	\$5,326	\$7,349
SR OFFICE ASST	1.00	1.00	-	-	\$3,580	\$4,943
AQUATICS TOTAL	5.00	5.00	5.00	5.00		
ADMIN ASST	1.00	1.00	1.00	1.00	\$4,156	\$5,734
COMMNTY SVCS SUPV	1.00	1.00	1.00	1.00	\$5,881	\$8,115
REC PROG COORD	1.00	1.00	1.00	1.00	\$5,068	\$6,993
FACILITIES TOTAL	3.00	3.00	3.00	3.00		
CREW LEADER	1.00	1.00	1.00	1.00	\$5,180	\$6,506
GOLF COURSE MAINT SUPV	1.00	1.00	1.00	1.00	\$5,881	\$8,115
MECHANICAL SVCS TECH	1.00	1.00	1.00	1.00	\$4,693	\$5,902
SKILLED WORKER	3.00	3.00	3.00	3.00	\$4,264	\$5,360
GOLF-MUNICIPAL TOTAL	6.00	6.00	6.00	6.00		
COMMNTY SVCS SUPV	1.00	1.00	1.00	1.00	\$5,881	\$8,115
REC CENTER COORDINATOR	1.00	1.00	1.00	1.00	\$4,366	\$6,026
SR ACCTG ASSOC	1.00	1.00	1.00	1.00	\$3,954	\$5,456
TENNIS CENTER TOTAL	3.00	3.00	3.00	3.00		
PARKS ENTERPRISE FUND TOTAL	17.00	17.00	17.00	17.00		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015	2016	2017	2018	<u>2016 Monthly Salary Range</u>	
	Amended	Amended	Budget	Budget	Minimum	Maximum
SEWER UTILITY FUND						
ADMIN ASST	-	-	-	-	\$4,156	\$5,734
ASST DIR, UTILITIES	1.00	1.00	1.00	1.00	\$8,321	\$11,486
ENG SUPV, UTIL	-	-	1.00	1.00	\$7,172	\$9,896
PLANNING MGR	1.00	1.00	1.00	1.00	\$7,172	\$9,896
SR BUDGET ANALYST	1.00	1.00	1.00	1.00	\$5,326	\$7,349
TECHNICAL SPEC	-	-	1.00	1.00	\$5,149	\$6,283
BUSINESS ADMIN - SEWER TOTAL	3.00	3.00	5.00	5.00		
ACCOUNT REPRESENTATIVE, UTILITY BILLING	-	-	1.00	1.00	\$4,156	\$5,734
CUSTOMER SVC REP	1.00	1.00	-	-	\$3,580	\$4,943
SR ADMIN ASST	1.00	1.00	1.00	1.00	\$4,366	\$6,026
SYSTEMS ANALYST	1.00	1.00	1.00	1.00	\$5,599	\$7,722
UTILITIES BILLING MANAGER	1.00	1.00	1.00	1.00	\$5,599	\$7,722
CUSTOMER SVC & SYSTEMS -SEWER TOTAL	4.00	4.00	4.00	4.00		
ASST LAND USE PROF	2.00	2.00	2.00	2.00	\$4,589	\$6,332
PLANNING MGR	1.00	1.00	1.00	1.00	\$7,172	\$9,896
SR CONSTRUCTN PROJ INSPCTR	2.00	2.00	2.00	2.00	\$5,326	\$7,349
DEVELOPMENT SERVICES-SEWER TOTAL	5.00	5.00	5.00	5.00		
ADMIN ASST	1.00	1.00	1.00	1.00	\$4,156	\$5,734
ASST DIR, UTILITIES	1.00	1.00	1.00	1.00	\$8,321	\$11,486
CAPITAL PROJ COORD	1.00	1.00	1.00	1.00	\$5,881	\$8,115
ENG SUPV, UTIL	1.00	1.00	-	-	\$7,172	\$9,896
SR CONSTRUCTN PROJ INSPCTR	2.00	3.00	3.00	3.00	\$5,326	\$7,349
SR ENG, UTIL	5.00	5.00	5.00	5.00	\$6,823	\$9,418
ENGINEERING-SEWER TOTAL	11.00	12.00	11.00	11.00		
ADMIN ASST	1.00	1.00	1.00	1.00	\$4,156	\$5,734
ADMIN SVCS SUPV	1.00	1.00	1.00	1.00	\$5,068	\$6,993
ASST DIR, UTILITIES	1.00	1.00	1.00	1.00	\$8,321	\$11,486
CREW LEADER	2.00	2.00	2.00	2.00	\$5,180	\$6,506
INVENTORY SPEC 2	1.00	1.00	1.00	1.00	\$4,755	\$5,977
LEAD WORKER	1.00	1.00	1.00	1.00	\$4,693	\$5,902
LEAD WORKER - PRGMS	1.00	1.00	1.00	1.00	\$4,850	\$6,079
MAINT WORKER	2.00	2.00	3.00	3.00	\$3,831	\$4,813
SKILLED WORKER	9.00	9.00	8.00	8.00	\$4,264	\$5,360
SR ENG TECH	2.00	2.00	2.00	2.00	\$5,326	\$7,349
TECHNICAL SPEC	5.00	5.00	4.00	4.00	\$5,149	\$6,283
TELEMETRY TECH	1.00	1.00	1.00	1.00	\$5,326	\$7,349
UTILITIES SUPERINTENDENT	1.00	1.00	1.00	1.00	\$6,180	\$8,528
O&M-SEWER TOTAL	28.00	28.00	27.00	27.00		
SEWER UTILITY FUND TOTAL	51.00	52.00	52.00	52.00		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015 Amended	2016 Amended	2017 Budget	2018 Budget	<u>2016 Monthly Salary Range</u>	
					Minimum	Maximum
SOLID WASTE FUND						
PROGRAM ADMINISTRATOR	1.00	1.00	1.00	1.00	\$5,326	\$7,349
SOLID WASTE MNGT TOTAL	1.00	1.00	1.00	1.00		
SOLID WASTE FUND TOTAL	1.00	1.00	1.00	1.00		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015	2016	2017	2018	<u>2016 Monthly Salary Range</u>	
	Amended	Amended	Budget	Budget	Minimum	Maximum
STORM & SURFACE WATER UTILITY FUND						
ACCTG ASSOC	2.00	2.00	2.00	2.00	\$3,580	\$4,943
DEPT PUBLIC INFO OFFCR	1.00	1.00	1.00	1.00	\$5,881	\$8,115
DIR, UTILITIES	1.00	1.00	1.00	1.00	\$9,420	\$15,047
PROGRAM ADMINISTRATOR	1.00	1.00	1.00	1.00	\$5,326	\$7,349
SENIOR BUSINESS PROCESS ANALYST	1.00	1.00	1.00	1.00	\$5,881	\$8,115
SR ADMIN ASST	1.00	1.00	1.00	1.00	\$4,366	\$6,026
SR BUDGET ANALYST	1.00	1.00	1.00	1.00	\$5,326	\$7,349
UTILITIES POLICY ADVSR	1.00	1.00	1.00	1.00	\$7,536	\$10,400
BUSINESS ADMIN - DRAINAGE TOTAL	9.00	9.00	9.00	9.00		
ACCOUNT REPRESENTATIVE, UTILITY BILLING	-	-	1.00	1.00	\$4,156	\$5,734
BUSINESS PROC ANALYST	-	-	1.00	1.00	\$5,326	\$7,349
CUSTOMER SVC REP	1.00	1.00	-	-	\$3,580	\$4,943
DATA ANALYST	1.00	1.00	-	-	\$4,589	\$6,332
CUSTOMER SVC & SYSTEMS -DRAIN TOTAL	2.00	2.00	2.00	2.00		
ASST LAND USE PROF	-	-	1.00	1.00	\$4,589	\$6,332
SR CONSTRUCTN PROJ INSPCTR	-	1.00	-	-	\$5,326	\$7,349
UTILITIES REVIEW PROF	3.00	3.00	2.00	2.00	\$5,599	\$7,722
DEVELOPMENT SERVICES-DRAINAGE TOTAL	3.00	4.00	3.00	3.00		
CONSTRUCTN PROJ INSPCTR	-	-	1.00	1.00	\$4,823	\$6,657
CONTRACT ADMINSTR	1.00	1.00	1.00	1.00	\$5,326	\$7,349
ENG MGR, UTIL	2.00	2.00	2.00	2.00	\$7,920	\$10,928
ENG SUPV, UTIL	1.00	1.00	1.00	1.00	\$7,172	\$9,896
ENG TECH	1.00	1.00	1.00	1.00	\$4,589	\$6,332
PLANNING MGR	1.00	1.00	1.00	1.00	\$7,172	\$9,896
SR CONSTRUCTN PROJ INSPCTR	1.00	1.00	1.00	1.00	\$5,326	\$7,349
SR ENG, UTIL	4.00	4.00	4.00	4.00	\$6,823	\$9,418
WATER QUALITY SUPV	1.00	-	-	-	\$6,495	\$8,961
ENGINEERING-DRAINAGE TOTAL	12.00	11.00	12.00	12.00		
ADMIN ASST	-	-	2.00	2.00	\$4,156	\$5,734
CREW LEADER	1.00	1.00	-	-	\$5,180	\$6,506
CREW LEADER, TECHNICAL SPEC	-	-	1.00	1.00	\$5,441	\$6,715
CUSTOMER SVC REP	1.00	1.00	-	-	\$3,580	\$4,943
LEAD WORKER	3.00	3.00	3.00	3.00	\$4,693	\$5,902
MAINT WORKER	1.00	1.00	1.00	1.00	\$3,831	\$4,813
PROGRAM ADMINISTRATOR	1.00	1.00	1.00	1.00	\$5,326	\$7,349
SKILLED WORKER	7.00	7.00	8.00	8.00	\$4,264	\$5,360
SR ENG TECH	5.00	5.00	5.00	5.00	\$5,326	\$7,349
TECHNICAL SPEC	1.00	1.00	1.00	1.00	\$5,149	\$6,283
UTILITIES OPS & MAINT MGR	-	-	1.00	1.00	\$7,172	\$9,896
UTILITIES SUPERINTENDENT	1.00	1.00	1.00	1.00	\$6,180	\$8,528
WATER QUALITY SUPV	-	1.00	-	-	\$6,495	\$8,961
O&M-DRAINAGE TOTAL	21.00	22.00	24.00	24.00		
STORM & SURFACE WATER UTILITY FUND TOTAL	47.00	48.00	50.00	50.00		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015	2016	2017	2018	<u>2016 Monthly Salary Range</u>	
	Amended	Amended	Budget	Budget	Minimum	Maximum
WATER UTILITY FUND						
ADMIN ASST	1.00	1.00	1.00	1.00	\$4,156	\$5,734
DEP DIR, UTILITIES	1.00	1.00	1.00	1.00	\$8,745	\$12,068
FISCAL MGR	1.00	1.00	1.00	1.00	\$7,172	\$9,896
MANAGEMENT ASST TO DIRECTOR	1.00	1.00	1.00	1.00	\$6,180	\$8,528
PLANNING MGR	1.00	1.00	-	-	\$7,172	\$9,896
PROGRAM ADMINISTRATOR	2.00	2.00	2.00	2.00	\$5,326	\$7,349
SENIOR BUSINESS PROCESS ANALYST	-	-	1.00	1.00	\$5,881	\$8,115
SR ADMIN ASST	-	-	-	-	\$4,366	\$6,026
UTILITIES ADMIN & OPS MANAGER	1.00	1.00	-	-	\$6,495	\$8,961
UTILITIES POLICY ADVSR	1.00	1.00	1.00	1.00	\$7,536	\$10,400
BUSINESS ADMIN - WATER TOTAL	9.00	9.00	8.00	8.00		
ACCOUNT REPRESENTATIVE, UTILITY BILLING	-	-	2.75	2.75	\$4,156	\$5,734
BUSINESS PROC ANALYST	-	-	1.00	1.00	\$5,326	\$7,349
BUSINESS SYSTEMS MANAGER	1.00	1.00	2.00	2.00	\$7,536	\$10,400
CUSTOMER SVC REP	2.75	2.75	-	-	\$3,580	\$4,943
DATA ANALYST	1.00	1.00	-	-	\$4,589	\$6,332
IT PROJECT MANAGER 3	-	-	1.00	1.00	\$6,823	\$9,418
SYSTEMS ANALYST	1.00	1.00	1.00	1.00	\$5,599	\$7,722
CUSTOMER SVC & SYSTEMS -WATER TOTAL	5.75	5.75	7.75	7.75		
SR CONSTRCTN PROJ INSPCTR	2.00	2.00	2.00	2.00	\$5,326	\$7,349
SR UTILITY REVIEW PROFESSIONAL	1.00	1.00	1.00	1.00	\$6,180	\$8,528
UTILITIES REVIEW PROF	2.00	2.00	2.00	2.00	\$5,599	\$7,722
DEVELOPMENT SERVICES-WATER TOTAL	5.00	5.00	5.00	5.00		
ADMIN ASST	-	-	1.00	1.00	\$4,156	\$5,734
ENG MGR, UTIL	1.00	1.00	1.00	1.00	\$7,920	\$10,928
ENG TECH	1.00	1.00	1.00	1.00	\$4,589	\$6,332
ENG, UTILITIES	1.00	1.00	1.00	1.00	\$5,881	\$8,115
INSPECTION SUPV	1.00	1.00	1.00	1.00	\$6,180	\$8,528
SR ADMIN ASST	1.00	1.00	-	-	\$4,366	\$6,026
SR CONSTRCTN PROJ INSPCTR	3.00	3.00	3.00	3.00	\$5,326	\$7,349
SR ENG TECH	1.00	1.00	1.00	1.00	\$5,326	\$7,349
SR ENG, UTIL	2.00	2.00	3.00	3.00	\$6,823	\$9,418
ENGINEERING-WATER TOTAL	11.00	11.00	12.00	12.00		



11f. Personnel
2017-2018 Budgeted Salary and Position Detail
(FTEs only)

Position	2015	2016	2017	2018	<u>2016 Monthly Salary Range</u>	
	Amended	Amended	Budget	Budget	Minimum	Maximum
WATER CONTINUED...						
ACCTG ASSOC	1.00	1.00	-	-	\$3,580	\$4,943
CREW LEADER	1.00	1.00	1.00	1.00	\$5,180	\$6,506
CREW LEADER, TECHNICAL SPEC	1.00	1.00	1.00	1.00	\$5,441	\$6,715
CUSTOMER SVC REP	1.00	1.00	1.00	1.00	\$3,580	\$4,943
INVENTORY SPEC 1	1.00	1.00	1.00	1.00	\$4,307	\$5,414
LEAD WORKER	5.00	5.00	5.00	5.00	\$4,693	\$5,902
MAINT WORKER	3.00	3.00	4.00	4.00	\$3,831	\$4,813
METER READER	5.00	5.00	5.00	5.00	\$3,868	\$4,859
SKILLED WORKER	7.00	7.00	7.00	7.00	\$4,264	\$5,360
SR ENG TECH	3.00	3.00	3.00	3.00	\$5,326	\$7,349
TECHNICAL SPEC	5.00	5.00	5.00	5.00	\$5,149	\$6,283
TELEMETRY & SECURITY SYS ANLYT	1.00	1.00	1.00	1.00	\$6,495	\$8,961
TELEMETRY TECH	1.00	1.00	1.00	1.00	\$5,326	\$7,349
UTILITIES OPS & MAINT MGR	1.00	1.00	1.00	1.00	\$7,172	\$9,896
UTILITIES SUPERINTENDENT	1.00	1.00	1.00	1.00	\$6,180	\$8,528
WATER QUALITY SUPV	1.00	1.00	1.00	1.00	\$6,495	\$8,961
O&M-WATER TOTAL	38.00	38.00	38.00	38.00		
WATER UTILITY FUND TOTAL	68.75	68.75	70.75	70.75		
CITY TOTAL	1,299.46	1,320.70	1,337.64	1,341.64		