



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> ADA Facilities and Program Assessments		<b>Proposal Number:</b> 080.08DN
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Enhancing an Existing Service
<b>Staff Contact:</b> Yvonne Tate, x4066		<b>One-Time/On-Going:</b> Both
<b>Fund:</b> General	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> Civic Services: 045.08D5; Transportation: 130.09 NN (Federal Compliance Program Administration) Transportation: 130.83 NB/NA (CIP Plan No. PW-W/B-49 Pedestrian Facilities Compliance Program)		

## Section 2: Executive Summary

In accordance with the Federal Americans with Disabilities Act (ADA), cities are required to ensure facilities, programs, services, policies, and practices provide access and accommodations to individuals with disabilities. This proposal requests funding for two assessment projects to determine the City's compliance with the ADA and what changes might be necessary to achieve compliance with the federal civil rights statute.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$0	\$0
Other	110,000	65,000
	<u>\$110,000</u>	<u>\$65,000</u>

Supporting Revenue	2011	2012
	\$0	\$0

LTE/FTE	2011	2012
FTE	0.0	0.0
LTE	0.0	0.0
Total Count	<u>0.0</u>	<u>0.0</u>

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

**Interdepartmental Collaboration:** Human Resources is the program coordinator. Civic Services staff will be the lead for the facilities assessment and Parks staff will be the lead for the program services assessment. Generally, the work associated with writing the self-evaluation, transition plan, and training will be done by staff representatives from all departments.

**Cost-Savings:** It is more cost-effective to complete an assessment in one contract period, rather than a piece-meal effort over a number of years/contract procurements. Although, it should be acknowledged the requirements of the ADA will require future resources beyond this initial proposal as a single year or two would not fully bring closure to the requirements of the ADA. In addition, identification of all barriers to facilities and program participation will enable the staff to prioritize future mitigations for cost savings and to minimize overlap of departmental efforts to address programmatic deficiencies.

## Section 5: Budget Proposal Description

In compliance with the Federal Americans with Disabilities Act (ADA), this proposal requests funding for facility/program services assessments and baseline training. According to the ADA, cities are required to ensure facilities, programs, services, policies, and practices provide access and accommodations to individuals with

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disabilities. The two proposed assessment projects will determine if the City is in compliance with the ADA and what changes should be made where non-compliance is identified. The two assessments include: Facilities Assessment of 25 prioritized facilities including City Hall, Bellevue Service Center, Resource Management, community centers, City parks, fire stations, etc.; and Program Services Assessment including Parks and Recreation programs, Neighborhood Outreach programs, Transportation Outreach programs, etc. Consultants will be engaged to ensure these assessments are done in full compliance with the law. Upon completion, City staff use the results to complete the mandated self-evaluation and transition plan, as detailed below. This is a proactive approach in which the City would divide the costs associated with complying with the ADA into yearly increments.

This proposal also requests funding for training City staff, vendors, contractors, and other relevant individuals regarding ADA compliance and City practices. The goal is to provide base-line training for all staff, with the intent to provide more focused, long-term training in 2013 and beyond.

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

The ADA, 42 U.S.C. 12101, et. Seq, extends the coverage of the Architectural Barriers Act (ABA) of 1968, and the Rehabilitation Act of 1973, Section 504 includes all public facilities regardless of federal funding and Title II covers programs, activities and services of public entities. In 1992, the City adopted Resolution 5586 establishing the City's commitment to complying with the ADA. Both Section 504 and Title II impose requirements on public entities, in which they must conduct a self- evaluation of their facilities to identify barriers to access and a self-evaluation of the services, programs, policies, and practices to determine if they are in compliance with the nondiscrimination requirements of the ADA. Once barriers to access and/or program noncompliance are identified, a Transition Plan must be developed and implemented. The Transition Plan must include a schedule of when barriers to facilities and noncompliance to programs will be corrected so as to be in compliance. The local government must make reasonable modifications in its facilities access and policies practices and procedures when necessary to afford services and programs to persons with disabilities, unless it can demonstrate that the modifications would fundamentally alter the nature of the services or programs provided. 28 CFR part 35 codifies these obligations.

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

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

As of the 2000 Census, 15 percent of Bellevue residents reported some form of disability. With the aging of the population and increase in the number of disabled veterans returning to our community, we can expect the number of people with disabilities will continue to trend upward. Ensuring that the city's facilities, programs, and services are accessible touches every government function.

The primary outcome for this proposal is Innovative, Vibrant, and Caring Community (IVCC), and this proposal supports key IVCC factors and purchasing strategies as follows:

- 1) Opportunity for Interaction** → Reduce barriers to involvement: The program and facility assessments will identify barriers to City buildings, programs and services. This inventory then can be used to prioritize implementation of high-value mitigations that increase a disabled person access and interaction with government and community services.
- 2) Built Environment** → Maximize Investment in Community Facilities/Provide Accessible Parks: The facilities assessment will focus on City-owned buildings and park facilities (community centers and recreation facilities). The results can be used to make near-term improvements that remove barriers, and also to consider design and code changes to support more accessible facilities in the future.
- 3) Involve Citizens** → Engage the Demographic Diversity: Two elements of the proposal advance this strategy. The program assessment will determine ways we can more effectively reach and serve citizens with disabilities. The training element will inform staff on rights to accommodation, City procedures and

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practices, and appropriate etiquette for interacting with people with different abilities to create an environment that is welcoming and supportive of all our citizens.

This proposal also supports Citywide purchasing strategies, such as leveraging collaboration across departments (all departments are represented on the Citywide ADA team); being a catalyst for increased citizen participation (as referenced above); and ensuring sound management of resources (if we assess only a portion of the buildings and begin mitigations based on the partial inventory, we may be investing resources on lower priority needs. Having the full picture, as proposed with these assessments, allows staff to identify the most cost effective way to achieve compliance with the ADA.)

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

**Responsive Government:** Accessibility of city communications will be evaluated through the program assessment (Community Connections Factor); staff training not only continues employee development (Engaged Workforce Factor), but also enhances staff professionalism when working with people with disabilities (Exceptional Service Factor). By completing the mandatory assessment, self-evaluation, and transition plan, the city will reduce its legal exposure to costly law suits and oversight agency penalties ( Risk and Liability Factor).

**Quality Neighborhoods** (Facilities and Amenities Factor) and **Economic Growth and Competitiveness** (Infrastructure Factor) will both be advanced by the facilities assessment, which will identify ways to improve public gathering places for all and increase access to community buildings.

**Safe Communities:** The program assessment includes our emergency response plans as they relate to people with disabilities (Planning and Preparation Factor) and the training, especially on implementation of the first responder deaf/hard of hearing policy, addresses the Responsiveness Factor.

**Improved Mobility:** People with disabilities rely heavily on pedestrian and transit travel modes. The program assessment will assist in identifying how best to raise awareness of the full range of travel choices available (Travel Options Factor).

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

Short-Term: Improves access to government and its services for people with disabilities; Provides fiscal support to complete a portion of the City's facility and programmatic assessment needs as required by the ADA; Support's the City's commitment to a good faith effort to evaluate and implement accommodation requirements relative to the ADA; Offers training to employees that expands educational knowledge and awareness of ADA. Long Term: Enhances a culture of access that people with disabilities can count on when utilizing government programs, facilities, and services; supports long range plan for completion of facility and programmatic assessment needs. Overall, provides an audit trail that verifies the City's commitment to ensuring that they are making a good faith effort to comply with the ADA.

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

The resources requested in this proposal are focused on promoting our ability to address ADA issues in a timely, accurate, and consistent manner. By the end of 2011, the goals are to: 1) complete an ADA compliance assessments of prioritized City facilities and all departmental programs and services; and 2) complete an introductory ADA training of City staff. By the end of 2012, the goals are to: 1) Complete and distribute the self-evaluation and transition plan, which includes the implementation plan for removal of all identified facility and program barriers; and 2) Complete any additional ADA training of City staff as identified by staff or through the assessment process.

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

To be in full compliance with the ADA, the City would have to provide a greater level of service. However, given budget constraints, \$110,000 for 2011 and \$65,000 for 2012 is the minimal amount that will allow us to adequately perform the assessment of our facilities and programs and offer baseline training, so we can then

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accurately write our self-evaluation and transition plan. Currently, we have not conducted the legal review to know our risks and as such, it is critical we have the assessments done in 2011.

To ensure this constrained request is appropriate, City staff requested a consultant's proposal for facility assessment services and researched average contract size for program assessments. Specifically, the Facilities Assessment of City Hall, Bellevue Service Center, Resource Management, community centers, City parks, fire stations, etc. will be \$100,000. The Program Services Assessment of the Parks and Recreation programs, Neighborhood Outreach programs, Transportation Outreach programs, etc. will be \$65,000. \$10,000 has been targeted to purchase licenses and materials for training modules. As much as possible, training costs will be minimized by coordinating and conducting training by internal staff using the technological resources available.

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

A completed transition plan provides the supporting information and context from which we can seek external funding through grants and other partnerships to fund implementation of identified mitigations. City departments with implementation responsibility have defined capital funding, that in the past have been used to address in some measure the mitigation of barriers, these sources will be advanced through the Budget One process under separate proposals. To date, an established source of funding for self-evaluation/assessment has not been identified.

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

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

1. **Legal:** Failure to comply with the ADA could result in the Department of Justice taking enforcement action against the City, including filing lawsuits in Federal district court. There is also a private right of action for persons with disabilities, which includes a full array of remedies. In addition, the City could lose federal funding on totally unrelated projects for failing to comply with ADA on a particular project. The Civil Rights Restoration Act (Pub. L. 100-259), *Simpson v Charleston* 22 F.2d 550 (199); *Ferguson v Phoenix* 157 F.3d 668(1998). Moreover, one of the consequences of not completing the self-evaluation and transition plan and subsequent mitigations would be a judgment from the Justice Department which historically has given cities very short timelines to complete without regard of budget constraints. For example, Chicago and the DOJ entered into a settlement agreement in September 2007, in which the City will take 5 years and spend fifty million dollars (\$50,000,000), ten million (\$10,000,000) per year, in new money to repair and replace curb ramps and sidewalks in high traffic areas which are not on the City's schedule for repair or replacement. Chicago will also continue to spend approximately eighteen million dollars (\$18,000,000) each year installing curb ramps and sidewalks as a part of the City's annual resurfacing work.
2. **Customer Impact:** Failure to fund would mean the City could not adequately assess what buildings or programs are or are not in compliance with the ADA. If accessibility issues exist which the City is not aware, this will negatively impact citizens with disabilities from being able to safely or effectively access City buildings and/or participate in City-sponsored programs and services.
3. **Investment/Costs already incurred:** The City invested \$25,750 to complete a pilot facility and site assessment of two Parks facilities and the route of travel to City Hall. This included software acquired to track the removal of all identified barriers and the costs of this work. Civic Services and Parks invested funds to correct immediate deficiencies identified by the assessments, which underscored the need to have a complete picture of needs before continuing the mitigation efforts. The third leg of Title II requirements is the assessment of sidewalks and curb ramps in the public rights of way. Transportation completed this assessment in 2009 in partnership with King County Metro and the Federal Highway Administration.

**B. Consequence of funding at a lower level:** The City is required by law to complete a self-evaluation and transition plan. We cannot adequately complete the plan without the facilities and program assessments, which



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must be done by a consultant. If the funding was at a lower level, the City would not be able to complete all its assessments for at least two years, resulting in an incomplete self-evaluation and transition plan. Should a formal ADA complaint or lawsuit be filed against the City and it was discovered the self-evaluation and/or transition plan were incomplete, it could turn control of compliance and the City's CIP budget over to the courts or an enforcing agency. In the long run, this proposal allows the City to be proactive versus reactive, and should compliance control be lost, the cost to the City will be significantly greater than this proposal requests.

The City must comply with the ADA because it is required by law, it supports the IVCC, and it is simply the right thing to do. If full funding (or no funding) is not received, this request will be made again and the consultant assessment costs will likely be higher. The City's exposure is simply too great to not fund a program with such importance at such a minimal cost.





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## Section 1: Proposal Descriptors

<b>Proposal Title:</b> South Bellevue Community Center		<b>Proposal Number:</b> 100.01NN
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Brad Bennett, x2813		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> Yes	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> N/A		

## Section 2: Executive Summary

Through partnerships and exceptional customer service, South Bellevue Community Center (SBCC) ensures access and provides affordable opportunities for residents of all ages to participate in recreation, fitness, education, and celebrations for the purpose of building a healthy community. With an overarching emphasis on health and fitness, the center provides opportunities for people to lead healthy lifestyles that connect them to a vibrant and caring community. Of the 275,000 visits recorded at SBCC last year, approximately 129,000 were from programs and services managed by the City. Nearly 75,000 of the visits were in the fitness center (1,400 pass-holders), fitness classes, or drop-in activities; while the remaining 54,000 visits were guests at community events or family celebrations. The Boys & Girls Clubs of Bellevue (BGCB) provided services to 1,840 participants with over 146,000 total visits. SBCC operates in partnership with the BGCB who provide programs for youth and teens. Visits are recorded as individuals participating in programs or services or guests or spectators at events.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$432,656	\$455,836
Other	422,477	461,010
	<u>\$855,133</u>	<u>\$916,846</u>

### Supporting Revenue

	\$632,315	\$707,629
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### LTE/FTE

FTE	4.56	4.56
LTE	0.00	0.00
Total Count	<u>4.56</u>	<u>4.56</u>

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

### Cost Savings

- Eliminate one vacant FTE position, resulting in a \$89,250 savings in salary and benefits. This loss will be managed by shifting other FTEs from City Hall to SBCC to support program needs and facility coverage.
- Increase Boys & Girls Clubs of Bellevue's contribution to cover administrative staff support by \$5,000.
- Add the Natural Start Preschool in Fall 2010 to generate \$17,300 in 2011, and \$38,700 in 2012.

### Partnerships/Collaborations/Innovations

The **Boys & Girls Clubs of Bellevue** (BGCB) was selected by a Council-appointed Community Advisory Committee (CAC) to partner with the City and provide essential programs and services for youth and teens. The partnership provides an integrated approach to service delivery that preserves the identity of each organization while creating a service delivery model that is seamless to the customer, optimizing revenue and reducing operational costs for both parties (Joint Operational Agreement). The BGCB provide two full-time staff and four part-time staff that provide programs and services, for over 24,000 (duplicated) children, youth and teens (ages K-19)



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annually, including after-school care, sports, late night, and out-of-school activities. [Parks, Open Space, and Recreation Element: **POLICY PA-35.**]

SBCC also partners with Bellevue-based Intelius to provide eight, family-friendly, free movies in Downtown Park,. Intelius is a Bellevue based business that provides direct financial support for the Summer Outdoor Movies in the Park. The series brings families to the park and recognizes one local non-profit organization each week by collecting donations from the audience. This program is valued at \$35,000 and is completely underwritten. [Parks, Open Space, and Recreation Element: **POLICY PA-35, 36, and 39**]

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

The original SBCC program model is still relevant today. The model includes SBCC being 1) a gathering place for people – providing space for community and family celebrations; 2) accessible to all user groups; 3) intergenerational; and 4) promoting healthy individuals and families. SBCC is the only community center south of I-90. [Parks, Open Space, and Recreation Element: **POLICY PA-34 and 36.**]

SBCC operates through an innovative public/private partnership model by leveraging resources to achieve maximum results. The City manages the overall facility and contracts with instructors to provide a wide range of programs for all ages.

SBCC provides residents with accessible and affordable opportunities for social interaction (drop-in sports and recreation activities); improved health and fitness (exercise, wellness seminars, and athletics); and a place to gather and celebrate family and community (through private and community events). The Fitness Center, a major focus of the center where residents can exercise and improve their health, is staffed a majority of the operating hours providing education, encouragement, and support for adults, teens, and families that are trying to achieve personal fitness goals. A welcoming, caring, and non-intimidating atmosphere assist staff in developing professional relationships with participants. Exceptional public service, one of Bellevue’s core values, sets the center apart from other fitness facilities. The Fitness Center complies with the American College of Sports Medicine’s Health/Fitness Facility Standards and Guidelines, second edition. ACMS sets standards for acceptable fitness. The fitness industry is moving toward state board testing and licenses for fitness professionals.

This proposal reduces SBCC’s operating costs by re-evaluating contract instructor compensation and by adding revenue-generating programs. .

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

- **Boys & Girls Clubs of Bellevue:** Resolution No. 6990 was adopted by Council on May 3, 2004, authorizing execution of an Agreement between the City and BGCB regarding the construction, funding, and operation of SBCC.
- **Andrews Consulting, LLC:** Contracted to operate the Bellevue Challenge Course at Eastgate Park. The course serves over 1,000 participants per year, serving primarily teens and young adults.
- **Mini Mountain Sports Centre, Ltd:** Contracted to provide fee-based classes and camps for the indoor climbing wall. The wall serves an average of 1,000 participants per year and revenue exceed costs by 15%.
- **Contract Instructors:** SBCC staff manage 22 full cost recovery contracts to provide specialty recreational, educational, and exercise classes.

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

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

#### **Built Environment**

Create a positive, memorable experience for those who live in, or visit, the community and maximize the investment in community facilities by serving a diverse population and providing spaces for people to gather,



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interact, and recreate. There is overwhelming evidence that supports the benefits of health and fitness as well as the need for public involvement in improving the health of our residents;

- The Center for Disease Control (CDC) website notes “Physical inactivity is a serious, nationwide problem. Its scope poses a public health challenge for reducing the national burden of unnecessary illness and premature death.” The CDC also states “Community leaders need to reexamine whether enough resources have been devoted to the maintenance of parks, playgrounds, community centers, and physical education.”

### **Opportunities for Interaction**

Reduce barriers to involvement and interaction and offer a variety of recreational and cultural opportunities for people to express creativity, learn new skills, and enjoy the outdoors. The center promotes access for residents of all ages to gather and socialize, build relationships, bridge cultures and generations through participation in a variety of structured and unstructured recreational, educational, active, and cultural community events.

### **Support Services**

Increase awareness of services provided by the city or other organizations, maintain and enhance existing recreational programs, and promote community involvement in the provision of programs and services. SBCC provides a variety of programs and services to a socio-economically, culturally and ethnically diverse population to enable residents to better connect with and contribute to their community. [Parks, Open Space, and Recreation Element: **Policy PA-38**]

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

While SBCC falls primarily under the outcome of Innovative, Vibrant & Caring Community, there are a number of other related factors SBCC addresses:

**Safe Community:** Providing residents opportunities to volunteer and partner for program delivery.

**Quality Neighborhoods:** Participants share with staff how they feel connected to the community through program participation at SBCC.

**Economic Growth & Competitiveness:** Partnerships are formed to increase efficiency and promote wellness through a diverse range of recreational activities.

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

**Short-term:** Providing opportunities to help older adults manage their health and to be a safe place for children and teens to go after school. SBCC is less than five years old, yet the Center has had a profound impact on individuals, nearby neighborhoods and the South Bellevue community.

**Long-term:** Reducing obesity, building and celebrating community, and connecting people.

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

- Number of Active Fitness Pass Holders/ 2009: 1,374 pass holders/ Target: 1,500 pass holders
- Fitness Center Customer Service Rating/ 2009: 4.5 (1-5 scale)/ Target: 4.5 or better
- Number of Registered Program Participants/ 2009: 4,020 participants/ Target: 5,000 participants
- Number of Drop-in Activity Participants/ 2009: 5,700 participants/ Target: 8,000 participants
- Rental Customer Service Rating / 2009: 78% Very Good or better/ Target: 80% Excellent

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

This proposal demonstrates a strong partnership with the community to provide affordable, accessible and quality programs and services that provide the best value in meeting the needs of residents. Use of contract instructors and partnering with organizations leverages resources for efficient delivery of services. Staffing levels are consistent with the size of the facility and scope of programs and services delivered to the community. Adjustments in programming are made to reflect changes in needs, interests and resources.



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

Revenue is generated through fees charged to participate in SBCC programs and activities, including fitness center passes and classes, program fees, drop-in programs, rental revenues, and the Bellevue Boys & Girls Club contract (to help offset administrative costs.)

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

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

1. Legal: Resolution No. 6990 is a 30-year agreement adopted by Council in 2004, authorizing execution of an Agreement between the City and BGCB regarding the construction, funding, and joint operating principles of SBCC. **(Attachment 1 & 2)**
2. Customer Impact: Eliminating resources to operate the center and manage 25 program and service contracts mean that SBCC participants who contribute 275,000 visits annually would not have a community-based facility to get fit and healthy, participate in recreation classes, socialize with friends and neighbors, or enjoy individual or community celebrations.
3. Investment/Costs already incurred: The physical facility investment of SBCC has already been incurred. If this proposal is not funded, the facility will be closed, losing a valuable community asset and eliminating opportunities for residents to get fit, interact with others, and have a safe place to gather for recreation and community celebrations.
4. Other: N/A

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

Funding at a lower level will reduce opportunities for citizens to get fit, participate in recreational or educational activities or attend community celebrations and planned events. With reduced funding, additional programs and operating hours would be cut at the center. Fitness equipment won't be maintained at acceptable and safe standards. Equipment that breaks down regularly is costly to maintain, creates safety hazards for the public, with increased liability for the city. A poorly maintained facility would discourage public participation and use of the facility.



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## Section 1: Proposal Descriptors

<b>Proposal Title:</b> North Bellevue Community Center/Aging Services		<b>Proposal Number:</b> 100.02NN
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Cathy VonWald, x7681		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> Yes	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> N/A		

## Section 2: Executive Summary

This proposal supports the operation of the North Bellevue Community Center (NBCC) and the Aging Services function of the Bellevue Parks & Community Services. The core mission is to be the main point of contact (gathering place) for older adults and their families providing prevention and intervention services, and recreation, socialization, information, and resources in conjunction with an extensive array of community partners. The average daily attendance at NBCC is approximately 350, which equals approximately 100,000 total visits per year. An average of 15 programs and services are offered on average each day (400 per year). Staff are responsible for providing support to two volunteer advisory boards (NBCC Advisory Board and Network on Aging) and the facility is a citywide emergency shelter, and a community gathering place available for private events. **(Attachment 4)**

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$396,968	\$418,034
Other	124,562	126,928
	\$521,530	\$544,962

### Supporting Revenue

	\$202,514	\$206,362
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### LTE/FTE

FTE	4.0	4.0
LTE	0.0	0.0
Total Count	4.0	4.0

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

**Cost Savings:** This proposal reflects service delivery through 2012 at approximately 5% less cost than the 2009 base budget. Cost savings will be achieved through the reduction of our regular operating hours by approximately 10% (7.5 hrs/wk), elimination of an FTE position by .56%, and a reduction in overall program expenditures costs savings for reductions in program expenditures (2011-\$68,385, 2012-\$60,732). An FTE will be shifted to North Bellevue to provide additional staffing support.

**Innovation:** NBCC and Aging Services is considered a leader in the region in the delivery of services and resources to older adults using best practices. Many cities look to Bellevue as a successful example of moving from the "senior center" model to a more inclusive/citywide approach to serving the aging population. In 2004, NBCC staff completed the Senior Service Review Project. The purpose of this project was to assess the social, recreation, education, and human service programs provided to older adults in Bellevue by all providers, identify gaps in service, retool the services provided by Bellevue, and to better meet the needs of current and future older adults. The result of this project was the *Vision 2009* document which identifies the top priority strategies **(Attachment 1)** and recommendations for serving older adults in Bellevue. In addition, NBCC staff currently



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serves on the Eastside Human Services Forum Older Adult work group, Aging and Disability Services Advisory Council and have been appointed by the Governor to serve on the State Council on Aging.

**Partner Organizations:** Provide support for older adults through their expertise, programs, case management, and community resources. Our partners are listed below in no particular order. This in-kind support amounts to over \$250,000-\$300,000 annually. **Our Volunteers** contribute 15,000 hours annually, valued at \$303,750.

1. Senior Services: Meals on Wheels for homebound older adults and people with disabilities
2. Catholic Community Services: Community Dining program
3. SeaMar Community Health Center: Outreach to Spanish speaking older adults
4. Chinese Information and Service Center: Outreach to Chinese speaking older adults
5. Komputer Enthusiasts of Greater Seattle: Computer lab support & maintenance
6. Bellevue Sound of Swing Band: Live 20-piece swing band for events
7. Retired and Senior Volunteer Program: volunteer support
8. Visiting Nurse: Footcare services
9. AARP: Income tax assistance
10. Eastside Legal Assistance: Legal clinics
11. Hopelink: Mobility assistance
12. Overlake Hospital Senior Care: Health classes and workshops
13. Senior Rights Assistance: Advocacy for legal rights of older adults
14. Statewide Health Insurance Benefits Advisors: Healthcare assistance
15. Long-Term Care Ombudsmen: Advocacy for those in elder care facilities
16. 13 Assisted Living Private Housing facilities: Event sponsorship

## **Collaboration**

Bellevue Parks & Community Services has historically operated under the philosophy that we not duplicate programs and/or services provided by others in the community. Aging Services staff is constantly evaluating services offered throughout the community by other agencies and seeks to deliver services through a wide variety of public/private partnerships. This collaborative approach maximizes the value of the collective resources and provides services to the community at little or no cost to the City budget.

## **Citywide cross-departmental collaborative programs and support**

Aging Services works closely with the following City Departments: 1) Planning & Community Development: Elder Mediation, Neighborhood Outreach, census and trend analysis, city initiative planning, 2) Utilities: discounts and rebates for low income older adults, 3) Parks, Human Services: Home Repair Program, agency funding, 4) Parks, Recreation: Northwest Arts Center, Robinswood Tennis Center, Municipal Golf Course, South Bellevue Community Center, Bellevue Aquatics Center, and Bellevue Youth Theatre, 5) Fire: Falls/Fire Prevention education, joint grant writing & emergency preparedness, 6) Police: Elder abuse and identity theft investigation and advocacy, and 7) Transportation: Ped/Bike update, East Link Light Rail station area planning.

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

This proposal responds to the Innovative, Vibrant and Caring Community (IVCC) RFR through the management of the North Bellevue Community Center, a 17,000-sq ft. facility and associated Aging Services (described above and below). It meets the citywide purchasing strategies by providing the best value in meeting community needs, outlines cost savings, is considered "right sized", leverages both internal and external collaborations and partnerships, implements best practices and is considered innovative in the region. Citizen participation is encouraged through volunteer opportunities at NBCC and throughout the community. The attendance at NBCC including class participants, drop in participants and rental visits is approximately 100,000 per year. The proposed regular operating hours are Monday through Friday, 8:30am-9pm and Saturdays, 9am-4pm. This is a 10% reduction in hours from 2009.

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

No mandates. The programs and associated services at NBCC are provided with the following contractual



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agreements and their identified federal, state and private funding sources:

1. Senior Services: Meals on Wheels for homebound older adults. Funding provided by Aging and Disability Services (ADS) through Federal Older American's Act funding and State Senior Citizen's Services Act funding.
2. Catholic Community Services: Community Dining program. Funding provided by ADS (see above).
3. Komputer Enthusiasts of Greater Seattle: Computer lab support through volunteers.
4. Bellevue Sound of Swing Band: Live 20-piece swing band for events through volunteers and in kind facility use contractual agreement.
5. Visiting Nurse: Footcare services through contractual agreement and user fee funding.
6. Contracted instructors for classes/programs/services: 40 contracted instructors paid through fees.

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

### **Support Services & Opportunity for Interaction**

**By providing a range of programs, services, and resources to older adults and their families.** Examples of programs include Meals on Wheels, and Community Dining and foot care. Programs such as Statewide Health Insurance Benefits Advisors, AARP tax aide, Hopelink Mobility advisors, and resources and information aid in educating and empowering individuals to help themselves through times of crisis or to plan ahead for life's transitions. Programs such as exercise classes, yoga, financial workshops, health workshops, arts & culture provide recreation, education, training and prevention of health issues and isolation. These programs are affordable and accessible to members of the community. NBCC partners with agencies to provide outreach to more isolated populations in Bellevue reflecting the cultural diversity characteristics in Bellevue. Access to structured as well as drop in programs provides opportunities for socialization and builds community. As the main point of contact in the community for older adults and their families, NBCC serves as Bellevue's resource for information and referrals. Programs/Services offered are consistent with the Human Infrastructure Continuum (**Attachment 2**).

### **Involved Citizens**

**Through opportunities for meaningful volunteerism, fostering citizen engagement.** 150-250 volunteers deliver programming, lunch service, meals on wheels delivery, and advisory board functions leveraging the City's investment in NBCC operations. Citizen involvement at all levels of service is the community's greatest asset and is a primary goal of NBCC and Aging Services. The NBCC provides a place where the community can give back by volunteering.

### **Built Environment**

**Through the investment in the community facility.** NBCC provides local and immediate access to City services, strengthens and reflects the diverse characteristics of the neighborhood, and provides programs, services, referrals and resources to the community at large. The location reflects the qualities and image of Bellevue as a "City in a Park" with the extensive grounds at NBCC surrounded by old growth trees and lovely lawns.

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

**Quality Neighborhoods Outcome:** Sense of Community and Facilities and Amenities factors

**Economic Growth & Competitiveness Outcome:** People and Partnerships factor

**Responsive Government Outcome:** Community Connections factor

**Safe Communities:** Prevention, Response, and Community Engagement factors

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

**Short-term:** Providing older adults access to activities, programs, and services that ensure safety and security.

**Long-term:** Bellevue will continue to be a healthy aging community. According to the Environmental Protection Agency's (EPA) Guide to Smart Growth and Active Aging, the components of an "age-friendly" community are 1) staying active, connected, and engaged; 2) healthy neighborhoods that offer housing choices, gathering places and ways to connect; 3) transportation and mobility options; and 4) staying healthy- food, activity, resources.

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All of these components are provided by this proposal.

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

**Quantitative:** Over 100,000 people visit or contact NBCC annually:

- Volunteers contribute over 15,000 hours of service annually in a broad range of programs/services.
- Partner organizations will provide outreach, funding for community events with an annual in-kind value of at least \$250,000.

**Qualitative:** Meet or exceed the following 2009 benchmarks captured by 2009 Park Survey –Gilmore Research Group:

- 97% of citizens surveyed said that parks & recreational opportunities contribute to the quality of life in Bellevue
- 92% of citizens surveyed rated the safety of Bellevue parks and park facilities as good or excellent

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

This proposal provides a level of service that allows the City to provide a balance of safe programs and services that meet the needs of older adults, and ensures that the facility is available for general recreation activities and opportunities for the community to use it for events and private celebrations. Acceptance of this proposal will ensure that the programs, services and resources remain accessible to all older adults and their families as the population of older adults continues to grow (**Attachment 3: Census Data**).

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

Supporting revenues are provided by program fees and facility rentals.

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

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

1. Legal: N/A
2. Customer Impact: If this proposal is not funded, the growing aging population of Bellevue will be without the vital programs, services and resources that are key to providing for a healthy and independent aging population. The health and well being of older adults in Bellevue will be compromised. Statistics show that without opportunities to be active, connected, engaged older adults become isolated and more dependent on expensive public services such as nursing home care and other support services. The cost of one year of nursing home care for one person in Washington State is \$77,000. Additionally, the community will lose an emergency shelter.
3. Investment/Costs already incurred: The physical facility investment of NBCC has already been incurred. If this proposal is not funded, the facility will be closed and unused.
4. Other: N/A

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

If this proposal is funded at a lower level, operating hours will be significantly reduced, staff will be eliminated, and programs and services will be eliminated. In addition, program and rental revenues will be significantly reduced.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Crossroads Community Center		<b>Proposal Number:</b> 100.03NN
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Vicki Drake, x4874		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> N/A		

## Section 2: Executive Summary

Crossroads Community Center, located within Crossroads Community Park, has over 185,000 annual visits. The Center provides the Bellevue community with 70-90 classes and events each quarter including health and wellness classes, cultural and community events, recreational, educational and art classes, along with civic engagement opportunities. The Crossroads Community Center serves a very diverse population, providing an accessible place for youth, teens, individuals and families to socialize, connect with the community, and utilize available social services. The Center provides a safe, secure environment for everyone including youth and teens, and provides direct support for English as a second language populations, low income individuals, and other vulnerable populations with an outreach program focused on serving low to moderate income level families. The Center also provides opportunities for private community rentals, and serves as a city-wide emergency shelter and severe weather shelter facility.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$393,265	\$414,213
Other	186,844	186,844
	<u>\$580,109</u>	<u>\$601,057</u>

### Supporting Revenue

	\$101,240	\$101,339
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### LTE/FTE

FTE	4.0	4.0
LTE	0.0	0.0
Total Count	<u>4.0</u>	<u>4.0</u>

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

### Cost Savings

The proposal reflects a 5% reduction in temporary help, programs and operating supplies from the 2010 Crossroads Community Center operating budget. In addition to this reduction, a 1.0 FTE staff vacancy will be eliminated. A coordinator position within the department will be shifted to support Crossroads Community Center. Service levels will be adjusted with the reduction in staffing, including reduced operating hours, shifting administrative staff from City Hall to the Crossroads Community Center to cover evening shifts, and reducing the total number of hours of seasonal staff.

### Partnerships/Collaborations

- **YES Immigrant Welcoming Coordinator:** Bridge immigrant families to COB services.
- **Crossroads Bellevue Mall:** Ongoing support of the Center's programs and services.
- **Friends of Crossroads Advisory Board:** Fundraising, marketing, ambassadors for the Center.
- **Refugee Women's Alliance:** Free food/employment assistance to COB families in need.

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- **Kindering Center:** Free developmental screenings and support for COB Preschool/Pre-K.
- **Salvation Army:** Agency took over Meals Program, Holiday Dinner, Egg Hunt that center provided.
- **Aldersgate Methodist & St. Louise Church, Youth Link KidsCare Coat Drive, Prudential NW Realty, Microsoft, Bellevue Fire Dept:** Partners provides majority of funding through toy & coat drives, monetary donations, volunteers for Thanksgiving/ Coat Drive & Youth Holiday Party.
- **Seattle Storm/Jr. NBA:** Enhance programs with free clinics, tickets, gear and athletes for youth /teens.
- **Internal: Bellevue Youth Theatre, Youth Sports, Adult Sports Leagues:** Program Space; **Human Services:** Severe Weather Shelter; **Cultural Diversity:** Cultural Events; **Highland Center:** Integration.

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

This proposal funds existing programming and services at the Crossroads Community Center. The Center is located within the 34-acre Crossroads Community Park which offers both indoor and outdoor recreational opportunities. With over 185,000 estimated visits annually, the Center is an international gathering place, with over 64 different languages and dialects spoken in the surrounding neighborhoods. With a focus on prevention and intervention, the Center provides recreational, educational and human service programs and activities that are tailored to a diverse clientele, including immigrant and refugee populations. The Center provides free drop-in activities including after-school programs, family games room, skill clinics offered by professional athletes, and a variety of fee-based specialty programs such as cultural arts, dance, technology and fitness programs. Crossroads Community Center customers include youth at risk, people living with disabilities, low income individuals, and refugees. Crossroads Center partners with several non-profit human service agencies, and contracts with Youth Eastside Services (YES) to provide support services for the community's most vulnerable residents. Services include crisis intervention, counseling, information and referral services, food assistance, employment training, after school programs, and emergency sheltering.

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

- **Crossroads Center does not have any mandated or inter-local agreements.**
- **Youth Eastside Services Contract:** 75K full-subsidy contract for 2011-12 for teen/family counseling.
- **Severe Weather Shelter:** Grant with COB Human Services. Operates from Oct. 1-March 31.
- **Crossroads Center Activity Contracts:** 10 full cost recovery contracts to provide recreation programs. Contractor provides all supplies and instruction and the city receives a revenue percentage.

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

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

#### **Opportunity for Interactions**

The Center provides an accessible diverse community gathering place for all ages to meet others, socialize, build relationships, bridge cultures and generations through participation in a variety of both structured and non-structured recreational, educational, the arts, health/wellness programs. The Center also offers cultural and community events along with civic engagement. Programming allows for integration for all age levels of people living with disabilities into a full range of programs. With a special emphasis on youth and teen programs, current programming provides a child's first early learning experience through the Preschool/Pre-K Program and provides a safe place to play and learn for a diverse group of low income youth and teens during beyond school hours. By providing teen programs, it deters at-risk youth from participating in negative social behaviors, and engages teens in activities that improve their health and promote acceptable social skill development. This is supported by the IVCC Primary Evidence through the Benefits of Leisure. "Evidence is mounting that systems of social support and companionship contribute to longer, more disease free and higher quality of life. Leisure activities and places can maintain and enhance ethnic identities, meet the unique needs of particular segments of society(elderly, children/teens, disabled, homeless) that cannot be met otherwise.<sup>1</sup> COB Comp Plan (Policy



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PA-34); Provide a variety of services and programs throughout the city serving the general population and placing special emphasis on programs and services for youth, seniors, the disabled and the disadvantaged.<sup>2</sup> The Council adopted Recreation & Human Service Plan supports and values diversity, provides early learning opportunities and programs for youth and teens.<sup>3</sup>

## **Built Environment**

Create a positive, memorable experience for those who live in, or visit the community and maximize the investment in community facilities by serving a diverse population and providing spaces for people to gather, interact and recreate, while receiving social service support. The Crossroads Community Center achieves all of these community priorities. The Center underwent a major expansion in 2005-2006 to provide additional space for future growth. The Center provides an accessible, international gathering place for all ages to take part in programs and services. With indoor and outdoor amenities, it allows for healthy use of leisure time, while also increasing outdoor time. Located in a human service hub, this pedestrian friendly Center is surrounded by Crossroads Bellevue Mall, businesses and low income housing. The Center works closely in partnership with local businesses and non-profits, linking the larger Crossroads community together. The Center also serves as a community emergency shelter. " The COB Comp Plan (Policy PA-39): Offer programs that utilize the unique resources and variety of indoor and outdoor facilities within the park system. <sup>4</sup> Recreation Community Benefits increase outdoor time, healthy use of leisure time and public places to gather. National standards demonstrate there should be one community center per 25K of population.<sup>5</sup>

## **Support Services**

Increase awareness of services provided by the city or other organizations, maintain and enhance existing recreational program and promote community involvement in the provision of programs and services. Crossroads Community Center provides a variety of programs and services to a socio-economically, culturally and ethnically diverse population to enable residents to better connect with and contribute to their community. For example, Youth Eastside Services provides onsite teen and family counseling, crisis intervention, information and referral, shelter and resources for the homeless population. Refugee Women's Alliance offers onsite free food and employment assistance. COB Human Services offers a Severe Weather Shelter at Crossroads. The Center coordinates two holiday events in partnership to provide immediate assistance to families in need. This is supported by the COB Comp Plan (Policy PA-38): Accommodate social services at recreational facilities and community centers when they compliment recreational, cultural and social programs. <sup>6</sup>Human Services Plan supports mental health services for youth along with emergency shelters. YES served 1,728 services to youth and families, the Severe Weather Shelter provided 316 bed nights in 2009. The Center directly partners with these other agencies to provide social services.

## **Involved Citizens**

The Center provides opportunities for a diverse group of ages and backgrounds to share their time and give back to their community. Examples include the "Friends of Crossroads Advisory Board," coupled with youth, adults, non-profits, businesses and professional athlete volunteers. This is supported by the COB Comp Plan (Policy PA-35): Promote partnerships with recreational and social needs of the community. Recreation Community Benefits include improved sense of community by volunteerism, investment in youth, building assets.

**Footnotes:** <sup>1</sup> *The Benefits of Leisure, The Academy of Leisure Services;* <sup>2, 4, 6, 8</sup> *City Comprehensive Plan;* <sup>3, 7</sup> *Recreation & Human Service Needs Update Plan;* <sup>5</sup> *National Recreations & Parks Association*

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

### **Safe Community**

The Center provides a safe place for all ages to play, learn and recreate.

### **Quality Neighborhoods**

The Center is conveniently located and supports families with children. The center increases neighborhood



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cohesion by providing opportunities for community gatherings.

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

**Short-term:** Brings a diverse group of children, youth and families together to meet others, recreate, increase fitness and learn in a safe place.

**Long-term:** Creates cultural competence, builds relationships, reduces stress and loneliness, increases health and reduces obesity, increases outdoor time, allows for volunteerism, reduces negative behaviors/crime in youth through positive programs, and connects citizens to valuable social services, and provides a child's first social learning experience.

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

1. Meet or exceed the 2009 benchmarks for the 2009 Park Survey-Gilmore Research Group:
  - 97% surveyed said that parks and recreational opportunities contribute to the quality of life in Bellevue.
  - 92% of citizens surveyed rated the safety of Bellevue parks and park facilities as good or excellent.
2. Meet or exceed 27K drop-in participants and 626 registered participants from previous year.
3. Meet or exceed the number of volunteer hours of 3,415.5 from previous year.

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

With 185,000 visits, the level of staffing and resources needed to maintain programs, provide for participant safety and adequately supervise the facility, requires 4 FTEs. This proposal demonstrates a strong partnership with the community to provide affordable, accessible and quality programs and services that provide the best value in meeting the needs of the residents.

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

- Supporting revenues include user fees and facility rentals.
- 2009 Volunteers provided 3,415.5 hours for a total in-kind value of \$69,143.
- 2009 Partners/donors provided an estimated \$41,500 in product/\$7,000 in monetary, totaling \$48,500.

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

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

1. Legal: N/A
2. Customer Impact: An estimated 11,560 diverse group of low-income youth/ teens will not have a safe place to play and learn during out-of-school hours. The Center's diverse low-income surrounding neighborhoods most vulnerable residents in need of basic support services will not have the Center to connect the individual into a comprehensive support network. The facility might not be available as an community emergency shelter or severe weather shelter.
3. Investment/Costs already incurred: N/A
4. Other: N/A

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

Funding at a lower level will reduce opportunities for citizens to participate in recreational and educational activities and limit their access to available social services. Without a safe, supervised place for youth and teens to gather, it also creates the potential for negative social behavior and crime.



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## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Highland Community Center: Disability Program		<b>Proposal Number:</b> 100.04NN
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Daniel Lassiter, x7686		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> Yes	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> N/A		

## Section 2: Executive Summary

This proposal aligns with the Innovative, Vibrant and Caring Community (IVCC) RFR by operating the Highland Community Center via provision of 110 annual recreation programs and services to 3,400 participants living with developmental and physical disabilities. Acceptance of this proposal provides direct support for individuals living with disabilities to recreate with those of similar skills set or in any Bellevue recreation program or service of their choice.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$301,944	\$317,968
Other	125,518	127,909
	\$427,462	\$445,877

Supporting Revenue	2011	2012
	\$235,902	\$240,384

LTE/FTE	2011	2012
FTE	3.0	3.0
LTE	0.0	0.0
Total Count	3.0	3.0

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

Reduced the operating budget for 2011 by \$9,000 by reducing program contractors. Increase revenue in 2011 by \$13,000, \$5000 increase in revenue in 2012 from rental potential and increased program fees. Partnered with Special Olympics of Washington for staffing of sport programs to create a \$3,000 savings annually. Donations from Kiwanis of Bellevue, Rotary Club & Associations to cover subsidies & supplies=\$1,500 annually.

## Section 5: Budget Proposal Description

Highland's Choices Plan submits the need to ensure city-wide accessibility, expand recreation choices in the City, increase park-staff disability knowledge and expand awareness of general recreation opportunities to those living with disabilities (**Attachment 1**). These opportunities provide socialization, life-skill learning, recreation by adapting programs and equipment leading to program success. This budget proposal will fund 3 FTEs and several part time staff to serve the Bellevue residents living with developmental and physical disabilities for specialized or inclusive recreation opportunities. Inclusion support will be available to all COB Park work sites by Highland staff as a means to ensure a successful experience by those wishing to branch out to general recreation programs. In addition, the Highland Center will make space available to support groups whose primary purpose relates to supporting those living with disabilities. Highland Center space will also be used for community beneficial events such as emergency shelters, shared program/work space for Parks and other City work groups, affordable space for other government agencies.

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

### **Mandates**

- 1990 Americans with Disability Act (ADA): all have access to public programs, services and facilities.

### **Agreements**

- Interlocal agreements with Kirkland & Mercer Island to provide specialized recreation programs.
- Uncompensated agreement with Bridge of Promise to provide educational programs.
- Alliance for People with disabilities, creating connections & awareness of disabilities to the community.
- DSHS Division of Developmental Disabilities for respite contract which pays for recreation services.

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

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

#### **Opportunities for Interaction**

**Specialized or Adaptive recreation** refers to recreational services offered specifically for individuals with developmental and/or physical disabilities. These activities include sports, fitness, drama, dance, crafts, education, employment skills, field trips, after school activities, wheelchair sports and daycamps. Children/adults with disabilities are more alike than different from those who are not disabled, but their disability-related needs including those related to recreation, must be considered for healthy personal development. These experiences include positive social, recreational, educational, fitness, cultural and life skill development which aides in decreased isolation, promotes increased physical and emotional health, all of which can prevent secondary disease and increase the chances of continued independent living. The ADA also indicates that all members of society should have equal access to programs, services and facilities (**Attachment 2**). The Council-approved Parks Open Space Policies PA-34 to provide services for disabled and disadvantaged; PA-36 to develop sense of community through services; and PA-38 to accommodate community centers (**Attachment 3**). In addition, the Recreation Plan charges the City to directly deliver specialized recreation services (**Attachment 4**). The COB specialized activities and services reflect the intervention & prevention aspects of the Bellevue Park's Continuum-of-Services model. Successful specialized recreation programming is evidenced by the 24,000 annual visits for this service in 2009. Due to the lack of specialized recreation in the private or public sector, Highland draws citizens from the entire city and from nearby cities with financial support agreements.

**Encouraging persons living with disabilities to participate in generalized recreation programs** promotes the development of community support and encourages attitudinal changes to reflect dignity, self-respect and involvement for each individual with the disability. The 1990 ADA Act, the Recreation Program Plan and the Choices Plan all call for accessibility to all City recreation offerings. The Choices Plan specifically addresses opportunities and choices for inclusion into general recreation programs. The goal to transition individuals from specialized to general recreation programs reflects support of the prevention section of the Rec Plan's Continuum of Services model. An Inclusion/Program Coordinator from Highland Center plays an active role in facilitating transitions to general recreation programs through staff-training, program review for adaptations, and meetings with participants/guardians/Bellevue staff.

**Regular physical activity among persons with selected physical impairments and disabilities** results in improved functional status and quality of life, as reported by *The Division of Adult and Community Health Centers for Disease Control and Prevention in Atlanta Georgia*. Highland offers 432 hours of direct-instruction exercise and fitness for those with physical disabilities. Highland has the specialized equipment to enable a large variety of individuals, whom rely on walker, scooters and power chairs for mobility, to exercise.

#### **Built Environment**

**Highland Community is used** to support Specialized Recreation programs, events and general recreation programs such as preschool language school, martial arts, indoor sports and science summer camps. Highland Center also provides citizens affordable community gathering space for special events such as weddings, receptions, and community celebrations.

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

### **IVCC: Support Services**

Highland Community Center provides non-profit groups supporting the families and research concerning these disabilities space for monthly meetings. Support groups offer practical tips, about medical treatment, research, strategies, public policy, legal resources, privacy laws, protection from discrimination, and financial resources. Examples of groups that receive meeting space include: Lou Gehrig's Disease (ALS), Campfire, Disabled American Veterans (DAV), Down syndrome Community, Parent – to – Parent US, Families for Early Autism Treatment (FEAT), Eastside Brain Injury, Helping Hands, King County Department of Developmental Disabilities (DDD), King County Parent Coalition(ARC), MS Society, Young Life Open Door and Washington State Association of the Deaf (WSAD).

### **Safe Community**

Highland is strategically placed on the Bel-Red Corridor next to the YMCA, businesses and residential sites where the COB staff act as community watch-dogs. Highland Community Center is a designated emergency shelter equipped with trained staff, planned usage for each room, a back-up generator , and emergency supplies.

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

**Short-term:** Recreation program and activity opportunities for Bellevue residents, especially those with severe and profound disabilities, which will reduce gaps in disability services.

**Long-term:** Specialized recreation and inclusion services enhance the quality of life for Bellevue residents with disabilities and their families and caregivers. Programs teach kids interactive play and a skill that reduces inappropriate destructive behaviors as well as develops skills which are needed to transition to non-specialized programs (inclusion). Physical health is enhanced through adaptive fitness and sport activities (**Attachment 5**) (obesity rates of adolescents with mobility limitations are almost double that of those without limitations) and teach important life-style skills that foster socialization which promotes self esteem and build skills on the pathway to employment.

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

### **Quantitative**

- Increase the number of registrations for specialized program from 3400 to 4000 duplicated by the end of 2012.
- Provide training to at least five Parks work groups annually on program accommodations and ADA compliance.
- Increase the number of specialized programs offered via partner agencies from one to three annually thru 2012.

### **Qualitative**

- Survey those receiving accommodations enabling class participation to measure their satisfaction level to be 80% good or better annually.
- Administer user survey on program satisfaction with the goal to receive at least a 90% approval of good annually.

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

- Current level of service will provide for over 3,500 hours of programs regardless of personal skill level.
- Inclusion support/accommodations can be effectively supported by Highland staff that has the knowledge of disabilities, including how to overcome barriers when trying new challenges.
- Three FTE's & part time staff are required to cover programs, rentals, administration, inclusion and recreation team support.

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

- Program fees of specialized recreation are charged to recover direct costs
- Fees charged for all drop-in programs
- Rental Revenue with at least a \$100,000 annually goal
- Financial and in-kind donations to equal at least \$5,000 annually
- Utilization of volunteers to enhance the specialized programs by \$30,000

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

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

1. Legal: The Americans with disabilities Act indicates that if COB provides recreation services, then the COB is required to provide reasonable accommodations for people with disabilities. If there was no Specialized Recreation programs inclusion services would greatly increase, and costs incurred would continue to be provided by the COB.
2. Customer Impact: Current services for specialized recreation are extremely limited especially for those living with severe and profound mental retardation as indicated in the Bellevue Human Services Report (**Attachment 6**). Provision of adaptive equipment for the physically disabled would be virtually non-existent in the COB private and public sectors. Without Highland Center specialized recreation programs many individuals would not be able to participate due to fear, proximity, finances, accessibility, or inadequate support.
3. Investment/Costs already incurred: The established building has accessibility designs from curbs, bathrooms, entrances, adaptive equipment, cooking areas, adjustable tables, hallways, rooms, showers to accommodate those with disabilities. Current staff has been trained to promote learning and independence for those living with disabilities.
4. Other: N/A

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

Loss of specialized recreation results in significant increased isolation of individuals living with disabilities.



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## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Youth Health & Fitness		<b>Proposal Number:</b> 100.07NN
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Ted Mittelstaedt, x4882		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> Yes	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> N/A		

## Section 2: Executive Summary

Youth Health & Fitness programs (Bellevue Skate Parks, Youth Sports & Fitness and the TRACKS Outdoor Initiative (TRACKS stands for Teaching, Recreation, Adventure, Competency, Knowledge & Stewardship) provide opportunities for children, youth and teens to improve their health, reduce their risk of obesity, expand their knowledge of the environment and develop athletic and social skills through participation in indoor and outdoor activities. These introductory non-competitive activities are offered through a full spectrum of camps, clinics, leagues and drop-in activities with service to over 12,000 participants annually.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$377,165	\$397,394
Other	247,260	251,960
	<u>\$624,425</u>	<u>\$649,354</u>

### Supporting Revenue

	<u>\$385,761</u>	<u>\$393,090</u>
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### LTE/FTE

FTE	4.0	4.0
LTE	0.0	0.0
Total Count	<u>4.0</u>	<u>4.0</u>

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

### Cost Savings/Innovation

- Reduction in skate park operation by 100 hours during summer weeknights. **Cost Savings:** \$2,750.
- Elimination of low performing classes and renegotiation of provider contracts **Cost Savings:** \$5,000.
- Reduced printing/ mailing materials by utilizing other communication tools, such as Facebook, Blogs, Twitter and websites. **Cost Savings:** \$3,200.
- Add revenue producing summer camp opportunities.
- Fee increases within City pricing policies and expanded revenue through retail outlet at skate park.
- Add to existing base of volunteers for day-to-day operations, special events, and marketing by recruitment of new partners, such as the Bellevue School District career resource specialists.

### Partnerships/Collaboration

- Bellevue School District, Skyhawks, Mountaineers, Cascade Bicycle Club, Converse Shoes.
- We will be expanding our sponsorship model for donors. Current sponsorships are approximately \$40,000 per year. Our goal for 2011 is \$ 65,000 and an annual increase of 5% each year after (**Attachment 1**).

## Section 5: Budget Proposal Description

The Youth Health & Fitness proposal provides programs, activities and events that deliver a high return on

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investment, in terms of improved physical health, social development, and activity skill development in a non-competitive environment. This proposal is inclusive of three program areas including Bellevue Indoor Skate Park, Youth Sports and Fitness and The Tracks Outdoor Initiative. These programs directly relate to the City's Recreation Program Plan Goals and the City Comprehensive Plan (**Attachment 2**).

1. Youth Sports & Fitness programs provide children and youth opportunities to develop introductory skills in individual and team sports. Programs and activities focus on maintaining a healthy atmosphere while fostering positive skill developmental and improved physical fitness. Additionally, Youth Sports & Fitness programs have strong partnerships with other youth sports organizations and contractors. Examples include the Bellevue School District, Skyhawks, East King County Track and Field and Soccer Tech Inc.
2. The Bellevue Indoor Skate Park provides a safe, supervised indoor space for youth, teens, and families to recreate, skateboard, socialize, have mentorship and volunteer opportunities, and simply "hang out" year-round. The facility operates primarily when kids are out of school (afternoons, evenings and weekends).
3. TRACKS is an outdoor initiative, which provides activities and events for youth teens and families to participate in outdoor activities. Additionally, TRACKS connects youth and teens to nature, educates them about healthy and sustainable environments and cultivates individual and community stewardship of the outdoors. Its *Teens Outside* program has sponsorship from the National Parks and Recreation Association.

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

Contractual Agreement: Bellevue School District, Skyhawks, Mountaineers, Cascade Bicycle, Soccer Tech, U.K. Soccer. In addition to these organizations the program contracts with 6-10 individual instructors.

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

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

#### **Opportunities for Interaction**

**Purchasing Strategy:** Youth Health & Fitness offers a variety of active recreational opportunities for people to express creativity, learn new skills and enjoy the outdoors. During a typical week of the Summer Program, Youth Health & Fitness offers 347 program hours. During a week in the school year, 87 program hours are offered. The Center for Disease Control recommends that children 8-18 receive, at minimum, one hour per day of physical activity. Youth Health & Fitness helps bridge this gap. With over 17 percent of U.S. children currently obese, prevention must start early in life, and participation in sports is part of a nationally accepted strategic plan for obesity prevention. With our focus on introductory, structured and non structured activities we attract a wide variety of children and youth from diverse ethnicities, and cultures. Activities choices include skill camps and lessons, clinics and leagues, volunteer and community service programs, and special events that reduce barriers, build social bonds and foster acceptance between people.

### **B. Purchasing Strategies addressed by this proposal - for the SECONDARY outcome(s):**

#### **Built environment**

**Purchasing Strategy:** The Bellevue Skate Parks (originally advocated by teens through the City's Youth Link Program) provides indoor and outdoor spaces for people to gather, interact, and recreate. The indoor skate park provides a safe place for youth and teens to be active and interact year round, regardless of the weather. The indoor skate park serves over 7,500 participants per year through drop-in, camps, lessons and events. In a study conducted by the Tony Hawk Foundation in 2009, over 100 police officers were interviewed from communities where skate parks had been established. Ninety percent responded favorably when asked if they considered their skate park an important community asset, and almost half credit the skate parks for reducing incidents of youth crime in their communities.

In a statistically representative survey of Bellevue residents taken in September 2009, three out of four respondents agreed that Parks & Community Services should place a priority on increasing recreational



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opportunities for people. In the same survey, when asked which age group should be the highest priority for recreation programming, Bellevue residents were more likely to prioritize school-age children (age 6-12) than any other age group. Second to school-age children, teenagers (age 13-17) were the group given the next highest priority.

## **Safe Community: Prevention**

### **Purchasing Strategy: Encourage Youth Involvement, Prevent high risk behavior and noncompliance and Promote/Influence**

According to Bellevue Police statistics, juvenile arrests have dropped just over 37% between 2003 and 2008. Using a conservative cost-benefit analysis, researchers conclude that every dollar invested in afterschool programs saves society two dollars and fifty cents in future costs related to juvenile crime. The Skate Park, Youth Sports & Fitness and TRACKS all support prevention based activities that support a safe community purchasing strategy.

**Healthy & Sustainable Environment** All five TRACKS initiatives support the educational components of each factor. These outdoor activities all have a component of their curriculum that provides youth, teens and families opportunities to enhance their awareness and understanding of the benefits and importance of our natural environment.

## **Schools**

### **Purchasing Strategy: Recreation**

In the Bellevue School District, K-8 students receive 40 minutes a week of Physical Education classes.<sup>1</sup> However, State Law<sup>2</sup> mandates that 100 minutes of PE instruction per week should be received by students in kindergarten to 8<sup>th</sup> grade. Children and adolescents with easy access to recreational facilities and programs are more active than those without access to recreational programs.<sup>3</sup> The more often youth use recreational facilities, the greater their total physical activity.<sup>4</sup> Youth Health and Fitness proposal helps fill the community gap, providing non school fitness activities for youth and teens.

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

### **Short-term:**

- Youth Health & Fitness programs provide supervised indoor and outdoor activities to hundreds of Bellevue youth and teens daily.
- Youth Health & Fitness programs create positive activities for youth during peak times (3-6pm) where statistically juvenile crime has the highest potential.
- Youth Health & Fitness programs provide parents with beginning and intermediate recreation opportunities and choices for their children.

### **Long-term:**

- Youth Health & Fitness programs support the needs of Bellevue by providing programs and activities that are creative, preventative, proactive, and respond to the needs of the Bellevue residents as well as provides community activities that enhance their quality of life (**Attachment 3: City Comprehensive Plan POLICY PA-34-39**).
- A healthy community where children, youth, and teens have opportunities to participate in indoor and outdoor activities that lead to a balanced life through physical activity. Studies suggest that both physical and emotional health is greatly improved through long term physical activities and exposure to the

<sup>1</sup> Jennifer Johnson, PE/Health Curriculum Director BSD-405

<sup>2</sup> WAC 392-410-135 (see attachment)

<sup>3</sup> Outdoor Recreation, Health and Wellness, Geoffrey Godbey, May 2009

<sup>4</sup> Outdoor Recreation, Health and Wellness, Geoffrey Godbey, May 2009

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outdoors.

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

- Number of registered program participants: 2011 (6,000); 2012 (6,180) (3% increase)
- Skate Park drop-in annual visits: 2011 (6,365); 2012 (6,556) (3% increase)
- Percentage of participants rating overall satisfaction with the course/activity: 90%
- Percentage of participants rating the quality of the instructor/coach: 88%

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

The proposed level of service is based on the identified needs and programming gaps in the community. The proposed service level provides a range of introductory indoor and outdoor activities for children, youth and teens during their out of school time.

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

Program service rates reflect and are in accordance with the policies of the Recreation Services Pricing Guidelines (attachment 4.) Revenue is generated through participation fees. In 2009, \$342,000 in revenue was collected (Skate Park: \$55,000; Youth Sports & Fitness: \$285,000; TRACKS: \$2,000). Most programs are “Merit Priced” (attachment 5.) Scholarships are provided to residents who qualify via the Parks & Community Services scholarship granting criteria.

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

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

1. Legal: N/A
2. Customer Impact: Youth Health Fitness serves 12,100 participants annually. Eliminating this proposal will reduce or in many cases eliminate opportunities for children, youth and teens to participate in safe introductory, non-competitive activities. Taking away an opportunity for physical activity could cause obesity rates of Bellevue children to increase. As the State Department of Health points out, “Obesity contributes to a host of chronic disease and causes a greater likelihood of premature death.” President Obama, in a nationally televised speech in June 2009, noted, “More than 50 percent of all healthcare costs are due to three mostly preventable conditions: 1) heart disease; 2) diabetes; 3) obesity.” A key strategy to combat rapidly increasing obesity, the increased risk of heart conditions and diabetes, is to utilize prevention and promote physical activity. “
3. Investment/Costs already incurred: 2009 Indoor skate park remodel costing \$80,000. The Highland Plaza NEP project was funded for \$150,000, State of WA RCO Grant \$300,000, KC Facility Grant \$50,000. Youth Health and Fitness has over \$217,200 invested in equipment, supplies and infrastructure (skate ramps.)
4. Other: N/A

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

The proposed programs and services engage our community and help children, youth and teens have a variety of healthy activities. Reducing funding would effectively reduce the quality and quantities of services, and would reduce opportunities to recreate and be physically active. Current facilities would be used less, and the City’s revenue would decrease.



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## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Kelsey Creek Living Farm & Learning Center		<b>Proposal Number:</b> 100.08NN
<b>Outcome:</b> Innovative, Vibrant & Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> AnnaMarie Solomonson, x7688		<b>One-Time/On-Going:</b> On-going
<b>Fund:</b> General	<b>Attachments:</b> Yes	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> N/A		

## Section 2: Executive Summary

Kelsey Creek Living Farm & Learning Center (KCLFLC), a Bellevue institution for nearly 40 years, provides the community an opportunity to cross the threshold of urban living into an agricultural experience while maintaining the historic integrity of the farm through living, static and interpretive displays (**Attachment 1**). The farm is open 365 days and serves 250,000 drop-in visitors, 15,000 visitors at events, 7,790 registered participants in more than 277 programs, and 657 volunteers. KCLFLC contributes to a vibrant and caring community and enhances the quality of life and city brand that keeps Bellevue an economically growing and competitive community.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$413,269	\$435,592
Other	239,473	242,806
	<u>\$652,742</u>	<u>\$678,398</u>

### Supporting Revenue

	\$287,630	\$293,095
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### LTE/FTE

FTE	4.56	4.56
LTE	0.00	0.00
Total Count	<u>4.56</u>	<u>4.56</u>

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

### Cost Savings

Since 2008, Kelsey Creek Farm has reduced the City's overall subsidy of the program by increasing revenues through events and programming. To date, \$30,000 per year in increased revenue has been realized by increasing the number of paying participants in day camps, programs and events. For 2011-2012, an additional \$24,000 per year in cost savings has been identified using methods such as reducing temporary staff costs by redeploying the work functions of just over 4.5 existing FTE staff, soliciting more donations and sponsorships for special events and programs, and increasing certain fees and other revenue sources.

### Partnerships/Collaboration

Kelsey Creek Farm has developed strong collaborative relationships with organizations who share our mission of preserving a heritage farm environment for the community. Partners include such organizations as Sky Valley Tractor and Northwest Vintage Tractor, Local Boy Scout Troops, Kelsey Creek Critters Rabbit 4-H, Eastside Heritage Center, The Greater Sammamish Hand Spinners and NWRSA Hand Spinners & Fiber Crafts Demonstrators. (**Attachment 2**)

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

Kelsey Creek Living Farm & Learning Center (KCLFLC) is a unique element of Bellevue's award winning parks system. The Farm brings visitors from all over the region who want to see farm animals and learn about agricultural traditions. Operated by just over 4.5 FTE staff, temporary help, and supported by partner organizations and volunteers, KCLFLC incorporates farm chores and animal husbandry in all of its programs, be they day-camps, tours, farm classes or community events. Visitors and participants are provided with hands-on opportunities in the upkeep and care of the farm, its gardens and its animals, helping them to develop a sense of ownership and investment in the park and its inhabitants as well as of their earth. The farm includes historic barns, farm house, log cabin, gardens, hog house, poultry coops and rabbitry, and is home to goats, sheep, cows, horses, hogs, ducks, geese, chickens, rabbits, and barn cats. The farm is situated within a 150-acre park site that includes forested creek and wetland open space and an extensive internal trail system connected to the city-wide Lake to Lake Trail System. The extensive range of indoor and outdoor recreation opportunities available year-round serves a diverse community of all ages and backgrounds.

## **Section 6: Mandates and Contractual Agreements** N/A

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

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

#### **Citywide Purchasing Strategies**

- Provides for gains in efficiency and cost savings
- Leverages collaboration or partnerships with external organizations
- Promotes environmental stewardship
- Enhances Bellevue's image

#### **Built Environment & Opportunities for Interaction**

KCLFLC takes Bellevue's rich history and presents to the community the vibrant and dynamic aspects of farming today and yesteryear. KCLFLC programming is distinct in many ways. It has preserved historic buildings, including the two dairy barns, milk house and Fraser Log Cabin. The surrounding landscape is enhanced by flower and vegetable gardens throughout the barnyard that are maintained by staff for both visual effect and to augment animal feeding. This site speaks to all nationalities in that every country in the world has some kind of farming activity and animals. As such, the program meets the Built Environment purchasing strategies of creating a positive and memorable experience for those who live in or visit the community. It also maximizes the investment in community facilities by supporting programs and facilities that diverse populations can access. It provides indoor and outdoor spaces for people to gather interact and recreate. The Farm meets the Opportunities for Interaction strategies of offering a variety of recreational and cultural opportunities for people to express creativity, learn new skills and enjoy the outdoors.

KCLFLC helps the City meet historic preservation goals found in the Comprehensive Plan (Policy UD-76) and the 2010 Bellevue Parks & Open Space System Plan which states "The city's agricultural heritage can also be experienced at Kelsey Creek Farm... Preserving the last vestiges of our agricultural heritage in these parks provides opportunities for public education and hands-on farming experience." The Bellevue Historic and Cultural Resources Survey (updated in 1997) lists the Fraser Cabin and the Twin Valley Barns as historical resources in Bellevue.

Public education and hands-on agricultural experiences are offered at KCLFLC through programs and events. For

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example, each spring the Sheep Shearing special event features fiber art, sheep being shorn, and other family-related activities. We also offer free drop-in programs such as the gardening fun and hog walk, among others. All day camps, farm programs, equine, art classes and tours are open for all youth including those with disabilities. We employ staff that bring creativity, energy, productivity, ethics, new ideas and perspective to this site.

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

### **Healthy & Sustainable Environment**

- Nature space opportunities that will keep minds and bodies active
  - Conserve and protect valued natural resources through preservation and restoration
- Kelsey Creek Farm and Park preserves wildlife habitats, trails and open spaces which accommodate a variety of individually directed recreation pursuits ranging from physical fitness to family outings to bird watching. Individuals and their families, from infants to retired individuals, who want to stay physically fit and socially active, come to this urban farm park for recreation.

### **Economic Growth & Competitiveness**

- Quality of Community
- City Brand

Kelsey Creek Living Farm & Learning Center is one of the best known and loved parks within the system. It is a regional draw, bringing visitors to Bellevue from throughout King County. The iconic Twin Valley Barns have become a symbol for Bellevue's "City in a Park" quality of life.

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

This proposal will preserve the community's connection to this area's heritage through the continued existence of this living farm. Visitors from throughout the region are able to observe, interact with, and learn about farm animals and small family farms. Research by the Humane Society and others show that children who learn to interact appropriately with animals grow into more compassionate and caring individuals (**Attachment 3**). At this site, all Bellevue residents and regional visitors can enjoy affordable, distinctive programs, and events.

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

To gauge park usage, the program will track annually:

- Number of registered program participants
- Number of attendees at special events
- Number of volunteers and associated volunteer hours

To gauge quality and affordability of programming, survey feedback will continue to be collected:

- In 2009, 100% of survey respondents agreed that the programs currently offer meet their families' needs and 100% agreed that programs are affordable.

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

Under this proposal, KCLFLC will continue to meet the needs of a diverse and changing community by remaining open year round for animal viewing while preserving the site and community's heritage. Programming at the farm will continue to provide a balanced mix of free and low cost activities to the public along with revenue generating programs and events that reduce the City's general operating support for the farm.



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

Supporting revenues include user fees, facility rentals, and contractor revenues.

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

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

1. Legal: N/A
2. Customer Impact:
  - Closing or limiting public access to the park would result in a loss to the community and the region of one of Bellevue's iconic parks and its rich associated history.
  - 250,000 drop in visitors would no longer have the educational and recreational resource of a working farm with live farm animals within Bellevue.
  - Loss of revenue generated by 7,790 registered program participants and 15,000 visitors at events.
  - Loss to the City of 657 volunteers who may not be inclined to transfer to other City programs considering they are called to the unique volunteer work available at the farm.
3. Investment/Costs already incurred: The City of Bellevue began acquiring portions of Kelsey Creek Park in the 1960s and has continued to add adjacent property with recreational and open space value since that time. Not funding programming and operating support for the farm would diminish the impact of the City's long-term capital investments in the park and lead to an underutilized community facility.
4. Other: N/A

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

This proposal has been submitted with cost reductions and strategies to increase revenue already included in the program design for 2011-2012. If funding is provided at an even lower level, fewer programs and events would be able to be offered at the park. The impact of reducing programs is heightened by the fact that these are important sources of revenue that work to decrease the overall operating support needed from the City budget.



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## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Northwest Arts Center		<b>Proposal Number:</b> 100.09A1
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Reduction of Service
<b>Staff Contact:</b> Cherie Clayton, x7156		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General Fund	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b>
<b>List Parent/Dependent Proposal(s):</b>		

## Section 2: Executive Summary

Northwest Arts Center has traditionally provided service to five diverse user groups: (1) Programs serve 8,487 participants infants to seniors with a focus on visual and cultural arts, health and wellness; (2) Community Events serve 6,460 participants utilizing the NWAC and multiple park sites and neighborhoods; (3) The TELOS lifelong learning program serves 690 older adults; (4) Public rental customers; and when necessary (5) Emergency Shelter users. As part of the Budget One process, this proposal has been modified to eliminate the General Fund subsidy of the center. In order to keep the center open and viable, the City will eliminate subsidized programs and change the business model of the center to focus on rental income and private use of the facility. The new business model will focus on full cost recovery for classes and private rentals, and will eliminate partially benefitted staff as necessary to meet the cost recovery goals. Fees for Bellevue College TELOS will be increased to market rate to increase revenue.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$274,394	\$288,810
Other	134,697	137,289
	\$409,091	\$426,099

### Supporting Revenue

	\$412,271	\$416,304
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### LTE/FTE

FTE	2.56	2.56
LTE	0.00	0.00
Total Count	2.56	2.56

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

### Cost Savings

The initial proposal reflected service delivery at 95% of the current budget. This 5% efficiency will be achieved by increased revenue created by the addition of new partnerships and collaborations and by increasing revenue generated from contractors, vendors and rentals. Based on the Budget One process, the General Fund subsidy for the center will be eliminated. Subsidized programs will be eliminated and full cost recovery for classes and private rentals will be the operational focus of the center. Partially benefitted staff will be eliminated as necessary to meet the cost recovery goals.

### Partnerships/Collaboration

The Northwest Arts Center leverages resources through collaboration with for-profit and non-profit organizations to produce programs and community events. This approach maximizes the ability to provide higher quality programs and events at little or no cost to the City. Some of these organizations include:

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- **Bellevue Downtown Association:** Produces 4<sup>th</sup> of July Celebration in partnership with the City
- **Bellevue College:** TELOS Adult/Senior Education Programs
- **Argosy Cruises:** Provides Christmas ship visits to Meydenbauer, Chism, and Newcastle Beach Parks
- **Tacoma Glass Studio:** Glass Pumpkin Patch Community Event
- **Bellevue Arts Museum:** Arbor Day Art Exhibit, children's program at the Arts and Crafts Fair
- **National Arbor Day Foundation:** Sponsors the Arbor Poster Art Project
- **Mountains to Sound Greenway:** Greenway Days Summer Events
- **American Volkssport Association (AVA):** Co-producer of Downtown Bellevue Art & Park Walk
- **AVA, Northwest Striders:** Co-producer of Lake-to-Lake Greenway Trail Walk
- **Cascade Orienteering Club:** Create and produce orienteering maps of Bellevue's Parks

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

The Northwest Arts Center is a neighborhood community center serving the City with a unique programming focus on arts and fitness programs. The center encourages individual artistic expression, nurtures self-esteem and creativity and instills a sense of physical and mental well-being while offering a social outlet in a supportive, non-judgmental atmosphere. Programs provide introductions to visual and performing arts as well as fitness classes for people of all ages. The facility offers a pottery studio, kiln room, kitchenette, and several activity rooms including barre and dance mirrors. The grounds at Northwest Arts Center offer an expansive open area for unstructured recreational activities as well as public art installations that complement the art-based programming at the center. Rooms at the center can accommodate rental functions such as weddings, anniversary and birthday parties, business meetings, retreats and classes. These rental activities produce revenue that helps offset the cost of operating the facility.

In addition to programs and services offered at the facility, staff at the center are responsible for planning and implementing a wide variety of community events and programs that take place at locations around the City. One of the most notable is the annual 4<sup>th</sup> of July Celebration at Downtown Park. Extensive partnerships and collaboration with other City departments and external organizations augment program and event offerings.

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

N/A

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

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

#### **Citywide Purchasing Strategies**

- Provides for gains in efficiency and cost savings and ensures that services are "right-sized"
- Leverages collaboration or partnerships with other departments and external organizations
- Is a catalyst for increasing citizen participation and support
- Is innovative and creative
- Enhance Bellevue's image

#### **Innovative, Vibrant & Caring Community – Built Environment**

The programming offered at the Northwest Arts Center maximizes the investment in the facility by offering a mix of programs serving nearby residents as well as the City as a whole. It offers indoor and outdoor spaces for people to interact, gather, recreate and celebrate. The facility is well suited for art programs with four distinct studios spaces. The grounds provide open space for the community to enjoy, and feature a demonstration garden and three beautiful sculptures. Programs and events are affordable and accessible to all through scholarships, sponsorships and donations. Community events managed from the center are held both at the



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center and throughout the City, highlighting the best of Bellevue’s park and open space system. Walking events promote physical fitness and connect people with natural, historic and cultural sites and neighborhood trails that are available within the City.

National studies and practical experience have found that parks and the arts are mutually beneficial. By staging art and events within public parks, arts and cultural organizations can reach new audiences. Likewise, arts and cultural events located in parks benefits the park by promoting a higher level of utilization.

### **Innovative, Vibrant & Caring Community – Opportunities for Interaction and Involve Citizens**

The programs and events offered involve many residents of all ages, different socio-economic levels and cultures. 129 volunteers contribute 858 hours in support of NWAC programs and events. The community participated in the annual Food Drive Project collecting 2,500 pounds of food which was donated to local food banks. In 2011, the NWAC will be adding a second community garden managed by the local neighborhood association and high school volunteers with intent to grow fresh produce for local food banks.

### **The NWAC and related activities provide five main areas of services to the community**

1. **1,293 programs and classes** that encompass a wide range of activities benefiting infants to adult, including individuals with disabilities. These programs provide a platform where community members come together to strengthen ties and enjoy social interaction. Affordable programs provide opportunities for personal enrichment with targeted and relevant educational messages on health, wellness, and cultural arts. Programs include: art, movement, music, cooking, pottery and glass fusion. Foreign language and cultural art classes attract a culturally diverse population. The demonstration garden maintained by volunteers serves as an educational opportunity for healthy cooking classes. The center staff also manages the Robinswood Barn offering two large public preschool programs.
2. **Community Events** include: The 4<sup>th</sup> of July Family Celebration, Hilltop Holiday Craft Show, Christmas Ships, City Food Drive, Glass Pumpkin Patch, Four Bellevue Park Wellness Walks and Greenway Days.
3. The **TELOS** program is a partnership with the Bellevue College offering 36 classes in literature, history, current affairs and geology etc. The program serves 690 participants a year.
4. **Rentals** provide public space for socials, birthday and retirement parties, class reunions and small weddings.
5. NWAC is a designated **Emergency shelter site** and staff are certified in shelter management.

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

#### **Quality Neighborhoods – Facilities and Amenities**

NWAC satisfies the purchasing strategy of Neighborhood Facilities and Amenities due to its location within Northwest Bellevue. The center is located in a busy neighborhood on a major bus line 100 feet from the center. It is within walking distance of several schools serving hundreds of Bellevue students and families. The center is easy to find convenient location with adequate of parking

#### **Economic Growth & Competitiveness – Quality of Community and City Brand**

The community wide events are produced by staff at the center are conducted with an extensive network of partners, volunteers and collaborative relationships both within the private and public/non-profit sectors. These events add to the quality of life in Bellevue and are recognized regionally, serving to advance the City brand to City residents and throughout the region.

#### **Safe Community – Planning & Preparation**

Northwest Arts Center is prepared with trained staff and equipment to immediately act as a shelter in times of natural disaster or any other emergency.

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

**Short-term:** The continuation of programs, services, and community events as well as management of the 4<sup>th</sup> of July Family Celebration. Continued partnerships and collaborations.

**Long-term:** The NWAC is essential to current and future generations being able to live well, work, and play serving a diverse cliental.

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

Through program counts, evaluations and surveys, NWAC continually checks with the community to make sure program offerings and events meet the needs of program participants. The following goals are established to evaluate future performance:

- Increase NWAC program attendance from current level of 8,497
- Increase Community Event attendance from current level of 6,460
- Maintain 4<sup>th</sup> of July attendance at current level of 65,500
- Increase volunteers hours of current level of 858
- Increase rental reservations from current level of 608

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

Reductions in General Fund subsidies will result in higher rentals and class registration fees, and likely changes in the programming that will be available at the Northwest Center. To meet full cost recovery strategies, benefitted staffing reductions may become necessary. The NWAC programs are served primarily through contracted service providers at minimum cost to the City. This will continue as part of the full cost recovery business model.

## Section 8: Provide a Description of Supporting Revenue

Programs and events at or organized by NWAC staff produce a significant amount of revenue through program registration and event fees, facility rentals, and donations. Revenues have been increased \$200,000 per year in this modified proposal to reflect the higher cost recovery goal of this facility.

## Section 9: Consequences of Not Funding the Proposal

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

1. **Legal:** The City would have to withdraw from partnership agreements, none of whom have the organizational capability to operate the NWAC and/or community events, including the 4<sup>th</sup> of July Family Celebration.
2. **Customer Impact:** If not funded, the City would lose a neighborhood community center. This facility is the only center in the Northwest area of Bellevue. The relationship with Bellevue College's TELOS program would be discontinued. Bellevue College is closing down their North campus which would result in few if any older adult programs in this area.
3. **Investment/Costs already incurred:** The facility and grounds of the center would be underutilized if sufficient funding is not provided to offer programs at this location.
4. **Other:** NWAC is prepared to act as an emergency shelter at any time. Without funding for operating support, this critical service may not be available to Bellevue residents in time of need.

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

Reductions of the General Fund subsidy of \$200,000 per year will require a change in the business model of the center to focus on rental income and private use of the facility. Full cost recovery for classes and private rentals will be the primary focus of operations.



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## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Special Events Permitting & Sponsorship		<b>Proposal Number:</b> 100.10A1
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Jon Wilson, x4278		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> Yes	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> Related to 100.09NN, Northwest Arts Center (includes staffing for Fourth of July event planning)		

## Section 2: Executive Summary

This proposal supports the administration of the Special Events Code (BCC 14.50), including the work of the Special Events Committee, which issues permits for large community events taking place on public property or using public right-of way. In addition, the City’s annual production and sponsorship of multiple community special events is included. Providing for safe and well-managed, free or low-cost special events is a way to promote a vibrant community and quality neighborhoods while supporting the city’s economic competitiveness and quality of life.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$0	\$0
Other	170,319	172,420
	<u>\$170,319</u>	<u>\$172,420</u>

### Supporting Revenue

	\$30,000	\$30,000
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### LTE/FTE

FTE	0.0	0.0
LTE	0.0	0.0
Total Count	<u>0.0</u>	<u>0.0</u>

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

### Cost Savings/Innovation

The original proposal included a 5% reduction in costs associated with the City’s production of the Family Fourth of July event. Cost savings associated with the operation of the Special Events Committee and administration of the Special Events Code are limited in the short term by the Code itself (BCC 14.50), which mandates activities, processes and fees. Change to the structure and content of the code necessitates that code amendments be considered and approved by City Council. This action is recommended, outside of the budget process. Sponsorship support for other community events included in the original proposal was set at historic funding levels. Due to changes recommended from the Budget One process, city cash contributions have been eliminated and Police Department overtime has been reduced in this proposal.



# 2011-2012 Budget Proposal

## Partnerships/Collaborations

The Special Events Code provides an avenue for the City to participate at a partnership level with community event organizers. By continuing to fund sponsorship of community events, over and above special event permitting, the City has the ability to attract and support special events that provide the most impact for Bellevue residents and businesses. The City's sponsorship also leverages sponsorship of other community institutions and corporations that underwrite the costs of community events.

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

**Bellevue City Code 14.50.040:** "It is the policy of the city, as implemented through this code and any procedures adopted hereunder, to recognize the substantial community benefits that result from special events. These events provide cultural enrichment, promote economic vitality, and enhance community identity and pride. They also may provide opportunities for family activities and funding for our community's nonprofit agencies. Partnerships between the city, event sponsors and the community are valuable in ensuring successful events. Therefore, the city will strive to accommodate special events."

To implement this policy, this proposal incorporates two aspects of the City's support for special events. First, administering the Special Events Code (BCC 14.50), which requires pre-event planning and mitigation of impacts by private organizations in order to obtain a special events permit from the City. The permit allows the City to assess the impacts of events taking place on public property or right-of-way with a goal of protecting public health, safety and welfare. The Special Events Code includes a schedule of fees, which provide revenue to offset the costs of permit issuance. The Code is administered by the Special Events Committee (SEC), a Council-appointed board including City staff from various departments and community stakeholders.

The second element of this proposal includes direct production and sponsorship of several major public events that occur on an annual basis within the City of Bellevue. These events include the City-produced Family Fourth of July Celebration, Kelsey Creek Farm Fair and Kelsey Creek Sheep Shearing events and sponsorship of privately produced events including the Bellevue Jazz Festival, Live at Lunch Concert series and the Magic Season. In addition to production support and sponsorship, the proposal includes a request to support extraordinary staffing costs in the Police, Fire, Transportation and Parks & Community Services Departments that have been identified for on-going special events held in the past and anticipated for 2011–2012 (see **Attachment 1** for detail). Staffing costs for Police and Fire are overtime costs that have not been recovered in the past from the producing organization due to either partnership agreements or historical precedence. Other costs incurred by Transportation and Parks reflected in this proposal include traffic and pedestrian control devices, other equipment such as portapotties and generators, and day of event staffing costs.

The Family Fourth of July Celebration in Downtown Park, attracting 65,500 spectators a year, is unique as it is produced by the City in partnership with the Bellevue Downtown Association. The event involves multiple City Departments in the planning and implementation process and impacts budgets for set-up, break-down and day of event logistics support. Operating costs for day of event operation and setup/breakdown are included in this proposal. The staffing costs for planning and oversight of the Fourth of July as well as other smaller scale events produced by Parks & Community Services such as the Summer Movies in the Park series has been incorporated into the budget proposals of the business units responsible for those events.

## **Section 6: Mandates and Contractual Agreements** N/A



# 2011-2012 Budget Proposal

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

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

#### **City-Wide Purchasing Strategies**

- Leverages collaboration or partnerships with external organizations
- Is a catalyst for increasing citizen participation and support
- Enhances Bellevue's image

#### **Innovative, Vibrant & Caring Community: Opportunity for Interaction**

This proposal addresses the purchasing strategies listed for this factor. Special events held throughout the City give residents the opportunity to connect with each other and the greater community. Social bonds are created, cultural diversity and cooperation is recognized as people of different backgrounds and cultures interact at the event. Special events add to a sense of vibrancy to the City and its neighborhoods as well as strengthen the overall sense of community. Due to the free or combination of free/fee activities, special events can reduce barriers to involvement and interaction. They offer opportunities for citizen involvement in the planning and production of the event and promote community involvement in the provision of services.

Special events held throughout the City contribute to the goals of the City's Cultural Compass, including Goal 1: Employ Bellevue's arts and cultural assets to further the City's economic development and Goal 2: Promote the arts and cultural tradition of Bellevue's increasing diverse population to distinguish and enrich civic life.

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

#### **Quality Neighborhoods**

Special events, both community wide or neighborhood focused help strengthen the Sense of Community by encouraging people to gather and interact, thereby increasing neighborhood cohesion.

#### **Economic Growth & Competitiveness**

Special events present economic and tourism benefits to the community. For the City, revenue is generated through sales and hotel tax revenue. Through partnerships and collaborations, resources are leveraged and maximized to provide events. Special events contribute to the Quality of Community through events that enhance the arts, promote cultural diversity and support business. Special events also enhance and support the city's reputation as well as contribute to the development of the "City Brand". Events such as Garden D'Lights and the Bellevue Arts Fair have achieved regional and national recognition.

#### **Responsive Government**

The Special Events Code insures an equitable and open process for approval of events, and provides a centralized entry point for event producers. It creates a more efficient and effective delivery of City services. The requirements for a Special Events Permit also protect the public health, safety and welfare of Bellevue residents by insuring that (1) public safety services are not hindered by events, (2) adequate security and crowd controls are in place to manage large gatherings, and (3) secondary effects such as traffic, noise and other impacts are mitigated to the greatest extent possible for neighboring residents and businesses.

#### **Safe Community**

Day of event staffing support by police, fire and other appropriate Department staff contributes to the safety of large events in the areas of traffic control, crowd management and emergency response.

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

**Short-term:** The Special Events Committee provides oversight and guidance for numerous special events throughout the City, in particular privately produced events occurring on public property or right-of-way. Funding of day of event staffing costs for specified events will continue critical Police, Fire and Parks staff support to manage safety concerns and event management as appropriate. Providing City funding to community organizations for identified special events will ensure that signature events continue to be an important part of the City's cultural identity.



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**Long-term:** Include the above as well as the opportunity to review, evaluate and consider reforms regarding the City's management and permitting of special events including potential code revisions. A goal of this review is to design further efficiencies into the program in order to realize additional cost savings for the City.

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

- Number of events reviewed by Special Events Committee
- Estimated attendance at community events permitted through the Special Events Code
- Economic benefit calculated for special events through Economic Development Office
- Percent of cost recovery of Special Events through permit fees, direct service charges and partnership value

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

This proposal institutes a cost savings over the prior budget cycle without sacrificing the number of community events sponsored by the City or permitted through the Special Events Code. The work program will also include an in-depth review of the existing Special Events Code and functions of the Special Events Committee to determine if code changes that bring efficiencies to the current permit process are advisable for City Council consideration outside of the budget process.

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

\$30,000 through a combination of Special Event Committee fees and event revenue.

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

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

1. Legal: Without funding, the code requirements of BCC 14.50 (Special Events Code) could not adequately be implemented
2. Customer Impact: Without funding to manage the permit review and approval process, or provide sponsorship support for community events, the City would have to decide to either not allow large scale events to take place at all, or accept a higher degree of impact to neighboring residents and businesses as well as increased public safety risk for events that may not be held to current permit conditions.
3. Investment/Costs already incurred: Many special events, such as the Family Fourth of July, Garden D'Lights and the Bellevue Arts Fair provide regional and national attention for the City of Bellevue brand and enhance the quality of life for Bellevue residents. Without support for these events, these benefits could not be realized.
4. Other: N/A

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

A 5% reduction in expenditures related to production of the Family Fourth of July is included in this proposal. Currently, staff time spent administering the Special Events Code and permitting process, are absorbed by the departments that participate. No additional funding is requested for these functions. A lower level of funding may reduce the amount available for the City to sponsor other community events throughout the year. Funding Police and Fire overtime costs at a lower level will either result in reduced services at special events or passing costs on to the event producing organization which may result in fewer special events.



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## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Bellevue Youth Theatre		<b>Proposal Number:</b> 100.11NN
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> James McClain, x7155		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> N/A		

## Section 2: Executive Summary

Bellevue Youth Theatre is a recreational theatre program providing young people the opportunity to perform in a community setting while building self esteem and confidence. Participants in this inclusive program reflect the diversity of the community. The program serves 800+ youth annually through 10 mainstage productions and day camps. Performances were attended by 7,000 people in 2009. The program is supported by 250+ volunteers contributing more than 21,600 hours of service. By providing opportunities for interaction and reducing barriers to involvement, BYT contributes to a vibrant and caring community.

## Section 3: Required Resource

### OPERATING

Expenditure	2011	2012
Personnel	\$284,398	\$299,637
Other	139,850	142,505
	\$424,248	\$442,142

### Supporting Revenue

	\$119,889	\$122,167
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### LTE/FTE

FTE	3.0	3.0
LTE	0.0	0.0
Total Count	3.0	3.0

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

### Cost Savings/Innovation

BYT has implemented efficiencies over the past two years resulting in reduced operating costs by \$30,000. These include saving rental fees by relocating select shows produced at the Theatre at Meydenbauer to the BYT home theatre at Ivanhoe, reducing the number of shows that require royalties, and reducing temporary staff costs through a reorganization of existing FTE staff functions. The program will continue these efficiencies and others during the 2011-2012 budget cycle.

### Partnerships/Collaboration

BYT utilizes 250+ volunteers to leverage and maximize City resources. Volunteers provided more than 21,600 hours in 2009 in the areas of stage management, costume and lighting design, and backstage management. The Bellevue Youth Theatre Foundation, a non-profit organization, privately raises over \$18,000 per year in financial support for the program and has initiated a \$1.2 million capital campaign for construction of a future new theatre facility.

## Section 5: Budget Proposal Description

Bellevue Youth Theatre's mission is to provide opportunities in the performing arts for all young people, regardless of income or ability, and allow them to perform before a live audience. At the same time, the theatre

# 2011-2012 Budget Proposal

provides the community with quality productions, which are both entertaining and socially relevant for the entire family. Unlike traditional “community theatre,” the primary focus of this program is on the participants and their experience rather than the performances. It is best described as a recreational youth development program that uses theatre as a means to build self esteem and confidence and promote physical activity and a sense of community. This is achieved through the 100% inclusion of everyone who auditions. To further youth development goals, production casts typically include parents, people living with disabilities and older adults. Young people participating in youth theatre projects learn about themselves; they learn to think independently, to be imaginative and to analyze difficult emotional and moral questions while they collaborate creatively with people of different age and ability levels.

The program implementation is geographically distributed throughout Bellevue with rehearsal sites located at South Bellevue Community Center, Crossroads Community Center, and the Ivanhoe Park. Performances are held at the BYT Ivanhoe Theatre and at Meydenbauer Theatre.

Bellevue Youth Theatre currently has 3 FTE’s. The Community Service Supervisor advises the Bellevue Youth Theatre Foundation, oversees technical and administrative functions at BYT, and directs theatre productions. The Recreation Program Coordinator oversees day camps, rentals, site program work, and also directs theatre productions. The Administrative FTE manages administrative support functions, including the theatre box office. The program also uses temporary staff for direct service in day camps and mainstage productions.

BYT is a community building tool that increases developmental assets in youth. In a city with limited opportunities for youth to get involved in the performing arts, this program has become a community treasure.

## **Section 6: Mandates and Contractual Agreements** N/A

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

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

#### **Citywide Purchasing Strategies**

- Provide for gains in efficiency and/or cost savings
- Leverage collaboration or partnerships with external organizations
- Are a catalyst for increasing citizen participation and support
- Are innovative and creative
- Consider best practices

#### **Opportunities for Interaction**

BYT addresses all three purchasing strategies of this factor. The program has a 100% casting policy. Everyone who auditions gets a part. No one is turned away due to income, ability or other reasons. The program model is considered a best practice and has been duplicated by other communities as close as Mercer Island and as far as Boulder, Colorado. It reduces or removes barriers to involvement including people living with disabilities and senior citizens. BYT uses acting, music, and dance as tools to promote physical activity. Adults involved in the program become mentors in positive youth and adult interactions. The benefits expand to include the general community as audience. This interaction (participant and audience) promotes community building.

The cultural diversity reflected in the program is representative of the general Bellevue community, and the program is a vehicle for people to learn to understand and accept each other. The program design helps build the same qualities reflected in sports programs including team work and leadership skill building, and is an alternative to providing physical activity to those youth who may not want to participate in organized sports.

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The theatre program and philosophy is supported by research, including the Search Institute's Youth Developmental Asset model. This model identifies 40 assets that represent a common core of developmental building blocks crucial for all youth. One of the assets is a creative activity at which young people will spend three or more hours per week in lessons or practice in music, theatre or other arts.

In the National Foundation for Educational Research (NFER) "Arts in their View" study, young people give specific examples of ways in which participation in the arts generally helped them to: meet people and make friends; broaden the scope of their interests; express themselves better; learn how to work with others; become more open-minded; organize themselves better; and relieve anger and stress. The National Research Council and Institute for Medicine list the following key features that make a positive youth development setting. Bellevue Youth Theatre incorporates these elements: physical and psychological safety; appropriate structure; supportive relationships; and opportunities for skill building.

A March 24, 2010 Seattle Times article discussed potential reductions in art-related activities for school age youth due to budget constraints at the Bellevue School District. This is a familiar theme in many school districts that effectively limits opportunities for youth to realize the developmental benefits performing arts provide.

This unique program has won a number of awards including the National Recreation and Park Association Dorothy Mullen National Arts and Humanities Award, the State of Washington Governor's Art Award, The Retired Senior Volunteer Program Award of the United States, and the Washington Recreation & Park Association Program Spotlight Award. In addition the City of Bellevue awarded the program with the Barrier Buster Award for its commitment to providing access to persons living with disabilities.

The BYT program contributes to the goals of the City's Cultural Compass, specifically Goal 4, Strategy 4.3 by offering affordable, publically accessible cultural education programs that help foster a unique, learning-oriented cultural environment in Bellevue. As described in more detail below, it also meets Goal 5 by contributing to the inventory of performing arts spaces for Bellevue organizations, artists and residents.

### **Built Environment**

This proposal maximizes the investment in community facilities by supporting programs and events that serve diverse populations, and providing gathering spaces for people to recreate. The program operates a 110 seat studio theatre, which is made available to other performing arts organizations on a rental basis including Thistle Puppet Theatre and Eastside Lyric Opera. The only other theatre space this size is at Bellevue College, which is not rented to the public. The BYT Ivanhoe theatre is booked at full capacity with performances 37 weeks a year. 38 weeks support the BYT program's auditions, rehearsals, performances and day camps. 14 weeks are used by other performing arts organizations. BYT and its partner, BYT Foundation are working toward construction of a future performing arts facility that will increase the inventory of arts spaces in Bellevue and allow a currently constrained BYT program to expand program benefits to include more youth and community members.

### **Involve Citizens**

BYT has the support of active volunteers engaging in a range of activities. The Bellevue Youth Theatre Foundation was formed to support the program. Light, Set, Directors, and Costumes Designers volunteer for this unique theatre experience. Parents mentor youth through tasks ranging from hair and makeup applications to acting coaches. In 2009, there were 224 volunteers providing 21,562 hours of service. The multi-generational aspect of the program creates a whole community working for a common good.

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

**Economic Growth & Competiveness:** Quality of Community/People & Partnerships

**Safe Communities:** Prevention (youth involvement)/Community Engagement

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

Theatre is unique in its ability to reach the entire community. Regardless of who participates, what they look like, or who they are, they can engage in theatre and find a level playing field. This reduces the chances that youth will get involved in delinquent activities, that they are less likely to feel socially outcast, and they are given an opportunity to feel better about themselves. By playing roles, young people learn empathy and become better citizens.

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

- Ticket Sales: 5,500 per year.
- Evaluations: distributed at the end of every program, 14 times a year, should reflect a 95% approval rating.
- Participation: youth served is a good bench indicator of the success of the program. Youth are being served through 14 programs. This current number is the anticipated level of participation for the next two years.

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

There is no other theatre program with this unique model of inclusion offered in the City of Bellevue or surrounding communities. The program serves 800+ youth through 10 mainstage productions and 7 weeks of theatre day camps. The level of funding is appropriate for the amount of youth served. The program went through an extensive program review in 2009 and found the cast sizes to be appropriate.

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

Supporting revenues include ticket sales, facility rentals, daycamp revenues, and donations.

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

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

1. Legal: N/A
2. Customer Impact: Over 800 youth who participate in the program will no longer have a youth theatre program in the city of Bellevue. Over 6,000 families who purchase tickets to see the shows will no longer have a family type theatre venue they can attend. 224 volunteers who support the shows will lose their opportunities to be involved in a local youth theatre program.
3. Investment/Cost already incurred: The City has invested several million dollars over the past ten years renovating and upgrading the current BYT Theatre at Ivanhoe Park. Without the BYT program, this facility would be underutilized. Further, over its history BYT has collected a formidable collection of stage equipment; costumes and props scaled and sized for youth productions.
4. Other: As an added service, BYT provides sound equipment and technician support for over a dozen city events from parks openings to special events. BYT provides this support for \$10-\$12.50 per hour instead of the \$125-\$150 per hour charged by private companies.

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

The program would reduce the number of youth served by reducing the number of day camps offered. This would also result in a noticeable loss of revenue. In addition, the opportunities for our youth to be involved in a performing arts theatre program would be further limited.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Youth Development		<b>Proposal Number:</b> 100.13NN
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Reduction of Service
<b>Staff Contact:</b> Helena Stephens, x2834		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> Yes	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b>		

## Section 2: Executive Summary

The Youth Development Program supports Ground Zero Teen Center, GREAT Summer Camp, the Community Leadership Awards and the Youth Involvement Conference. As a group, they provide opportunities for middle and high school youth to participate in recreation, leadership, and prevention activities. Youth Development provides services to 22,000 youth annually and helps keep Bellevue a vibrant and caring community.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$84,118	\$88,725
Other	130,817	133,284
	\$214,935	\$222,009

### Supporting Revenue

	\$36,330	\$37,020
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### LTE/FTE

FTE	1.0	1.0
LTE	0.0	0.0
Total Count	1.0	1.0

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

### Cost Savings/Innovation

This proposal includes \$268,000 in cost savings from the prior year budget achieved by restructuring existing Youth Development programs and focusing support on the set of programs described in this proposal. The programs being restructured include the 24-Hour Relay Challenge, Youth Link, Bellevue Youth Council, Youth Link Board and Shutterbugs Photography Day Camp. As a result, these programs will be discontinued in 2011.

### Partnerships/Collaboration

- Boys & Girls Clubs of Bellevue manages Ground Zero Teen Center to provide recreation and leadership activities. The Jubilee REACH Center provides facility support for the GREAT Summer Camp.
- Bellevue School District provides access to students and school facilities for Community Leadership Awards and the Youth Involvement Conference.

## Section 5: Budget Proposal Description

The Youth Development Program provides activities and events that deliver a high return on the community's investment by providing recreation, social and leadership development in a positive, supervised and structured setting. The program includes four elements including Ground Zero Teen Center (GZ), GREAT Summer Camp (GREAT), Community Leadership Awards (CLA) and the Youth Involvement Conference (YIC).

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**Ground Zero Teen Center:** Established in 1993 in downtown Bellevue, Ground Zero Teen Center is operated by the Bellevue Boys and Girls Club and serves more than 20,000 teen visits annually. The Center offers a variety of programming such as a local music festival and web tech classes, after-school activities, youth workshops, summer activities, leadership and employment trainings, teen meals, counseling services, and leadership opportunities throughout the year. For example, the GZ Club Store teaches youth about selling, pricing and leadership. Ground Zero actively seeks to increase access to low-income youth for clothing, food and counseling services. The Youth Development Program provides 55% of the operating budget in partnership with the Bellevue Boys and Girls Club.

**GREAT Summer Camp:** This six-week program provides a series of leadership and self-motivation activities for middle school age youth in a safe, supervised setting. Healthy activities, field trips and positive role models give parents a seasonal, child care alternative for this age group that might otherwise experience a “latch key” environment at home with no or little supervision by working parents.

**Community Youth Leadership Awards and Youth Involvement Conference:** These events, held annually and biennially (respectively), are leadership development events encouraging youth to engage in civic activities through community service projects and future planning for their community. Each event attracts 250 – 350 students. Youth practice civic responsibility in the areas of recreation, safety, education, transportation, employment, health and are recognized for outstanding leadership in academics, sports and community service.

## **Section 6: Mandates and Contractual Agreements** N/A

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

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

#### **Citywide Purchasing Strategies**

- Provides for gains in efficiency and cost savings and ensures that services are “right-sized”
- Leverages collaboration or partnerships with other departments and external organizations
- Is a catalyst for increasing citizen participation and support
- Is innovative and creative

#### **Innovative, Vibrant & Caring Community: Opportunities for Interaction, Support Services & Involve Citizens**

Youth Development meets multiple purchasing strategies of three IVCC factors by offering year round recreation and leadership opportunities for young people to experience skill and social development, practice civic engagement, access services and learn from positive adult role models.

Youth Development offers 40 program hours per week during the school year and 80 program hours during the summer, serving over 22,000 youth annually. *In 2003, Search Institute Profiles of Student Life: Attitudes and Behaviors* surveyed 150,000, 6th- to 12th-grade youth in 202 communities and found that 57% felt that after-school youth programs were vital to their health and well being<sup>1</sup>. In 2004, the Search Institute and the Social Development Research Group at the University of Washington<sup>2</sup> completed a study on “Successful Young Adult Development”. The study identified eight elements essential to the healthy transition of adolescents to young

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<sup>1</sup> Search Institute is an independent, nonprofit, organization committed to helping create healthy communities for every young person.

<sup>2</sup> Peter L. Benson and Peter C. Scales, Search Institute (SI), and J. David Hawkins, Sabrina Desterle, and Karl G. Hill, Social Development Research Group (SDRG), University of Washington



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adulthood. They include: physical health; psychological and emotional well-being; life skills; ethical behavior; healthy family and social relationships; educational attainment; constructive engagement; and civic engagement. Further research includes the Search's Institute's 40 Development Assets<sup>3</sup>, which the City has incorporated as the curriculum model for youth programming since 1996. Seventeen of the 40 Developmental Assets are key elements in the curriculum offered at Ground Zero, GREAT Summer Camps, the Community Leadership Awards and the Youth Involvement Conference. Some of the primary assets include: #4- Caring Neighborhood; #14 Adult Role Models; and #40 Positive View of Personal Future. These programs are supported by the City's Recreation Program Plan and Comprehensive Plan Policies PA-11 and PA-14.

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

**Innovative, Vibrant & Caring Community: Built Environment**

This proposal supports programs for youth at a variety of community facilities, public and private geographically distributed throughout the city. These sites include the non-profit operated Ground Zero Teen Center and Jubilee REACH Center. Programs are in school and city facilities as well as King County Housing Authority apartment complexes. Geographic dispersion allows youth, and particularly youth from low- and moderate-income families, an opportunity to easily access safe and structured activities for youth and teens with adult supervision, while keeping teens safe and reducing negative behaviors.

**Safe Community: Prevention**

The Youth Development program provides youth an alternative choice to negative, risky and possible criminal behavior. Ground Zero Teen Center receives 20,600 youth visits annually (**Attachment 1**). GREAT hosts summer activities for up to 250 middle school student visits per week. Ground Zero Teen Center offers an example of how the existence of these programs maintains low levels of criminal behavior. The West Bellevue area, which includes Ground Zero, has received 77 police calls, averaging 11 calls per year from 2002 through 2009. Ground Zero makes a positive contribution to keeping juvenile criminal behavior in West Bellevue and Downtown areas to a minimum.

**Responsive Government: Community Connections**

The Youth Involvement Conference and Community Leadership Awards offer a rare opportunity for youth to have a voice in the affairs of their local government and recognize the value of local community leadership. Through the Youth Involvement Conference specifically, teens are able to express their immediate and long-term ideas to City and School District leaders on how to make Bellevue a more inviting for the youth population.

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

- Provides safe, supervised and structured programs for youth throughout Bellevue
- Promotes positive youth development and encourages active citizenship

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

- Increase participation in Youth Involvement Conference and Community Leadership Award programs.  
2009-10 Actual: 655 unduplicated youth                      2011-12 Target: 650
- Increase participation in Ground Zero prevention services (alcohol/drug/ violence).  
2009-10 Actual: 99 unduplicated youth per week      2011-12 Target: 150
- Aim for at least 35% ethnic diversity among program participants.  
2009-10 Actual: 41%    2011-12 Target: 45%

<sup>3</sup> The Developmental Assets 1990 Search Institute report "The Troubled Journey: A Portrait of 6<sup>th</sup> -12<sup>th</sup> Grade Youth

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

This proposal demonstrates a strong partnership with youth related non-profits to provide accessible programs and services that meet the needs of the youth population (supported by Comprehensive Plan Policies HS-2, HS-4 and HS-9). The staffing level proposed is appropriate to assure as successful program with the necessary accountability and stewardship of City funds. On-site contract monitoring and technical assistance is also provided to contractor and partner agencies to met City requirements.

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

The Youth Development program includes a variety of services and activities that are either free or have registration fees associated with them. Program service rates are set in accordance with the policies of the Recreation Services Pricing Guidelines. Scholarships are provided to residents who qualify via the Parks & Community Services scholarship granting criteria.

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

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

The elimination of funding would impact 7,000 youth, including 41% youth of color and low-income youth who would be without after-school and late night programming. The absence of these programs could subject youths and the broader community to higher risk of negative behavior.

1. Legal: N/A
2. Customer impact: Eliminating funding for Ground Zero could result in the Center closing or a reduction of operating hours and/or staffing levels. GREAT would have to reduce the number of participants reducing revenue to the City and the two special events – Youth Involvement Conference and Community Leadership Awards would be eliminated. The reduction would leave a minimum of 6,000-7,000 youth without age-appropriate programs during out of school hours.
3. Investment/Costs already incurred: Over many years, the City has invested \$1.75M in the Ground Zero Teen Center. Further, other Youth Development programs included in this proposal have developed name and brand recognition and will be noticeably missed by the community if they are canceled by the City.
4. Other: N/A

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

This proposal already includes a reduction in expenses of \$268,000 over the prior budgeted levels. As described in Section 4, existing youth programs have been restructured in order to scale the revenue to support the programs in this proposal. Further reductions in funding would negatively impact the scope of services able to be provided, and potentially result in some programs or events being suspended or cancelled. As such, the benefits of prevention would be lost to the community and additional societal costs may result from a youth population without access to safe, structured and supervised activities.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Human Services Planning & Contract Management		<b>Proposal Number:</b> 100.15NN
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Emily Leslie, x6452		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> Yes	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> This proposal is directly related to 100.18NA - <i>Human Services Contracts with Non-Profit Agencies</i>		

## Section 2: Executive Summary

This proposal provides the support necessary for management of human services contracts with non-profit agencies to provide critical support services for Bellevue residents. In addition, it provides staff support for: a) the Human Services Commission; and b) City representation in major regional human services planning and funding collaboration efforts. This proposal also includes the City's payment of liquor excise tax and liquor profits as required by State law to King County's Mental Health Chemical Abuse & Dependency Services Division.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$323,584	\$340,917
Other	100,759	102,894
	<u>\$424,343</u>	<u>\$443,811</u>

### Supporting Revenue

	29,059	29,852
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### LTE/FTE

FTE	3.41	3.41
LTE	0.00	0.00
Total Count	<u>3.41</u>	<u>3.41</u>

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

### Cost Savings/Revenue

This proposal includes a total reduction of \$19,828 in several line item operating expenses over historical levels, such as professional services and temporary help. The City collects revenue from liquor excise taxes and profits.

### Partnerships/Collaborations

The City partners with 45 non-profit agencies to provide human services to Bellevue residents. In addition, City Council members and staff represent Bellevue on major regional initiatives focused on improving quality of life for King County residents, e.g. King County Committee to End Homelessness Governing Board and Interagency Council, King County Mental Illness Drug Dependency (MIDD) Oversight Committee, and Eastside Human Services Forum Board of Directors and Work Group. Staff also represent Bellevue and East King County in numerous other countywide and sub-regional human services coalitions/collaborations (**Attachment 1**).

## Section 5: Budget Proposal Description

- **Contract Management:** This proposal provides the support necessary to manage contracts with non-profit agencies using General Fund dollars. In 2010 staff is responsible for managing 74 service contracts with 45 non-

## 2011-2012 Budget Proposal

profit agencies totaling \$2.5 million. On 4/29/10, Bellevue received 103 applications for 2011-2012 funding from the General Fund requesting over \$3.3 million. **(Attachment 2)**

- **Planning & Collaborations:** Primary activities include supporting the work of the Human Services Commission, and the publication of the biennial *Human Services Needs Update*. In addition to guiding the human service funding process, this report provides the City Council and the Human Services Commission data on the status of the human services “safety net” and the human services needs of Bellevue residents. Staff also supports City Council members and other City officials who have seats on several county-wide initiatives. These groups allocate funds to programs which benefit Bellevue residents.
- **Other:** This proposal also includes the City’s payment of 2% liquor excise tax and liquor profits as required by State law to support King County’s Mental Health, Chemical Abuse & Dependency Services Division. In 2009, this pass-through payment to King County totaled \$28,545.

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

- The City has contractual agreements with 45 non-profit human services agencies. Bellevue also has a Memorandum of Understanding (MOU) with 9 cities in North and East King County for joint contracts with 24 human services programs in 13 non-profit agencies.
- The City is required by State RCW 66.08 – 2% of Liquor Profits and RCW 8208.170 – 2% of Liquor Excise Tax, to make quarterly payments to King County for support of the King County’s Mental Health, Chemical Abuse & Dependency Services Division.

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

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

##### **Support Services**

This proposal facilitates provision of a range of human services to individuals and families, including basic needs (food, shelter, etc.), crisis support and intervention, education and training, and prevention programs. Basic needs must be met before people can be involved and engaged in their community. Once these needs are met, further support services provide additional assistance to enable residents to support themselves. These services also assist the full range of diverse populations in Bellevue, e.g. immigrants/refugees, older adults, persons with disabilities, children and youth, etc.

##### **Opportunities for Interaction**

This proposal fosters healthy opportunities for interaction by reducing barriers to involvement and interaction, and increasing levels of acceptance among those from different backgrounds and cultures. The biennial *Human Services Needs Update* guides the process for equitably distributing funding to those groups in the community with the greatest need. A key component of the *Update* is to identify barriers to services.

##### **Citywide Purchasing Strategies**

- **Best value in meeting community needs:** Supports the Human Services Commission in their review of funding applications to ensure that contracts represent the best value for the City’s funds. The *Human Services Needs Update* provides solid documentation for funding the most critical needs of residents.
- **Gains in efficiency and/or cost savings:** City policy is to provide human services only as a last resort since it is more efficient to contract with non-profit agencies. There are also efficiencies in the review of applications (joint online application for 17 cities) and in contract management (pooled contracts with 9 cities for 24 human services programs.)
- **Leverage collaboration or partnerships with other departments and/or external organizations:** In addition to contract management, (partnering with Finance Department to process contracts and reimbursement requests), support is provided to City Council members representing Bellevue on several regional human services initiatives as noted above.

# 2011-2012 Budget Proposal

- **Catalyst for increasing citizen participation and support:** When residents' human services needs are met, they are able to become more involved and contribute back to the community in which they live. For example, the Committee to End Homelessness has a goal to stabilize homeless persons into permanent housing, thus allowing them to become more self-sufficient and more engaged citizens.
- **Innovative and creative:** Bellevue is the lead city in managing joint contracts with 9 other cities for 24 human services programs. Bellevue also led the development of the joint online application for 2011-2012 funding through eCityGov Alliance in cooperation with 16 other cities in North, East, and South King County.
- **Best practices:** The Human Services Commission is supported in its review of funding proposals, including evaluating how programs are addressing existing community problems and if Best or Promising Practices are being used in providing the services.
- **Eliminate low value-added activities:** The Human Services Commission is supported in reducing or eliminating funding where services are not performing and/or there is no longer a demand.
- **Sound management of resources and business practices:** The Human Services Commission is supported in reviewing the overall financial stability of contracted agencies, through independent annual financial statements and independent audits.
- **Enhance Bellevue's image:** Bellevue is not only a City "with a heart," but also a leader in regional human services funding and planning. For example, Bellevue is the only city in King County that publishes a biennial human services needs assessment. Many of Bellevue's funding processes, Human Services Commission, etc. are used as models by other cities within and outside King County.

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

Many human services contracts also address the following outcomes (**Attachment 2**)

**Safe Community:** Domestic violence and sexual assault interventions

**Improved Mobility:** Transportation for frail elderly

**Economic Growth & Competitiveness:** Employment services, English-as-Second Language instruction, child care subsidies, etc.

**Quality Neighborhoods:** Volunteer chore services for seniors, helping limited English-speaking find needed services, support for families, afterschool and summer programs for children and youth, etc.

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

**Short-term:** Even though the level of funding and number of human services contracts has grown in recent years, no increase in the number of FTE staff positions managing these contracts has occurred. Strategies to manage this increased workload include streamlining the application, review, and contract management processes. Stronger collaborations with regional human services initiatives, such as the Committee to End Homelessness, will improve the City's ability to leverage outside resources.

**Long-term:** The benefits are two-fold. On a community-wide basis, investment in human services — especially prevention and early intervention programs — will result in long-term cost savings by avoiding more costly intervention public safety and criminal justice programs. On an individual basis, as residents' self sufficiency increases, their need for human services decreases and they are more able and likely to fully participate in the community.

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

### **Contract Management**

- **Number of Bellevue residents served** by each human services contract (benchmarks and targets vary by contract and service).
- **Percentage of human services programs meeting contract performance goals**



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Each human services contract includes the quantity of the service provided, e.g. emergency bednights for homeless, mental health counseling hours, domestic violence crisis calls, etc.

Benchmark: 85% of 2009 contracts met contract performance goals.

Target: 85% will meet contract performance goals.

- **Percentage of successful program outcomes**

Each contract requires documentation of program effectiveness through annual outcomes reporting.

Benchmark examples: 95% of families at risk of homelessness maintain their housing for 6 months after receiving rent or mortgage assistance; 89% of adult survivors of sexual assault indicated an increased ability to understand and cope with the trauma, etc.

Target examples: Same as benchmarks

### Regional Planning/Collaboration

***Amount of human services funding awarded by regional funding sources to agencies/programs supported by City of Bellevue (leveraged resources).*** Bellevue’s involvement in regional planning and funding initiatives, such as the King County Committee to End Homelessness, has leveraged hundreds of thousands of dollars coming back to programs serving City residents and/or East King County although specific benchmarks and targets are difficult to determine.

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

The staffing level proposed is appropriate to assure the necessary accountability and stewardship of City funds allocated to non-profit agencies for human services. The Human Services Commission undertakes an extensive review process and, once funded, there is processing of monthly or quarterly reimbursement requests, monitoring of contract performance and reporting.

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

Liquor Excise Tax and Profits: Bellevue collects a 2% liquor excise tax and liquor profits which are required by State Law to be used to support alcohol and substance abuse treatment programs. This revenue is paid to King County’s Mental Health, Chemical Abuse & Dependency Services Division on a quarterly basis. This revenue has been growing steadily and increased by 8% since 2005 for a total of \$28,545 paid to King County in 2009.

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

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

1. Legal: The City would not meet State Law requirements for transmitting 2% of liquor profits and excise taxes to King County Mental Health, Chemical Abuse & Dependency Services Division.
2. Customer Impact: There would be no staff resources to manage contracts with 45 human services agencies, including the 13 joint contracts with 9 other cities in North and East King County.
3. Investment/Costs already incurred: Bellevue could lose its ability to leverage resources and influence human service policy development affecting the entire region, e. g. the City would lose seats on the Governing Board of the Committee to End Homeless and the Mental Illness Drug Dependency Oversight Committee, thus jeopardizing funds being available to Bellevue residents with these issues.
4. Other: N/A

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

Reduced funding would result in insufficient staff resources to manage human service contracts and for planning activities. This would result in producing the *Human Services Needs Update* on a less frequent basis, limiting the City’s ability to respond to community needs.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Utility Tax Rebate Program		<b>Proposal Number:</b> 100.16NN
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contacts:</b> Emily Leslie, x6452		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> Yes	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> N/A		

## Section 2: Executive Summary

The Utility Tax Rebate Program offers a year-end rebate of the local taxes residents pay on private utilities (gas, electric, telephone, garbage) and Bellevue’s Utilities (water, wastewater and drainage). This program is available for all low-income citizens. To qualify, households must reside within Bellevue city limits and meet income guidelines. This proposal is to fund Utility tax rebates and the labor costs associated with processing the applications for rebates. For 2011 the number of rebates is expected to increase by 6% to 1,325 low-income residents.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$0	\$0
Other	136,740	139,337
	<u>\$136,740</u>	<u>\$139,337</u>

Supporting Revenue	2011	2012
	\$0	\$0

LTE/FTE	2011	2012
FTE	0.0	0.0
LTE	0.0	0.0
Total Count	<u>0.0</u>	<u>0.0</u>

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

This program is a collaboration between Parks & Community Services and Utilities, administered by the Human Service Division. There is a ready-made customer base, thus eliminating the administrative step of Human Services having to qualify low-income Bellevue residents for the rebates. There is cost-savings since low-income residents who qualify for the Utilities Rate Discount Program automatically qualify to receive the Utility Tax Rebate. The program also coordinates with the Human Services Division’s Home Repair Program so qualified rebate clients in Bellevue also receive information about that program which helps low-income Bellevue homeowners make health and safety repairs. Externally, Utilities and Parks & Community Services’ Human Services staff make referrals for additional services to several of the human services agencies funded through separate proposals by the City (e.g. Hopelink, Salvation Army, etc.).

## Section 5: Budget Proposal Description

The Utility Tax Rebate Program is designed to be a support/safety net for Bellevue’s low-income residents. Over 1,100 citizens benefit from this program annually and the program provides much-needed relief to this group of residents. To qualify, households living within the Bellevue City limits must meet income guidelines (total income in 2009 for a single person of \$28,231 or less and \$32,271 or less for married/co-tenant). Residents need to apply between October 1 and November 30 each year to receive an end-of-year utility tax rebate. In 2009, this program gave rebates totaling \$118,780.50 to 1,169 low-income Bellevue residents.



# 2011-2012 Budget Proposal

With expenses for temporary help in October and November to process the rebates, the total cost of the Utility Tax Rebate Program was \$120,110.84. In view of the current economic recession and the fact there was no cost-of-living adjustment in 2010, Utilities Department staff estimate a 6.9% increase in the number of low-income residents receiving the rebate for a total program cost \$129,000, including temporary help. For 2011, those figures are expected to increase by 6% to 1,325 low-income residents receiving utility rebates totaling \$102 each, for a total cost of \$136,740.

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

Bellevue Ordinance No. 4843 (11/30/95): Amends Ordinance No. 4841 to expand Utility Tax Relief provisions. (Attachments 1 & 2)

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

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

#### **Support Services**

Basic human needs such as food, water, shelter, and power must be met before people can be involved and make a contribution to their community. This proposal speaks directly to providing a part of those basic human needs. By providing an annual Utilities tax rebate, this vulnerable population has the immediate benefit of spending their limited income on other needs. Residents who qualify for the Utilities Discount program automatically qualify for the Tax Rebate program and there are only a few additional residents who need to be qualified for the Tax Rebate program. The Home Repair Program also promotes the Utility Tax Rebate Program with its clients and the Utilities Department also increases awareness and provides access to both programs.

#### **Citywide Purchasing Strategies:**

- ***Provide best value in meeting community needs:*** This proposal meets a very basic community need and, by effective management of available funds, Human Services (Parks & Community Services) and Utilities Departments are able to assist a large group of citizens **with one program**. Last year, over 1,100 low-income residents were able to take advantage of this assistance and in 2010 it is expected the number will increase to 1,250.
- ***Leverages collaboration with other departments or external organizations:*** On an annual basis, Utilities staff who administer the discount program provide details on the number of residents who qualify for the Utility tax rebate, along with the costs associated with processing the rebates. Human Services staff in the Parks & Community Services Department authorize the payment of the rebates from the General Fund. Utilities staff also works with and refers customers to Bellevue’s Human Services or to the Home Repair Program administered though the Parks & Community Services Department for additional services and vice versa.
- ***Consider best practices:*** The Utility Tax Rebate Program has been operating in Bellevue for over 15 years, emphasizing the City’s long-term commitment to supporting vulnerable low-income residents in our community.
- ***Ensure sound management of resources:*** Low-income residents who qualify for the Utility Discount Program automatically qualify for the Utility Tax Rebate Program which saves staff time in determining eligibility. This improves access to resources for residents since they do not need to apply separately for each program.
- ***Enhance Bellevue’s image:*** By ensuring that the basic needs of this vulnerable population are met, this program greatly enhances Bellevue’s reputation as a caring community that helps its residents in need and is indeed a “City with a heart.”

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

#### **Quality Neighborhoods**



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Assisting low-income residents strengthens the sense of community and builds capacity with neighborhoods for greater self-reliance, specifically the stability of the neighborhood residents.

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

**Short-term:** For low-income residents living at subsistence levels, the rebate allows them to meet some of their basic needs, thus allowing them to use their limited income on other necessities, such as transportation, medical prescriptions, rent, etc.

**Long-term:** The rebates, although small in size, could potentially prevent other human services problems from occurring. Falling behind on bills could eventually lead to homelessness for some. Ultimately, this resource increases their ability to lead a healthier and more stable life and improve their self-sufficiency and success.

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

The number of rebates issued is based on demand.

- Number of rebates provided on an annual basis (2009 benchmark: 1,169 persons; Target: 1,325 persons.)
- Dollar value of rebates provided on an annual basis (2009 benchmark: \$118,781; Target: \$136,740)

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

The proposed level of service is based on the demand for utility tax rebates which grew by 11% in the number served between 2007 and 2009 and is expected to grow by an additional 7% in 2010 over the number of tax rebates issued in 2009. As of the beginning of April 2010, over 1,000 applications for utility discounts had been processed, most of whom are automatically eligible for the utility tax rebate. For 2011, the number of tax rebates is expected to increase by an additional 6%. This is due primarily to the economic recession and the need for low-income residents to save money to be used for basic needs.

### Section 8: Provide Description of Supporting Revenue N/A

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

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

1. Legal: New legislation would need to be passed to cancel the Utility Tax Rebate program.
2. Customer Impact: If the activity is not funded, Bellevue's vulnerable low-income residents, many of whom are older adults and disabled citizens, would lose much-needed funds to help them meet their basic needs. Bellevue's image as a caring community would also be diminished.
3. Investment/Costs already incurred: N/A
4. Other: N/A

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

Eligibility requirements for the rebate program could be changed to limit the number of participants. This would require an ordinance defining the new requirements, and fixed costs would still exist for temporary staff to process the rebates.





# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Human Services Contracts with Non-Profit Agencies		<b>Proposal Number:</b> 100.18NA
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Emily Leslie, x6452		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General & Grants/Donations (federal CDBG)	<b>Attachments:</b> Yes	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> N/A		

## Section 2: Executive Summary

Residents struggling to meet basic needs for themselves or their families are unlikely to be or feel connected to their community. Funds will be used to respond to the increased and unmet needs documented in the 2009-2010 Human Services Needs Update to ensure that all residents, especially low and moderate-income persons, have affordable access to support services by providing funds to local non-profit agencies who are experts in a broad array of human service programs, e.g. basic needs (food, shelter, etc.), crisis support and intervention, education and training, and prevention programs. There were 109 applications totaling \$4.0 million for General Fund and federal Community Development Block Grant (CDBG) human services contracts submitted to the City on 4/29/10 which exceeds the amount of funds proposed for 2011 contracts by more than \$632,000, or 18%. An Additional \$224,000 for the biennium was appropriated based on the Council’s final budget deliberations. This amount had not been contemplated by the Results Team.

## Section 3: Required Resources -

### OPERATING

Expenditure	2011	2012
Personnel*	\$199,738	\$210,348
Gen Fund Contracts	2,548,191	2,627,039
CDBG Contracts	880,807	897,542
Pooled Contracts	899,912	917,011
	<u>\$4,528,648</u>	<u>\$4,651,940</u>

### Supporting Revenue

CDBG Funding	\$880,807	\$897,542
Contribs.& Interest	15,000	15,000
Pooled Cities \$\$	899,912	917,011
	<u>1,795,719</u>	<u>1,829,553</u>

### LTE/FTE

FTE*	2.0	2.0
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\*NOTE: these are the equivalent FTEs reimbursed with federal CDBG funds. The other FTEs associated with the management of these contracts are included in proposal 100.15NN - Human Services Planning and Contract Management.

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

### Cost Savings

These services are offset by \$880,807 in revenue from the U.S. Department of Housing and Urban Development (HUD) in 2011 for CDBG funds awarded to the City. Other offsetting revenue includes employee contributions, interest income, and funding from 8 other cities for 13 joint contracts.

### Innovation

For 2011-2012, Bellevue participated with 16 other cities in North, East, and South King County in a joint online application process through the eCityGov Alliance. This online application process resulted in significant cost-savings to non-profit agencies since they only needed to submit one application rather than separate ones to



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each city. It also provided efficiencies for cities and their Human Services Commissions in their review processes. In addition, Bellevue collaborates with 8 cities in North and East King County by pooling funds in 13 joint contracts for 24 human services programs.

## **Partnerships/Collaboration**

External: a) partnerships with non-profit human services agencies, e.g. Hopelink, Eastside Domestic Violence Program, Sound Mental Health, Youth Eastside Services, Therapeutic Health Services, Senior Services, etc.; and b) the City's Home Repair Program partners with King County Housing Authority to serve low- and moderate-income Bellevue homeowners make health and safety repairs.

Internal: Human services programs support the efforts of Police (domestic violence, sexual assault, and homeless intervention services), Fire (resources for vulnerable populations identified by paramedics and emergency management), Planning & Community Development (resources for Mini-City Hall, affordable and homeless housing), Transportation (special needs populations), Utilities (tax rebate program for low-income), and Parks (Probation, youth & teen Services, services for older adults, etc.)

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

This proposal is the City's response to the increased and unmet needs documented in the City's *2009-2010 Human Services Needs Update* through contracting with non-profit human services organizations to provide critical support services to Bellevue residents. It also includes contracts and administration of federal Community Development Block Grant (CDBG) funds awarded to Bellevue from the U.S. Department of Urban Development (HUD) and staff support for the City's Home Repair Program for low- and moderate-income homeowners to make health and safety repairs .

The Human Services Commission is responsible for reviewing applications for both General Fund and CDBG dollars and making funding recommendations to the City Council according to the Council-approved funding formula based on inflation and population growth (**Attachment 1**). The Commission will develop a contingency plan if the funds approved are 10% more or 10% less than 2010 funding levels. High ranking applications demonstrate the need for their services, are cost-effective, demonstrate sufficient skill and capacity to provide high quality services, and significant leveraging of other funding resources. Applications are also reviewed according to the funding strategies identified by the Commission. A primary focus area in the current funding cycle is intervention programs which serve those residents most affected by the economic recession. The Commission also recommends the allocation of federal CDBG funding from HUD.

General Fund resources required include \$2,548,191 in 2011 and \$2,627,039 in 2012 for contracts with non-profit human service agencies to provide support services to residents. The costs associated with contract management, staff support for the Human Services Commission, and regional planning and partnerships, are included in proposal 100.15NN.

This proposal also supports the City's Home Repair Program which provides zero-interest loans and emergency grants for low- and moderate-income residents for health and safety repairs. Approximately 50-60 homeowners are served annually. In cooperation with King County Housing Authority, it also assists in maintaining the attractiveness and quality of their surrounding neighborhoods. This program addresses the need for affordable housing which has been identified as the most pressing community problem in surveys of Bellevue residents over the past 12 years.

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

The City of Bellevue is an entitlement city receiving federal Community Development Block Grant (CDBG) funds (Public Law 93-383, 24 CFR Part 570). The City will have contractual agreements with approximately 45 non-profit agencies. Bellevue also has a Memorandum of Understanding (MOU) with 9 cities in North and East King County for 13 joint contracts for 24 human services programs.



# 2011-2012 Budget Proposal

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

This proposal facilitates provision of a range of human services to individuals and families, including basic needs (food, shelter, etc.), crisis support and intervention, education and training, and prevention programs. Basic needs must be met before people can be involved and engaged in their community. Once these needs are met, further support services provide additional assistance to enable residents to support themselves. These services also assist the full range of diverse populations in Bellevue, e.g. immigrants/refugees, older adults, persons with disabilities, children and youth, etc.

**Opportunities for Interaction**

This proposal fosters healthy opportunities for interaction by reducing barriers to involvement and interaction, and fostering acceptance between people of different backgrounds and cultures. The biennial *Human Services Needs Update* guides the process for equitably distributing funding to those groups in the community with the greatest need. A key component of the *Update* is to identify barriers to services.

**Citywide purchasing strategies are as follows**

- **Best value in meeting community needs and gains in efficiency and/or cost savings:** The cost of each service is evaluated by the Human Services Commission to ensure that City funds are spent efficiently.
- **Leverage collaboration or partnerships with other departments and/or external organizations:** The City's partnership with non-profit human services agencies supports the work of several City departments. Agency contractors must also demonstrate partnerships and collaborations with other service providers.
- **Innovative and creative and Best Practices:** Proposals are evaluated by the Human Services Commission to determine how programs address existing community problems and if and if Best or Promising Practices are being used in providing the services.
- **Eliminate low value-added activities:** The Human Services Commission recommends reducing or eliminating funding where services are not performing and/or there is no longer a demand for the service.
- **Short- and long-term financial impacts:** Investment in human services, especially prevention and early intervention, will result in long-term cost savings by avoiding more costly intervention-based programs.
- **Sound management of resources and business practices:** The Human Services Commission reviews the overall financial stability of contracted agencies, including annual financial statements and independent audits. The requirements for the administration of federal CDBG dollars are even more stringent and are monitored by HUD as well as the State Auditor.
- **Enhance Bellevue's image:** Providing access to affordable supportive human services enhances Bellevue's image as a "City with a heart" and one that is caring and welcoming to all who live, work, or play here.

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

Many human services programs also address the following outcomes (**Attachment 1**):

**Safe Community**

Domestic violence and sexual assault interventions.

**Improved Mobility**

Transportation for frail elderly.

**Economic Growth & Competitiveness**

Employment services, English-as-Second Language instruction, child care subsidies, etc.

**Quality Neighborhoods**

Volunteer chore services for seniors, helping limited English-speaking find needed services, support for families, afterschool and summer programs for children and youth, etc.

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

**Short-term:** Bellevue residents have access to needed human services and City funds leverage significant other resources, both public and private. On average, Bellevue's funding is 6% - 10% of the total cost. In the short term, it is anticipated that federal CDBG funding, which reimburses a portion of staff costs, will continue but not increase significantly.

**Long-term:** Investment in human services, especially prevention and early intervention, results in significant long-term savings for the City by avoiding more costly intervention public safety and criminal justice programs. Following are research based examples of cost savings: 1) a \$1 investment in early childhood development programs saves between \$7-\$8 in future costs, such as incarceration, counseling, and law enforcement; 2) for every child who participates in a high quality preschool program, the public benefit is \$70,000 in avoided crime costs; 3) adolescents whose mothers received in-home support (quality home visitation programs) when they were infants are 55% less likely to have been arrested and 80% less likely to have been convicted of a crime; and 4) the lifetime costs of each high school dropout, in terms of lost earnings and foregone taxes alone, have been conservatively estimated at \$300,000.

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

#### Contract Management

- **Number of Bellevue residents served** by each human services contract (benchmarks and targets vary by contract and service).
- **Percentage of human services programs meeting contract performance goals** – each human services contract includes the quantity of the service provided, e.g. emergency bednights for homeless, mental health counseling hours, domestic violence crisis calls, etc.

Benchmark: 85% of 2009 contracts met contract performance goals.

Target: 85% will meet contract performance goals.

- **Percentage of successful program outcomes** - each contract requires documentation of program effectiveness through annual outcomes reporting.

Benchmark examples: 95% of families at risk of homelessness maintained their housing for 6 months after receiving rent or mortgage assistance; 89% of adult survivors of sexual assault indicated an increased ability to understand and cope with the trauma, etc.

Target examples: Same as benchmarks

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

This funding level is consistent with the Council-approved formula for funding human services, based on inflation and population growth. The amount requested for 2011-2012 funding by non-profit human services agencies greatly exceeds this level of funding by more than \$632,000, or 18%. As a result, the Human Services Commission will make difficult funding recommendations, knowing that many critical human services needs for Bellevue residents will not be met. Monitoring the federally funded contracts adds another layer of accountability and documentation that federal rules and requirements are met. The staffing level for the Home Repair Program is appropriate when considering the 48% increase in the number of households served between 2005 and 2009.

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

**Community Development Block Grant (CDBG) Funds:** Bellevue receives federal CDBG funds directly from the US Department of Housing and Urban Development (HUD). It is required these funds be used primarily for capital/facility projects, but federal rules allow up to 15% to be used for direct human services and up to 20% for planning and administration costs to manage these federal funds. Total CDBG funds for this proposal are projected to be \$880,807 in both 2011 and 2012. CDBG funds reimburse the City for personnel costs for the

## 2011-2012 Budget Proposal

equivalent of two FTEs in the following positions: Human Services Manager (10%), Human Services Grant Coordinator (25%), Human Services Planning Coordinator (55%), and Administrative Assistants (10%). In addition, CDBG reimburses the City for 100% of the cost of the Home Loan Repair Specialist in the Home Repair Program.

**Employee Contributions to the Human Services Fund:** City employees donate to the Human Services Fund during the annual charitable giving campaign in the Fall, estimated to be \$10,000 each year.

**Interest Income:** Annual interest income from the Human Services Fund is estimated to be \$5,000.

**Pooled Funding from Other Cities:** Bellevue is the lead agency in collaboration with 8 other cities in North and East King County pooling funds in joint contracts with 13 agencies and 24 human services programs. The amount of income from these cities is estimated to be \$899,912 in 2011 and \$917,010 in 2012.

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

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

1. Legal: N/A
2. Customer Impact: The human services infrastructure, or support services “safety net,” has taken years to develop. It is critical to prevent the erosion of this network because these interconnected systems will be difficult, if not impossible, to rebuild once they are gone. Examples of potentially dire consequences of not investing in human services are: a) Bellevue residents who are homeless will experience worse health problems, mental health issues, and addiction; b) Bellevue youth who lack social and family supports are more likely to engage in at-risk behaviors, e.g. violence, drug use, sexual activity, and school failure; and c) domestic violence victims in Bellevue are at significantly higher risk to develop medical problems, depression, psychological distress, eating disorders, and alcohol/substance abuse issues. There would also be no staff resources to administer the federal CDBG funds. Low- and moderate-income homeowners, especially seniors, would not have access to interest free loans to make health and safety repairs to their homes and the condition of housing stock and neighborhood quality would suffer.
3. Investment/Costs already incurred: The City risks losing federal revenue from HUD for the costs reimbursed by CDBG funds. In addition, a significant amount of Bellevue’s funding for human services is used for personnel costs at non-profit agencies, e.g. staff responsible for providing direct services to clients. Examples include English-as-Second-Language (ESL) Instructors, Emergency Assistance Coordinators, Case Managers, Bilingual Cultural Navigators, Emergency Shelter Site Managers, Food Bank Coordinators, Domestic Violence Advocates, Mental Health and Chemical Dependency Counselors, etc. Eliminating funding for these human services programs would impact 118 individual staff positions, totaling over \$1.2 million. The loss of these jobs would not only have a negative economic impact on the lives of those employees and the communities where they live, but also the lives of the people they help.
4. Other: N/A

**B. Consequence of funding at a lower level:** Federal funds could be at risk if insufficient resources exist to comply with the complex requirements associated with these funds. Given the demand and gaps in services documented in the *2009-2010 Human Services Needs Update*, a reduction in funding would cause longer waits for services which could have serious consequences in crisis services such as domestic violence shelter, homeless services, emergency assistance, etc. In addition, over 118 staff from non-profit agencies could have their hours reduced or be laid off, thus reducing or eliminating the services they provide to Bellevue residents and potentially resulting in their need for services themselves as clients.





# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Cultural Diversity Program		<b>Proposal Number:</b> 100.19NN
<b>Outcome:</b> Innovative, Vibrant, Caring Community		<b>Proposal Type:</b> Reduction of Service
<b>Staff Contact:</b> Kevin Henry, x7886		<b>One-Time/On-Going:</b> On-going
<b>Fund:</b> General	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> N/A		

## Section 2: Executive Summary

The Cultural Diversity Program engages the community to increase understanding of cultural diversity issues, and fosters a welcoming and supportive environment, uniting the city on a social, economic and cultural level. In collaboration with multiple community organizations and agencies, the Cultural Diversity Program serves an estimated 100,000 people per year. The program is designed to assist the City of Bellevue in being responsive to a diverse resident population, assists in fostering the City’s economic growth and competitiveness and above all acts to make Bellevue a vibrant and caring community.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$104,165	\$109,663
Other	45,197	30,754
	\$149,362	\$140,417

### Supporting Revenue

	\$0	\$0
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### LTE/FTE

FTE	1.0	1.0
LTE	0.0	0.0
Total Count	1.0	1.0

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

### Cost Savings

This proposal includes a 39% decrease in program expenditures by eliminating one of two full-time staff positions that has been held vacant for the past year. Additionally, the proposal cuts the “Bellevue Today” radio program replacing it with an internet radio program, which with other small program efficiencies will save \$10,000 per year.

### Partnerships/Collaboration

The Cultural Diversity Program leverages resources through collaborations with City departments and external organizations to increase civic engagement, citizen involvement and opportunities for interaction. Examples:

- Bellevue Arts Museum: Cultural/educational presentations, family events.
- Crossroads Shopping Center: Annual MLK Tribute Event.
- Bellevue College radio station, KBCS-FM, 91.3: Weekly diversity topics program.
- PCD Neighborhood Mediation Program: Participation in theatrical productions focusing on solving cross-cultural conflict and increasing opportunities for community interaction.
- Bellevue Police: Recruitment of Police Community Advisory Board members, development of a diversity training video for police staff, and organization of periodic Police-Community forums to create opportunities for interaction with the community.

# 2011-2012 Budget Proposal

- Bellevue Fire: Provision of interpreters for safety videos in multiple languages to reduce accidents and increase opportunities for interaction with community.
- Crossroads Community Center: Recruitment of Crossroads Advisory Board members to help address needs of Crossroads community and increase citizen involvement.
- BTV: Production of Voices of Diversity Radio/TV programs.

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

The Cultural Diversity Program was established in 1993 based upon the recommendation of a City Council-appointed Cultural Diversity Task Force. The Task Force published a Cultural Diversity Community Action Plan, which guides the programs and services currently offered by the program. At the time, the program was one of the only such programs in Washington State.

The program is designed to help increase civic engagement and form social bonds between community members. Toward this end, activities include production and support of community events that celebrate Bellevue's diversity. Program staff work in a consulting role with many City departments and community organizations to enhance outreach to diverse populations with a goal of increasing program participation. Further, the Cultural Diversity Program serves as an information clearinghouse – primarily through events and e-mail listserves - providing resource information and referrals for such services such as interpreters and translators for city staff and external organizations. The program will be staffed by one full-time employee with limited support from community volunteers. This proposal includes funding to support an update of the 1993 Cultural Diversity Community Action Plan, which City Council gave direction to complete at their meeting on February 1, 2010.

## **Section 6: Mandates and Contractual Agreements** N/A

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

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

#### **Citywide Purchasing Strategies**

- Provides for gains in efficiency and cost savings and ensures that services are "right-sized"
- Leverages collaboration or partnerships with other departments and external organizations
- Is a catalyst for increasing citizen participation and support
- Is innovative and creative
- Considered best practice
- Enhances Bellevue's image

#### **Innovative, Vibrant and Caring Community – Opportunities for Interaction**

- **Conversations about Race and Culture Forums** provides opportunities for interaction between city staff and citizens and helps them learn about issues affecting diverse populations. Programs are broadcast on BTV.
- **Community Cultural Events** builds social bonds between the general public and various cultures as participants learn about social/educational issues and interact with people from diverse cultures.
- **Media and Outreach Programs:** People from diverse cultures discuss diversity issues on a weekly radio programs on KBCS-FM (Bellevue College) called Voices of Diversity, and the quarterly cable television show about diversity in Bellevue, also called Voices of Diversity. <http://www.ci.bellevue.wa.us/bellevuetv.htm>.
- **Collaboration with Bellevue School District:** the Cultural Diversity Program is a resource to the district for cultural sensitivity training and recruiting minority mentors for students.
- **Presentations to businesses and service agencies** involves publicizing the City of Bellevue's CD program and other City services to increase outreach and community interaction.

# 2011-2012 Budget Proposal

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## **Innovative, Vibrant & Caring Community – Involved Citizens and Support Services**

- **Working with the City’s Volunteer Program** increases civic engagement for ethnic groups, the disabled and limited English speaking populations.
- **Cultural Diversity Plan Update:** Updating the original 1993 Community Action Plan will create increased involvement between city staff and the community.
- **Cross-Culture and Conflict Mediation Program:** Coordinator participates in workshops and theatrical plays that helps attendees learn how to reduce conflict, and nurture a welcoming environment.
- **Assists Citizenship-ESL organizations** to recruit students to help these immigrant residents improve language skills and prepare to pass the Citizenship Test.

Cultural Diversity programs offered by local governments are considered a best practice, and are offered in several US cities. Examples compiled by the Institute of Local Government are available at this link:

[http://www.cacities.org/resource\\_files/27213.Guide%20to%20Immigrant%20Civic%20Engagement.pdf](http://www.cacities.org/resource_files/27213.Guide%20to%20Immigrant%20Civic%20Engagement.pdf)

Locally, cities such as Auburn, Federal Way, Burien and Bellingham have followed Bellevue’s lead by adopted diversity initiatives and created programs in order engage their communities and increase citizen involvement.

Bellevue’s cultural history and demographic character continue to evolve. Bellevue is in the top third of Washington places for highest racial/ethnic diversity and is one of the most ethnically diverse cities in King County. The Bellevue School District now has a student body that is 49% non-Caucasian including 81 languages spoken. Bellevue’s resident population includes significant numbers in all age groups, income levels, and a sizable community of individuals with disabilities. Due in large part to the technology, medical, and research industries, the workforce in Bellevue is truly global. Ethnic and age diversity continue to expand in Bellevue. The following links provide demographic data and media coverage about Bellevue’s growing diversity:

[http://blog.seattlepi.com/bellevuecitynews/library/Demographics\\_Presentation\\_2009\\_1214.pdf](http://blog.seattlepi.com/bellevuecitynews/library/Demographics_Presentation_2009_1214.pdf)

<http://blog.seattlepi.com/bellevuecitynews/archives/204619.asp>

<http://www.nwasianweekly.com/2010/04/why-do-asians-think-bellevue-is-so-great/>

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

### **Economic Growth & Competiveness – People & Partnerships and Quality of Community**

Cultural Diversity Program staff participated in and continue to assist in the development of the Bellevue Entrepreneur Center, which has a mission to assist women and individuals representing ethnic minorities in launching small businesses. The program also helps produce workshops, networking events and assist minority and women owned businesses market services and facilitate interaction between city officials and minority businesses. The program also reinforces the concept of the “Beautiful View” by adding a *cultural* component. New minority businesses will increase the number of total businesses in Bellevue. New collaborations and potential partnerships will increase civic engagement, interaction and stimulate economic growth.

### **Responsive Government – Community Connections and Exceptional Service**

City of Bellevue departments and programs such as Fire, Police, Mediation, Volunteer Program, and Economic Development will continue to receive assistance from the Cultural Diversity program staff increasing the city’s responsiveness to diverse citizen groups, recruiting diversity to its ranks, and increasing civic engagement.

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

**Short-term:** Increasing involvement and opportunities for interaction. Also leverages community resources to increase involvement on boards, commissions, and at city sponsored events, and programs.



# 2011-2012 Budget Proposal

**Long-term:** The long-term direction of the program will be evaluated through the Cultural Diversity Plan Update. Programs will continue to engage residents and help establish Bellevue as a welcoming environment for new community members.

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

- Track number of requests for information, postings and member additions to email data base information listserv. Listserv membership has grown to 1,400 with a 3% increase each year since 2006.
- Track attendance at events and number of organizations participating in coordinating events/programs with a goal of increasing attendance by 3% in 2011.
- Track number of organizations that collaborate with Cultural Diversity Program, increasing by 5% in 2011.
- Track number of requests for assistance and referrals through emails, phone and public presentations
- Administer periodic survey to obtain feedback on program.

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

Acceptance of this proposal will ensure the level of service is adequate to serve the community, sustain and increase civic engagement, social bonding and opportunities for interaction. In addition, this would assist city employees/officials, to adapt to the changing and increased requests for services, often based on unpredictable social, cultural and economic factors.

**Section 8: Provide Description of Supporting Revenue** N/A

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

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

1. Legal: A proactive cultural diversity focus for City programs can prevent possible lawsuits from alleged discrimination in service delivery or hiring practices.
2. Customer Impact: Segregation of communities would increase. Lack of involvement by some groups with city programs would continue, and there would be a decrease in knowledge of city services and programs. This would result in decreased civic engagement and possible increase in cultural conflict. Emergency oriented departments like Fire and Police would have more difficulty in assisting immigrant and limited English speakers, especially in emergencies. Expect increased frustration of city employees who try to provide culturally competent customer service and outreach without proper training to an increasingly diverse population. Lack of diversity on boards and commissions, in city workforce and other departments may result in criticism about City's commitment to serving all citizens.
3. Investment/Costs already incurred: N/A
4. Other: N/A

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

This proposal includes a 39% decrease in program expenditures from the current year budget, including a reduction in program staffing from two to one. With additional funding reductions, the City will jeopardize its ability to adequately serve city residents and to capitalize on the numerous benefits that community diversity can bring.



# 2011-2012 Round 2 Alternative Proposal

### Section 1: Proposal Descriptors

<b>Proposal Title:</b> Bellevue Cares Initiative		<b>Proposal Number:</b> 100.20A1
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Reduction of Service
<b>Staff Contact:</b> Terry Smith/Parks, x5379; Cheryl Kuhn/PCD x4089		<b>One-Time/On-Going:</b> One-Time
<b>Fund:</b> Multiple	<b>Attachments:</b> Yes	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> N/A		

### Section 2: Executive Summary

The Bellevue Cares Initiative supports services that address recession-related impacts on the community and on the city's work force. This proposal funds the second phase of the initiative, including time-limited support for (1) emergency financial assistance for Bellevue Utilities customers, (2) a culturally competent social service referral program to supplement customer service functions at Mini-City Hall, Service First, Parks Community Centers and Utilities Customer Service, (3) professional mortgage counseling for Bellevue residents, and (4) scholarship assistance for Bellevue resident participation in local arts and recreation programs. Per the Results Team recommendation, funding for this program will be reduced by \$140,000 due to the relatively low ranking within the outcome and the potential overlap with Human Service funding. Funding is now included in the first year of the biennium so the public can benefit from the fiscal support earlier in the budget cycle, with the anticipation that the general economy will improve in 2012 and the demand for financial assistance will be reduced as the economy improves.

### Section 3: Required Resources

#### OPERATING

Expenditure	2011	2012
Personnel	\$0	\$0
Other	140,000	0
	<u>\$140,000</u>	<u>\$0</u>

Supporting Revenue	2011	2012
	\$20,000	\$0

LTE/FTE	2011	2012
FTE	0.0	0.0
LTE	0.0	0.0
Total Count	<u>0.0</u>	<u>0.0</u>

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

This proposal is the result of a significant collaboration among all City departments. The services proposed are all reliant on partnerships with local non-profit social service, arts and recreation providers for implementation. Because of the relatively low ranking within the IVCC outcomes and because of the potential overlap with Human Service funding, the IVCC has recommended reducing the funding proposal to \$140,000 over the two year budget cycle.

### Section 5: Budget Proposal Description

The current economic recession is impacting everyone's lives, resulting in wide-spread changes in how people make business and personal decisions. These decisions collectively impact the City and the many services it



## 2011-2012 Round 2 Alternative Proposal

provides to Bellevue residents. In early 2009, the City of Bellevue Leadership Team (City Manager staff and department directors) authorized the formation of the Recession Response Task Force, later renamed the Bellevue Cares Initiative. This interdepartmental team was given a mission to assess the impacts of the current recession on Bellevue residents and city staff, and identify areas where the City could take action.

The task force identified six findings from which a series of implementation strategies were formed.

- Need to obtain and disseminate accurate and up-to-date information about services and assistance available to those affected by the recession.
- Need to maintain the viability of the human services network.
- Need to support City employees – those needing assistance and those providing assistance in front line positions.
- Opportunity to engage the community in a collaborative effort to assist those suffering recession impacts.
- Opportunity to extend the resources of City employees to assist the community.
- Opportunity to redirect City resources to relieve economic pressure on the community.

An initial phase of over one dozen activities has been implemented that partially address these findings. These projects were done within the scope of existing City programs and resources. They include producing a local resource and referral guide in print and online for residents and customer service staff in all departments, with associated training for staff. City staff and Bellevue residents participated in community food drives. Enhanced marketing of the City's Employee Assistance Program was conducted for staff encountering personal challenges. More information on all the activities completed to date can be found in **Attachment 1**, a Management Brief presented to City Council in October 2009 and **Attachment 2**, the minutes from the Council meeting, which includes the Council's unanimously positive feedback and support for the mission and product of the Bellevue Cares Initiative.

This proposal originally included a request of \$120,000 per year in new funding to support an overall \$140,000 second phase of the Initiative. The second phase of the program included:

1. \$20,000 for emergency financial assistance for 200-300 customers of Bellevue Utilities
2. \$60,000 to increase capacity of an existing culturally competent social service referral program to supplement customer service functions at Mini-City Hall, Service First, Parks Community Centers and Utilities Customer Service
3. \$40,000 to bring professional mortgage counseling to Bellevue residents
4. \$20,000 to provide scholarship assistance for 65-100 Bellevue residents to participate in local arts and recreation programs

Each of these four components has been thoughtfully crafted to fill gaps in areas of need in the Bellevue community. In addition to supporting Bellevue residents in a variety of circumstances, the investment will at the same time support Bellevue's non-profit network of social service, recreation and arts providers—key partners who are critical to maintaining the city's quality of life standards.

**Section 6: Mandates and Contractual Agreements** N/A

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

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



## 2011-2012 Round 2 Alternative Proposal

- 
- Leverage collaboration or partnerships with other departments and/or external organizations
  - Innovative and creative
  - Consider short- and long-term financial impacts
  - Enhance Bellevue's image

Staff from all City departments have participated in and benefited from the Bellevue Cares Initiative. Externally, the initiative has coordinated with similar programs in nearby cities, and involved neighborhoods groups, local non-profit and for-profit partners in service delivery. The innovative and creative programs offered through Bellevue Cares are designed to be time-limited to expand with the recession and contract when future conditions improve.

### **Innovative, Vibrant & Caring Community** **Support Services & Opportunities for Interaction**

Bellevue Cares increases awareness of, and access to, services provided by the city and other community service organizations by publishing in print and on-line referral information for individuals needing to *get help*—and for those who can *give help* through donations and volunteering. The scholarship assistance provided by this proposal will help maintain existing cultural and recreational facilities and programs and support diverse community programs for all ages, while at the same time promoting healthy community interactions and involvement.

This proposal meets a broad range of Comprehensive Plan Policies. Primary policies are:

- Human Services: HS-5
- Urban Design: UD-36
- Parks, Open Space & Recreation: PA-35
- Utilities: UT-28

Providing support services such as those included in this proposal and timely and needed in the Bellevue community. Staff at Mini-City Hall at Crossroads Shopping Center report that their customers are increasingly seeking help for job training, opening a business, education, unemployment, and job counseling. Many come looking for resources for basic needs services (food and housing), health care, mental health counseling and emergency financial assistance. Requests like these increased at the beginning of 2009 and have stayed at high levels since. Mini-City Hall has also seen an increase in the number of people who are seeking help in Spanish, Russian, Chinese, and the languages of India. Supporting a culturally competent referral service for Mini-City Hall and other City facilities will fill a significant customer service need.

Support for mortgage counseling is also proposed to fill a specific need in Bellevue. The regional response to climbing foreclosure rates has focused on Seattle and South King County. However, mortgage foreclosures are steadily increasing on the Eastside, including Bellevue. Foreclosure can result in homelessness, despair, depression, family dislocation and other family dysfunction. It also can result in negative impacts to the neighborhood – with homes left vacant and unmaintained. Foreclosure often is preventable through loan modification – a time-consuming and often frustrating process. The most helpful remedy for people facing mortgage issues is mortgage counseling, available free of charge through HUD-certified mortgage counselors. These counselors work with borrowers and lenders to get loans modified whenever possible and prevent foreclosure and the associated negative impacts.



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

**Quality Neighborhoods**

- **Sense of Community:** Build capacity within neighborhoods for greater self-reliance

**Economic Growth & Competitiveness**

- **Quality of Community:** Promote wellness through a diverse range of recreational activities

**Responsive Government**

- **Community Connections:** Increase opportunities for the community to understand its government and access city services, information, facilities, processes and decision-making.
- **Engaged Workforce:** Invest in employee training and wellness
- **Exceptional Services:** Equip the organization with the information, tools, technology and personnel to respond to unplanned conditions

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

The Bellevue Cares Initiative is designed as a time-limited measure to allow the City to respond in a meaningful way to the impacts that the recession is causing in the lives of Bellevue residents and City of Bellevue employees. The Initiative works internally to provide valuable training and services to Bellevue customer service staff across the organization. Externally, the initiative is a catalyst for the community, leveraging the services of existing non-profit service providers to assist Bellevue residents in getting help for emergency needs, and directing those in a position to give help toward volunteer and donation opportunities.

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

The Bellevue Cares Task Force created and maintains a Recession Indicators Report that tracks quarterly changes witnessed in city services from a variety of departments, as well as local economic trends and levels of service provided by local non-profit services providers such as food banks and emergency financial assistance programs. The report has been shared with the City Council and Leadership Team.

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

The two dozen indicators tracked in the Recession Indicators Report described above are used by the task force to judge the appropriate type and scale of recession response programs.

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

<b>Expenditures</b>		<b>Revenues</b>	
Emergency Utility Assistance	\$ 20,000	Utility Fund Repurpose	\$ 20,000
Recreation and Arts Program Scholarships	\$ 20,000	<i>New General Fund Request</i>	<i>\$ 120,000</i>
Social Service System Navigation	\$ 60,000		
Mortgage Counseling	\$ 40,000		
	<b>\$ 140,000</b>		<b>\$ 140,000</b>

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

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

1. Legal: N/A
2. Customer Impact: In times of crisis, people turn to their local government for leadership and support. The City can respond to its residents and customers with information, encouragement, relief and assistance. The investments in this proposal can be instrumental in preventing households from falling into complex and expensive systems such as home foreclosure, utility service suspension, and public



## 2011-2012 Round 2 Alternative Proposal

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assistance programs. These systems bear significant societal costs for the community as a whole.

3. Investment/Costs already incurred: N/A
4. Other: N/A

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

The public will receive the full benefits of the Bellevue Cares Initiative in 2011 in respect to the core services provided including emergency utility assistance, recreation and arts scholarship, mortgage counseling and social service system navigation if 2011 funding remains at 140K. In 2012, the initiative would be discontinued, with the hope that demand for services will be reduced as the general local economy improves. If additional reductions are needed, preserving funding for either the social service system navigation or mortgage counseling is the highest priority.





# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Community Parks Program		<b>Proposal Number:</b> 100.24NN
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Dan Dewald, x6048; Rick Bailey, x6031		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> Yes	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> The ability to execute this program and maintain requested service levels relates to funding in Water Conservation & Irrigation Program – RFR 100.53NA and Parks Renovation & Refurbishment Plan – RFR # 100.77NA.		

## Section 2: Executive Summary

This proposal reflects a 5% reduction from 2010 budget levels. This program will provide for the ongoing comprehensive grounds management of 12 community parks that provide access to 386 acres of park land with amenities such as community centers, interpretative centers, playgrounds, picnic areas, sport fields, sport courts, water features, trails, open space, formal and demonstrative gardens, farms, wildlife and natural areas. Community parks provide the setting for many iconic special events that support Bellevue’s rich history and diverse culture. Funding this request will provide resources to ensure that community parks are maintained for public safety, water quality, recreational opportunities and preservation of fish and wildlife habitat. Community parks enhance the City’s visual character by perpetuating the “City in a Park” image. All of these factors will contribute to an enhanced quality of life for citizens who live, work and play in Bellevue today and in the future.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$587,408	\$618,268
Other	223,717	228,560
	\$811,125	\$846,828

### Supporting Revenue

	\$0	\$0
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### LTE/FTE

FTE	7.0	7.0
LTE	0.0	0.0
Total Count	7.0	7.0

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

### Cost Savings/Avoidance

- Budget Reduction:** This proposal reflects a 5% reduction from 2010 budget levels. This will be achieved through the reduction of material expenditures and non essential project work.
- Effective Risk Management:** Staff will continue maintaining community parks at a high level of service to ensure that the grounds are free from potential hazards that could cause injury to park users. Effective risk management practices have allowed our City to keep the number of costly injury claims well below the State average. According to the Washington Cities Insurance Authority (WCIA), a typical parks maintenance agency receives an average of 13.5 injury claims over a 5-year period. Since 2005, the City of Bellevue has received 4 injury claims; less than one third the number of claims received by other cities in our state.
- Effective Tree Management:** Staff will continue to take a proactive approach toward monitoring and managing the health of trees, both in developed portions of community parks and surrounding forested areas. Having an accurate inventory will allow staff to make appropriate decisions to remove hazardous trees that pose a potential risk of inflicting property damage and/or bodily injury to park users in the event of failure.



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## **Efficiencies/Innovations**

1. Community parks will be managed primarily with in-house staff at sites where increased expertise, responsiveness, and specialized equipment are necessary due to the park location, type of maintenance, level of programming, size and visibility.
2. Staff will continue optimizing pest and weed control efficiency by utilizing the principles of a comprehensive Integrated Pest Management (IPM) program. This program emphasizes the use of cultural and mechanical methods to optimize the health of turf, trees, and landscaped areas to minimize the occurrence of pest and weed problems, with IPM practices applied with user safety as a chief consideration. This allows Parks staff to reduce the use of pesticides, which provides both a monetary and environmental benefit to the City.

## **Partnerships/Collaboration**

1. Staff will receive ongoing training from the American Red Cross for setting up and operating emergency shelters in response to weather events and/or natural disasters.
2. Staff will collaborate with various community organizations, such as the Downtown Association, for coordination of various special events that are hosted at community parks.
3. Staff will collaborate with various volunteer organizations to promote volunteer activities, such as Stewardship Saturdays, to allow citizens the opportunity to become engaged within their community.
4. As part of the One City Initiative, this program will collaborate closely with other City departments such as Civic Services, Utilities, Streets and Fire to assist the public during disaster and weather related emergencies.
5. Staff will continue to collaborate with and provide snow removal services for all 9 Bellevue fire stations, King County Court House (Surrey Downs Park), City Hall and the Overlake Hospital and Group Health campuses.
6. Staff will continue collaborating with the Federal Emergency Management Agency (FEMA) for federal emergency relief during natural disaster events.

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

This proposal provides the necessary resources for the continued grounds management of 12 community parks that are designed to serve a geographically large and diversified segment of Bellevue's population. These parks provide amenities such as community centers, interpretative centers, playgrounds, picnic areas, sport fields, sport courts, open space, hiking trails, farms, wildlife and natural areas that support active and passive recreational activities, educational programs and organized community events.

This program will focus on management activities that include turf maintenance, bed maintenance, tree and shrub pruning, hard and soft surface maintenance and Integrated Pest Management (IPM). Expertise required to implement this program include professional and technical knowledge of urban forestry, arboriculture, turf grass science, horticulture, entomology, pathology and soil science. This program will also provide staffing, equipment and materials for well established iconic community events that support Bellevue's rich history and diverse culture. This program will also contribute to the Responsive Government and Safe Community outcomes by providing emergency management services in response to inclement weather and natural disasters. City owned community park assets encompass 386 acres of land with a combined King County assessed and improved value totaling \$445,238,400. This program will require the combined services of one (1) Crew Leader, two (2) Lead Workers, three (3) Skilled Workers, one (1) Resource Management Supervisor, appropriate levels of seasonal help, contracted landscape services and various volunteer efforts to perform all necessary site management and administrative activities.

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

**Federal Americans with Disabilities Act (ADA):** The City is required to manage hard and soft surface trails located within community parks to be in compliance with mandated ADA requirements.

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

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

1. **Community Parks will contribute to an IVCC by providing psychological and social benefits that will continue to enhance the quality of life for people who live, work and play in Bellevue.** Research has shown that plants, trees and open space found in urban parks affect the everyday moods, activities and emotional health of people who live, work and interact in urban environments:
  - Restorative Experience: Encounters with nature can aid cognitive fatigue recovery, improving one's ability to concentrate (Wolf, 1998).
  - Stress Reduction: People who view nature after stressful situations show reduced psychological stress response, as well as better interest and attention and decreased feelings of fear and anger or aggression (Ulrich, 1979).
  - Worker Attitudes & Well-Being: Workers with a view of nature from their desks found their jobs to be more challenging, were less frustrated about tasks, were generally more patient, felt greater enthusiasm for the job, reported feelings of higher satisfaction and reported better overall health compared to workers who did not have a view of nature (Kaplan, 1989)
2. **Community parks will contribute to an IVCC by hosting various iconic special events that will support Bellevue's rich history and diverse culture.**
3. **Assets that are managed within the community parks program will continue to enhance the City's visual character by perpetuating the "City in a Park" image.** The conservation of urban landscapes, trees and open space through the City's acquisition, development and management of large community parks has played a significant role in preserving a "green" element within a rapidly growing built environment. This green element provides a vital connection to nature and a softening affect that enables people who live, work and play in Bellevue to interact positively with their surrounding environment.

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

1. Community parks will contribute to the Quality Neighborhoods outcome by enhancing the value of surrounding neighborhoods. A case study conducted by the Economics Research Associates (ERA) of 6 urban parks throughout the nation, including Downtown Park in Bellevue, determined the following benefits of urban parks:
  - Homes that are within close proximity to urban parks demand a sales price 5-7% higher than homes that are farther away.
  - Development of urban parks induces new development and/or improvement of existing property.
  - Properties facing an urban park demanded lease rates 10-40% greater than those properties that did not.
2. Services within the community parks program will contribute to the Environmental Sustainability outcome by providing leadership in environmental stewardship and best management practices. Bellevue Parks & Community Services has developed the Environmental Best Management Practices & Design Standards Manual which guides the maintenance and operation of community parks. These adopted standards effectively communicate the operational practices of the City to the public and respond to regional, state and federal environmental issues. These operational practices will ensure the safety of citizens, protect water quality, preserve fish & wildlife habitats, buffer land use and improve landscaped conditions to promote the quality of life for people who live, work and play in Bellevue today and for future generations to come.
3. Services within the community parks program will contribute to the Responsive Government and Safe Community outcomes by providing emergency management services in response to inclement weather and natural disasters.

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



# 2011-2012 Budget Proposal

**Short-term:** City’s ability to provide a pleasant and safe experience for community park users.

**Long-term:** Maintaining the parks at consistent levels for cost-effective expenditures and maintaining the infrastructure at a level that meets the expectations of Bellevue citizens.

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

This program will use nationally recognized International City Manager’s Association performance measurements as indicators for outcome success. Our objective is to meet or exceed the 2009 effectiveness and efficiency measures.

- 75% of citizens rating the safety of Bellevue parks and park facilities with Bellevue Parks as good or excellent
- 85% of citizens rating overall satisfaction with parks and recreation as good or better
- 85% of citizens rating the appearance of parks and park facilities as good or excellent

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

This proposal will fund management operations at a level that satisfies citizen expectations of providing exceptionally safe and attractive community parks. The proposed level of service delivery will adequately address public safety issues and provide a high level of aesthetics that citizens will be satisfied with, while demonstrating stewardship of taxpayer dollars.

**Section 8: Provide Description of Supporting Revenue** N/A

## Section 9: Consequences of Not Funding the Proposal

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

1. Legal: Not funding this proposal would eliminate the ability of staff to implement effective risk management. This would inevitably lead to greater occurrences of property damage and/or bodily injury increasing the City’s liability and susceptibility to claims and potential lawsuits.
2. Customer Impact: Bellevue citizens would not benefit from the stress reducing and restorative experiences that community parks presently provide. Resources would be eliminated for the emergency management component of this proposal which would limit the City’s ability to act as a responsive governmental agency during natural disasters and periods of inclement weather.
3. Investment/Costs already incurred: Over the past several years, the City has invested significant resources in acquiring land and developing the City’s community parks. Currently, community parks encompass 386 acres of land valued at \$445,238,400.
4. Other: N/A

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

The requested funding level in this proposal will allow the Parks & Community Services Department to sufficiently deliver upon its mission of contributing to a healthy community through an integrated system of exceptional community parks. Current service levels allow employees to deliver an aesthetically pleasing and safe community park system that has earned national recognition and accreditation. Further reduction of funding would reduce these service levels and subsequently limit the ability of the Department to deliver upon its mission. Over the years, citizens of Bellevue and the greater eastside region have developed a high expectation of having an exceptional park system and take great pride in the nationally recognized “City in a Park” image. Decreased maintenance standards will inevitably lead to a negative impact on park safety and aesthetics which will eventually lead to public dissatisfaction and increased scrutiny.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Waterfront Parks Program		<b>Proposal Number:</b> 100.26A1
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Dan Dewald, x6048; Dan Acker, x6122		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> Yes	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> The ability to execute this program and maintain requested service levels relates to funding in Water Conservation & Irrigation Program RFR 100.53NA and Parks Renovation & Refurbishment Plan – RFR # 100.77NA.		

## Section 2: Executive Summary

This program provides for the comprehensive grounds management of 10 waterfront parks that provide access to 45 acres of park land with amenities such as picnic shelters, playgrounds, open space and trails, including 4,700 feet of shoreline access for swimming, fishing, boating and other water recreational activities. Funding of this request will ensure that waterfront parks are maintained for public safety, water quality, recreational opportunities, and preservation of fish and wildlife habitat. Waterfront parks enhance the City’s visual character by perpetuating the “City in a Park” vision. All of these factors will contribute to an enhanced quality of life for citizens who live, work and play in Bellevue today and into the future. Per the Results Team recommendation, this proposal has been reduced by \$50,000 per year. This is in addition to the 5% reduction included in the department’s proposal. Impacts will include the reduction of seasonal help by approximately 3,600 hours (the equivalent of 1.7 FTE.) As a result, seasonal maintenance levels at waterfront parks will be reduced, due to the companion elimination of seasonal lifeguarding services at Enatai, Chism, Clyde, and Chesterfield beach parks.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$633,788	\$666,905
Other	156,730	\$159,653
	\$790,518	\$826,558

Supporting Revenue	2011	2012
	\$0	\$0

LTE/FTE	2011	2012
FTE	7.0	7.0
LTE	0.0	0.0
Total Count	7.0	7.0

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

### Cost Savings/Avoidance

- Budget Reduction:** The initial proposal reflected a 5% reduction from 2010 budget levels. This will be achieved through the reduction of material expenditures and non-routine project work.
- Effective Risk Management:** Staff will continue maintaining waterfront parks at a high level of service to ensure that the grounds are free from potential hazards that could cause injury to park patrons. This practice has allowed staff to keep the number of costly injury claims well below the State average. According to the Washington Cities Insurance Authority (WCIA), a typical parks maintenance agency receives an average of 13.5 injury claims over a 5 year period. Since 2005, there have only been 4 injury claims filed against Parks & Community Services because of effective risk management.

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3. **Effective Tree Management:** Staff will continue to take a proactive approach toward monitoring and managing the health of trees, both in developed portions of waterfront parks and surrounding forested areas. Having an accurate inventory will allow staff to make appropriate decisions to remove hazardous trees that pose a potential risk of inflicting property damage and/or bodily injury to park users in the event of failure.

### **Efficiencies/Innovations**

1. Waterfront parks will be managed primarily with in-house staff at sites where increased expertise, responsiveness, and specialized equipment are necessary due to the park location, type of maintenance, level of programming, size and visibility.
2. Staff will continue optimizing pest and weed control efficiency by utilizing the principles of a comprehensive Integrated Pest Management (IPM) program. This program emphasizes the use of cultural and mechanical methods to optimize the health of turf, trees and landscaped areas which minimizes the occurrence of pest and weed problems. This allows Parks staff to become less dependent on the use of pesticides which provides both a monetary and environmental benefit to the City.

### **Partnerships/Collaboration**

1. This program will collaborate closely with the King County Health Department for the ongoing monitoring of bacterial levels at the City's swimming beaches.
2. Staff will receive ongoing training from the American Red Cross for setting up and operating emergency shelters in response to weather events and/or natural disasters.
3. Staff will collaborate with the Inter-local Waterfowl Management Committee for the continued management of nuisance Canada Geese populations that affect the City's waterfront parks.
4. Staff will collaborate with various community organizations for coordination of various special events that are hosted at waterfront parks.
5. Staff will collaborate with the Well Kept Program to provide opportunities for Bellevue's youth to be involved with various park enhancement projects and learn about parks & recreation management.
6. This program will collaborate closely with other City departments such as Civic Services, Utilities, Streets and Fire to assist the public during disaster and weather related emergencies.
7. Staff will continue to collaborate with and provide snow removal services for all 9 Bellevue fire stations, King County Court House (Surrey Downs Park), City Hall and the Overlake Hospital and Group Health campuses.
8. Staff will continue collaborating with the Federal Emergency Management Agency (FEMA) for federal emergency relief during natural disaster events.
9. Volunteers are an important partnership component. Not only do they help provide needed services efficiently and cost effectively, but they also represent a strong commitment toward community ownership of park resources. The City's volunteers contribute thousands of hours annually helping enhance Park Department lands, facilities, and programs.

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

This program will focus on management activities that include turf maintenance, bed maintenance, beach maintenance, tree and shrub pruning, hard and soft surface maintenance and Integrated Pest Management (IPM). Expertise required to implement this program include professional and technical knowledge of urban forestry, arboriculture, turf grass science, horticulture, entomology, pathology and soil science. This program will also provide the setting for well established iconic events, such as the Lake to Lake Walk, Holiday Ship Parade and Seafair boat launch. This program will also contribute to the Responsive Government and Safe Community outcomes by providing emergency management services in response to inclement weather and natural disasters. City owned waterfront park assets encompass 45 acres of land with a combined King County assessed and improved value totaling \$64,201,525. This program will require the combined services of one (1) Crew Leader, two (2) Lead Workers, two (2) Skilled Workers, one (1) Contract Administrator, one (1) Grounds



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Operations Manager, appropriate levels of seasonal help, contracted landscape services and various volunteer efforts to perform all necessary site management and administrative activities.

Per the Results Team recommendation, this proposal has been reduced by \$50,000 per year. This is in addition to the 5% reduction included in the department’s proposal. Impacts will include the reduction of seasonal help by approximately 3,600 hours (the equivalent of 1.7 FTE.) As a result, seasonal maintenance levels at waterfront parks will be reduced, due to the companion elimination of seasonal lifeguarding services at Enatai, Chism, Clyde, and Chesterfield beach parks.

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

- **RCW 90.58: Shoreline Management Act:** The City is obligated to manage and protect the 4,700 feet of public shoreline managed within this program under RCW 90.58.
- **Federal Americans with Disabilities Act (ADA):** The City is required to manage hard and soft surface trails located within waterfront parks to be in compliance with mandated ADA requirements.

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

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

1. **This program will contribute to an IVCC by providing outdoor spaces for people of all ages, backgrounds and cultures to gather for a variety of recreational opportunities.**
2. **Waterfront Parks will contribute to an IVCC by providing psychological and social benefits that will continue to enhance the quality of life for people who live, work and play in Bellevue.** Research has shown that plants, trees and open space found in urban parks affect the everyday moods, activities and emotional health of people who live, work and interact in urban environments:
  - **Restorative Experience:** Encounters with nature can aid cognitive fatigue recovery, improving one’s ability to concentrate (Wolf, 1998).
  - **Stress Reduction:** People who view nature after stressful situations show reduced psychological stress response, as well as better interest and attention and decreased feelings of fear and anger or aggression (Ulrich, 1979).
  - **Worker Attitudes & Well-Being:** Workers with a view of nature from their desks found their jobs to be more challenging, were less frustrated about tasks, were generally more patient, felt greater enthusiasm for the job, reported feelings of higher satisfaction and reported better overall health compared to workers who did not have a view of nature (Kaplan, 1989)
  - Waterfront parks offer fishing opportunities for families. Fishing is a way to slow down, get outdoors and create memories for your children and grandchildren.
3. **Assets that are managed within the waterfront parks program will continue to enhance the City’s visual character by perpetuating the “City in a Park” vision.** The conservation of shoreline, urban landscapes, trees and open space through the City’s acquisition, development and management of waterfront parks has played a significant role in preserving a “green” element within a rapidly growing built environment. This green element provides a vital connection to nature and a softening affect that enables people who live, work and play in Bellevue to interact positively with their surrounding environment.

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

**Waterfront parks will contribute to:**

#### **Quality Neighborhoods**

**By enhancing the value of surrounding neighborhoods.** A case study conducted by the Economics Research Associates (ERA) of 6 urban parks throughout the nation determined the following benefits of urban parks:

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- Homes that are within close proximity to urban parks demand a sales price 5-7% higher than homes that are farther away.
- Development of urban parks induces new development and/or improvement of existing property.
- Properties facing an urban park demanded lease rates 10-40% greater than those properties that did not.

## **Environmental Sustainability**

**By providing leadership in environmental stewardship and best management practices.** Parks & Community Service has developed the Environmental Best Management Practices & Design Standards Manual which guides the maintenance and operation of waterfront parks. These adopted standards effectively communicate the operational practices of the City to the public and respond to regional, state and federal environmental issues. These operational practices will ensure the safety of citizens, protect water quality, preserve fish & wildlife habitats, buffer land use and improve landscaped conditions to promote the quality of life for people who live, work and play in Bellevue today and for future generations to come.

## **Responsive Government & Safe Community**

**By providing emergency management services in response to inclement weather and natural disasters.**

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

**Short-term:** Providing a pleasant and safe experience to park users.

**Long-term:** Maintaining the parks at consistent levels for cost-effective expenditures and maintaining the infrastructure at an acceptable level.

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

This program will use nationally recognized International City Manager's Association performance measurements as indicators for outcome success. Our objective is to meet or exceed the 2009 effectiveness and efficiency measures.

- 75% of citizens rating the safety of Bellevue parks and park facilities with Bellevue Parks as good or excellent
- 85% of citizens rating overall satisfaction with parks and recreation as good or better
- 85% of citizens rating the appearance of parks and park facilities as good or excellent

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

This proposal would fund maintenance, planning, and project implementation at a level that satisfies the goals of providing safe and attractive waterfront parks. The requested level of service adequately addresses public safety issues and provides a level of aesthetics that citizens can be satisfied with, while demonstrating stewardship of taxpayer dollars. Citizen requests and intradepartmental projects are implemented in groupings, maximizing efficiency and cost savings. Hazardous situations that require faster response times have been accounted for by partnering with Parks Structural Maintenance crews.

## **Section 8: Provide Description of Supporting Revenue** N/A

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

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

1. **Legal:** Not funding this proposal would eliminate the ability of staff to implement effective risk management. This would inevitably lead to greater occurrences of property damage and/or bodily injury increasing the City's liability and susceptibility to claims and potential lawsuits.
2. **Customer Impact:** Depreciation of waterfront property, no opportunity for public waterfront access and associated recreational activities, greater liability exposure.
3. **Investment/Costs already incurred:** Over the past several years, the City has invested significant resources in acquiring land and developing the City's waterfront parks. Currently, waterfront parks



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encompass 45 acres of land valued at \$64,201,525.

4. Other: Subsequent degradation of a highly visible and highly valued City assets.

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

Decreased funding would affect the public's enjoyment and safety when visiting the parks due to decreased maintenance standards and the potential increase of safety hazards, graffiti, and a loss of opportunities for park and recreational activities.





# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Building Maintenance and Management Program		<b>Proposal Number:</b> 100.28A1
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Reduction of Service
<b>Staff Contact:</b> Randy Ransom, x2036		<b>One-Time/Ongoing:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> N/A		

## Section 2: Executive Summary

The Building Maintenance and Management Program provides for the ongoing maintenance at 97 City-owned park facilities. These public buildings are used by the community for recreation, art, adult education, day care, youth & teen programming, community meetings, valuable community rental space and important emergency shelters. The city has identified community centers as emergency shelters, adverse weather shelters and mass care centers during local and regional emergencies. Continued and ongoing repair and maintenance of city facilities lengthens the life of building structures and increases the availability and accessibility of city buildings for the public. This program exemplifies strong stewardship and multi-dimensional use of existing public resources. Per the Results Team recommendation, this proposal has been reduced by \$10,000 per year. This is in addition to the 5% reduction included in the department’s proposal. Impacts will include the elimination of parking lot sweeping contracts. The reduction will result in increased debris in storm drains, airborne dust, safety concerns for pedestrians, and will reduce the lifespan of asphalt surfaces.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$383,554	\$403,375
Other	551,762	562,434
	<u>\$935,316</u>	<u>\$965,809</u>

### Supporting Revenue

	\$107,131	\$109,166
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### LTE/FTE

FTE	4.0	4.0
LTE	0.0	0.0
Total Count	<u>4.0</u>	<u>4.0</u>

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

The Structural Section has a beneficial partnership with PSE, assisting city staff with ongoing energy audits and providing recommendations on ways to reduce heating and lighting costs. The Structural Section contracts with private sector maintenance companies for larger scale building maintenance and repair projects, which reduces the necessity for the city to own specialized equipment and to carry a large inventory of parts. This also allows the city to take advantage of available expertise in multiple trades. Examples of contracting include roof repair and replacement, exterior and interior painting, window repair and replacement, floor cleaning and replacement, parking lot repair and striping, drywall repair, door and hardware repair, and commercial graffiti removal.

Existing partnerships include Puget Sound Energy as a partner for energy management and audits, the Building Operations Managers Association, the Bellevue School District for joint facility use agreements, the Boys & Girls



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Club, and multiple sub-contractors who assist with facility maintenance through ongoing service contracts.

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

The Resource Management Division, Structural Section, provides building management and maintenance for 97 city buildings, encompassing 337,000 square feet of occupied building space. This inventory includes community centers, visitor centers and recreational buildings located throughout Bellevue.

The goals of the building maintenance and management program are to provide safe, well maintained and welcoming city facilities for public use. Through regular ongoing maintenance, the life-span of the city buildings are extended, providing effective stewardship of publicly owned facilities.

Continued funding for this program will allow for ongoing building maintenance services including the routine maintenance of the exterior and interior portions of city buildings, cleaning and repair of appliances, window maintenance, painting, plumbing, building audits and mechanical systems. Services also would include building life safety maintenance, inspections and repair of electrical panels, maintenance of locks and doors, confidence test, electrical testing, and fire safety equipment repair and inspections.

Community buildings are used for community emergency sheltering, severe weather sheltering, and mass care and planning and logistics centers, as part of the city-wide emergency management operations. Structural staffs are trained in emergency sheltering and they fully participate in shelter management, shelter set-up and take-down, and provide emergency supplies and support during city, state & federally declared emergencies.

Per the Results Team recommendation, this proposal has been reduced by \$10,000 per year. This is in addition to the 5% reduction included in the department's proposal. Impacts will include the elimination of parking lot sweeping contracts. The reduction will result in increased debris in storm drains, airborne dust, safety concerns for pedestrians, and will reduce the lifespan of asphalt surfaces.

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

The Structural Section has building maintenance responsibilities for shared use facilities with the Bellevue School District, as part of an Inter-local Shared Use Agreement between the Bellevue Parks & Community Services and the Bellevue School District.

**Federal Americans with Disabilities Act (ADA):** The City is required to manage hard and soft surfaces located within parks to be in compliance with mandated ADA requirements.

**Agreement with the American Red Cross:** To provide emergency Shelters in the event of natural/manmade disasters. Supported by the City's Emergency Management Plan, required by FEMA.

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

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

The Building Maintenance and Management Program provides the following benefits for the community and directly addresses the following outcomes related to creating an Innovative, Vibrant and Caring Community;

- Building maintenance allows for the continuation of diverse community programs that occur within city buildings
- By providing well maintained facilities, the city is able to offer variety of recreational and cultural opportunities for people to learn new skills, meet new people, and participate in recreational opportunities
- Community centers and city buildings build social bonds for people to better relate to each other

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- Maintaining buildings appropriately creates opportunities for the public to have positive, memorable experiences
- Properly maintained facilities maximize the investment in the community facilities by providing accessibility to indoor programming and events and by providing indoor spaces for people to gather, interacted and recreate.

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

### **Quality Neighborhoods**

- By maintaining public facilities, this proposal helps promote active, clean and safe gathering places for the public.
- This proposal helps promote community's use of public spaces.

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

**Short-term:** Continuation of ongoing repair and inspection of building systems, comfortable and safe buildings for park visitors, facilities that remain open to the public.

**Long-term:** Maintenance of facilities infrastructure which lengthens the lifespan of building and building systems such as HVAC or electrical systems, facilities which are safe and available for public use, energy savings for the city through ongoing monitoring and energy upgrades.

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

- 95% of residents agree that Bellevue has attractive neighborhoods that are well maintained, and safe
- 95% of residents say the appearance of Bellevue parks and facilities are very good or excellent

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

This funding request for the Building Maintenance and Management Program provides adequate resources to provide regular, scheduled and unforeseen maintenance that will prolong the use and life cycle of community recreational facilities. This proposal request maintains current services, and doesn't expand current maintenance and service levels beyond the existing program.

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

Many of the Parks & Community Services buildings generate revenue through ongoing programming, rentals, and facility rental. Parks & Community Services, Enterprise Section manages the rental facilities and a portion of the income generated goes to offset maintenance expenditures.

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

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

1. **Legal:** Increased risk management issues and liability for the City, increased likelihood of potential litigation costs for personal and property damage claims, building closure for safety violations.
2. **Customer Impact:** Public buildings closed or limited opening of facilities because of delayed repairs and deferred maintenance of building facilities. Larger and more costly repairs due to deferred maintenance, programming limited or unavailable due to closures.
3. **Investment/Costs already incurred:** The City has \$32,581,500 in building structures already constructed and currently maintained by the Structural Section of Resource Management, and the degradation of that valuable asset would be a significant loss of public infrastructure.
4. **Other:** N/A

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



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- Delayed responses and repairs made to facilities, less frequent inspections and corrections, increases in deferred maintenance and costs, potential increases in liability and risk exposure, shortened building life span, increases in building code issues.
- Possible loss of accreditation due to lower service levels and safety standard.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title :</b> Contracted Janitorial Services Program		<b>Proposal Number:</b> 100.29A1
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Reduction of Service
<b>Staff Contact:</b> Randy Ransom, x2036		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b> N/A

### List Parent/Dependent Proposal(s):

There is a direct relationship with the Resource Management Division Contracted Janitorial Services Program and Building Maintenance and Management Program. Amenities, such as floors, windows, kitchen facilities and appliances, and restroom amenities that require replacement due to wear and tear are replaced on an as-needed basis. These same assets are maintained as part of the Contracted Janitorial Service Program. Having well maintained assets decreases the need for upgrades and replacement and extends the life of materials.

## Section 2: Executive Summary

Funding for the Contracted Janitorial Services Program will allow for the continuation of year-round, custodial service at five community centers, two interpretive centers, twenty five recreational building facilities, and totaling 214,000 square feet of interior space all which operate seven days per week for public services. Program funding will provide for commercial janitorial services and contract administration services for floor and window care, kitchen and restroom furnishings and cleaning and custodial maintenance at city facilities, utilizing contractor expertise and their specialized equipment so the city doesn't have to purchase equipment or store an inventory of parts and materials. Per the Results Team recommendation, this proposal has been reduced by \$50,000 per year. This is in addition to the 5% reduction included in the department's proposal. The impact will be to reduce janitorial service frequencies from 7 to 5 days per week. Community centers and other Parks facilities will not be cleaned daily, paper products will not be replenished, and trash will not be dumped. The overall impact will be unsanitary conditions and reduced useful lives of carpets, wood, and resilient flooring.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$203,234	\$214,003
Other	394,773	403,223
	\$598,007	\$617,226

### Supporting Revenue

	\$0	\$0
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### LTE/FTE

FTE	2.0	2.0
LTE	0.0	0.0
Total Count	2.0	2.0

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

By contracting specialty custodial services, such as window, carpet and upholstery cleaning, the Structural Section uses available contractor expertise, including specialized equipment. Contracting specialty custodial functions also reduced the need to stock supply inventory and reduces the need for available storage capacity.

This program involves partnerships with the Enterprise Section, Parks & Community Services, community center



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staff, and citizens and groups who use city facilities for private and public functions.

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

Five community center, two interpretive centers and twenty five recreation buildings receive contracted custodial services through the Resource Management's Contracted Custodial Services Program. The Structural Section takes advantage of contractor expertise, specialized cleaning equipment and contractor experience to perform specialized janitorial services including interior and exterior window cleaning, upholstery cleaning, wood and resilient floor care including carpet cleaning, and repair of kitchen and restroom furnishings.

The contracted janitorial services are managed by a contract administrator who oversees multiple contractors. This increases overall operational efficiency and helps control costs and allows staff to effectively monitor the custodial work for quality control and completeness of services. Funding for this program would pay for the continuation of ongoing custodial maintenance contractors and contract administration costs.

Per the Results Team recommendation, this proposal has been reduced by \$50,000 per year. This is in addition to the 5% reduction included in the department's proposal. The impact will be to reduce janitorial service frequencies from 7 to 5 days per week. Community centers and other Parks facilities will not be cleaned daily, paper products will not be replenished, and trash will not be dumped. The overall impact will be unsanitary conditions and reduced useful lives of carpets, wood, and resilient flooring.

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

Garbage and litter control services are included as part of the inter-local agreement between the Bellevue School District and the City of Bellevue. The city has agreed to provide garbage service at 25 school sites, as part of an existing facility use agreement and shared programming partnership.

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

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

Continuing the ongoing funding for the Contracted Janitorial Services Program will provide resources that will allow for appropriate levels of custodial services for the contracted janitorial service at city facilities. By funding this program the following outcomes are achieved:

- The city continues to maintain infrastructure in community facilities and other park facilities, demonstrating good stewardship of public resources
- Community buildings provide space for diverse community programs
- By cleaning and maintaining community centers and building we are insuring that the public has a place to have recreational and cultural opportunities for people to learn new skills, play, or engage in creative activities
- By maintaining the community centers and other public buildings, the contracted janitorial program provides indirect support of programs and events that occur within the community buildings
- The city continues to provide and preserve opportunities for the public to have access to leisure activities

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

#### **Quality Neighborhood**

Custodial services help to create clean and safe gathering places for a variety of neighborhood activities.

#### **Health & Sustainable Environment**

Trash removal and recycling creates a clean living environment, which includes waste removal and waste recycling. This leads to more activity in the parks, more active and healthy lifestyles, and high property values.

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

**Short-term:** Continuation of existing custodial services for window and floor cleaning, carpet cleaning, furniture cleaning and kitchen and restroom furnishing repair and maintenance.

**Long-term:** Protection of building assets and infrastructure, reduced liability through proper maintenance of facilities, a reduction in the need to purchase specialized cleaning equipment and supplies, and an overall reduction in storage space requirements for the city

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

- 95% of residents agree that Bellevue has attractive neighborhoods that are well maintained, and safe
- 95% of residents say the appearance of Bellevue parks & facilities are very good or excellent

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

The majority of recreational buildings in Bellevue have received contracted custodial care for over twenty-five years. This program has been successful in maintaining and controlling city operational expenditures, assisting with the aesthetics and functionality of buildings, and providing an opportunity for the city to take advantage of private sector equipment, labor and expertise. The funding request continues the existing level of custodial service at city facilities which meet the public and city's interests and needs.

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

Bellevue Parks & Community Services, Enterprise Division manages community centers, recreation centers. Programming, classes, and event rentals are regular events at many of the park facilities. Revenues generated through facility use and programming partially offset the operational costs for each facility. Facility rentals revenues are generated during hours when facilities are closed to the public. If the facilities are not properly cleaned for these crucial times, rental revenues could be severely impacted.

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

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

1. Legal: N/A
2. Customer Impact: Reduced level of cleanliness and hygiene at buildings. Increased risk of communicable diseases, slower response time for maintenance and repair requests, slower response time for garbage pick-up and cleaning, overall reduction in sanitation at heavily used community buildings, limited access to building facilities due to facility closures due to deferred janitorial and maintenance services.
3. Investment/Costs already incurred: Existing janitorial service contracts in place. These would be cancelled.
4. Other: N/A

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

Reduced or slower response to custodial issues, reductions in overall janitorial service levels, delays in repairs and maintenance of facilities, more frequent building closures for repairs, buildings will be cleaned less frequently. There is an increased likelihood of unsanitary conditions for both public/employees. Shorter useful lives of some products, due to deferred maintenance.





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## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Park Custodial Program		<b>Proposal Number:</b> 100.30A1
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Reduction of Service
<b>Staff Contact:</b> Randy Ransom, x2036		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b> N/A

### List Parent/Dependent Proposal(s):

The Parks Custodial Program is directly linked to the Park Amenities Maintenance Program. Many of the park assets, including barbecues, benches, hard surface care, and outdoor furnishings receive regular sanitation and cleaning as part of the Parks Custodial Program.

## Section 2: Executive Summary

The Resource Management, Structural Section, provides regular custodial service at all community, neighborhood and mini-parks, including 25 Bellevue School District sites. Services include trash and recycle pick-up, litter control, cleaning and sanitizing park restrooms and picnic shelters and facilities, and inspecting portable restrooms. The goal of the Park Custodial Program is to provide appropriate custodial maintenance at facilities, and to create a restroom and picnic shelter environment that is clean and sanitary. Funding for this program will allow for the continuation of existing custodial services levels at city restrooms and picnic shelter facilities. Per the Results Team recommendation, this proposal has been reduced by \$25,000 per year. This is in addition to the 5% reduction included in the department's proposal. Impacts include targeted restroom closures or removal of sani-cans based on seasonal use/lower demand sites.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$226,759	\$239,125
Other	226,635	231,417
	<u>\$453,394</u>	<u>\$470,542</u>

### Supporting Revenue

	\$0	\$0
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### LTE/FTE

FTE	3.0	3.0
LTE	0.0	0.0
Total Count	<u>3.0</u>	<u>3.0</u>

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

The structural section hires up to 10 seasonal staff during periods of heavy park use to assist with increased trash removal and litter requirements. This allows for seasonal adjustments for labor availability, matching service demand to available resources. Composted garbage cans have been placed in many of the neighborhood and mini-parks, reducing the frequency of servicing requirements. Partnerships for the park Custodial Program include the Bellevue School District, Enterprise Division, Parks & Community Services and City's Utility Department Recycling program.

## Section 5: Budget Proposal Description

Funding for the Park Custodial Program will allow for the continuation of custodial service at community, neighborhood and mini-parks restroom and picnic shelters, including 25 Bellevue School District sites that are serviced by the city. Funding will pay for the continuation of existing custodial services that include regular trash



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and recycle service, litter pick up, restroom sanitation and cleaning.

Per the Results Team recommendation, this proposal has been reduced by \$25,000 per year. This is in addition to the 5% reduction included in the department's proposal. Impacts include targeted restroom closures or removal of sani-cans based on seasonal use/lower demand sites.

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

The King County Public Health Department and the Occupational Safety and Health Association (OSHA) require that public restroom facilities be maintained. (Title 29 of the Code of Federal Regulations, Part 1910, Section 141)

Garbage and litter control services are included as part of the inter-local agreement between the Bellevue School District and the City of Bellevue. The city has agreed to provide garbage service at 25 school sites, as part of an existing facility use agreement and shared programming partnership.

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

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

Providing litter and sanitation services to the public are essential maintenance services. Continued funding for the Park Custodial Program will provide for services will respond to these factors:

- Assets maintained by the city help maintain the "city in a park" concept
- The city continues to maintain infrastructure in community parks, neighborhood parks, and mini-parks demonstrating good stewardship of public resources
- By maintaining outdoor rental spaces, such as shelters, the proposal creates opportunities for public interaction, access to leisure activities in a non-structured environment
- Custodial services promotes active, clean and safe gathering places
- Continued funding of support services, such as custodial service, provides outdoor spaces for people to gather, interact and recreate

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

#### **Quality Neighborhood**

- Custodial services help create clean and safe gathering places for a variety of neighborhood activities
- Providing custodial services at park facilities is a part of providing quality neighborhoods that are well-maintained, safe and attractive

#### **Health & Sustainable Environment**

Trash removal and recycling helps create a clean living environment, which includes waste removal and waste recycling. This leads to more activity in the parks, more active and healthy lifestyles, and higher property values

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

**Short term:** Includes litter pick-up, continued cleaning and sanitation of public restroom facilities and park kitchen shelters, code and sanitation compliance.

**Long-term:** Includes continuation of waste recycling program, code and sanitation compliance so that restroom and shelter facilities can remain open to the public, picnic shelter rental facilities can be maintained and rented for use, generating income for the city.

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

- 95% of residents say the appearance of Bellevue parks & facilities are very good or excellent
- 95% of residents agree that Bellevue has attractive neighborhoods that are well maintained, and safe

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

Current funding for the Park Custodial Program allows for regular custodial and sanitation services for the existing inventory of restrooms, picnic shelters and school sites currently maintained by city. Services and service frequency are adjusted based on the use of the parks and the time of the year. Seasonal staffing is increased during heavy park use periods, and correspondingly reduced in the winter months to control costs and to match labor requirements with workloads.

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

Seasonal revenues are generated when park picnic shelter are rented by the public. The Enterprise Section of Parks & Community Services manages the rental facilities including picnic shelters.

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

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

1. Legal: The City would be required to close the public restroom facilities because we would be out of OSHA and King County Health Department code compliance.
2. Customer Impact: Park visitors would no longer have restrooms available for use. Litter would not be picked up, likely impacting adjacent neighbors and businesses, overall sanitation and safety of parks would decline due to the termination of sanitation and custodial services.
3. Investment/Costs already incurred: Existing inventory of \$30,000.00 custodial supplies and the closure of 25 restrooms would be impacted.
4. Other: N/A

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

Service frequency for restroom sanitation and litter pick up would be reduced. Restroom facilities could be closed during the winter months, inconveniencing the public, litter would be more prevalent in the parks, picnic shelter cleaning and servicing would be less frequent, making the shelters less likely to be rented. Statistics have indicated that restrooms and surrounding areas that are not regularly maintained on a regular basis may become sites for illegal or illicit behavior (notation: restroom design for crime prevention and maintenance-WRPA, 2008). Mutt mitts would be eliminated or reduced to save costs of servicing and stocking bags. Properties adjacent to parks would likely be impacted due to increased litter.





# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Electrical & Mechanical Maintenance/Energy Mgmt Program		<b>Proposal Number:</b> 100.31NN
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Randy Ransom, x2036		<b>One-Time/Ongoing:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> The Electrical & Mechanical Maintenance/Energy Management Program is directly related to the Park CIP Renovation Fund.		

## Section 2: Executive Summary

This proposal reflects a 5% reduction from 2010 budget levels. The Electrical & Mechanical Maintenance/Energy Management Program is a key program that provides for safe, energy efficient community buildings and facilities that meet life safety and public safety code requirements. This is a comprehensive program that includes lighting maintenance and repair, electrical service and inspection, indoor fire alarm and sprinkler systems, elevators, emergency power, heating and air condition systems, building security, and sports program lighting for ball fields. Many of the services and inspections are mandated by code or by laws established by the State of Washington. During a regional or local emergency event, Bellevue Community Centers are designated emergency shelters for the public. This proposal seeks ongoing funding that will pay for the maintenance of facility infrastructure systems including electrical and mechanical systems, and energy management.

## Section 3: Required Resources

Expenditure	2011	2012
Personnel	\$255,873	\$269,611
Other	455,096	463,743
	<u>\$710,969</u>	<u>\$733,354</u>
<b>Supporting Revenue</b>		
	\$0	\$0
<b>LTE/FTE</b>		
FTE	3.0	3.0
LTE	0.0	0.0
Total Count	<u>3.0</u>	<u>3.0</u>

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

The sports field exterior lighting is controlled by an automated computerized system, reducing energy use and staff involvement. Federal energy grants have been used for exterior lighting and re-lamping. City facilities receive energy audits from PSE, to assist with energy conservation. Additionally, staff monitors the utility bills and energy consumption to insure that mechanical systems are operating efficiently. Controller upgrades and motion sensor lighting has been installed to further reduce energy consumption. Safety inspections and system inspections are prescheduled using the Maximo work order system to insure regulatory compliance.

Partnerships for this program include the Bellevue Fire Department, Puget Sound Energy, National Fire Protection Agency, State of Washington Labor and Industries, Enterprise and Recreation Divisions, Parks & Community Services, and City of Bellevue Code Enforcement.

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

The Resource Management Division, Structural Section, provides facility maintenance and management at city community centers, visitor centers and recreational buildings. As part of the regular facility maintenance, all electrical, mechanical, and heating and air conditioning and interior and exterior lighting systems are managed and maintained to insure that buildings are safe for the public and to insure that the city is meeting all life safety and building code requirements for each building. Additionally, unique mechanical systems, such as the landfill methane migration system located at the Eastgate Park property, is monitored and managed by the Structural Section.

The goals of the Electrical & Mechanical Maintenance/Energy Management Program is to provide a safe environment that is visually attractive and to ensure that the city is meeting all applicable Washington State and Bellevue life safety building requirements.

This program includes: electrical inspections and repair, energy audits, elevator maintenance and repair, emergency power system operations, fire alarm and fire sprinkler inspection and testing, heating ventilation and air conditioning maintenance and inspection to insure visitor comfort, interior and exterior lighting maintenance and inspection for facilities and sports fields, pressure vessel testing on compressors and water tanks, filter changes, pump operation and maintenance, security alarm service and landfill methane migration inspections at Eastgate Park.

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

Annual elevator inspections are mandated by the State of Washington Labor and Industries Department. Fire alarm and sprinkler inspections are mandated by the Bellevue Fire Department. Doors are inspected as a requirement by the National Fire Protection Agency (NFPA). Pressure vessels, such as water tanks, are inspected annually as mandated by the State of Washington Department of Labor and Industries.

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

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

Continuing the ongoing funding for the Electrical & Mechanical Maintenance/Energy Management Program will provide funding resources that will allow for the appropriate levels of maintenance services to insure public safety at city facilities, meet building and fire safety code requirements, and continue the monitoring, maintenance and inspection of critical building systems that allow facilities to operate efficiently. By funding this program, this proposal responds to the following factors:

- The Structural Section can continue maintenance of facilities that will meet fire safety and building safety requirements for the City of Bellevue and State of Washington
- The City continues to maintain infrastructure in community parks and neighborhood parks that help to create clean and safe gathering places for a variety of neighborhood activities
- By maintaining rental spaces, the proposal creates opportunities for public interaction, access to leisure activities in a non-structured environment
- Maintaining buildings properly allows for the maximum investment in public facilities by providing indoor space for the public to gather, interact, and recreate
- By properly maintaining the building facilities, this program promotes the community use of public space
- By properly maintaining building facilities, this program supports diverse community programs and facilities for all ages which allows for enhanced or improved access to programming

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

### Safe Community

- By providing ongoing building and fire alarm systems maintenance, this program directly assists with the City's capacity to provide timely emergency response and aids in the prevention of property damage which is important in achieving a safer community.
- By maintaining safe and function buildings that serve as community emergency shelters, the city is providing essential support services such as public sheltering and distribution capabilities for food and water.

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

**Short-term:** Public safety, protection of buildings, comfortable buildings for patrons, building energy efficiency, functional lighting for ball fields and other sports facilities which enhances public safety

**Long-term:** Protection of building infrastructure, public safety, extension of the life cycle of mechanical systems through proper inspection and maintenance, code compliance for elevators, doors, fire sprinkler systems, pressurized tanks

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

- 95% of residents agree that Bellevue has attractive neighborhoods that are well maintained, and safe
- 95% of residents say the appearance of Bellevue parks & facilities are very good or excellent
- Reducing the City of Bellevue's energy consumption and greenhouse gases by 13% by the year 2012, per the City's Environmental Stewardship Initiative

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

Existing levels of funding for this program allows the city to meet State and city required building and systems inspections and repair requirements so that building codes and regulatory compliance for life-safety systems are met. The City extends the life of buildings and building amenities by properly maintaining facilities.

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

Community Service buildings are programmed, rented, and open for public use seven days a week. Revenue is generated through rentals and classes, providing revenue to off-set building maintenance costs.

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

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

1. Legal: Public safety would be compromised because sprinkler systems, elevators, electrical systems, indoor and outdoor lighting inspections and maintenance would be discontinued and buildings would be out of code compliance. The City could be subject to lawsuits and building closure as a result of discontinuing the funding for this program
2. Customer Impact: Access to community centers and other public buildings would be limited due to increased building closures. Public safety would be compromised because facilities would no longer be inspected or maintained programming at buildings would be eliminated or curtailed, reducing public access to buildings and limiting recreational and educational opportunities for the public. Community centers are designated emergency shelters and the public could have limited access to buildings during emergencies if the facilities are closed.
3. Investment/Costs already incurred: The City has an extensive inventory of existing public buildings that are heavily used by the public. The combined value of Bellevue's public buildings is in the millions. Protecting the buildings through inspections, and maintain the electrical, mechanical and heating and air conditioning systems makes the buildings functional and safe for the public.
4. Other: N/A



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

Reduced and delayed maintenance of building systems, slower response to staff and public requests for repairs and maintenance, increased likelihood of building code compliance issues, increased liability and risk exposure for the city, increased building closures due to mechanical system failures.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> City Sport Field Program		<b>Proposal Number:</b> 100.34NN
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Rick Bailey, x6031; Justin Wilkinson, x6044		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> Yes	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> The ability to execute this program and maintain requested service levels relates to funding in Water Conservation & Irrigation Program – RFR 100.53NA and Parks Renovation & Refurbishment Plan – RFR # 100.77NA.		

## Section 2: Executive Summary

This proposal reflects a 5% budget reduction from 2010 budget levels. This program will provide for the ongoing comprehensive grounds management of 40 athletic fields found within 14 sport field parks that provide a mix of natural grass, synthetic and all purpose dirt surfaces that support soccer, lacrosse, football, baseball, softball and youth sport camp activities. With this program, the City will continue to provide access to 114 acres of athletic fields that support the growing demand for recreational activity offered through various youth and adult athletic organizations of Bellevue and the greater eastside region. Funding of this request will provide resources to ensure that the City’s sport fields are maintained for public safety, aesthetics and optimal recreational opportunities while at the same time enhancing the City’s visual character by perpetuating the “City in a Park” image. All of these factors will contribute to an enhanced quality of life for citizens who live, work and play in Bellevue today and into the future.

## Section 3: Required Resource

### OPERATING

Expenditure	2011	2012
Personnel	\$160,027	\$168,435
Other	315,122	\$320,160
	\$475,149	\$488,595

### Supporting Revenue

	\$0	\$0
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### LTE/FTE

FTE	2.0	2.0
LTE	0.0	0.0
Total Count	2.0	2.0

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

### Cost Avoidance

- Budget Reduction:** This proposal reflects a 5% reduction from 2010 budget levels. This will be achieved through the reduction of material expenditures and non essential project work related to field renovations.
- Effective Risk Management:** Staff will continue maintaining City sport fields at a high level of service to ensure that the grounds are free from potential hazards that could cause injury to field users. Effective risk management practices have allowed our city to keep the number of costly injury claims well below the State average. According to the Washington Cities Insurance Authority (WCIA), a typical parks maintenance agency receives an average of 13.5 injury claims over a 5 year period. Since 2005, the City of Bellevue has received 4 injury claims; less than one third the number of claims received by other cities in our state.
- Effective Tree Management:** Staff will continue to take a proactive approach toward monitoring and

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managing the health of trees, both in developed portions of sport field parks and surrounding forested areas. Having an accurate inventory will allow staff to make appropriate decisions to remove hazardous trees that pose a potential risk of inflicting property damage and/or bodily injury to park users in the event of failure.

## **Efficiencies/Innovations**

1. City sport field facilities will be managed primarily with in-house staff at sites where increased expertise, responsiveness, and specialized equipment are necessary due to park location, type of maintenance, level of programming, size and visibility.
2. This program seeks to combine resources from multiple work groups into one unified work group to improve staff efficiency and use of existing resources. As a result of this consolidation, this program proposes to downsize an existing Crew Lead position (presently vacant because of retirement) into an entry level Skilled Worker position and eliminate one (1) Ballfield Aide (9 month seasonal) position.
3. Staff will continue optimizing pest and weed control efficiency by utilizing the principles of a comprehensive Integrated Pest Management (IPM) program. This program emphasizes the use of cultural and mechanical methods to optimize the health of turf, trees, and landscaped areas to minimize the occurrence of pest and weed problems, with IPM practices applied with user safety as a chief consideration. This allows Parks staff to reduce the use of pesticides, which provides both a monetary and environmental benefit to the City.
4. This program will utilize volunteer hours for baseball and softball game preparations whenever applicable. User groups will donate approximately 400+ hours which will provide labor cost savings to the City.

## **Partnerships/Collaboration**

1. This program will collaborate closely with the Bellevue Baseball Softball Athletic Association (BBSAA), Puget Sound Senior Baseball League (PSSBL), Thunder Bird Little League group, Bellevue West Little League group, Bellevue Eastside Little League group, Bellevue Pony/Colt Little League group, Lake Hills Soccer Club, Bellevue Youth Soccer Association, Newport Youth Soccer Club and the Eastside Youth Soccer Association as it pertains to game preparations, tournament coordination and volunteer field maintenance.
2. Staff will receive ongoing training from the American Red Cross for setting up and operating emergency shelters in response to weather events and/or natural disasters.
3. As part of the One City Initiative, this program will collaborate closely with other City departments such as Civic Services, Utilities, Streets and Fire to assist the public during disaster and weather related emergencies.
4. Staff will collaborate with and provide snow removal services for all 9 Bellevue fire stations, King County Court House (Surrey Downs Park), City Hall and the Overlake Hospital and Group Health campuses.
5. Staff will continue collaborating with the Federal Emergency Management Agency (FEMA) for federal emergency relief during natural disaster events.
6. Staff will continue collaborating with Seattle University about the use of Bannerwood Stadium for Division 1A college baseball.

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

Funding of this proposal will provide resources to manage 40 athletic fields found within 14 sport field facilities that provide a mix of natural grass, all purpose dirt and synthetic surfaces that support soccer, lacrosse, football, baseball, softball and youth sport camp activities. Sport field assets encompass 114 acres of land with a combined King County assessed and improved value totaling \$167,416,700.

Management functions will include using best management practices for natural grass, all purpose dirt and synthetic maintenance and renovation. Programmed maintenance activities for natural grass fields will include mowing, edging, aerating, top-dressing, fertilizing and herbicide application. Maintenance activities for infield and all purpose dirt soccer fields will include grading, dragging, surface preparation, lining, dugout sanitation, renovations and inspections. Maintenance activities for synthetic turf surfaces will include grooming, blowing,

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adding in-fill materials, inspections and repair. In addition, the sport field crew will perform all other necessary grounds maintenance activities to surrounding landscaped areas which requires expertise and technical knowledge of urban forestry, arboriculture, turf grass science, horticulture, entomology, pathology, soil science and Integrated Pest Management (IPM). This program will also contribute to the Responsive Government and Safe Community outcomes by providing emergency management services in response to inclement weather and natural disasters. This program will require the combined services of one (1) Crew Leader, one (1) Skilled Worker, appropriate levels of seasonal help, contracted landscape services and various volunteer efforts to perform all necessary site management and administrative activities.

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

- 1. Federal Americans with Disabilities Act (ADA):** The City is required to manage hard and soft surface trails located within sport field parks to be in compliance with mandated ADA requirements.
- 2. King County Inter-local Agreement for the Maintenance of Marymoor Ballfields:** Under this agreement, the City is obligated to pay King County Parks \$56,000 annually for the maintenance of the Marymoor Ballfield facility which is owned by the Bellevue Utilities Department. The City acts as the scheduling agent for field rentals and collects all associated revenue.

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

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

The City's sport field program will contribute by:

- **Providing recreational opportunities that have a positive influence on the health and well being of people who live, work and play in Bellevue.** This proposal will cater to the local youth and adult sport enthusiasts by providing well maintained and safe facilities that support year around recreational opportunities in baseball, softball, soccer, lacrosse, football and sport camp activities. This proposal will support the ongoing activity of organized athletic groups such as the BBSAA, PSSBL, Lake Hills Soccer Club and Eastside Youth Soccer Association. These groups rely heavily upon the City to provide access to well maintained and safe sport field facilities to support their programs.
- **By supporting facilities that provide outdoor spaces for people to gather, interact and recreate.** Research has confirmed a link between physical activity that takes place outdoors and positive health outcomes. This link has been proven sufficiently strong enough to lead practitioners in health related fields to identify parks and recreation as a health service (Godbey, 2009). Research has also shown that an increase in available recreational facilities promotes greater physical activity within a community. Parks with soccer fields, tennis and racquetball courts, basketball courts, volleyball courts, and playgrounds were associated with moderate to vigorous levels of physical activity and overall higher levels of park-based energy expenditures (Floyd, 2008).

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

#### **Environmental Sustainability**

**Providing leadership in environmental stewardship and best management practices.** Bellevue Parks & Community Services has developed the Environmental Best Management Practices & Design Standards Manual which guides the maintenance and operation of sport field parks. These adopted standards effectively communicate the operational practices of the City to the public and respond to regional, state and federal environmental issues. These operational practices will ensure the safety of citizens, protect water quality, preserve wildlife habitats, buffer land use, and improve landscaped conditions to promote the quality of life for people who live, work and play in Bellevue today and for future generations to come.



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## **Responsive Government & Safe Community**

Providing emergency management services in response to inclement weather and natural disasters.

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

**Short-term:** Continued availability of 40 athletic fields that will provide sport recreation for various organized groups in the greater eastside region.

**Long-term:** Maintaining City sport fields at consistent levels for cost-effective expenditures and maintaining the infrastructure at a level that meets the expectations of Bellevue citizens.

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

This program will use nationally recognized International City Manager’s Association performance measurements as indicators for outcome success. Our objective is to meet or exceed the 2009 effectiveness and efficiency measures.

- 75% of citizens rating the safety of Bellevue parks and park facilities with Bellevue Parks as good or excellent
- 85% of citizens rating overall satisfaction with parks and recreation as good or better
- 85% of citizens rating the appearance of parks and park facilities as good or excellent

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

The proposed level of service delivery will adequately address public safety issues and provide facilities that will optimize athletic performances of organized groups. City sport fields will display a high level of aesthetics that citizens will be satisfied with, while demonstrating stewardship of taxpayer dollars.

## **Section 8: Provide Description of Supporting Revenue** N/A

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

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

1. **Legal:** Not funding this proposal would eliminate the ability of staff to implement effective risk management. This would inevitably lead to greater occurrences of property damage and/or bodily injury increasing the City’s liability and susceptibility to claims and potential lawsuits.
2. **Customer Impact:** The City will have 40 athletic fields taken out of service which would significantly restrict the City’s ability to provide recreational opportunities to Bellevue residents. This would inevitably lead to dissatisfaction from various user groups and citizens. Resources would be eliminated for the emergency management component of this proposal which would limit the City’s ability to act as a responsive governmental agency during natural disasters and periods of inclement weather.
3. **Investment/Costs already incurred:** Over the past several years, the City has invested significant resources in acquiring land and developing the City’s sport field parks. Currently, sport field parks encompass a land mass of 114 acres and are valued at \$167,416,700.
4. **Other:** N/A

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

Current service levels enable the city to adequately address public safety issues and provide facilities for quality community recreation experiences. Reduction of funding would decrease maintenance standards that would impact the quality and safety of City sport fields and lead to increased risk liability, decreased community access, and detract from Bellevue’s “Beautiful View” image and neighborhood character.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Bellevue Botanical Garden		<b>Proposal Number:</b> 100.35NN
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Nancy Kartes, x2749		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> N/A		

## Section 2: Executive Summary

This proposal supports the operation of the Bellevue Botanical Garden (BBG) at 95% of the 2010 base budget. Featuring 53 acres of display gardens, trails and natural areas, the Garden is a destination that attracts an estimated 300,000 residents and visitors annually. Demonstration gardens, educational programs, and special events like Garden d’Lights enhance Bellevue’s image as a “City in a Park” and are delivered through an innovative public/private partnership model. Broad visitation and citizen participation in Garden events and programming contribute to environmental stewardship, civic pride and engaged citizens.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$353,873	\$372,646
Other	58,737	59,855
	\$412,610	\$432,501

### Supporting Revenue

	\$2,341	\$2,386
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### LTE/FTE

FTE	4.0	4.0
LTE	0.0	0.0
Total Count	4.0	4.0

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

### Partnerships/Collaboration

The Garden’s innovative governance model dictates service delivery through a number of public/private partnerships. This collaborative approach maximizes the value of collective resources:

**The City** will manage the infrastructure of buildings, grounds, and volunteer program at a cost of \$417,998.

**Partner Organizations** will provide horticultural expertise, education programs, and community events. This in-kind support amounts to over \$300,000 annually (actual dollars spent by partner organizations).

- a. Bellevue Botanical Garden Society – Primary Partner Group
- b. Bellevue Utilities – Waterwise Garden (see proposal 140.32NN Water Conservation –Utilities)
- c. Northwest Perennial Alliance- NPA Perennial Border
- d. Hardy Fern Foundation – Rhododendron Glen
- e. Eastside Fuchsia Society – Fuchsia Display
- f. Puget Sound Dahlia Association – Dahlia Display
- g. East Lake Washington District of Garden Clubs – Native Discovery Garden
- h. North American Rock Garden Society- Alpine Rock Garden

### Cost Savings

This proposal reflects service delivery at 95% of the 2010 base budget. This 5% efficiency will be achieved through the reduction of our temporary help budget and reduction of an internship from a 9-month program to

# 2011-2012 Budget Proposal

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an 8-week summer program. Garden staff will adjust their work schedules to provide year-round weekend staff coverage formerly provided by interns.

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

This proposal responds to the Innovative, Vibrant and Caring Community (IVCC) RFR through the management of the Bellevue Botanical Garden, a 53-acre asset with a \$22,712,000 improved assessed value, to ensure maintenance and safety standards conform to best practices for a highly visited public garden.

**City staff** will provide overall Garden management through the efforts of 4 FTE: Garden Manager, Volunteer Program Coordinator, and two grounds skilled workers; and an operating budget of \$417,998. Additional maintenance assistance will be provided by Resource Management structural and grounds crews.

**Partner organizations** will provide grounds and programming assistance to accomplish the Garden's mission to develop, maintain and display plant collections for the purposes of education, demonstration and passive recreation. This in-kind support annually amounts to over \$300,000 and 18,000 – 20,000 volunteer hours (valued at an additional \$364,500 - \$405,000).

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

The City has contracts with the Bellevue Botanical Garden Society, Northwest Perennial Alliance, and Eastside Fuchsia Society. Agreements with other partner organizations are in Memorandum of Understanding form. These agreements define roles and responsibilities at the Garden and are critical to service delivery of events and programming in support of the Garden's mission. This proposal supports the minimum level of service to fulfill those agreements' assurances of the City's overall management responsibility for the development and operation of the Garden.

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

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

**IVCC: Built Environment Purchasing Strategies: the Bellevue Botanical Garden provides a premiere site within the parks system that reinforces the City in a Park concept and creates a positive, memorable experience for residents and visitors. It directly supports the City wide purchasing strategy to enhance Bellevue's image.**

In addition to its spectacular setting within the Wilburton Hill Community Park, the Garden offers iconic events like Garden d'Lights, delivered through innovative public/private partnerships. In support of the Parks & Community Services Open Space Plan, the Garden is strategically located on the Lake-to-Lake trail, in close proximity to downtown and the Bel-Red corridor. It provides respite from an increasingly dense urban core within a safe, well-maintained public garden, accessible to all residents (**see Quality Neighborhoods: Facilities and Amenities & Sense of Community purchasing strategies**). As the only public garden on the Eastside, the Garden is a destination that attracts visitors from throughout the United States and over 30 countries. It brings the City regional, national and international accolades through frequent positive mentions in social media, print media, radio and television. It was voted Best Park in the 2009 King 5 Great Northwest Escapes contest. (**see Economic Growth & Competitiveness: Quality of Community & City Brand purchasing strategies**). The Garden is open year-round daily from dawn to dusk and welcomes 250,000 - 300,000 visitors annually.

**Best Practices:** Garden administration uses guidelines provided by the Darwin Technical Manual for Botanic Gardens (Botanic Gardens Conservation International, 1998), the American Public Gardens Association (APGA), and Curatorial Practices for Botanical Gardens (Hohn 2008). Maintenance and Operations conform to National Recreation and Parks Association (NRPA) maintenance standards.

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**IVCC: Opportunities for Interaction Purchasing Strategies: the Bellevue Botanical Garden provides opportunities to express creativity, learn new skills, and enjoy the outdoors through programs offered by partner organizations, while supporting the ongoing activity of organized groups.**

The Garden's partnership model allows the private and non-profit sectors to provide mission-based programming and community-enriching events at the Garden in support of the Parks & Community Services strategic plan goal to maximize the value of resources and leverage the value of assets through public/private partnerships. Programs include Living Lab children's education program, which benefits thousands of Bellevue School District children each year; docent and plant records programs; and plant sales, Garden d'Lights and other community events. All of these programs are provided by partner organizations and benefit thousands of Bellevue citizens.

**Best Practices:** (APGA) 2007 benchmark study indicates BBG is in line with or exceeds statistics for visitation, volunteerism, programming, and private support at similar sized municipal gardens with a public/private governance model.

**IVCC: Involved Citizens Purchasing Strategies: the Bellevue Botanical Garden provides opportunities for meaningful volunteerism, fostering stewardship and citizen engagement.**

Over 500 volunteers contribute 18,000 – 20,000 hours (valued at \$364,500 - \$405,000) annually in support of programming and grounds assistance, leveraging the City's investment in Garden maintenance and operations. Citizen involvement at all levels of garden operations is the Garden's greatest asset, and is a fundamental goal of the Garden's mission.

**Best Practices:** Volunteer program conforms to United Way volunteer management best practices and adheres to COB Parks & Community Services, Legal, and Risk Management guidelines. Valuation of volunteer time is provided by Independent Sector (\$20.25 per hour for 2008).

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

**Healthy & Sustainable Environment: Nature Space & Conservation Purchasing Strategies: the Garden is in a unique position to model desired citizen behavior through education, demonstration and interpretation.**

The Garden's master plan affirms our commitment to promote the values of environmental stewardship and conservation by demonstrating maintenance and horticultural techniques that protect water quality; conserve water and energy; and promote the use of native and ornamental plants suitable for use in maritime Northwest gardens. The Waterwise Garden, Native Discovery Garden and Cascadia Experience are particularly well suited to this objective. Planned future projects will provide unique opportunities to demonstrate sustainable building practices, healthy watershed practices, and forest preservation and enhancement.

**Best Practices:** Maintenance and Operations – COB Parks & Community Services Environmental Best Practices & Design Standards Manual (2006), COB Environmental Stewardship Initiative Strategic Plan (2009 – 2012), COB DSD Critical Areas Handouts, particularly those that pertain to wetlands (LUC 20.25H.095)

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

**Short-term:** Continued broad visitation and citizen participation in events and programming at this premiere site, which contributes to civic pride and engaged citizens.

**Long-term:**

- A growing contribution to City branding as the Garden gains recognition as a destination.
- Citizen participation in protecting water quality and conserving water and energy through the home application of horticultural techniques learned at the Garden.
- Strengthened role of private sector as providers of events, programming, and display garden care.

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

#### Qualitative

The Garden uses nationally recognized International City Manager's Association performance measurements as indicators for outcome success. Our objective is to meet or exceed the 2010 effectiveness measure targets:

- 85% of citizens surveyed rate the overall satisfaction with parks and recreation as good or better
- 75% of citizens surveyed rate the safety of Bellevue Parks and facilities as good or excellent
- 85% of citizens surveyed rate appearance of Bellevue Parks and facilities as good or excellent

#### Quantitative

- Over 250,000 people will visit the Garden annually (APGA peer institution 2007 benchmark = 134,000).
- Volunteers will contribute over 15,000 hours of service annually in a broad range of garden operations (APGA peer institution 2007 benchmark = 6,800).
- Partner groups will provide mission-based programming, community events, and grounds assistance, with an annual in-kind value of at least \$300,000 (APGA peer institution 2007 benchmark = \$26,000).

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

Acceptance of this proposal will ensure maintenance and safety standards in keeping with best practices for a highly visited public garden. It will ensure that the Garden remains accessible to all, open year-round daily from dawn to dusk, and that our robust volunteer program conforms to City standards.

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

The Garden generates a small amount of revenue annually through photography and facility rental fees.

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

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

1. Legal: The City would have to withdraw from agreements with several partner organizations, none of whom have the organizational capacity to operate the Garden in a privatized governance model at this time.
2. Customer Impact: If not funded, the City would lose an iconic site within its Parks system, visited by some 300,000 visitors annually, and the only public garden on the Eastside. Without the infrastructure provided by the City, our partner organizations could not offer the programs and events that benefit many thousands of residents each year, including the Living Lab children's education program, Garden d'Lights, the Waterwise Demonstration Garden, and the internationally acclaimed NPA Perennial Border.
3. Investment/Costs already incurred: The BBG has an improved assessed value of \$22,712,000.
4. Other: N/A

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

Our heavy reliance on partner organizations for programming and grounds assistance allows the Garden to operate efficiently with minimum staff. This proposal demonstrates a 5% reduction from 2010 base budget, which reduces our grounds resources to a minimum. Further cuts would mean a reduction in the staff that supports our partnerships and volunteers, causing undue hardship and strain on partner groups.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Street Trees, Landscaping & Vegetation Management Program		<b>Proposal Number:</b> 100.39NA
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Reduction of Service
<b>Staff Contact:</b> Dan DeWald/Parks, x6048; Tom Kuykendall/Parks, x7924		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> Yes	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> The ability to execute this program and maintain requested service levels relates to funding in the Enhanced Right of Way and Urban Boulevards CIP 100.74NA & Water Irrigation Conservation Program RFR 100.53NA		

## Section 2: Executive Summary

This proposal includes the City’s Street Trees and Landscaping Program that manages over 9,000 trees and 184 acres of landscaping planted and maintained by the City on public ROW improvement projects. These trees and landscapes enhance the aesthetic quality and connectivity of our neighborhoods, provide pedestrian separation and tree canopy in the Downtown, and improve Bellevue’s visual character which attracts businesses and fosters the reputation of Bellevue as a “City in a Park”. This proposal has been reduced 22% from current funding levels, including a 5% reduction in the department’s initial proposal and an additional 17% reduction through the Budget One process. This requires a fundamental shift in the City’s approach to maintenance of landscaping and response to ROW vegetation, including the elimination of essential maintenance frequencies, tree pruning and vegetation control. Staff will prioritize safety related roadside vegetation and hazard tree response and respond to the most critical safety related issues first, with aesthetics and arborcultural pruning and maintenance becoming a secondary priority.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$366,148	\$385,683
Other	463,225	472,413
	<u>\$829,373</u>	<u>\$858,096</u>

Supporting Revenue	2011	2012
	\$0	\$0

LTE/FTE	2011	2012
FTE	4.0	4.0
LTE	0.0	0.0
Total Count	<u>4.0</u>	<u>4.0</u>

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

A 22% reduction of the Street Trees, Landscaping and Vegetation Management Program represents a fundamental shift in the City’s approach to maintenance of landscaping and the public safety response to Right-of-Way (ROW) vegetation. This reduction in service would require staff to perform emergency triage and prioritize safety related roadside vegetation mowing and hazardous tree response. This proposal requires the elimination of essential maintenance frequencies, tree pruning, and vegetation control.



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**Cost Savings:** This proposal reflects service delivery through 2012 at a 22% reduction in the Parks & Community Services general fund budget for Street Tree and Landscaping. Parks' saving will be achieved through reductions in services of temporary employees, utilizing more low-maintenance horticultural practices, and reducing non-essential landscape improvements.

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

Bellevue's **Street Tree and Landscape Program** provides management and maintenance of the City's CIP investment in trees, landscaping, gateway and neighborhood identity improvements on major arterials and streets in Downtown Bellevue. This program includes contracted tree and landscape maintenance, non-essential and emergency services, arboricultural services, safety inspections, site renovation, contract administration, and plan review project management for multiple departments. Components of the Street Tree and Landscape Program include maintenance of street trees and tree grates, planting strips; and formal landscapes, including turf areas, benches, sidewalks and pathways, trash receptacles and litter service.

The workloads and frequencies performed as part of the Street Trees and Landscaping Program are based on service levels and workloads developed from modes provided by the National Recreation and Parks Association (NRPA). Parks & Community Services used these modes to indicate levels of service in a successful application for accreditation by the Commission for Accreditation of Park and Recreation Agencies. Any reduction of service would have future impacts on maintaining the Department's accreditation. The modes developed by the NRPA include:

- Level 1: associated with high-visibility areas that require the highest level of maintenance
- Level 2: associated with well developed areas and is the NRPA recommended level for most park areas
- Level 3: associated with locations that have moderate to low levels of development or visitation, or because budget restrictions, cannot afford a higher level of maintenance
- Level 4: associated with locations affected by budget restrictions
- Level 5: one step before the land is allowed to return to its original state
- Level 6: land is allowed to return to its original state

The Street Trees, Landscaping & Vegetation Management Program currently maintains 41% of the maintained area in a level 2 mode and 59% of the sites at a Level 3 mode. With an additional reduction of 10% in service level, 41% of the maintained landscape area would drop from service Level 2 to Level 3, and 59% of the maintained landscape area would drop from service Level 3 to 4.

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

- **RCW 17.10.140 Owner's duty to control spread of noxious weeds:** Directs the City to be responsible to control the spread of noxious weeds on all properties that it owns or manages, including right-of-ways.
- **RCW 39.12 Washington State Prevailing Wage Statute for Public Works:** Per RCW 39.12, the City of Bellevue is required to pay State set prevailing wages for contracted public works and maintenance contracts.

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

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

The Street Tree, Landscape and Street Vegetation Management Program addresses the following purchasing factors and strategies:

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## **Innovative, Vibrant & Caring Communities**

- Maintains capital investments of formal landscapes installed as part of the Transportation CIP, Neighborhood Enhancement, Gateways and Urban Boulevards, Neighborhood Investment Strategies, and Environmental Strategies programs. The improved value of these investments is over \$48,000,000.
- Street trees and street landscapes provide a positive memorable experience for those who live in, or visit the community thereby enhancing property values and promoting Bellevue as a place to live, shop, and do business (Attachment 1 & 3).
- Effective response to reported hazards adds to the feeling of well-being in the neighborhoods (Attachment 1 & 3).
- Protects those qualities and characteristics of the physical environment that are unique in the city and help define the “City in a Park” experience.
- Implements and maintains a set of actions under the umbrella of the Environmental Stewardship Initiative adopted by Council in 2007.

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

### **Quality Neighborhoods**

- This program promotes community use of public spaces.
- This program preserves and enhances neighborhood character and retail centers.

### **Healthy & Sustainable Environment**

- Street trees and street landscapes reduce urban heat, remove pollutants from the air and help manage water runoff as outlined in the *Bellevue Urban Ecological Analysis*. October 2008 (Attachment 2).

### **Responsive Government**

- This program provides for timely and predictable service delivery, providing the public with street maintenance services that they expect.

### **Economic Growth & Competitiveness**

- Street Trees and street landscapes are critical in providing and enhancing the quality of the community’s green spaces, adding to the economic vitality of retail, business and neighborhoods of Bellevue (Attachment 1 & 3).

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

**Short-term:** Continued maintenance of attractive and functional landscapes that enhance boulevards and downtown areas at service levels that public surveys indicate are appropriate.

**Long-term:** Reduced storm water runoff and potential flooding, increased tree canopy and associated values, reduced water contamination, reduced air pollution, increasingly attractive boulevards, preservation of property values, and improved public safety. If trees are regularly maintained and pruned, their assessed dollar value increases over time. If they are not maintained, they may develop safety issues or become liabilities. (Attachment 2).

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

- Percent of residents rating appearance of Bellevue parks and facilities as very good or excellent (Target 95%, Actual 95% in 2009)
- Percentage of residents who agree that Bellevue has attractive neighborhoods (Target 90%, Actual 89 in 2009)
- Cost per square foot to maintain ROW landscapes (Target 19 cents per square foot, Actual in 2009 19 cents)
- Number of hazardous tree report responses (Target 200, Actual 282 in 2009)

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

This proposal funds street tree and landscape management and maintenance at a minimal level, meeting basic public safety requirements, but eliminating or severely reducing regularly schedule maintenance of street ROW areas.

### **Section 8: Provide a Description of Supporting Revenue N/A**

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

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

1. Legal: RCW and Washington State requirements for maintenance of right-of-ways and noxious weed removal. By not addressing sight line hazards, hazardous tree issues, and other public hazards, the city is increasing risk management issues, including the likelihood of increased liability claims.
2. Customer Impact: Decrease in aesthetics when driving or walking on city streets, decrease in adjacent property values, potential increase in traffic accidents, decrease in traffic mobility, decrease in customer satisfaction, increase in liability and risk exposure to the City. Reduced maintenance will impact the visual quality of the City's neighborhoods, retail centers, and Downtown degrading Bellevue's reputation as a "City in a Park". Maintain aesthetic quality and connectivity of our neighborhoods by maintaining attractive and functional street trees and landscaping is important in attracting business and residents to our community. Reductions in neighborhood aesthetics will impact property values.
3. Investment/Costs already incurred: The City has invested in excess of \$48,000,000 in formal landscapes installed as part of the Transportation CIP, Neighborhood Enhancement, Gateways and Urban Boulevards, Neighborhood Investment Strategies, and Environmental Strategies programs. If maintained in a proactive manner, street trees and landscapes are City assets that improve in value and function over time. If not proactively maintained, they become liabilities. Other: Public safety compromised, water quality compromised, reduction in environmental benefits as trees decline and are not replaced.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Property Management: Meydenbauer/Other		<b>Proposal Number:</b> 100.42NN
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Lorrie Peterson, x4355		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> Multiple	<b>Attachments:</b> Yes	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> N/A		

## Section 2: Executive Summary

The City has strategically acquired multiple properties along Meydenbauer Bay, with the long-term planning goal of connecting the Lake Washington waterfront to the Downtown Park, as planned in the Draft Meydenbauer Bay Park and Land Use Master Plan (Attachment 1). The Bellevue Marina, Bayvue Village Apartments, and multiple single family residential homes on Meydenbauer Bay have been purchased to allow for future park development. This proposal also includes several miscellaneous properties throughout the City acquired for future park benefits self-supported within the Land Purchase Revolving Fund (**Attachment 2**). The City provides contract administration services for these properties and receives professional property management assistance from Yates, Woods and MacDonald, Inc., with rental revenues generated from these sites to pay for the on-going maintenance, property management and repayment of the Limited Tax General Obligation bonds issued to acquire the Marina. This proposal is self-supported by rental revenues it generates, and is not a request for additional funds.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$100,184	\$105,503
Other	639,053	661,098
	<u>\$739,237</u>	<u>\$766,601</u>

Supporting Revenue	2011	2012
	\$766,053	\$808,504

LTE/FTE	2011	2012
FTE	1.0	1.0
LTE	0.0	0.0
Total Count	<u>1.0</u>	<u>1.0</u>

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

City staff provides direct management of the Bellevue Marina, as is customary for small marina operators. The City utilizes an on-site marina caretaker who manages daily maintenance issues, cleans restrooms, and serves as a point of contact after business hours. This caretaker position saves response time, reducing the need to hire outside contractors for maintenance and sanitation services. The City has two separate four-year property management agreements with Yates, Wood and MacDonald, Inc. (YWM), for the daily property management of Bayvue Village Apartments and rental houses, each tailored to their expertise & specific needs of the site. By combining the property management of multiple sites under these professional service agreements, the City streamlines the management of the rental properties, locks in lower and stable property management fees for a four year period, and saves staff time in managing requests for proposals, contracting, providing accounting, rent collection services, and emergency response.

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

Property acquired for future park development often includes residential structures or commercial buildings. Until the properties are further developed, the interim management of properties is important to ensure cash flow generated from rental income. This provides appropriate stewardship of the property to maintain its long-term viability and sustain public support for future park development. It also provides funds to repay the Limited Tax General Obligation (LTGO) bonds to avoid burdening the City General Fund.

The 88 slips leased at the marina currently generate approximately \$519,138 in annual revenue. Marina revenues are used to repay bonds over 20 years, as well as funding the annual expenses of \$178,895 as outlined in the annual Finance Plan (**Attachment 3**). Recent discussions with the State of Washington, Recreation & Conservation Office pertaining to State funds allocated to the marinas indicate that 14 marina slips must be made available to transient moorage. Staff recommends maintaining current Marina reserves to meet bond covenants, plus dedicating a portion of the on-going cash balance generated from the apartments (\$105,252 estimated/slips to be determined). The apartments generate \$410,000 in annual rental revenue, with annual expenses of \$190,000. The rental income from the 14 residential properties generates \$300,000, with annual expenses of \$145,000, plus setting aside funds for reserves.

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

The City of Bellevue has a four-year Professional Services Agreement with YWM for property management services for apartment expertise and management and that also pays for routine maintenance expenses at Bayvue Village Apartment. YWM also manages the fourteen residential rental properties via another separate four-year Professional Services Agreement that focuses on their residential expertise and pays for routine maintenance expenses.

Many of the properties at Meydenbauer and throughout the City were acquired by leveraging City funds with other sources, including the State of Washington Recreation & Conservation Office as well as King County Conservation Futures funds. These funding sources have deed restrictions on the property that would require the City to replace the property if the property fails to be used for its intended purpose (**Attachment 4**).

Acquisition of the Montgomery property at Meydenbauer Bay includes a Life Estate provision.

There are also several telecommunication lease agreements and human service agreements (duration of 5-79 years) (**Attachment 2**).

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

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

Revenues generated by these properties are used to manage and maintain them without placing a burden on the General Fund. Continuing this model supports direct property management services for the Bellevue Marina, Bayvue Village Apartments and the single family residential structures and properties. It also allows the City to continue debt servicing of the acquisition costs of the properties, pay for continued property management and contract administration of the City-owned houses, apartments and Marina. By funding these on-going operational expenses with the revenues generated by these assets, this proposal responds to the following outcomes:

- **Community Design:** Continued care and management of these facilities preserves and enhances the neighborhood character as part of strengthening the sense of community.
- **Communities Facilities:** By investing in community owned facilities, the City is maximizing City resources and helps meet the needs of the community by offering housing and recreational options for the citizens of Bellevue.
- **Housing Options:** The City is contributing to the community by providing basic needs (housing) for citizens.
- **Other:** By maintain existing facilities, the City is providing good stewardship and sound management of public resources

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

### **Quality Neighborhoods**

- This property management program promotes the community's use of public spaces.
- This program preserves and enhances neighborhood character.
- By providing property management services, the city is providing safe, City owned facilities, which contributes to a quality neighborhood that is well maintained, safe and attractive.

### **Responsive Government**

- By providing ongoing property management services, the City is acting as a good steward of the public trust, managing income, assets and expenses in a deliberate, thoughtful, and fiscally prudent manner.

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

**Short-term:** Funding for property management and contract services; meeting the expectations of current tenants and boat owners leasing slip space; continuing positive relationships with adjacent property owners; continuing responsiveness addressing maintenance issues, without placing a burden on the City's General Fund.

**Long-term:** Preservation of buildings and assets that generate income for the City; protection of property valuations for adjacent properties; reduced long -term maintenance and renovation costs; protection of the City's ability to pay long-term debt servicing for acquisition costs without placing a burden on the City's General Fund.

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

95% of residents who agree that Bellevue has attractive neighborhoods that are well- maintained and safe.

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

Current funding for the City's property management and contract administration costs for the Marina, Bayvue Village Apartments, and the rental properties allows for effective, low-cost and efficient property management services. As indicated by a market study performed by Property Counselors, our expenses remain below other public marinas. Further, a separate market study indicates that Bayvue Village Apartments averages a lease rate of \$1.47 per ft., which is the highest price for apartments on a square foot basis compared to our immediate competition. At the same time, our expenses are right in line with industry standards as outlined in a study of apartments conducted by Dupre & Scott Apartment advisors, and evaluated at our request by YWM.. By providing adequate property management services, the City can continue to respond to tenants, provide excellent customer service, maintain current rental and lease income returns, and preserve the buildings and facilities through preventative maintenance and care.

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

Supporting revenue includes rental revenues for the Bayvue Village Apartments, residential properties and moorage at the Bellevue Marina. Funding covers operating expenses and reserves, and services the \$4.3 million in debt.

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

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

1. **Legal:** The City has a financial responsibility to repay \$4.3 million, twenty year, LTGO bonds used to acquire the Marina property. Failure to repay the LTGO bonds could result in a drop in the City's credit rating, increasing future borrowing capacity and costs for the City. The City would violate Washington State tenant /landlord legal responsibilities if repairs and maintenance of facilities are not completed. If repairs aren't made, the City could be violating building and safety codes.

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2. Customer Impact: The result could be potential closure of the Marina and the Bayvue Village Apartment complex and facility repair and maintenance would be delayed or postponed indefinitely creating potentially unsafe site conditions. Existing tenants would likely move out if repairs and maintenance were discontinued, reducing income stream for the City.
3. Investment/Costs already incurred: The combined value of Meydenbauer Bay properties, including the Marina, Bayvue Village Apartments and rental homes, and miscellaneous properties adjacent to parks, represent a significant investment acquired with City and non-City funds for future public benefits. Not maintaining the properties would impact the value of these assets and reduce the value of nearby private properties.
4. Other: N/A

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

Tenants would experience delayed responses for maintenance repairs and services. The City would face the loss of potential revenue because of declining apartment conditions and Marina operations, an increase in potential liability issues because of fewer inspections and property management services, and a decrease in customer service satisfaction, as a result of the lack of communication between tenants and the City.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Parks & Community Services Management and Support		<b>Proposal Number:</b> 100.44NA
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Reduction of Service
<b>Staff Contact:</b> Patrick Foran, x5377; Doug Sanner, x6169		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> N/A		

## Section 2: Executive Summary

This proposal provides strategic leadership, management and administrative support to Bellevue Parks & Community Services. These resources benefit all programs within the department, but could not logically be spread among 70 operating and capital proposals. Functions include Department Leadership, Fiscal Management, Administration and Technology, Public Information, and Board/Commission support. The training budget for the entire department is also included. Operating costs for this proposal represent 3% of the Parks & Community Services budget. This proposal has been further reduced through the Budget One process, including the elimination of one FTE position (Office Assistant) and the reduction of the departmental training budget for all parks employees.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$1,482,166	\$1,559,748
Other	71,996	74,336
	<u>\$1,554,162</u>	<u>\$1,634,084</u>

Supporting Revenue	2011	2012
	\$70,000	\$70,000

LTE/FTE	2011	2012
FTE	12.0	12.0
LTE	0.0	0.0
Total Count	<u>12.0</u>	<u>12.0</u>

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

The original proposal eliminates the vacant Resource Management Division Manager position, a senior management position in the department. This reduction flattens the overall management structure of the department, reassigns core duties among other personnel, and represents a 7% budget reduction for this program. In addition, recommendations of the Budget One process include the elimination and layoff of the Office Assistant FTE position and the reduction of the departmental training budget to only cover mandatory training for all parks staff.

## Section 5: Budget Proposal Description

This proposal provides strategic leadership, management, and general support for Bellevue Parks & Community Services. Resources funded through this proposal will:

- Manage department, oversee operations, and implement programs/projects to carry out City Council and City Manager direction.
- Develop plans and policies to effectively meet long- and short-range goals and objectives of the City and department, including the *Parks & Open Space System Plan*, *Recreation Program Plan*, and *Human Services Needs Update*.

## 2011-2012 Budget Proposal

- Provide timely, accurate, and relevant information to support the City's decision-making process, including coordination of all City Council agenda materials and related documents.
- Coordinate budget proposals, fiscal impact analysis, performance measurement, and ongoing budget monitoring.
- Assure efficient and effective work methods, professional standards, internal controls, and personnel policies/procedures are met.
- Maintain policies, standards, and overall compliance with the Commission for the Accreditation of Parks and Recreation Agencies (CAPRA) requirements.
- Assure compliance with State and Federal law and City Code.
- Assure interdepartmental collaboration and coordination to achieve unified City results.
- Manage department public information, media relations, and outreach for diverse audiences through print, video/ television, internet, intranet, and direct communication.
- Manage department technology applications, including Maximo, Class, and Probation Tracking systems. These information systems are utilized to support park maintenance management, course registration and facility scheduling, and offender tracking.
- Provide department-wide accounting and procurement support. This includes the processing of invoices, utility bills, and procurement cards; contract payment, monitoring, and closeout; and grant monitoring and submittal of reimbursements.
- Lead participation in MyParksandRecreation.com as part of the eGov Alliance. This site provides citizens access to park information in partnership with neighboring jurisdictions, and continues to grow as a key portal for parks course registration and facility bookings.
- Provide legislative support and analysis, including review of pending federal, state, and regional legislation, and issues being evaluated by professional park associations.
- Support Council-affiliated citizen advisory boards relevant to department mission: Parks & Community Services Board, Human Services Commission, and Probation Advisory Board.

The Departmental Management and Support services are accomplished with the following staff positions:

- Department Leadership (4 FTEs)—Parks Director, Deputy Director, Assistant Director (2)
- Department Fiscal Management (4 FTEs)—Fiscal Manager, Senior Financial Analyst, Senior Accounting Associate (2)
- Administration and Technology Support (3 FTEs) —Administrative Services Manager, Senior Administrative Assistant, Office Assistant
- Public Information, Community Involvement, and Board/Commission Support (2 FTEs)—Public Information Officer, Program Administrator

This proposal also contains the departmental Training and Travel budget. This budget totals \$73,000 per year in 2011 and meets the training needs of 160 full-time equivalent positions.

### **Section 6: Mandates and Contractual Agreements** N/A

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

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

Parks & Community Services programs directly meet the purchasing strategies of four outcomes: Innovative, Vibrant & Caring Community; Safe Community; Quality Neighborhoods; and Healthy & Sustainable Environment. Since the majority of programs tie most directly with the Innovative, Vibrant & Caring outcome, the primary factors and purchasing strategies are specifically addressed below:



# 2011-2012 Budget Proposal

## **Support Services**

Evaluate and plan for the human service needs of the community, ensure Bellevue residents have information and access to these services, and work with regional partners in maintaining a stable Human Services safety net.

## **Opportunities for Interaction**

Ensure that community events and programs complement those provided by others, that City programs fill a strategic role, and that the community has safe, quality places to come together to live, work, and play.

## **Built Environment**

Fulfill the ongoing goal of making Bellevue a “City in a Park”. Responsibilities include long-range capital planning, capital project oversight, and the development of City funding strategies including voter-approved bonds or levy lid lifts.

## **Involved Citizens**

Produce and disseminate public information for its citizens, ensuring they have information and access to community services whether provided by the City or non-profit partners. Support three Council-approved boards and commissions, plus 13 other advisory boards affiliated with the department.

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

### **Responsive Government**

Department management and support also directly relates to many of the factors identified by the Responsive Government outcome. Primary factors related to this outcome include: maintaining community connections through involved and informed citizens; providing strategic leadership and planning for one of the City’s core municipal services; managing partnerships with other cities and not-for-profit service providers; ensuring the park workforce is engaged and provides exceptional customer service; managing the department’s service delivery model, including full-time employees, contracts, temporary help, and volunteers; and managing the public resources, including voter-approved levies and tax dollars entrusted to the department.

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

N/A

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

Historic parks performance scorecard measures directly relate to the community indicators proposed in the Innovative, Vibrant & Caring Community outcome:

- 92% of Bellevue residents rate overall satisfaction with parks and recreation as good or excellent
- 95% of Bellevue households have visited a park or park facility in the last year
- 35% of Bellevue residents have participated in a recreation program
- 93% of goals met by human service contract agencies

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

Departmental management and support represents approximately 3% of adopted budget. The breadth and scope of the Parks & Community Services Department is extremely broad, and includes Human Services, Probation, Recreation, Enterprise Programs, Resource Management, Natural Resources, Capital Planning & Development, and Real Property Management. This breadth is a strength of the department, and the current management structure is necessary to effectively manage the full range of services and professional disciplines included in this department.

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

The Parks Enterprise Fund reimburses the General Fund for a proportionate share of the cost of this proposal.

# 2011-2012 Budget Proposal

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

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

1. Legal: N/A
2. Customer Impact: Department management and support services are directly linked to overall citizen satisfaction with parks and community services in Bellevue, and advancing the mission of “creating a healthy community.” Department management is directly responsible for leveraging external funding for Bellevue, managing partnerships with other organizations, and planning for and implementing the vision of a “City in a Park.”
3. Investment/Costs already incurred: N/A
4. Other: The City would not meet professional agency accreditation standards for Parks and Recreation agencies.

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

Since this proposal exceeds \$1 million on an annual basis, a 10% reduction alternative is shown in proposal 100.44NB. Excluding personnel and training, other operating costs total \$40,000 in this proposal. Therefore, a 10% reduction alternative would require the elimination of one or more full-time positions and/or the elimination the departmental training budgets. These reductions would be in addition to the 1.0 FTE reduction (7% reduction) already incorporated into the recommended proposal.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Community Center Customer Service, Outreach, and Support		<b>Proposal Number:</b> 100.45NN
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Colin Walker, x7248		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> Yes	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> The proposal relates to the following: <ol style="list-style-type: none"> <li>Community recreation and enterprise facilities'/programs' proposals</li> <li>Information Technology: ECityGov Proposal (MyParksAndRecreation.com)</li> </ol>		

## Section 2: Executive Summary

This proposal responds to the Innovative, Vibrant, and Caring Community (IVCC) Request for Results (RFR) by providing support for customer service, marketing, outreach, and recreation systems process support for all Parks & Community Services facilities and program areas. These services enable and support the collection of approximately \$1.8M in General Fund revenue and approximately \$2.5M in Parks Enterprise Fund revenues annually. The proposal also includes evaluation of department programs and services for relevance and effectiveness. In 2009, nearly 8,000 individual Bellevue residents relied on these systems and services, and over 33,000 recreation program registrations were completed.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$444,089	\$468,160
Other	80,000	81,520
	\$524,089	\$549,680

### Supporting Revenue

	\$0	\$0
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### LTE/FTE

FTE	5.0	5.0
LTE	0.0	0.0
Total Count	5.0	5.0

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

This proposal directly supports delivery of recreation programs, community and special events, facility rentals, and operations. These include:

ITD: Class Registration and Scheduling System (Class) support provided through this proposal is completed in conjunction with ITD applications support.

ITD: Graphics Services provides a high level of support to the marketing function included within this proposal, designing a large quantity of advertising materials.

FIN/DS/CS/UTIL: Class is used for citywide point of sale (POS) transactions. Support provided through services in this proposal ensures continuity of operations for POS.

PCD/DS/UTIL/FIRE: Class is used by several workgroups within the City for activity registration. Previous examples include CPR classes offered by Fire, neighborhood organizing programs through PCD, and code training opportunities through DS, PCD, and UTIL.



# 2011-2012 Budget Proposal

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## **Cost Savings**

This proposal includes a reduction in printing and mailing expenditures through more efficient and effective print-based program advertising. Included within this proposal is a reduction of \$60,000 over historical expenditure levels (\$25,000 savings in 2009 and 2010 and an additional \$35,000 in 2011). This reduction will foster innovation through more creative use of paper-based, electronic, and paid advertising. While advertising has historically been largely decentralized, these efficiencies will require a certain amount of centralization.

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

This proposal responds to the Innovative, Vibrant, and Caring Community (IVCC) Request for Results by providing customer service (using the Service First philosophy), marketing, outreach, and systems support for all Parks & Community Services community centers and program areas and several non-Parks COB clients. The services result in the collection of approximately \$1.8M in General Fund revenue, and approximately \$2.5M in Parks Enterprise Fund revenue annually. In addition to the specific activities discussed below, this proposal will provide centralized background checks of volunteers and 1040 employees (1,301 completed in 2009), and training, orientation, and support of a workforce of approximately 450 part-time employees. Additional funding is included to pay for department media use rights (ASCAP, BMI, SESAC, etc) which extend public performance permissions to copyrighted music for programs and events.

## **Customer Service and Support**

This function ensures that the Service First philosophy of innovative, streamlined service delivery is practiced throughout the department, and high-quality customer service is provided to all customers. In addition, support is provided to program staff in the coordination of administrative policies and procedures, training, and provision of centralized program registration. Key services include: centralized customer service training, on-site customer service support to facilities, coordination and facilitation of the Administrative Services Team, inter-facility training to ensure continuity of operations, centralized front line user support, scholarship application processing, and ongoing process support. Approximately 20% of central customer service staff time is dedicated to cross-training and facility backfill staffing.

## **Marketing and Outreach**

This function ensures that citizens are aware of and have access to these programs and services, that the programs and services are relevant, and that programmatic areas are effective and efficient at communicating with target audiences. Key services include: new market identification, demography, citizen satisfaction surveys, messaging/branding, methods analysis, "secret shopping," internal operations audits, development and distribution of the *Connections* program brochure, and quality control.

## **Class Registration & Scheduling System Support**

This function ensures consistent, innovative, and appropriate use of Class. Key services provided include: ensuring that the Class system meets business requirements, system operations monitoring, evaluation and security, staff support, policy and process analysis and development, staff education, and systems reconciliation. Effective use of the system relies both on technical support through related ITD proposals, and department operational and application support in relation to functionality, policies, and procedures.

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

### **Contractual**

- The City currently maintains a year-to-year sole-source contract with Active Networks, Inc. to provide maintenance services for Class. This contract is expected to be approximately \$40,000 in both 2011 and 2012, and is subject to annual renewal.

# 2011-2012 Budget Proposal

- Bellevue contracts with many individuals to provide community recreation programs. The contract used for a majority of these instructors includes City-provided course registration, advertising, and accounts receivable and payable support.
- Use of Class is required as part of the organization's membership in the MyParksAndRecreation.com (MPR) portion of the eCityGov Alliance.

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

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

In addition to supporting the citywide purchasing strategies of acting as a catalyst for increasing citizen participation and support, considering best practices, and ensuring sound management of resources and business practices, this proposal addresses the following primary factors/purchasing strategies for IVCC:

#### **Opportunities for Interaction**

This proposal reduces barriers to participation by providing quality customer service, technical systems, and relevant and effective promotion of services to the community. These directly support community recreation facilities' goals of offering recreational and cultural opportunities, and the building of social bonds within the community through access to programs and services.

#### **Support Services**

This proposal provides potential recreation program customers with information about, and access to, community recreation programs and services. These services foster healthy interactions between the City and the community, and promote community involvement.

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

#### **Responsive Government: Community Connections and Exceptional Service**

Services provided within this proposal address this RFR's purchasing strategies by enabling community engagement with City programs and services, increasing opportunities for the community to access services, information, and facilities, and ensuring that services and processes are timely, efficient, and predictable.

#### **Economic Growth & Competitiveness: City Brand**

This proposal delivers the City's Brand by marketing the many parks, recreation offerings, and other amenities within the region, and helping make the City of Bellevue known for its second-to-none customer service.

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

**Short-term:** This proposal ensures continuity of operations for recreation programs and facility rentals, provides performance data to program staff, facilitates staff training on the most effective and efficient ways to interface with systems, and delivers consistent and accurate information to customers at the right time, in the right form.

**Long-term:** Services provided in this proposal will continue to support ongoing efforts to use cutting-edge tools in customer relations, marketing communications, and the registration process. Long-term benefits will include a better understanding of consumer trends, and programs that are both relevant to the community and effective in meeting community needs.

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

- Number of customers reached through monthly e-newsletter. 2010 Benchmark: 16,000. Target: 5% growth per year
- Total number of registrations. 2009 Benchmark: 33,176. Target: 33,000
- Online registration percentage. 2009 Benchmark: 31%. Target: 2% increase per year
- % of customers rating customer service as good or excellent. 2010 Benchmark: 91% Target: 93% or higher

# 2011-2012 Budget Proposal

- % of customers agreeing or strongly agreeing that it is easy to search for programs and activities online. 2010 benchmark: 76.5%. Target: 85%
- Percentage of central customer service staff time performing scheduled offsite cross-training and unscheduled backfill. 2009 benchmark: 17.5%. Target: 20%

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

It is increasingly important that the tools, data, and support be in place to facilitate customer service and transactions with customers through the use of new and innovative techniques. This proposal includes several components that will directly impact customers' ability to access classes, facilities, and information. According to registration statistics, 31% of all roster spots filled (10,359 total for 2009 programs) were completed online. This has been steadily increasing since the introduction of online registration. This is further supported by research conducted for Bellevue Parks & Community Services by the Gilmore Research Group in October 2009.

The Pew Internet and American Life Project found that Internet access among adults increased from approximately 50% in 2000 to nearly 75% in 2010. Among the same group, 71% buy goods or services online, and 59% visit online government portals. This proposal will shift the emphasis from traditional paper-based processes to more innovative methods, while maintaining some traditional processes for those without access to technology. The three functions included within this proposal are all critical to the success of these efforts, delivering the systems which support the processes and interaction between the City and its customers.

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

None

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

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

1. Legal: Potential issues would arise with existing contracts – particularly Active Networks (Class) and eGov Alliance.
2. Customer Impact: Continuity of service for approximately 8,000 individual Bellevue residents would be impacted as would over 33,000 total roster spots filled annually. It would result in a much longer process for scholarship approval, exception requests and responding to unique situations. Not funding this proposal would increase barriers for customers for involvement and interaction, and degrade the customer service provided by recreation facilities, which would likely be encumbered with an increased volume of customer inquiries.
3. Investment/Costs already incurred: The City has invested considerable resources toward implementing Class, positioning Parks & Community Services in the community as a quality recreation service provider, and implementing MyParksAndRecreation.com.
4. Other: These services, in their entirety, would be shifted to program facilities. This would result in programs being eliminated in order to fund registration, marketing, and customer service. It is possible that not funding this proposal would result in the department falling out of compliance with Finance policies relating to cash handling and segregation of duties.

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

Reduced funding would limit the organization's ability to communicate with customers, ensure a positive registration experience, and assist program facilities with identifying customer trends. Additional burden would be placed upon community recreation facilities to bear responsibility for department-wide advertising, customer service training, and fees for Class maintenance, background checks, and media use, potentially leading to a reduction in recreation programming and creating barriers to participation for Bellevue residents.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Park Planning, Development & Project Management		<b>Proposal Number:</b> 100.46A1
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Glenn Kost, x5258		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> N/A		

## Section 2: Executive Summary

This proposal seeks funds for staffing to implement \$83.3 million in Park CIP proposals over the next seven years, which includes \$58 million in levy-supported acquisition and development projects; \$24.7 million in renovation projects, and \$600,000 in planning, design, and grant support. Per the Results Team recommendation, this alternative increases staff charges to the CIP and the Land Purchase Revolving Fund, which reduces the net cost of this proposal to the General Fund but also decreases the capital funding available for park property acquisition.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$927,668	\$975,976
Other	56,500	56,624
	\$984,168	\$1,032,600

Supporting Revenue	2011	2012
	\$521,276	\$530,154

LTE/FTE	2011	2012
FTE	7.0	7.0
LTE	1.0	1.0
Total Count	8.0	8.0

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

Planning staff works collaboratively on many interdepartmental planning projects. Recent efforts have included the Bel-Red Corridor Study, impacts of light rail, subarea plans, Great Streets project, low impact development techniques, the Shoreline Management Plan Update.

We also work closely with partner agencies and organizations to implement CIP projects, who in many cases contribute significant funding to a CIP project. Recent examples include:

- *Boys & Girls Clubs of Bellevue:* \$1.5 million for the South Bellevue Community Center
- *Bellevue Youth Theatre Foundation:* Initiated a capital fundraising campaign to help fund the Bellevue Youth Theatre project
- *Bellevue Botanical Garden Society:* Major contributor to the Botanical Garden, and initiated a fundraising campaign to support the Garden projects
- *Bellevue Breakfast Rotary:* Contributed \$250,000 toward the Crossroads Water Play area
- *Pacific Science Center:* Partner that helped to raise over \$7 million towards the construction of the Mercer Slough Environmental Education Center
- *Master Builders Association of King & Snohomish Counties:* Constructing a \$300,000 wetlab at the Mercer

## Slough project

Planning staff has also secured \$5 million in State and King County grants in the past five years to acquire and develop parks in Bellevue.

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

The proposal provides staffing (7 FTEs, 1 LTE) to implement \$83.3 million in Parks CIP proposals over the next seven years, including \$58 million in levy-supported park acquisition and development projects, \$24.7 million in park renovation projects, and \$600,000 in planning, design, and grant support. Supporting revenue is provided by the individual CIP projects and the unrestricted balances in the Land Purchase Revolving Fund.

Individual 2008 Park Levy projects include park development in Downtown Park, Surrey Downs Park, Eastgate/Airfield Park, Lewis Creek Park, Bridle Trails and Lake Sammamish neighborhood parks, the Bellevue Botanical Garden, construction of a new youth theatre, new pedestrian trails, and the acquisition of strategic park property throughout Bellevue (Proposals 100.60NN, 100.62NN thru 100.65NN and 100.67NN thru 100.70NN).

Park renovation projects occur system-wide, and are intended to keep the park system in a safe and useable condition for the community. Building-related projects include non-routine major repairs or replacement of roofs, mechanical and plumbing systems, flooring, lighting, and code-compliance/ADA requirements. Park-related renovation projects include major repairs or replacement of fencing, lighting/electrical systems, paved areas, playgrounds, drainage and irrigation systems, docks and ball fields (Proposal 100.77NN).

Planning projects: Include master planning for Ashwood Park, and continuation of planning efforts for Eastgate/Airfield Park, off-leash dog areas, Surrey Downs Park, and Meydenbauer Bay Park. It also provides staff support for ongoing multi-departmental initiatives such as the Eastgate Land Use Planning, Bel-Red park planning, NEP, and light rail. Funding would also support contingency park planning needs, and to continue seeking and managing grants and other external revenue sources (Proposal 100.72NN).

Per the Results Team recommendation, this alternative increases staff charges to the CIP and the Land Purchase Revolving Fund, which reduces the net cost of this proposal to the General Fund but also decreases the capital funding available for park property acquisition.

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

In November 2008, a Parks & Natural Areas Levy was approved by 67% of the voters. The park levy projects identified in Section 5 would satisfy the obligations set forth in the levy ordinance. This proposal would provide the staffing to implement those projects.

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

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

Investing in community facilities is essential to current and future generations being able to live well, work, and play. Funding this proposal would allow the City to implement the acquisition, development, and renovation of parks and park facilities throughout the community, contributing greatly to Bellevue's quality of life. These facilities provide accessible leisure spaces and activities for individuals and families that contribute to a livable and memorable community deserving of Bellevue's value as a "City in a Park." This proposal also allows the city to continue to be forward-thinking, anticipating and accommodating growth and change in response to the

community's vision of a thriving city in a park-like setting.

## **Involved Citizens**

Citizens who are involved in their community and well informed about issues facing the community are more likely to be engaged in the process, and to contribute to the discussion of those issues. Development projects were initially identified through an intensive community outreach effort that resulted in the project list approved by the voters. Project implementation also includes a component to inform the public of the project in order to minimize disruption and to accommodate community interests. The planning projects include (or will continue) a public engagement process that encourages citizens to participate in establishing a project vision and/or to inform the public and policy makers about the choices and intended outcome of the plans.

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

### **Responsive Government**

- **Community Connections:** This proposal is built on a fair and equitable process that ensures the community's wants are reflected in the actions taken by its government. This proposal would implement voter-approved projects which were identified and prioritized through an active community engagement process. Projects would be delivered in a timely manner consistent with the information delivered during the levy process. It also includes a significant component to engage the community in the decision-making process for future parks, allowing citizens to be informed and be able to influence policy choices about the development of parks and park facilities. Bellevue's park system has historically grown in part through citizen-driven tax measures.
- **Strategic Leadership:** This proposal delivers on the years of vision and strategic planning that has allowed Bellevue's park system to grow into the world-class system it is today. It would allow the City to remain future-focused on how to accommodate the changing recreational and open space needs of the community, allowing for the timely and predictable delivery of park services. Without charting the course and developing a vision that provides stable, yet relevant, direction for the future, the City puts itself in a reactionary position and unable to anticipate needs before they occur.

### **Economic Growth & Competitiveness**

- **Quality of Community:** The high quality of community in Bellevue – developed in part through the provision of parks, open space, and recreational amenities – contributes directly to the City's economic health, enhances the quality of life in Bellevue, and makes the City an attractive place to live, work, and play.
- **City Brand:** Bellevue is a beautiful place with great access to nature, and is thought of as a "City in a Park." This proposal would contribute directly to enhancing and promoting the City's brand, further demonstrating why Bellevue is considered a good place for business, and to attract talent.

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

**Short-term:** The City will be able to meet its commitment to implement the projects approved in the 2008 Parks & Natural Areas Levy, develop the vision for Ashwood Park, and complete the planning work started at Eastgate/Airfield Park, Surrey Downs Park, and Meydenbauer Bay. We will also be able to complete the approved NEP projects and respond to park-related planning needs at Bel-Red, Eastgate, and related to light rail.

**Long-term:** Staffing will be maintained, allowing the City to remain future-focused, and to continue to deliver the high quality parks system envisioned for Bellevue and described in the adopted Park & Open Space System Plan.

The City will also be able to continue to systematically care for its existing assets through the timely renovation of the parks and facilities, responding directly to the citizen's desire for high-quality parks. We will be able to continue our ability to respond to unanticipated park planning needs as they arise, which allows us to be responsive to the emerging needs of the public, and to seek innovative solutions to local and regional challenges.

# 2011-2012 Budget Proposal

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

- 95% of households that have visited a Bellevue park or park facility in the last year
- 92% of citizens rating overall satisfaction with parks and recreation good or better
- 95% of citizens surveyed rating appearance of Bellevue parks and park facilities as good or excellent

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

The proposal maintains current and historical funding levels for this activity, and would maintain current expectations to complete the tasks identified, and to be able to respond to unanticipated needs as they arise.

In 2008, Bellevue voters approved, by a 67% margin, a 20-year, \$40.5 million Parks & Natural Areas Levy, which provided the investments to Bellevue's park system noted in Section 5 above. In a 2009 survey of Bellevue residents, 97% of respondents indicated that Parks & Recreation opportunities enhance Bellevue's quality of life. Funding this proposal will further enhance Bellevue's "City in a Park" philosophy that residents have indicated directly influences their quality of living. The most popular outdoor recreation activities in Washington are walking/hiking, team/individual sport, nature activity, picnicking and playground recreation (Washington State Recreation and Conservation Office Survey). A survey conducted for Bellevue's 2010 Park & Open Space Plan update yielded similar results, with Bellevue's highest priorities for park and recreational facilities being nature trail, waterfront access, picnic, playground and sport/field courts. This project will provide the staffing needed to implement these projects, which respond directly to the community's top park and open space priorities.

## Section 8: Provide a Description of Supporting Revenue

Supporting revenue is derived from the CIP Fund allocated through the individual project budgets. This alternative reduces current General Fund revenue requirements for this proposal by charging additional staff time to Capital Investment Program projects and the Land Purchase Revolving Fund, including the Parks Program Manager position which has historically been funded by the General Fund. This alternative will have marginal impacts primarily on Parks Levy CIP projects and unrestricted reserve balances in the Land Purchase Revolving Fund.

## Section 9: Consequences of Not Funding the Proposal

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

1. Legal: Not implementing the levy projects in a timely manner jeopardizes the terms of the voter initiative.
2. Customer Impact: The community's trust in our ability to fulfill its obligations would be compromised, as would the long-term health and condition of the park system, and our ability to plan for the future and respond to citizen requests.
3. Investment/Costs already incurred: Approximately \$1.4 million has been spent to-date on developing park master plans for Meydenbauer Bay, Surrey Downs, and Eastgate/Airfield Parks. These plans are nearly complete, but would remain incomplete and not adopted unless these efforts are completed
4. Other: N/A

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

Specific acquisition, development and/or park master planning projects would be delayed or deferred, and may impact response time and staffing levels. It might also reduce our ability to respond to unanticipated park planning needs identified by the community or other departments over the next two years, such as Light Rail, Bel-Red, and other projects of community-wide significance.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Bellevue & Crossroads Golf Operations		<b>Proposal Number:</b> 100.47NA
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Randy Leifer, x2850		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> Enterprise	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b>		

## Section 2: Executive Summary

The Bellevue Golf Course and the Crossroads Par-3 Golf Course are the only public golf courses in Bellevue. They offer the public a place to play and practice golf, spend time with family and friends, and exercise in an outdoor environment. The Bellevue Golf Course has a restaurant and banquet room, available to golfers and the general public for socializing, dining or for special events. Last year, over 78,000 rounds of golf were played on the two courses. In a recent survey of public golf courses located in the Puget Sound region, the Bellevue Golf Course had the third highest number of rounds, demonstrating that the Bellevue Golf Course is a heavily used and popular facility. In addition to regular play, Bellevue Golf Course hosts girls and boys high school golf teams, the Special Olympics, and First Tee, which is a nonprofit organization that provides golf and life instruction to area youth at low or subsidized costs. The golf course also hosts Women's and Men's Clubs, and several tournaments each year. This facility is self-supported through user fees and generates positive net income of approximately \$300,000 per year.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$522,198	\$549,488
Other	1,640,706	1,640,706
	\$2,162,904	\$2,190,194

### Supporting Revenue

\$2,464,858    \$2,511,690    Revenues exclude estimated internal service charges

### LTE/FTE

FTE	6.0	6.0
LTE	0.0	0.0
Total Count	6.0	6.0

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

A current FTE maintenance vacancy will remain unfilled for the 2011-2012 period, creating an annual savings of \$40,000. On an interim basis, some maintenance services will be reduced and frequency of service at the Crossroads Golf Course will be reduced from five days to three days to accommodate the reduction in staffing. That will reduce our full time staff from six to five for 2011 and 2012.

The Bellevue Golf Course is Audubon Sanctuary certified. As part of the certification process, previously mowed areas have been converted to natural areas, reducing mowing maintenance, reducing labor, irrigation and chemical costs, while providing improved habitat for wildlife.



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In an effort to introduce golf to a wider segment of the local community, the Bellevue Golf Course has partnered with the Bellevue School District, First Tee and the Special Olympics to provide these organizations access to Bellevue’s practice and playing facilities at no cost or a substantially reduced cost. In terms of creating partnerships, the Bellevue Golf Course hosts the Washington Junior Golf Association Tournament and has two Women’s Clubs and one Men’s Club actively playing the course and socializing after weekly play and tournament events.

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

The Bellevue and Crossroads Golf Courses provide excellent recreational experiences for golfers of all ages in our community. The courses are operated in an environmentally sound and cost effective manner, using the Parks & Community Services Department Environmental Best Management Practices. The Bellevue Golf Course received Audubon Certification in 2008 due to its commitment to environmental stewardship

The Bellevue Golf Course is an eighteen-hole course, with a driving range, restaurant and banquet room. It is open 364 days a year. The Crossroads Par 3 is nine holes with a practice area and snack bar. It is open daily March 1 – November 1. Between these two facilities, a very diverse cross section of our community is able to learn, practice, and play golf at an affordable cost. This proposal seeks funding for operations and management of the two golf courses. As part of the Enterprise Division, the financial goal is to achieve full cost recovery. The course operations meet that goal and generate an additional net income of over \$300,000 each year.

In an effort to control service quality and to provide exceptional value at the Bellevue and Crossroads Golf Courses, the driving range, Pro Shop, and restaurant, these services are contracted with Premier Golf Centers, LLC,. The contracted service allows for seamless delivery to our customers, while allowing staff to focus on other areas that benefit the golfer including golf course maintenance, course set-up, renovation and construction.

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

Premier Golf Centers, LLC

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

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

By operating the golf course as an enterprise facility, the Enterprise Division is meeting the City Purchasing Strategies on virtually every level. The City provides excellent value, evaluates efficiencies and programs regularly, partners with other organizations, acts as a catalyst for citizen participation, continues to be innovative in the marketing of the facilities, has eliminated low value activities, promotes environmental stewardship, considers financial impacts, ensures sound business practices, and enhances Bellevue’s image.

### **Built Environment**

The continued funding for the Bellevue Golf Course and Crossroads Par 3 Golf Course operations will contribute to the built environment factor by addressing the purchasing strategy of maximizing the investment in community facilities by providing outdoor space for people to gather, interact and recreate. The Bellevue Golf Course offers opportunities for increased interaction by providing outdoor recreation opportunities that focus on learning new skills, such as golf.



# 2011-2012 Budget Proposal

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

### Healthy & Sustainable Environment

By becoming Audubon Sanctuary Certified in 2008, the Enterprise Division has demonstrated a commitment to improving the environment. Parks and other green spaces play a major role in improving the environment through storm water control, carbon retention, oxygen production, heat dissipation, air pollution control and providing wildlife habitat. To reach certification, a program must exhibit a commitment to environmental planning, wildlife and habitat management, public outreach and education, chemical use reduction and safety, water conservation and water quality management.

### Quality Neighborhoods

The operation of the golf courses provides an affordable recreational opportunity in an environmentally friendly green space.

### Economic Growth & Competitiveness

By creating business opportunities for a private contractor, the city is creating a business partnership that benefits the local economy.

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

**Short-term:** The golf courses are meeting the recreational and leisure needs of our community by providing affordable golf to a wide range of our citizens. This is accomplished in a cost effective manner that generates an annual net income of over \$300,000.

**Long-term:** Additional revenues help offset the costs of other programs within the Enterprise Division.

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

- 78,000 rounds to be played between the two courses annually
- Courses to generate a minimum net income of \$300,000 annually
- Survey results to reflect over 70% of customers rating the course as either excellent or good

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

The Bellevue Golf Course continues to meet the needs and expectations of our customers in a cost effective way that is generating a positive net income for the Enterprise Division. Relative to other comparable courses in the area, the operating budget is in line with facilities that are providing similar services and comparable rounds played.

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

Supporting revenues include green fees, golf cart rentals, restaurant receipts, driving range, Pro Shop merchandise, golf lessons, and banquet room rentals.

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

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

1. Legal: None
2. Customer Impact: Current services provide the most affordable golf opportunity on the Eastside. Customers would either have to pay more for their round of golf or travel to Seattle or Renton to play for a comparable rate. The Bellevue School District, First Tee, and Special Olympics would need to make arrangements with other courses or cancel programs in the area.
3. Investment/Costs already incurred: The course value is in the millions including facility assets, land valuations and site amenities including the clubhouse, driving range, cart paths, irrigation system, greens, tees, fairways, bunkers and water features.
4. Other: None



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

Revenues are directly tied to the maintenance and aesthetic quality of the golf course and to the customer service provided. If we reduce service levels course maintenance conditions, customer satisfaction and service will suffer, which will likely result in dissatisfied customers, fewer rounds of golf and a loss in revenue.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Robinswood Tennis Center		<b>Proposal Number:</b> 100.48NN
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> John Soriano, x7690		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> Enterprise	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> N/A		

## Section 2: Executive Summary

The Robinswood Tennis Center (RTC) is the only year-round public tennis facility on the greater Eastside, and one of only two year-round public facilities in the Puget Sound region. RTC serves primarily Bellevue residents but it is also a regional asset for the greater tennis community. Currently, 45% of usage of the facility is allocated for public rentals. Programs and activities comprise the remaining 55% of facility usage. The programs offered cover a broad spectrum of opportunities for participation for youth & adult, to special populations which include teens, seniors, and special needs. Some of these programs include: general instruction classes for children and adults, junior tennis teams for youth competition, senior drill and play, adult leagues, special needs tennis, and wheelchair tennis. The Tennis Center also coordinates and hosts local and regional events such as the Cascade Middle School Tennis League, the US Tennis Association (USTA) Youth Multicultural Jamboree, and youth & adult recreational tournaments. This facility is self-supported through user fees.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$282,088	\$297,224
Other	137,020	140,423
	<u>\$419,108</u>	<u>\$437,647</u>

### Supporting Revenue

	\$566,570	\$578,761
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Revenues exclude estimated internal service charges

### LTE/FTE

FTE	3.0	3.0
LTE	0.0	0.0
Total Count	<u>3.0</u>	<u>3.0</u>

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

Since Tennis Center participants are not required to pay membership fees or dues, the pricing structure is a key factor in recovering operating costs. User fees need to generate sufficient revenue to pay for both the direct and indirect costs of providing services to its clientele. User surveys and significant market research is conducted for fee comparison, and to remain current with best practices and new industry trends. Some of the recent innovations implemented during the last two year include new programs to maximize court space, charging premium fees for high demand court times, and the institution of rental contracts for specific user groups with prepay stipulations to guarantee consistent revenue. For example, as the home facility of the Bellevue College Women's Tennis Team and host of the Cascade Middle School Tennis League, RTC received an additional \$5,100 of rental revenue in 2009. There is a very active volunteer cadre at the Tennis Center. In 2009 there were 51 individual volunteers recording 2,400 service hours valued at \$28,000 based on an hourly rate of \$11.66 per hour. This reduced overall expenses and allowed for additional programs and services. Currently, all instructors are 1040 part-time staff. By converting half of the instructor positions to independent contractors, an estimated



# 2011-2012 Budget Proposal

3% could be reduced from personnel costs. Facility usage drops from an average high of 98% during peak season to 70% during the summer. Consolidating programs and reducing operating hours during the summer would also be a cost savings benefit with minimal impact to revenue.

The Robinswood Tennis Center has partnered with local businesses for in-kind services and products. Through its partnership with the USTA, the Tennis Center has received numerous grant awards, providing valuable resources for programs and events. In 2008 the Tennis Center received over \$10,000 in grant assistance and equipment donations for youth programs. The United States Professional Tennis Association and the Professional Tennis Registry provide a resource for instructor certification. Often times, these trainings are provided at no or reduced cost to the sponsoring facility. The National Recreation & Parks Association (NRPA) and the Washington Recreation & Parks Association (WRPA) provide ongoing awareness of activities such as tennis and the benefits to individuals as well as community well-being. The "Tennis in the Parks" Initiative, a partnership between the NRPA & USTA, has been an outstanding collaborative effort of providing even more resources for promoting and supporting tennis through parks agencies.

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

This proposal allows continued funding of the Robinswood Tennis Center. Recognized as one of the outstanding public facilities in the country by the USTA and the PTR, the Robinswood Tennis Center has been owned and operated by the City of Bellevue since its inception on January 2, 1973. The facility operates year-round, seven days a week, 364 days a year. Tennis Center staff includes 3 full-time employees: a Manager, a Program Coordinator, and an Office Assistant. The rest of the staff are 1040 part-time employees who are categorized as either instructors or program and facility support. As an Enterprise facility within the Parks & Community Services Department, the Tennis Center is charged with attaining full cost recovery of all costs assigned to it. The Tennis Center continues to achieve this goal year in and year out.

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

Currently we have one vendor that runs our tennis retail concession.

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

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

#### **Built Environment**

RTC is a community facility. In 2009, 60% of facility users were Bellevue residents. Research data provided by the USTA indicate that 70% of tennis is played on public courts. In the Pacific Northwest, because of the consistently wet climate, the sport of tennis is played indoors nine months out of the year. RTC is the only public indoor tennis facility in Bellevue .

#### **Opportunities for Interaction**

As a vehicle for recreation opportunity (including socialization), RTC offers a myriad of programs and events.

#### **Support Services**

Accessibility (no membership fees or dues), affordability (including scholarships), availability (including special populations). RTC partners with Bellevue schools, community tennis groups, and organizations, to support (and educate) the positive benefits of improved health through recreation activities.

#### **Involved Citizens**

RTC primarily serves the Bellevue community but is also a regional asset, reaching out to a broad, diverse audience. In addition to providing prodigious health benefits, the f tennis offers numerous opportunities to meet people with a wide variety of backgrounds. RTC is a place where individuals meet and foster community.



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## **Outcome Specific Purchasing Strategies**

RTC creates a *positive experience* for those living *in the community* and even those from *outside the community*. It addresses *maximizing investment in a community facility* by providing a place for people to gather interact, and recreate. RTC *reduces barriers to involvement and interaction*. Quite often tennis is negatively portrayed as a “country club” or exclusive sport; RTC facility and programs provide an inclusive opportunity for interaction. Affordable fees and scholarship availability ensures access to all citizens.

## **Citywide Purchasing Strategies**

The Robinswood Tennis Center adheres to Citywide purchasing strategies by consistently reviewing programs and services and soliciting feedback from facility users. Staff are proactive in keeping current on industry trends and *best practices* through training and peer to peer interaction. This assures sound management of resources and business practices. RTC has a motto, “We like to think we offer a program for everyone. We will gladly create a new program as long as there is interest.” *Being innovative and creative* is a standard. As an Enterprise facility, fiscal responsibility is essential in providing *the best value in meeting community needs*. Careful consideration of short and long-term financial impacts are always at the forefront of program and budget planning.

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

### **Quality Neighborhoods**

The Robinswood Tennis Center promotes the use of public space and provides the public with a safe facility for people of all ages.

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

**Short-term:** Allows for continued maintenance of Tennis Center programs and usage by the tennis playing community. Direct health and social benefits to participants using the facility.

**Long-term:** Continues to recover all assigned costs and return a profit. The demand for indoor tennis courts in the region continues to increase.

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

- Customers rating the quality of lesson program as either excellent or good at 70% or above
- Customers rating cleanliness & safety of facility as excellent or good at 70 % or above
- Court rentals generate a minimum of \$350,000 per year
- Facility occupancy rate averages 80% of capacity annually
- Maintaining a minimum of 1,100 league participants annually

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

The Robinswood Tennis Center is operated as efficiently as possible. Cost saving ideas have been implemented and additional revenue enhancing ideas have been used to help offset expenditures as operating costs increase. The demand is justified by events/league capacity, waitlists for programs/rental requests, and occupancy rate.

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

Supporting revenues include court rentals, league fees, instruction fees, and retail sales.

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

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

1. Legal: N/A
2. Customer Impact: As the only year-round public tennis facility serving the greater Eastside, customers would only have the option of going to a private facility or not playing during the winter months. There

## 2011-2012 Budget Proposal

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is tremendous demand for indoor court time since tennis in the Pacific Northwest is played indoors nine months out of the year. Private clubs or facilities require membership fees. Their fee structure and membership requirements limit their clientele to those in higher economic levels. Robinswood Tennis Center does not charge a membership fee or monthly dues. Private facilities also offer youth & adult programming, but they do not offer scholarships or programming for the developmentally disabled or special needs population. There is a high demand for community programs and events. Private facilities must serve the needs of their members and they tend to be exclusive rather than inclusive. In 2009, the Tennis Center recorded over 60,000 program participants. There were 9,300 individual court rentals, and an additional 11,000 court bookings for a variety of activities and special events.

Throughout its history, the Tennis Center has been recognized locally, regionally, and nationally for its achievements. This is further validation that it fulfills factors in the Primary Outcome of a Innovative, Vibrant & Caring Community. Some of the awards the Tennis Center has received: 2008 USTA – National Junior Tennis League Regional Grant Award, 2004 Professional Tennis Registry – National Public Facility of the Year, 2000, USTA Youth Local Excellence Training Award, and 1999 NRPA/USTA Excellence in Tennis Programming – National Award.

3. Investment/Costs already incurred: Assets: Projected revenue for tennis for 2011-2012 is approximately \$1.4 million. An estimated \$200,000 of additional net revenue would be lost if this program was eliminated.
4. Other: N/A

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

The Tennis Center is already operating at very close to maximum efficiency. Reducing funding level would impact programs and delivery of service. The Tennis Center is open from 7:30AM-10:00PM, seven days a week, 364 days a year. During peak season the occupancy rate is 98% of capacity.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Bellevue Aquatic Center		<b>Proposal Number:</b> 100.49NA
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Mike Koenig, x6116		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> Enterprise	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> N/A		

## Section 2: Executive Summary

This is a proposal for the continued maintenance and operation funding for the Bellevue Aquatic Center. The Bellevue Aquatic Center is the only publicly operated aquatic facility within the City of Bellevue and one of three publicly operated indoor aquatic facilities on the greater eastside. In 2009, there were 154,449 recorded visits to the center which includes a warm water therapy pool, and a 25 yard lap pool with attached diving tank. Activities at the Aquatic Center include swimming lessons, recreation swimming, athletic exercise and training, recreational and physical therapy and rental opportunities for the general public. Combined with other Parks Enterprise activities, this proposal eliminates the General Fund subsidy to the Aquatics Center.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$470,892	\$496,157
Other	560,732	569,477
	<u>\$1,031,624</u>	<u>\$1,065,634</u>

### Supporting Revenue

\$706,370	\$717,700	Revenues exclude estimated internal service charges
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### LTE/FTE

FTE	5.0	5.0
LTE	0.0	0.0
Total Count	<u>5.0</u>	<u>5.0</u>

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

The Aquatic Center opened in 1997, and is managed and operated as part of the Enterprise Division, Parks & Community Services Department. Services at the Aquatic Center include swimming and water safety lessons, physical therapy and rehabilitation, disabled water therapy, athletic fitness and training and recreational swimming. As a cost saving measure and as part of the pool operations, the Aquatic Center currently has thirty five agreements with outside contractors for a variety of services and programs. This allows the Aquatic Center to leverage resources, provide additional services to the public, and keep operating costs down, while still producing revenues. As a cost saving measure, the Enterprise Division will eliminate the General Fund pool subsidies in 2011 and 2012. In the 2010 budget, the General Fund subsidy is \$106,000. Nationally, revenues from public pools typically only cover approximately 55% of annual operating costs. By consolidating the programming to allow for some reduction of operating hours, and by restructuring our hourly 1040 and FTE staff, the subsidy from the general fund will be eliminated starting in 2011.

## Section 5: Budget Proposal Description

This proposal is a funding request for the continued operation and maintenance of the Bellevue Aquatic Center. Our mission statement is "Provision of Public Safety, Quality Programming and Sound Fiscal Management". In 2009, the Bellevue Aquatic Center recorded 154,449 visits. 40,519 of those visits were swimming lessons and



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exercise classes taught by City of Bellevue swimming instructors. 150,000 clients used the Aquatic Center for therapy services provided by 35 physical, occupational, and recreational therapists who have space rental agreements with the City. Organizations using the Aquatic Center for rehabilitation and therapy include Overlake Hospital, Bel-Red Physical Therapy, and the Multiple Sclerosis Association. The balance of the visits consisted of a variety of program participation including SCUBA training, springboard diving, competitive swimming, drop in recreational swim and lifeguard certification programs. All participants are monitored by City of Bellevue American Red Cross Certified Lifeguards. The maintenance of mechanical systems that support the Center's water and air quality is overseen by a National Certified Swimming Pool Operator. All staffing certification and program implementation is in compliance with requirements mandated by the Washington Administrative Code (Water Recreation Facilities) Chapters 246-260.

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

Recreational Aquatic Operations require a specific "Standard of Care" in terms of staffing levels, certifications and ongoing training. This is addressed in the Washington Administrative Code, (Water Recreation Facilities), Chapter 246-260.

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

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

#### **Built Environment**

**Maximizing the investment in community facilities by providing indoor spaces for people to gather, interact and recreate.**

The Center provides and supports programs and events that serve diverse populations, including youth, senior citizens, the physically and mentally challenged, and physical therapy patients.

The Aquatic Center meets consumer demand for specific recreation activities and services. In a recent telephone survey conducted by Leisure Vision, 46% of the Bellevue respondent households currently use aquatic facilities. Bellevue's warm water therapy pool is the only facility of its kind in the Puget Sound and our indoor center is the only public swimming pool in the City of Bellevue.

#### **Support Services**

The Aquatic Center provides an affordable alternative to private swimming clubs that the majority of our citizens cannot afford. The pool supports diverse programming for all ages, which allows for enhanced citizen access to the programs.

The Aquatic Center offers opportunities for increased interaction by providing recreational opportunities that focus on learning new skills, such as swimming, competitive swimming, diving and scuba.

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

#### **Safe Community: Prevention**

It is estimated that the cost of drowning to a community is anywhere from \$700,000 to \$2.79 million per occurrence. This information is from the white paper titled, "Lifeguard Effectiveness: A Report of the Working Group" (National Safety Council 1997). The cost for non-fatal drowning are higher, as medical care over a lifetime is then included. Drowning prevention begins with education, training and the opportunity for children and adults to be safely exposed to the water. The Aquatic Center provides public swim lessons, which reduces the likelihood of drowning. An average of 27 Washington State children ages 0-17 years, drown each year. Drowning is the second leading cause of unintentional injury/death for children in Washington. In 2004, the Washington State Child Death Review Committee sponsored by the Department of Health studied 67 child drowning deaths and came up with a list of recommendations for drowning prevention including creation of physically safe water environments, enforced water safety policies and regulations and water safety education. The Bellevue Aquatic Center provides all of these elements.



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By creating business opportunities for 35 private contractors that utilize the pool, the city is providing business partnerships with the city that benefit the local economy.

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

**Short-term:** Continued funding of an existing community asset that receives over 154,000 documented visits per year. Those visits provide citizens with water therapy, recreation, fitness training and conditioning and water safety education.

**Long-term:** Public safety education that the staff provides through the Bellevue Aquatic Center will result in a reduction of water related injuries and deaths and improved fitness levels for those citizens who partake in water exercise and recreation.

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

Performance measures used to evaluate the success of this proposal are:

- Maintaining 25 + leveraged service offerings by contractors
- Annual duplicated attendance at 150,000+
- Maintain swim lesson registration at or above 80% of capacity

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

The level of service being proposed maximizes the existing physical asset and meets our customer demand. It addresses the needs of the community, while being fiscally responsible. The level of service request also addresses a required “standard of care” recognized by the American Red Cross and the State of Washington Department of Health.

## Section 8: Provide a Description of Supporting Revenue

Supporting revenues include pool fees, swim lessons, rentals, the SE 40<sup>th</sup> boat launch, and rental of the boathouse.

## Section 9: Consequences of Not Funding the Proposal

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

1. Legal: N/A
2. Customer Impact: The Bellevue Aquatic Center is a regional facility and the only public pool located in Bellevue. Approximately 60% of users are Bellevue residents with 40% coming from as far away as Snohomish and Pierce County. Use is evenly divided between youth and adults. The Warm Water Therapy pool provides a unique therapy benefit to a segment of our clientele dealing with extreme disabilities. The integration of all segments of our community and their individual interaction is undeniable.  
Not funding this proposal eliminates over 30,000 swimming lessons in our community per year. Children and adults who are not given the opportunity to learn to swim run the risk of becoming a drowning statistic.
3. Investment/Costs already incurred: N/A
4. Other: N/A

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

Due to high demand for pool use and access, the pool often reaches bather load capacity in both swimming pools. The swim lesson program has a waiting list. Additional budget reductions will result in reduced public access to the pool, less revenue, without offsetting cost savings.





# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Facilities Scheduling, Adult Leagues, Robinswood House		<b>Proposal Number:</b> 100.50NN
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Jon Wilson, x4278		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> Enterprise	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> N/A		

## Section 2: Executive Summary

The Facilities Scheduling Office, Adult Sports and Robinswood House, are managed as part of the Enterprise Division, Parks & Community Services Department. The Facility Scheduling office reserves and rents five Indoor facilities (Winters House, Lewis Creek Visitor Center, Mercer Slough Environmental Education Center, Lake Hills Clubhouse and the Tyee Community Gym); 24 picnic and park sites throughout the city including the Bellevue Downtown Park, the International Shelter at Crossroads Park, and 8 picnic sites at beach parks. The Facilities Scheduling office is also responsible for scheduling 25 city park athletic fields and 43 school sites, as part of a written agreement with the Bellevue School District. The Adult Sports Program provides competitive and recreational leagues for adults in basketball and volleyball. Twenty six leagues are scheduled throughout the year, with over 180 teams and 1,800 players participating. The Robinswood House is a high end rental facility available for weddings, parties and corporate meetings. The Robinswood House is managed through a contract with Premier Properties. Enterprise Programs are supported through user fees and provide full cost recovery. Revenue generated by scheduling office will support 4 FTE's from Resource Management for maintenance support of rental facilities.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$595,843	\$627,535
Other	229,328	225,947
	\$825,171	\$853,482

Supporting Revenue	2011	2012
	\$806,059	\$821,373

Revenues exclude estimated internal service charges

LTE/FTE	2011	2012
FTE	7.0	7.0
LTE	0.0	0.0
Total Count	7.0	7.0

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

### Cost Savings

A 1040 position will be reassigned to the South Bellevue Community Center to help coordinate the adult leagues. Most adult league games are played at Eastgate Park, the location of SBCC. As a result of the staff relocation, the league assistant will be able to supervise the SBCC front counter during league play, eliminating the need to have another 1040 position assist at the front counter of SBCC. This will create a labor savings of \$3,000 annually. This repositioning of staff will also assist SBCC and the center's internal staffing needs.



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## **Partnerships/Collaborations**

- Bellevue School District: Joint Use Agreement for athletic field scheduling.
- King County Marymoor park: Scheduling of Bellevue fields at Marymoor Park
- City of Redmond Parks and Recreation: Partners in Eastside Women’s Basketball League to provide quality organized basketball for women on the eastside.

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

The facilities scheduling office schedules and reserves park facilities and sports fields for the community for private and community gatherings and sporting events. The office schedules five indoor facilities (Lewis Creek Visitor Center, Winters House, Mercer Slough Environmental Educational Center, Lake Hills Clubhouse, and Tye Gym), 23 outdoor park picnic sites, 25 city athletic fields and 43 school district athletic fields. The scheduling office streamlines the reservation process to ensure exceptional customer service by providing the public one convenient central reservation contact office to facilitate seamless service delivery. The facility scheduling office also allows over 20 Bellevue Youth Sports Organizations an easy opportunity and process to reserve all fields for games and practices through the Joint Use Agreement with Bellevue School District. These organizations include 4 Little Leagues and 4 youth soccer organizations serving over 7,000 Bellevue Youth. Previously, sports organizations were required to request and reserve school fields from each individual school and city fields through the Parks & Community Services Department. Each school and the city had different policies and procedures for field reservations. The current scheduling office allows all individuals and groups a simpler and easier process to request fields with consistent reservation procedures.

Adult Leagues provides popular basketball and volleyball leagues for adults in various Bellevue gyms including City of Bellevue community centers, Bellevue College, and school district gyms.

Robinswood House, located within Robinswood Community Park, is available for weddings, parties and corporate meetings. The Robinswood House is managed by Premier Properties, with the oversight of Premier Properties’ contract managed by the enterprise facilities office. The level of knowledge and expertise needed to provide outstanding customer satisfaction for weddings and high end corporate meetings is most effectively provided through a contractor. 2 FTE employees with event planning and property management experience would need to be hired by the City to provide the same level of service that the contractor currently provides. To operate effectively, the Robinswood House needs personnel to be readily available to answer phone inquiries, give tours to potential customers, and to provide a perfect setting for all rentals.

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

- Contractual agreement with Premier Properties for the on-site management of Robinswood House
- Bellevue School District Joint Use Agreement for athletic field scheduling
- King County – Marymoor Park Use agreement for Bellevue fields at Marymoor Park

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

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

This proposal addresses the following factors and purchasing strategies for the IVCC outcome:

#### **Built Environment**

The Enterprise Facilities proposal maximizes the investment in community facilities by providing the citizens of Bellevue indoor and outdoor spaces for people to gather, interact, and recreate. It also helps create a positive, memorable experience for those who live in or visit Bellevue.



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## **Opportunities for Interaction**

Providing indoor and outdoor spaces for gathering spaces, helps in building social bonds for people to better relate to each other, promoting greater understanding and fostering acceptance between people of different backgrounds and cultures.

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

### **Quality Neighborhoods**

Providing facilities and amenities for reservations throughout the city helps strengthen the sense of community.

### **Healthy & Sustainable Environment**

Providing parks and outdoor spaces for gatherings promotes contact with nature and contributes to healthy behaviors.

### **Responsive Government**

Provides an equitable and inclusive process for renting and reserving facilities.

### **Economic Growth & Competitiveness**

By providing the opportunity for reserving and scheduling indoor and outdoor spaces strengthens the quality of the community and enhances the City Brand or "City in a Park".

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

**Short-term:** Continued functioning of the indoor and outdoor reservation and the athletic field scheduling office, the management of and availability to hold gatherings at the Robinswood House, and the continued opportunity to provide adult sports leagues in Bellevue.

**Long-term:** Opportunity to generate income revenue from facilities and rentals, continued use of public facilities, increased public participation in sports activities that promote health and wellness in the community.

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

- Number of rentals, hours used, and visits to all parks, athletic fields and indoor facilities during all rentals. Remain consistent or above previous year levels. In 2009, the following levels were achieved:  
Rentals/Bookings: 20,735  
Hours: 46,214  
Visits: 466,472 for all rentals, both indoor, outdoor, including athletic fields
- Number of teams and players who participate in Adult Leagues. Target for both 2011 and 2012 is 80 basketball, 12 women basketball, and 90 volleyball teams
- Satisfaction Surveys: Customer ratings on customer service, ease of rental procedure, and cleanliness and safety of facilities with a 70% or above

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

As an Enterprise Fund service, programs provide full cost recovery through user fees. The Enterprise Facility staff includes 3 FTE including a Community Services Supervisor, a Community Services Coordinator for scheduling athletics fields, and a Customer Service Representative to assist customers in reserving picnic and park sites. Current levels of phone inquiries and requests from the public will be managed at current levels with some support from 1040 staff. If there are increases in future workloads, a 1040 staff position could be added or hours for existing 1040 staff increased as revenues increase to support the seasonal staff. Supporting revenue will also support 4 FTE's from Resource Management for maintenance support of rental facilities.



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

Supporting revenues include team fees for adult leagues, rental fees for athletic fields, rentals of park picnic areas, parking lot and equipment, and the Robinswood House rental percentage from the contractor. This program is fully funded by Parks Enterprise user fees and does not require a general fund contribution.

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

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

1. Legal: N/A
2. Customer Impact: Not funding the current services would deny the public exceptional customer service through the one stop reservation office and would limit access to public spaces and facilities for group gathering, athletic events and meetings.
3. Investment/Costs already incurred: N/A
4. Other: N/A

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

If funding was reduced from current levels, the public would not get quick and responsive answers to park availability and/or confirmation of reservations for sports fields or facilities. Both youth and adult sports organizations would have to contact each school individually and the Parks & Community Services Department separately to request and reserve fields for practices and games. The public would not have one consistent policy or procedure for field reservations Adults would not have organized leagues for basketball and volleyball, reducing opportunities for wellness, fitness and interaction with their peers. By limiting potential access to facility reservations, there would be a corresponding drop in revenues.



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## Section 1: Proposal Descriptors

<b>Proposal Title:</b> City Facility Vegetation Management		<b>Proposal Number:</b> 100.52A1
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Reduction of Service
<b>Staff Contact:</b> Dan Dewald, x6048; Mark Doherty, x4393		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> Yes	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> The ability to execute this program and maintain service levels relates to funding in the Water Conservation & Irrigation Program – RFR #100.53NA and Parks Renovation & Refurbishment Plan - RFR #1000.77NA.		

## Section 2: Executive Summary

This program will provide for the ongoing grounds management of 39 City-operated facilities including City Hall and Bellevue Service Center, as well as vegetation management at various City “gateways” such as landscaping areas on Bellevue Way. These assets are a public focal point for city activities which promote a sense of place and create a positive image of the City of Bellevue. This proposal would maintain attractive, safe and clean landscapes at City facilities and gateways that promote the vision of Bellevue as a “City in a Park”. While the original proposal included a 5% budget reduction, an additional \$30,000 in service reductions is recommended as part of the Budget One process. Impacts include reduced landscape maintenance at municipal facilities, including Bellevue City Hall, Bellevue Service Center, and other facilities. This will result in loss of plants, reduced aesthetics, and increased weeds in shrub beds.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$188,283	\$198,388
Other	162,579	\$166,241
	\$350,862	\$364,629

### Supporting Revenue

	\$81,701	\$83,008
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### LTE/FTE

FTE	2.0	2.0
LTE	0.0	0.0
Total Count	2.0	2.0

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

### Cost Savings/Avoidance

- **Budget Reduction:** The initial proposal reflected a 5% reduction from 2010 budget levels. This will be achieved through the reduction of material expenditures and non-essential maintenance activities to include: Reduction of some current practices, including mulching landscape beds, turf area improvements (topdressing, aeration, over-seed, etc.), invasive vegetation control (ivy, blackberry, etc.), landscape improvements, trail resurfacing, annual fall tree planting (reforestation) and annual flower site plantings.
- **Effective Risk Management:** Staff would continue maintaining City facilities and gateways at a high level of service to ensure that grounds are free from potential hazards that could cause injury to citizens. This practice has allowed the city to keep the number of costly injury claims well below the state average. According to the Washington Cities Insurance Authority (WCIA), a typical parks maintenance agency receives



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an average of 13.5 injury claims over a 5 year period. Since 2005, the City of Bellevue has received 4 injury claims; less than one third the number of claims received by other cities in our state.

- **Effective Tree Management:** Staff will continue to take a proactive approach toward monitoring and managing the health of trees, both in developed portions of City facilities and surrounding forested areas. Having an accurate inventory will allow staff to make appropriate decisions to remove hazardous trees that pose a potential risk of inflicting property damage and/or bodily injury to park users in the event of failure.

### **Efficiencies/Innovations**

- Irrigation system upgrades will result in increased water use efficiency.
- Based on City of Bellevue Best Management Practices, we will continue to increase environmental stewardship and responsibility in our design, maintenance and renovation practices.

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

This proposal provides the necessary resources to continue grounds maintenance for various city facilities and gateways. This program will focus on turf maintenance, bed maintenance, tree and shrub pruning, hard and soft surface maintenance, and Integrated Pest Management (IPM). Expertise required to manage this program includes professional and technical knowledge of urban forestry, arboriculture, turf grass science, horticulture, entomology, pathology and soil science. All of these sites would continue to be managed by staff, with assistance from private contractors. Funding for these maintenance activities is provided by several departments including Parks, Civic Services, Water, Utilities, and Storm and Surface Water.

**Inter-fund transfers from Civic Services and Utilities to the Parks Department provide funding to manage the following facilities:**

- City Hall
- Bellevue Service Center
- 5 Storm and Surface Water Park Sites
- 24 Water Department Sites
- Various Wastewater Utility Sites

**Additionally, Parks & Community Services annual funding ground maintenance of the following sites:**

- Bellevue Way Gateway
- Bellevue Golf Course Frontage
- Lake Hills Clubhouse
- Old Hearthstone Property
- Bellevue Aquatic Center

City facilities and gateways encompass 58 acres of land with a combined King County assessed and improved value totaling \$158,698,200. This program requires the services of one (1) Contract Administrator, one (1) Administrative Assistant and contracted landscape services for all administrative and management activities.

Per the Budget One process, this proposal has been reduced by \$30,000 per year. This is in addition to the 5% reduction included in the department’s proposal. Impacts include reduced landscape maintenance at municipal facilities, including Bellevue City Hall, Bellevue Service Center, and other facilities. This will result in loss of plants, reduced aesthetics, and increased weeds in shrub beds.

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

**RCW 39.12 Washington State Prevailing Wage Statute for Public Works** – Per RCW 39.12, the City of Bellevue is required to pay State set prevailing wages for contracted public works and maintenance contracts.

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

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

This proposal responds to several outcome specific factors and purchasing strategies for an Innovative,



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Vibrant & Caring Community:

## **Built Environment & Support Services**

- Attractive landscaping creates a welcoming, positive, experience for those who live within and visit the community, and helps to draw positive attention to city facilities providing community access and interaction with services and programs.
- This proposal helps maintain accessible and attractive parks and open spaces to maximize community investment in these spaces.
- Invests in community facilities that provide programs, events and spaces for our diverse population to interact and recreate.

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

Landscaping at 39 city facilities throughout the community contributes to the **Quality Neighborhoods** outcome through the management of facilities and amenities that enhance the City's visual character, improve economic value, and provide active, clean, safe gathering places and promote the community's use of public spaces.

Landscaping at city facilities contributes to public safety and a **Healthy & Sustainable Environment**. Landscaping maintenance at 24 water reservoir sites located throughout the city, provide clear sight lines for Utilities Department cameras to monitor water reservoirs for security and public safety. Integrated Pest Management Practices help reduce the risk of community infection from standing water sources, and landscape plants help minimize the risk of water contamination by filtering pollutants to provide for safe, clean water.

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

**Short-term:** Helps provide safe, pleasant and attractive facilities which respond to the vision of Bellevue as a "City in a Park" and helps to draw positive attention to city facilities providing community access and interaction with services and programs.

**Long-term:** Preserves and maintains city facility landscapes and vegetation at a level that enhances Bellevue's "City in Park" experience, supports environmental sustainability and meets the expectations of Bellevue citizens.

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

This program will use nationally recognized International City Manager's Association performance measures as indicators for outcome success. Our objective is to meet or exceed the 2009 effectiveness and efficiency measures:

- 75% of citizens surveyed rating the safety of Bellevue Parks and facilities as good or excellent
- 85% of citizens surveyed rating appearance of Bellevue Parks and facilities as good or excellent
- 85% of citizens rating overall satisfaction with parks and recreation as good or better

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

The proposed level of service delivery will continue to meet the accepted standards of maintenance that an overwhelming number of Bellevue residents rate very highly. According to data collected by the Gilmore Group in 2009, 95% of citizens surveyed rated the appearance of Bellevue parks and park facilities as good or excellent. The proposed level of service delivery will adequately address public safety issues and provide a level of aesthetics that will beautify the city and satisfy citizens, while at the same time demonstrate stewardship of taxpayer dollars.

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

Interfund revenues are provided by Utilities for maintenance of their sites.

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

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

1. Legal: Maintenance activities would cease, exposing the city to risk management issues dealing with personal injury and property damage liability claims.
2. Customer Impact: Not funding this proposal would eliminate the vegetation management programs at a variety of city facilities, parks and open spaces. This would lead to the subsequent degradation of the beauty and economic value of some of the City's most visible and highly valued assets, including City Hall and Bellevue Service Center.
3. Investment/Costs already incurred: The City has invested significant resources in acquiring land and developing the landscapes of City facilities. Currently, City facilities and gateways encompass 58 acres of land with a combined King County assessed and improved value totaling \$158,698,200.
4. Other: Subsequent degradation of a highly valued asset.

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

The original proposal identifies a 5% reduction in current funding levels which will translate to a reduction in service delivery levels. Further reduction of funding would reduce these service levels even further and limit the ability of the City to deliver clean, safe and attractive public facilities and gateways. This would lead to public dissatisfaction and degradation of quality neighborhoods and economic value.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Planning & Development Initiatives		<b>Proposal Number:</b> 115.03PA
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Paul Inghram, x4070		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> Yes	<b>Enter CIP Plan #:</b>
<b>List Parent/Dependent Proposal(s):</b> Parent to Eastgate CIP 115.03DN		

## Section 2: Executive Summary

This proposal is to engage in 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. These include major planning projects initiated by Council, such as the ongoing Eastgate/I-90 study and the anticipated annexation of the Eastgate area, as well as participation in other multidepartmental projects such as tree preservation and enhancement of city's urban boulevards.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$395,966	\$416,803
Other	102,020	103,320
	<u>\$497,986</u>	<u>\$520,123</u>

### Supporting Revenue

	\$0	\$0
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### LTE/FTE

FTE	3.0	3.0
LTE	0.0	0.0
Total Count	<u>3.0</u>	<u>3.0</u>

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

This proposal represents a reduction over 2009-2010 budget levels through the elimination of an LTE position (1.0 in 2009 and 0.75 in 2010) and elimination of an open (created but never funded) FTE position. It also reduces funds allocated for consultant services by \$7,000 each year. Each planning initiative outlined in this proposal is an exercise in cross-departmental collaboration. "Lessons learned" from projects such as Bel-Red are being implemented to enhance internal collaboration and communication. PCD will continue to work with other agencies, business associations, and community groups as a means to leverage outside resources and make projects as efficient as possible. An example of this is in community development projects which increasingly are implemented through partnerships with citizen groups and business organizations.

## Section 5: Budget Proposal Description

This proposal supports specific planning and community development initiatives that create and sustain a quality natural and built environment, create economic development opportunities, and guide growth and

# 2011-2012 Budget Proposal

change in a manner that preserves and enhances the character of our community. These initiatives are critically important to forwarding the vision and policies of the City's Comprehensive Plan.

## Summary of Services to be Provided

- **(1.75 FTE) Planning Initiatives** - Engage Bellevue residents, businesses, City Council, City Commissions, and other stakeholders in major planning initiatives as directed by Council that help create and sustain a quality natural and built environment and to guide growth and change in a manner which preserves and enhances the character of the community. While Council may direct new initiatives, these planning initiatives are expected to include:
  1. **Eastgate/I-90 Project** - The Eastgate/I-90 Land Use and Transportation Project will create a vision for this vital part of Bellevue that is home to Bellevue College, the County's largest Park & Ride facility, and employment center for nearly one-fifth of the city's total workforce. The project will help ensure that this area continues to be economically viable, provide a mix of services to the community, and be a significant and vibrant contributor to Bellevue's economic health in the coming decades.
  2. **Annexation of the Eastgate area neighborhoods** – Work with unincorporated Eastgate neighborhoods to coordinate their anticipated annexation into Bellevue. This includes coordination with other departments to analyze costs and services; coordination of the petition process; and documentation consistent with state requirements.
  3. **Enatai tree preservation engagement** – Continue to work with the Enatai neighborhood to identify community-based solutions to retain the neighborhood's character.
  4. **Neighborhood character** – Continue to respond to Council and community interest in identifying appropriate opportunities to protect and enhance neighborhood character throughout the city.
  5. **Bel-Red** – Continue to work to implement the objectives of the four-year Bel-Red planning effort, including working to secure implementation funding and work with developers and property owners.
  6. **Neighborhood shopping centers** – PCD, working with ED and DSD, will continue to collaborate with neighborhood shopping center owners to identify and implement strategies to maintain and revitalize these critical components of our community. This proposal includes a basic level of support for this activity, with an enhanced proposal outlined in 115.03NB.
  7. **Long range capital investment strategy** – PCD will continue to work with Finance to explore options to finance the city's long range capital investments. This relates to implementing planning initiatives as well as coordination of the Comprehensive Plan's Capital Facilities Element with the city's CIP and budget. This proposal includes a basic level of support for this activity, with an enhanced proposal submitted separately under 115.03NC.
- **(0.25 FTE) Council/CMO Strategic Planning Projects** - Assist the City Council and City Manager in developing new programs and policies that respond to community needs and issues as they emerge.
- **(0.5 FTE) Community Development Projects** – Lead urban design initiatives that ensure the quality and character of the City's capital investments consistent with community standards. One example is working with Parks & Community Services to enhance the city's boulevards through consistent design and landscaping so that they function to communicate the unique character of individual neighborhoods (see CIP proposal 115.07NN).
- **(0.5 FTE) Participation in Citywide Strategic Initiatives** – PCD will actively support planning initiatives led by other departments, such as the Transportation Department's Downtown Transportation Plan and Transit Enhancement Program projects, and the ESI's Sustainable Infrastructure Initiative.

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It is important to note that the precise mix of planning projects historically evolves over the course of the biennium and the proposal needs to retain flexibility and capacity to adjust to those priorities set by Council and the CMO.

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

The proposal most directly responds to Council and community interests, typically at the express direction of Council. The proposal components also address requirements of the state's Growth Management Act and allows the City to maintain consistency with regional plans, which is essential in order to receive regional and federal grant funding.

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

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

**IVCC** – Planning and development initiatives contribute to the City's **Built Environment** by improving the urban and natural character, identifying specific strategies for accommodating future growth in a way that is compatible with the broader community, and supporting the ability of the City's economic centers to thrive. These projects help make our Downtown a livable, memorable place to work, play, live and visit. They help define and create places for the community to gather and celebrate. And they create places that both define the city and make it one the community is proud of. The proposal also addresses **Opportunities for Interaction and Involved Citizens** – each planning initiatives creates a community dialog and has a public engagement component and the results are often facilitate improved ongoing community interaction.

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

**CITYWIDE PURCHASING STRATEGIES** – This proposal provides **Value in Meeting Community Needs** by addressing the community's needs and concerns regarding the built environment and how to accommodate future growth. Planning and development projects create strategic alignment of resources and City efforts, rather than waste money by having a range of unorganized and ad-hoc approaches. The proposal seeks **Efficiencies** through and collaboration with community groups and other agencies. The proposal will also act as a **Catalyst to Increase Citizen Participation** in thinking about the long range vision for the City and its implementation. Each of these projects will necessitate **Innovative and Creative** solutions that balance competing priorities, such as supporting economic development, providing a range of housing choices, and working to improve the natural **Environment**.

**ECONOMIC GROWTH & COMPETITIVENESS** – While the overall objective of this proposal is to enhance the quality of the community, these planning and development initiatives address economic growth and competitiveness. These initiatives respond to the **Community Policy, Planning & Development** purchasing strategy in that they advance specific economic strategies related to development, they plan for the continued health of Downtown and other employment centers, and they create market-based incentive tools. This proposal also addresses **People and Partnerships** by seeking to collaborate and, where appropriate, partner with property owners, businesses, community groups and other agencies. The proposal addresses the **Quality of Community and City Brand** purchasing strategies by enhancing the character of the City's built and natural environment that creates a place people want to live and shapes people's perception of Bellevue.

**C. Short- and long-term benefits of this proposal:** In the short-term, this proposal will develop and implement key planning initiatives throughout the city. Residents will continue to be actively engaged in all projects consistent with the City's commitment to grow in thoughtful manner that meets the needs of the community. Planning initiatives will clearly communicate to the development community support for investment in both our jobs centers as well as smaller commercial areas. Over the long term, these planning initiatives are the primary tool the City has for working towards its long range vision for the community.

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

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Each project will be evaluated for performance relative to the objectives defined by Council. For some initiatives, this may be accounted for by the numbers of new jobs or households that the project will support. For others, it may be measured through transportation capacity, environmental performance standards, or a combination of factors as these planning initiatives often seek to integrate the objectives of multiple disciplines. Specific metrics adopted as part of the Comprehensive Plan include:

- Population and employment growth relative to countywide adopted growth targets
- Land capacity for new development referred to as “buildable land”
- The creation of housing units affordable to moderate and low incomes

Other metrics that are also used to track development activity include:

- Amount of development activity and total valuation of building permits

Metrics recorded as part of the budget survey related to planning initiatives include:

- Percent of residents that feel Bellevue is doing a good job planning for the future
- Percent of residents that feel Bellevue is addressing their specific neighborhood planning issues (e.g. neighborhood shopping centers, tree retention, etc.)

**E. Describe why the level of service being proposed is the appropriate level:** The staffing level proposed meets the work program needs based on known initiatives and maintains key staffing capacity needed to successfully carry out essential city planning initiatives. To minimize the service level proposed here, two additional proposals have been submitted separately as “enhanced” levels that would apply additional resources to specific initiatives.

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

Grant opportunities will continue to be pursued as available to augment City funding, including potential applications under new federal programs including the Sustainable Communities program, and TIGER II.

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

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

1. **Legal:** Eastgate/I-90 consultant contract obligations that may be in place beyond 2010.
2. **Customer Impact:** New economic development and community revitalization opportunities would not occur, impacting property owners, developers and reducing the quality of neighborhood environments.
3. **Investment/Costs already incurred:** The Eastgate/I-90 Project was initiated in 2010. It is anticipated that the project will be approximately ½ complete at the end of 2010. If unfund for 2011-2012, the complete portion of the project would largely be wasted.
4. **Other:** The City would lose its ability to proactively plan for the future and respond to changing circumstances, which could result in disinvestment in the City by businesses and property owners. Additionally, without coordinated planning initiatives that integrate response to issues across multiple departments, the city’s approach becomes disaggregated and less efficient, resulting in a waste of City funding.

**B. Consequence of funding at a lower level:** If this proposal is funded at a lower level, some of the projects described above would not be completed and PCD would lose critical capacity to take on new initiatives at the request of Council.



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## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Downtown Livability		<b>Proposal Number:</b> 115.05NN
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> New Service
<b>Staff Contact:</b> Emil King, x7223		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General Fund	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b> N/A
<b>List Parent/Dependent Proposal(s):</b> None		

## Section 2: Executive Summary

This proposal provides resources for refining the design guidelines, zoning incentive system, building form and height provisions, parking standards, and other regulations that are the foundation for development in Downtown Bellevue. These elements need to be updated prior to the next development cycle. This work stems from the Downtown Implementation Plan, which concluded that Downtown’s competitive edge will increasingly depend on creating and maintaining a viable, livable and memorable environment in our urban center.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$0	\$109,429
Other	\$0	\$175,000
	\$0	\$284,429

Supporting Revenue	2011	2012
	\$0	\$0

LTE/FTE	2011	2012
FTE	0.0	0.0
LTE	0.0	0.0
Total Count	0.0	0.0

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

Internally, this proposal will be a collaboration among PCD, DSD, Transportation, and Parks & Community Services. Externally, the process will include critical input from the design and development communities to help identify and review key issues and alternatives.

## Section 5: Budget Proposal Description

The Downtown amenity incentive system, design guidelines, and building envelope (form and height provisions) are the critical “DNA” that guides the character and quality of Downtown Bellevue. To create a more livable, memorable, walkable urban center, these elements must set the right direction. In as dynamic a center as Downtown Bellevue, perhaps it is surprising that these provisions have not been significantly amended for several decades. The City now faces a pressing need to update these elements, in order to improve the pedestrian environment, integrate “Great Streets” concepts, create more inviting public spaces, address the cohesion and livability of Downtown’s emerging residential neighborhoods, and integrate newer concepts from the Downtown Implementation Plan and recent design experience.

This proposal aims to make Downtown Bellevue a more livable place by updating much of the design framework that guides private and public development, involving both technical work and significant engagement of



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citizens who live, work, and own property in the area. It is proposed at the 1.0 LTE level for the 2012 calendar year and include \$175,000 in consultant resources to assist in review and development of design guidelines, allowed heights and densities, and a re-tooled incentive system based on market economics and desired public amenities. The project will likely take up to 2 years to fully complete. If started in 2012, it would extend out into 2013. If this project is moved to a 2011 start date, then additional resources (LTE and consultant funds) would be needed in 2012 to complete the project.

A public process will engage a full range of downtown stakeholders, with review and recommendations by the Planning Commission and ultimate adoption of desired changes by Council. The major components of this proposal will include the following:

**Amenity Incentive System:** This component updates the Downtown amenity incentive system whereby additional building square footage and height are earned by providing identified features deemed to have special public benefit. The existing framework dates back to 1981. Neither the specific bonus features nor bonus rates have been updated over the past quarter century to respond to changes in the Downtown environment and market.

**Building Form and Height:** This component includes analysis of building height and form to determine if there are specific areas where increases may be warranted in return for additional public amenities or with density transfer opportunities. This would be done consistent with the long-standing “wedding cake” framework of tiered heights from the tallest in the core to progressively shorter buildings at the edges of downtown.

**Design Guidelines:** Current design guidelines govern building/sidewalk relationships, the perimeter (edges) of downtown, the core of downtown, Old Bellevue, the Civic Center District, and downtown as a whole. Varying levels of success have been achieved by projects built under these guidelines. This component would refine existing guidelines to gain a stronger architectural interest, help reflect downtown neighborhoods, and improve public open space and the pedestrian environment.

**Downtown Parking:** Parking is a key piece of the land development equation. It needs to respond to shifts in demand, promote multi-modal mobility, and reinforce economic vitality. This component would result in parking ratios and design standards to meet future needs, considering downtown mobility implications.

This proposal would also have a relationship, though not parent/dependent, to the Pedestrian Corridor CIP proposal (115.06NN) to advance the vision for NE 6th Street within downtown.

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

N/A

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

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

#### **PRIMARY OUTCOME: INNOVATIVE, VIBRANT AND CARING COMMUNITY**

**Opportunity for Interaction:** This proposal will foster opportunities for interaction by improving the variety and quality of public spaces and activities available within downtown. A key outcome is a revised framework for public spaces and associated amenities built through new development. Within downtown, many of these public spaces are right at the center of where work, home, and leisure come together because of the close-knit nature and proximity of jobs, residents, shopping, and dining. These will help build social bonds by fostering more informal interactions by people from different backgrounds that might not otherwise interact.

**Built Environment:** This work will directly improve community design and downtown livability. It will create a positive, more memorable experience for those who live, work, or visit downtown. The design guidelines and how urban form is treated, defines the look and feel of the built environment from the pedestrian’s perspective. Design guidelines aim to ensure that all individual components fit together in a complementary and comprehensive manner. Improving outdoor spaces and connections via sidewalks and through-block



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connections, will make downtown a more walkable, people-oriented place encouraging personal activity and health.

**Involved Citizens:** This proposal will inform and involve citizens. The work to update the land use code is built around a full public involvement process that would include, among others, an emerging set of stakeholders – downtown residents. This will provide an opportunity for them to become involved in character issues relating specifically to the downtown neighborhood, and meet others who are interested in civic engagement.

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

### **SECONDARY OUTCOME: QUALITY NEIGHBORHOODS**

**Sense of Community:** This work will help foster the sense of downtown as a series of unique neighborhoods. What is still viewed as a somewhat homogeneous area with little differentiation in character, downtown will be examined with a critical eye towards furthering the sense of distinct neighborhoods as envisioned in the Downtown Subarea Plan. This proposal will build neighborhood capacity as it involves downtown residents as part of the process to rethink what public amenities are most important as we move forward.

**Facilities & Amenities:** This proposal will improve the quality of public amenities including open spaces and plazas. There will be a greater number and heightened sense of design aesthetic and function for these public gathering spaces.

**Mobility:** A key part of the downtown transportation system is the pedestrian environment, including sidewalks and through-block connections. This proposal will incorporate the Great Streets concepts into the downtown land use code. By making downtown a more walkable place by providing safe and convenient connections, the reliance on the automobile for short trips will be reduced.

### **SECONDARY OUTCOME: ECONOMIC GROWTH AND COMPETITIVENESS**

**Community Policy, Planning & Development:** The amenity incentive system is a zoning provision that applies to all downtown development. It is important for it to reflect today's economics. The current Code and incentive system should be improved to reflect today's market realities and provide greater flexibility in implementing desired amenities. This proposal will reassess the underlying assumptions of the incentive system and update them to current economics. This proposal also addresses the economics of parking as part of the development equation.

**Quality of Community:** This proposal will enhance downtown's sense of place by improving the quality of the built environment. This will include new guidelines to reflect the latest thinking in desirable urban form and design treatments, a refined set of public amenities, and enhanced streetscapes on downtown streets.

### **SECONDARY OUTCOME: IMPROVED MOBILITY**

**Built Environment:** This proposal addresses mobility in two important ways. The first is improvement of the pedestrian system within downtown through refinements to the building/sidewalk interface. The second is the work on parking standards that will respond to shifting demands and promote multi-modal mobility.

### **CITYWIDE PURCHASING STRATEGIES**

The proposal also most closely addresses the following citywide strategies.

- **Provides the best value in meeting community needs** by reexamining the list and calibration of the public amenities that are part of the downtown incentive system. These amenities would otherwise need to be provided by others such as the city.
- **Leverages collaboration or partnerships with other departments and/or external organizations** by utilizing a One-City approach to the work program and engaging and collaborating with key organizational stakeholders such as the Bellevue Downtown Association.
- **Is a catalyst for increasing citizen participation and support** by engaging long-standing and new stakeholder groups. Downtown residents have shown early interest in civic engagement and neighborhood building.
- **Considers short- and long-term financial impacts** by doing work in the near-term to set up the City for

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longer-term benefits in the form of new development in line with new implementing regulations.

- **Enhances Bellevue's image – "Beautiful View"** by raising the bar of architectural quality within downtown as well as improving the look, feel, and activity of the sidewalk environment.

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

In the short-term, a new set of implementing regulations would be developed through a public process and adopted by Council prior to the next development cycle. The public process would help build engaged citizens (especially those living downtown). Long-term the results would be evident as new development occurs as it would be consistent with the updated design framework.

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

The following could be used to measure the effectiveness of this proposal:

- Array of public amenities that are pursued through the amenity incentive system.
- Percent of residents who feel the City is fostering a sense of neighborhood in the Downtown Subarea.
- Percent of residents who feel the downtown street/sidewalk environment is improving.
- Feedback from the public on the architectural quality of the built environment in downtown.

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

A 1.0 LTE level over the course of 2012 is the minimal amount needed to staff an initiative of this size and complexity. In addition, \$175,000 in consultant resources is necessary to assist in review and development of design guidelines, allowed heights and densities, and a re-tooled incentive system.

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

N/A

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

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

1. Legal: N/A
2. Customer Impact: The City faces a pressing need to update the Downtown code and design guidelines, in order to improve the pedestrian environment, integrate "Great Streets" concepts, create more inviting public spaces, address the cohesion and livability of Downtown's emerging residential neighborhoods, and integrate newer concepts from the Downtown Implementation Plan and recent design experience. The project cannot occur if not funded, affecting Downtown residents, workers, visitors, tenants and developers. This work needs to be done, and timing is of the essence:
  - These Code amendments and design guidelines will leverage millions of dollars in public and private investments
  - A development lull is excellent timing for accomplishing Code changes
  - As the economy recovers in the next several years, there will be a tremendous lost opportunity if these Code amendments are not in place
  - The re-construction and mitigation associated with upcoming Sound Transit light rail construction will be influenced by this work.
3. Investment/Costs already incurred: N/A
4. Other: N/A

### B. Consequence of funding at a lower level: This proposal represents the minimum necessary to undertake this work program in a comprehensive manner. Funding at a lower level would mean this project could not occur.



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## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Arts Core Program – Revised Proposal		<b>Proposal Number:</b> 115.09A1
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Mary Pat Byrne, x4105		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General	<b>Attachments:</b> Yes	<b>Enter CIP Plan #:</b>
<b>List Parent/Dependent Proposal(s):</b> 115.09DN is a dependent proposal		

## Section 2: Executive Summary

The Arts Core Program’s purpose is to develop and support a strong network of arts and cultural organizations that serve Bellevue residents by providing opportunities to engage in arts of all kinds and at all levels. These cultural activities contribute uniquely to Bellevue’s quality of life and establish Bellevue as the arts and cultural center of the Eastside. **This proposal will purchase** 1) Arts Commission liaison and support services; 2) an update of the City’s Arts and Cultural Plan, the *Cultural Compass*; and 3) public information, and partnerships with regional and national organizations that benefit Bellevue. Reducing the funding of arts organizations by (\$15,000) will decrease the Operating budget.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$104,165	\$109,663
Other	\$134,500	\$137,500
	\$238,665	\$247,163

### Supporting Revenue

	\$0	\$0
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### LTE/FTE

FTE	1.0	1.0
LTE	0.0	0.0
Total Count	1.0	1.0

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

**SAVINGS:** Reducing the funding of an arts organization by (\$15,000) will decrease the Operating Budget.

**COLLABORATIONS & PARTNERSHIPS:** Principle collaborations and partnerships for 2011-12 include: **ArtsFund** (private, regional arts funder), conducting Economic Impact of the Arts study with break-out figures for the Eastside; **Eastside Arts Coalition**, participating in coalition activities such as providing technical assistance to Eastside Arts Groups; **4Culture Site Specific Program**, jurying and co-sponsoring inventive artist performances in non-traditional locations in Bellevue; **Bellevue residents**, updating the *Cultural Compass* (adopted by Council in 2004); **Parks Dept.** Recreation Division, providing rehearsal and performance venues for artists in exchange for workshop participation and other services benefitting Bellevue residents; **Economic Development division:** consulting on international cultural matters as needed e.g. provided advice and expertise on the Gandhi Statue project and on local Indian festival development; served as city’s cultural representative at functions with Indian Consulate and Ambassador.

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

The Arts Core Program is the City's only program that nurtures the entire network of arts and cultural activity, artists, and arts organizations in Bellevue. Other programs, public and private, support narrowly defined areas of arts activity such as programs for children, entry level programs, or programs serving only certain disciplines such as music or fine arts. The Arts Core Program works with the community to map out a comprehensive course for developing and sustaining the community's arts and cultural assets, Bellevue's *Cultural Compass*. Through strategic use of City resources and guidance from the Bellevue Arts Commission, the Program helps implement the *Cultural Compass* with public information and technical assistance. Program staff also manages the Public Art Program funded through the CIP. One of City Council's long-held visions is to establish Bellevue as the cultural heart of the Eastside. Bellevue's Comprehensive Plan includes the goal "to encourage and support the arts as a vital part of community life." Addressing these two directives form the basis of the Arts Core Program. **Program components are:**

**Arts Commission (BAC) Liaison and Support.** The Arts Commission was established in 1973 with aim of advising Council on arts and cultural issues. Working with staff, the Commission also guides the development of arts projects funded under the Arts Core Program and the CIP-funded Public Art Program. Program staff supports the Commission's work by coordinating meetings, developing information and meeting content; implementing projects; and keeping the Commission informed on City initiatives and issues that provide opportunities to achieve *Cultural Compass* goals. Staff coordinates opportunities for Commissioners to represent the City on panels and committees dealing with topics that include the arts. Staff also coordinates and prepares commissioner presentations to community and Council and reports to Council on Program activities as needed.

**Cultural Compass tracking and limited update.** As the City's guiding framework for cultural investments, the *Cultural Compass* is used as a reference by the Arts Core Program and other city programs such as Parks Department programs. Significant changes and developments in Bellevue since 2004 are likely to alter priorities on how our limited resources should be used for cultural investments. A limited update means a staff-managed process that engages community members through a variety of means in considering a series of key arts development issues facing the community, including many which did not exist when the plan was adopted in 2004. Examples include opportunities for public art for East Link stations and surrounding areas, Downtown's transformation including its new residential neighborhood, Bel Red subarea plan policies identifying a new Bel Red arts district, and the Commission's strategic vision for the public art program, adopted by Council, which includes the art walk, public art in the neighborhoods and increasing developers' use of public art.

**Community and City Dept. Resource/Liaison, Consultant.** Program staff is a central information source on arts and culture for the city and the region. Staff provides expertise and information, responding to Council, staff and citizen inquiries on arts matters, and consults and collaborates with other departments. For example, program staff provides the Economic Development division annual data on the number of businesses and employees in Bellevue that are engaged in "creative industries" based on figures compiled by Dunn and Bradstreet.

**City representative in regional arts efforts.** Program staff participates in regional efforts that bring information, resources and desirable opportunities to Bellevue and that make us an effective regional and national partner.

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

The Arts Commission and its broad duties are enabled by city ordinance, City Code Ch. 3.56. The Comprehensive Plan Urban Design element's Goal 8 provides the program's goal, "To encourage and support the arts as a vital part of community life."

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

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

**Increases awareness and access to services from City or other organizations.** Receiving 40,000 hits in 2009, Arts Program web pages are well-used by the public. Page content focuses on public art projects, the Eastside Arts Partnerships and Special Projects funding programs and the *Cultural Compass*. Common requests for more information include public art maps, organizations funded, and status on specific public art projects. This proposal includes expanding program information on the website to increase its usefulness for Bellevue residents and artists serving Bellevue residents.

**Involve Citizens:** Bellevue's Cultural Plan, the *Cultural Compass*, provides a broad framework of goals and objectives for developing and fostering the cultural life of our community. Goals address 1) sustaining Bellevue's arts organizations and artists; 2) supporting economic development, 3) supporting arts education for all ages; 4) embracing the cultures of newcomers to Bellevue; 5) developing and supporting cultural facilities; 6) increasing support from businesses; and 7) resetting goals and updating processes for the Public Art Program. Since Council's adopting the Plan in 2004, new challenges and opportunities, some with limited windows of opportunity, have emerged and the community needs to discuss what priorities should be set to address these new conditions.

The *Cultural Compass* Update will engage citizens in a process to assess where we are today in achieving our goals, to examine new challenges that have developed since 2004, and to set priorities in line with limited city resources and community resources. Approximately 250 citizens participated in developing the 2004 plan. For the update we will use current technology and Neighborhood Outreach division resources to broaden participation including those for whom English is a second language.

**Build social bonds:** Arts participation has a strong correlation to civic engagement and social activities. People who engage in the arts are active in their communities in other areas as well. The presence of arts activity is an indicator of civic engagement (NEA Civic Engagement Study Brief attached).

### **B. Factors/Purchasing strategies addressed by this proposal - for the OTHER outcomes:**

**CITYWIDE PURCHASING STRATEGIES:** 1) **Provide best value:** Program costs are minimal beyond staff time.

3) **Leverage collaboration w/other depts. and/or external organizations** The Arts Core Program collaborates with **Parks** and **Economic Development** within the city. The Arts Program will work with Parks to give artists/arts groups greater access to parks facilities for rehearsal, performances, workshops, in exchange for benefits to citizens such as scholarships and free tickets. It will provide ED with information on economically significant cultural events and arts economic data.

4) **Catalyze increased citizen participation & support.** 1) *Cultural Compass* tracking and update will engage community in evaluating progress and updating objectives. 2) Increased web information will make it easier for residents to participate in Arts Core Program projects.

6) **Best Practices:** Updating *Cultural Compass* will keep Bellevue's cultural plan relevant and effective.

**ECONOMIC GROWTH AND COMPETITIVENESS: Build upon, participate in & leverage local, national & international relationships.** Cultural exchange a fundamental means of establishing international relationships. Arts Core Program staff consult with ED program staff on cultural matters related to international business events such as visits from dignitaries and delegations, gifts, and local arts resources that may be useful in relationship-building.

**Maintain close connections with/access to info about local business trends.** Participating in the Economic Impact of the Arts Study for King County conducted by ArtsFund will provide separate figures for the Eastside.

**Enhance the Arts.** This entire proposal is geared towards enhancing the arts for the community.

**Provide events, tourist attractions and community amenities...** Staff is a key information source and advisor, and provides the first point of contact for arts groups and events coming to the community.

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**RESPONSIVE GOVERNMENT – Community Connections Factor, Engage the Community strategy:** This proposal includes staff necessary to support and collaborate with the Arts Commission (BAC). Commissioners are selected from the community by City Council to represent the community's arts and cultural interests to the City. This proposal will also buy a process to engage the community in evaluating progress implementing the *Cultural Compass* and updating its objectives.

- C. Short- and long-term benefits of this proposal:** **Short term:** Conducting a limited update of the *Cultural Compass* will efficiently use limited City resources to produce useful information on our arts community's status and community priorities for the future. **Long term:** A limited update of the *Cultural Compass* now will provide essential information on how the Arts Program should be re-positioned for the future and will provide the community with a reasonable process for determining which of the current opportunities it wishes to pursue.
- D. Performance metrics/benchmarks and targets for this proposal.** 1) *Cultural Compass* update completed and report published; 2) Increased web site hits and subscribers to arts web pages.
- E. Describe why the level of service being proposed is the appropriate level.** This proposal is a requested modification which eliminates the only funding program supporting artists and arts organizations working in Bellevue. It is not considered the appropriate level of service.

## Section 8: Provide a Description of Supporting Revenue

In additional to COB general fund, we anticipate receiving small grants from 4Culture (under \$10,000).

## Section 9: Consequences of Not Funding the Proposal

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

1. **Legal:** N/A
2. **Customer Impact:** This revised proposal eliminates funding programs for artists and arts groups, Eastside Arts Partnerships and Special Projects.
  - This is the only source of City funding for artists and arts organizations serving Bellevue residents. This funding is how we leverage significant community benefit from very limited City resources, enabling these organizations to provide services that the City itself cannot provide. Recognized as a best practice by leaders in the field such as ArtsFund, 4Culture, and Washington State Arts Commission, our funding is designed to build capacity for arts organizations such as the Bellevue Arts Museum, the Bellevue Philharmonic Orchestra, and many others. Eliminating this funding, especially during these tough economic times, could seriously impact the viability of these organizations. The City has worked for years to help them build capacity; a two-year lapse in our support would be a setback to these efforts lasting far longer than two years. For example, the Bellevue Philharmonic Orchestra's future is in jeopardy as it continues trying to recover from earlier management errors. While it has corrected the errors, recovery has been impossible because of the economy. The orchestra's artistic quality is excellent; it's administrative capacity to raise funds and reach audiences is minimal. Eliminating City funding will almost certainly close the orchestra. Earlier this year, after receiving an financially attractive offer to move its productions to Renton, our only professional theater Bellevue Civic Theater decided to stay in Bellevue. They told us City funding is part of the reason they chose to stay. In 2010, we are funding 17 special projects. Eight of these would not take place without our support. City funding for all others was a key factor in the ability of those artists and organizations to bring their work to Bellevue.
  - People of limited financial means would be penalized by having fewer scholarships available for arts learning organizations such as the Bellevue Youth Symphony Orchestra and Music Works Northwest, a community music school. There would be fewer free performances and fewer opportunities for residents to participate in arts activities of their choice. For instance, one highly accomplished local

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choral group would have to give fewer performances or stop performing altogether. Another faces similar difficulties because City funds help pay for both rehearsal and performance space.

- These funding programs have been increasingly effective in encouraging new residents to share their artistic and cultural skills with the larger community. Foreign language announcements for funding opportunities began to draw inquiries in 2009. This promising avenue for engaging people otherwise isolated by language barriers or lack of information about cultural opportunities, would lose this promising avenue to community engagement.
- Without this funding, Bellevue becomes unable to attract new artists and arts organization and grow its arts community. For example, a desirable organization receiving funding from the City of Seattle would not consider giving up that funding to move to a city offering no funding.
- Funding applications and follow-up reports provide critical data on the financial and managerial health of local arts groups as well as data on how well they are serving the community. With no funding program requiring organizations to provide this information, we would lose our knowledge of the status and health of our arts community.
- The community would lose the long-term benefit of innovative ground work underway to seed a new arts district in Bel-Red. Arts Districts take years to establish, and the best time to seed an arts district is before property values go up. In 2010 we took early steps towards building a Bel-Red arts district by funding two projects that together provide art and build relationships with Bel Red businesses. Eliminating this funding would shrink the already-limited time window for affordable arts investments in a Bel Red arts district.

3. **Investment/Costs already incurred:** None

4. **Other:** 1) This revised proposal eliminates the only program, public or private, dedicated to supporting artists and arts groups serving Bellevue. 2) Eliminating the funding programs would be expected to draw negative press for the City, calling in to question our desired image of Bellevue as a creative/innovative city. 3) It has an impact on decisions of regional and national funders such as 4Culture, Washington State and the National Endowment for the Arts who consider local support a key measure of an organization's merit.

B. **Consequence of funding at a lower level:** This revised proposal was not asked to address this question.





# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> ARCH (A Regional Coalition for Housing) Administration and Trust Fund Contribution		<b>Proposal Number:</b> 115.10PN
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Dan Stroh, x5255		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General Fund	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b>
<b>List Parent/Dependent Proposal(s):</b> Parent to 115.10DN.		

## Section 2: Executive Summary

This proposal includes three components that support Bellevue housing programs:

- 1) Bellevue’s contribution to the ongoing administration of ARCH (A Regional Coalition for Housing), a sub-regional consortium of 15 cities and King County that delivers housing programs across the Eastside. Bellevue conducts most City housing programs through ARCH, and funds the Program manager position as the City’s contribution to ARCH administration.
- 2) Other consortium cities’ contributions to ARCH staffing and administration.
- 3) Bellevue’s annual contributions to the Housing Trust Fund, which funds preservation and development of affordable housing projects. The Housing Trust Fund is administered by ARCH.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$482,462	\$508,164
Other	\$500	\$600
	<u>\$482,962</u>	<u>\$508,764</u>

Supporting Revenue	2011	2012
	\$352,125	\$371,886

LTE/FTE	2011	2012
FTE	4.75	4.75
LTE	0.00	0.00
Total Count	<u>4.75</u>	<u>4.75</u>

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

The ARCH Consortium has proved to be a highly innovative and effective way for Bellevue and the other Eastside cities to collaborate in the production of affordable housing. By teaming up with 14 other Eastside cities and King County, ARCH has leveraged local housing funds far beyond what the City could have accomplished on its own.

ARCH has received national recognition for innovation and partnership, and was selected as the inaugural winner of the national **Fannie Mae Foundation Innovations in American Government Award in Affordable Housing**, in partnership with the Ash Institute for Democratic Governance and Innovation at Harvard University. ARCH has been recognized as a model for partnership and collaboration by Bellevue and its other members. Among the signs of its success at partnership is its growth from four founding cities in 1994 to fifteen cities today.

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

This proposal is Bellevue's contribution to the ongoing administration of ARCH (A Regional Coalition for Housing), a sub-regional consortium of 15 cities and King County that delivers housing programs across the Eastside. This investment directly supports 1.0 FTE, the ARCH Program Manager position. The Program Manager, a position occupied since ARCH's 1994 inception by Arthur Sullivan, is responsible for developing and implementing housing work programs and administering housing trust funds on behalf of all ARCH member jurisdictions.

Bellevue conducts most City housing programs through ARCH, including work on policy development (augmenting other City staff) and review of applications for Bellevue's Housing Trust Fund. Bellevue funds the Program Manager position as the City's "fair share" contribution to ARCH administration. This is one of five ARCH positions, with other ARCH members supporting the other positions plus other ARCH administrative expenses.

Part 2 of this Proposal includes other ARCH cities' contributions to ARCH administration, which consists of all other ARCH staff positions and administrative funding. These expenses and revenues flow through Bellevue and are presented here, but they involve no City of Bellevue funds and are not part of the Budget One competitive process.

Part 3 of this Proposal is the City's annual contribution to the Housing Trust Fund. This is the source through which the City provides direct support for affordable housing projects. In 1999 ARCH members agreed on target housing assistance goals, known as "parity funding goals," expressed as a range for each member city. Bellevue's annual target range is \$395,000-\$606,000 (mid-range \$500,000).

On an ongoing basis Bellevue has budgeted to the housing fund at about baseline parity level (\$412,000-- General Sales Tax \$100,000 plus other General Fund \$312,000 per year). This annual allocation is supported by federal CDBG funds (\$80,000 to \$100,000 per year). Other revenue sources, including developer opt-out payments from Bellevue's early 1990s inclusionary housing program, repayments on loans funded through the Housing Fund (about \$75,000 per year) and interest earnings that have accrued on the Housing Fund balance (varies, with peak year \$150,000). These other revenue sources have allowed Bellevue to meet or exceed the high end of the parity funding goal. *Note: Developer opt-out payments have been a significant source of revenue in the past, but are not a continuing revenue.*

This Proposal would reduce by half the City's regular new General Fund allocation (\$206,000 proposed annually vs. the typical annual allocation of \$412,000). This will:

- Achieve Bellevue's annual parity funding goal because other revenue sources supplement the reduced budget allocation (\$75,000 estimated loan repayments plus \$100,000 estimated interest plus \$80,000 estimated CDBG contribution, all annually, coupled with \$206,000, bring year 2011 and 2012 new funding to an annual level of \$461,000, which is well within Bellevue's parity range).

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

Maintaining the ARCH consortium and contributing to the Housing Trust Fund are not specific mandates. However, ARCH and the Housing Trust Fund are the vehicles by which the City carries out a portion of its mandated responsibilities under the state Growth Management Act (36.70A.070) and the Countywide Planning Policies. If ARCH did not exist, the City would have to find other ways to meet these obligations.

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

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

The IVCC Community Values Statement asserts that Bellevue values “a diverse community where there are opportunities for all generations to live well, work and play.” A key sub-heading under the IVCC Factor **Built Environment** is “Housing Options—provide for a range of housing types and costs to meet the needs of a diverse and growing population.” This investment proposal directly addresses this Value Statement and this Factor. It provides the staffing, organizational and financial capacity for Bellevue to make significant progress in creating housing options. By providing key support for ARCH, Bellevue is able to work with the help of other jurisdictions within the Eastside consortium to meet our communities’ housing needs in innovative and effective ways.

Evidence of ARCH’s effectiveness includes the national recognition noted in Section 4 above. Additional evidence for the effectiveness of this investment is provided by examining historical performance. Since its 1994 inception, Bellevue’s investment in ARCH and the Housing Trust Fund is credited with creating an annual average of thirty units of affordable housing. Each Trust Fund dollar has been leveraged by a factor of twenty, through bringing in other public and private funds to accomplish much more than the City could do on its own.

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

**Economic Growth and Competitiveness:** “Housing choices” is specifically called out as an important element under Factor 4 *Quality of Community*. Addressing the high cost of housing is called out as a specific goal in the *Additional Background* statement.

**Responsive Government:** By helping support and channel Trust Fund dollars through ARCH, this Proposal is very responsive to the purchasing strategy “identify and foster cross-jurisdictional partnerships and coordination opportunities that improve service delivery and reduce cost.”

**City-wide Purchasing Strategies—**1) Leverage collaboration or partnerships **and** 2) *Innovative and creative* **and** 3) *Consider best practices:*

- 1) The Proposal directly supports and works through a model **partnership**, ARCH, which leverages the resources of 15 other Eastside jurisdictions to achieve affordable housing outcomes
- 2) and 3) ARCH has been nationally recognized as a model of **innovation** and a **best practice**, as noted above.

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

In both the short and long terms, this proposal will help create additional housing choices within Bellevue. This has an array of benefits: addressing an important human service need, contributing to economic development by promoting a better jobs/housing balance, reducing congestion by ensuring a mix of housing opportunities closer to the City’s job locations, and meeting Growth management Act mandates. These investments also help preserve and build the organizational capacity of ARCH and the non-profit housing developers to be effective contributors to these City goals.

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

- Annual units of affordable housing created
- Leveraging ratio of City funds to other funds

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

- ARCH Administration: The Proposal funds one FTE out of ARCH’s total staff complement of five FTEs. As established under agreement with the other members of ARCH, this is Bellevue’s fair contribution to the

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Consortium, based on City size. All other ARCH administrative costs are paid by the other ARCH members.

- Housing Trust Fund: The proposed annual General Fund allocation maintains the City's "fair share" funding under the ARCH parity formula; this is critical to the continued success of the consortium.

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

Bellevue's Housing Trust Fund leverages an enormous investment of other public sector (county, state and federal) resources and private sector resources, with the joint outcome of producing affordable housing units. Over time, funding from these other sources has enabled the Housing Trust Fund to leverage 20 additional dollars for every Bellevue dollar spent.

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

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

1. Legal: ARCH and the Housing Trust Fund are the vehicles by which the City carries out a portion of its mandated responsibilities under the state Growth Management Act (36.70A.070) and the Countywide Planning Policies. If ARCH and the Trust Fund were not funded, the City would need to find other ways to meet these obligations.
2. Customer Impact: If Bellevue were to not fund this investment, the ARCH consortium would lose substantial capacity to meet affordable housing needs for Bellevue and the Eastside, with the following customer impacts: 1) Bellevue and other consortium cities would receive less assistance in housing policy and implementation; 2) Non-profit housing development agencies would have less capacity to address community housing needs; 3) Clients in need of affordable housing assistance would have fewer housing opportunities.
3. Investment/Costs already incurred: As one of four original founding members of ARCH in 1994, Bellevue has spent substantial efforts and resources in "growing" ARCH to become a highly effective consortium. Not funding this proposal would lead to a loss of ARCH capacity that might set the organization back years, and in the worst case scenario, threaten its very existence.
4. Other: N/A

- #### B. Consequence of funding at a lower level: Considerable thought has gone into the relationship between the proposed level of Housing Trust Fund investment vs. the amount of the existing Housing Trust Fund. The proposal is to reduce new annual contributions to the Housing Trust Fund this biennium, while leaving the existing Trust Fund at its current level. This will honor existing Fund obligations; maintain developer contributions, loan repayments and interest that are tied to housing use; and maintain Bellevue's "fair share" commitment under the parity formula adopted by the ARCH consortium. Funding this proposal at a lower level would less successfully balance these factors and would lower Bellevue's capacity to fund affordable housing.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> PCD Department Management and Support		<b>Proposal Number:</b> 115.12NN
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Dan Stroh, x5255		<b>One-Time/On-Going:</b> One-Time
<b>Fund:</b> General Fund	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b>
<b>List Parent/Dependent Proposal(s):</b>		

## Section 2: Executive Summary

This proposal provides strategic leadership, management and general support to the Planning and Community Development Department. These resources benefit all functions within the department and could not logically be assigned to an individual proposal. Positions included in this proposal are: PCD Department Director, Assistant Director, and two administrative assistants. In addition to department-specific functions, the Director and Assistant Director lead and contribute to a variety of strategic initiatives that benefit the city as a whole.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$527,366	\$554,950
Other	\$78,000	\$81,000
	\$605,366	\$635,950

Supporting Revenue	2011	2012
	\$0	\$0

LTE/FTE	2011	2012
FTE	4.0	4.0
LTE	0.0	0.0
Total Count	4.0	4.0

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

**Cost savings:** PCD has historically had a half-time administrative assistant supporting the Neighborhood Outreach Section. This group's support need is due in part to their substantial and frequent interactions with the public. This part-time FTE position has been re-assigned to other priorities. To address the continued need for Neighborhood Outreach support services, we plan to broaden the roles of the Department's other two existing support positions to cover these Neighborhood Outreach needs, improving efficiency and saving costs.

## Section 5: Budget Proposal Description

This proposal provides strategic leadership, management, and general support for the Planning and Community Development Department. Resources funded through this proposal will:

- Manage department, oversee operations, and implement programs/projects to carry out City Council and City Manager direction

# 2011-2012 Budget Proposal

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- Develop plans and policies to effectively meet long- and short-range goals and objectives of the City and department
- Provide timely, accurate and relevant information to support the City's decision making process
- Assure compliance with State law and City Code
- Coordinate Budget proposals and fiscal impact analysis
- Assure efficient and effective work methods, professional standards, internal controls, and personnel policies/procedures are met
- Assure interdepartmental collaboration and coordination to achieve unified results
- Provide public information
- Provide administrative staff support for department management
- Provide administrative staff support for the Planning Commission, the Arts Commission, citizen advisory committees, and other advisory groups and public outreach functions as needed to support planning and neighborhood outreach initiatives
- Lead and contribute to a variety of strategic initiatives that benefit the city as a whole, as directed by the City Council and City Manager.

Four FTEs will be funded by this proposal:

- Department Director—responsible for overall Department management, and for special projects assigned by the City Manager/City Council. These have included projects such as work on the City's long-term capital funding strategy, Meydenbauer Center, and a variety of community development initiatives.
- Assistant Director (Planning Director)—responsible for day-to-day management of planning, neighborhood outreach and mediation functions, for direct management of specific initiatives, and for oversight of regional planning activities (Countywide Planning Policies, Multi-county Planning Policies)
- Senior Administrative Assistant—provides direct support for the Department Director and initiatives led by the Director
- Administrative Assistant--provides administrative support for all other department functions, including support to the Assistant Director, Commission support, and support for planning and neighborhood outreach initiatives

In addition, this Proposal covers overall department functions such as training, and a small professional services budget. This meets the needs for specialized services that go beyond staff competencies and support unanticipated project requests from the City Manager and City Council.

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

Among their other duties, the Planning and Community Development Director and Assistant Director are ultimately responsible to ensure that the City's Comprehensive Plan and related ordinances meet the requirements of the Growth Management Act and other provisions of state law.

The Director/Assistant Director also participate in and provide major support for ARCH (A Regional Coalition for Housing), a consortium of 15 Eastside jurisdictions, under a long-term interlocal agreement.

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

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

The Department management and support functions in this proposal are critical to enabling the Department to achieve the outcomes presented in specific work program proposals presented to **IVCC** (and to Quality Neighborhoods and Responsive Government). These detail the specific activities conducted by PCD that address the primary IVCC outcomes of Support Services, Opportunities for Interaction, Built Environment, and Citizen Involvement. This is supported by the logic and evidence in these individual proposals, and is not repeated here.

Beyond their management roles with regard to these departmental initiatives, the Director and Assistant Director are heavily involved in leadership, design and implementation of major strategic initiatives such as light rail, and public-private partnerships that meet community development objectives. They also provide leadership for internal City functions; such as leading the Leadership Team External Strategic Planning team, and specific initiatives such as long-term capital investment strategy. This proposal thus directly reflects the **Community Values Statement for IVCC**, helping to create and support a diverse community with opportunities for all generations, a community that is visionary and fosters creativity, a community that encourages civic engagement and is welcoming, supportive and caring, and a “City in a Park.”

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

In providing leadership, management and support for the Planning and Community Development Department, this Proposal is instrumental to carrying out the specific Department proposals under review by other Results Teams, particularly **Quality Neighborhoods** and **Responsive Government**. This is supported by the logic and evidence in these individual proposals, and is not repeated here.

City-wide purchasing strategies –By providing leadership, management and support for PCD, this proposal contributes to all the City-wide purchasing strategies. The mission of PCD is “to help create and sustain a quality natural and built environment and to guide growth and change in a manner which preserves and enhances the character of the community.” This proposal ensures that the department carries out this mission in a highly collaborative way, and provides outstanding value for the community.

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

In both the short term and long term, this Proposal provides continuity and quality of management, leadership and support that advance the capacity of PCD and other departments to realize the City’s vision.

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

- City scorecard measure: citizen satisfaction with the job the City is doing planning for the future
- Citizen perceptions on neighborhood quality
- Measured improvements in biennial employee survey for the PCD Department
- Significance and success of planning initiatives accomplished

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

Efficiency and value: The Director and Assistant Director positions are the basic staff complement that provides department leadership and management. These positions also lead and contribute to a variety of strategic initiatives –internal and external--that benefit the City as a whole. These two positions are complementary and work in tandem to provide the above outcomes.

# 2011-2012 Budget Proposal

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The support positions are necessary to provide not only typical administrative functions but also to support the broad array of public interactions that take place in planning and community outreach initiatives. This ranges from supporting the Planning Commission to various citizen panels and advisory committees to neighborhood workshops and other types of meetings and events, to occasional filling in at Mini City Hall. As noted above, PCD has recently down-sized overall support capacity in the Neighborhood Outreach group. The remaining two FTEs will pick up the slack to provide these added support functions and are an efficient approach to these needs.

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

No direct supporting revenues.

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

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

1. Legal: Reduced oversight of the City's compliance with Comprehensive Planning laws and mandates. Without this Department management role, it is not clear where this responsibility would lie.
2. Customer Impact: All of PCD's proposals and work program items are facilitated by this Proposal. Without Department management and support, none of the specific work program proposals could be carried forward as planned, and none of the positive customer benefits would be achieved. In addition, internal and external customers would be impacted by a reduced capacity for leadership on key City strategic initiatives, as currently provided by the PCD Director and Assistant Director.
3. Investment/Costs already incurred: N/A
4. Other: N/A

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

- Less capacity to meet department management and support needs, resulting in fewer planning and outreach initiatives
- Inability to meet community expectations or effectively respond to planning and community development needs
- Less capacity to contribute to the strategic planning initiatives set by the City Manager and City Council



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Federal Compliance Program Administration		<b>Proposal Number:</b> 130.09NN
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Enhancing an Existing Service
<b>Staff Contact:</b> Eric Miller, x6146		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> General Fund	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b>
<b>List Parent/Dependent Proposal(s):</b> Associated with 130.83NB/NA Pedestrian Facilities Compliance Program (PW-W/B-49).		

## Section 2: Executive Summary

This proposal ensures the Transportation Department is in compliance with federal civil rights laws (including Title II of the Americans with Disabilities Act or ADA and Title VI of the Civil Rights Act), which are mandated for agencies accepting federal funding. The compliance program helps to achieve citywide and multiple *Innovative, Vibrant & Caring Community* purchasing strategies related to reducing barriers to citizen engagement, participation, and interaction. In 2009 a citywide inventory of public rights of way found nearly \$1 billion in investments were needed to bring sidewalks and curb ramps into compliance with ADA standards; this program prioritizes, links, and monitors implementation efforts to maximize the limited resources available for this purpose and to increase access for the more than 15 percent of Bellevue residents with disabilities. The Title VI effort works to engage people of different races and cultures, socio-economic classes, and language preferences (nearly 10 percent of Bellevue households speak a first language other than English) in the planning and design of transportation projects.

## Section 3: Required Resources

as of 08/05/10

OPERATING		
Expenditure	2011	2012
Personnel	\$54,018	\$56,851
Other	935	952
	<u>\$54,953</u>	<u>\$57,803</u>
Supporting Revenue		
LTE/FTE		
FTE	0.50	0.50
LTE	0.00	0.00
Total Count	0.50	0.50

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

**Cost Savings:** By working closely with city staff to leverage the implementation of ADA mitigations as part of larger capital projects/private development, the cost of barrier removal is reduced through economies of scale.

**Innovation:** City staff scans for ADA implementation best practices such as, project delivery models or new technologies. (Last year staff changed how curb ramp work was bid to increase contractor engagement in achieving standards. As a result, the percentage of non-compliant curb ramps was significantly reduced.)

**Partnership:** City staff, particularly in Development Review and Franchise Utilities, work with private entities to abate identified ADA barriers as part of their projects. Effective community engagement (Title VI) requires outreach through community resources, such as non-profits, to reach communities of concern.



# 2011-2012 Budget Proposal

Collaboration: Staff participates on interdepartmental teams, works with various departments to raise awareness of ADA barriers or Title VI-related outreach opportunities, and works with ITD and PCD staff on the mapping of identified barriers and demographics.

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

This proposal ensures the Transportation Department is in compliance with federal civil rights laws (including Title II of the Americans with Disabilities Act or ADA and Title VI of the Civil Rights Act) – a mandated activity for agencies accepting federal funding. Specific activities include, but are not limited to:

- Participate on citywide compliance teams and coordinate department implementation teams ;
- Update and implement the Pedestrian Facilities ADA Transition Plan in coordination with project managers across multiple departments (especially the manager for PW-W/B-49 Pedestrian Facilities Compliance);
- Update and implement the department’s Title VI plan;
- Monitor progress and prepare annual reports (ADA and Title VI);
- Develop and implement staff training and/or awareness activities (ADA and Title VI);
- Conduct Equity Analyses on long range/capital facility plans to ensure there are no disparate impacts or deficits in benefits for Title VI communities of concern; and as an enhancement over baseline
- Gather data on completed projects to update the compliance status of identified barriers in the ADA Viewer – a GIS-based resource for all departments.

**Requested resources:** 0.5 FTEs (including portions of the Program Manager and a Program Administrator)

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

Cities accepting federal funding are required to comply with Title II of the Americans with Disabilities Act (ADA) and Title VI of the Civil Rights Act of 1964 in order to remain eligible to receive federal funding.

The ADA requires cities to ensure that their facilities, programs, policies and services provide accommodation for and access to people with disabilities. The law requires cities to regularly inventory programs and pedestrian facilities in the public rights of way for barriers to access (update completed 2009); develop transition plans that program retrofits, repairs, or mitigations to correct the identified barriers (update to be completed in 2010); and make a good faith effort to implement the plan. In 1992, the City adopted Resolution 5586 establishing its commitment to complying with the ADA.

Title VI (supports the inclusion of all citizens in city programs and services) and the related Executive Orders on Environmental Justice and Limited English Proficiency require cities to ensure that they do not, on the basis of race, color, national origin, or sex, and on low-income status or English proficiency, either directly or through contractual means: Deny program services, aids or benefits; provide a different service, aid or benefit, or provide them in a manner different than what is provided to others; and segregate or separately treat individuals in any matter related to the receipt of any service, aid, or benefit. The Transportation Department Title VI plan (October 2006) meets the minimum requirements related to notice, training, and public outreach.

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

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

Effectively managing the Transportation Department’s federal compliance program helps to achieve *Innovative, Vibrant and Caring Community* purchasing strategies.

Title VI practices support **Opportunities for Interaction → Reduce barriers to Involvement and interaction** and **Involve Citizens → Designed to engage the demographic diversity of the city’s population** by eliminating language barriers through materials translation/use of interpreters and addressing cultural wariness of government by conducting outreach in venues near communities of concern. The update to the Pedestrian and

## 2011-2012 Budget Proposal

Bicycle Plan was successful in engaging our diverse community. Staff made more than 20 presentations to a variety of community groups and reached approximately 500 people, many of whom would not normally participate in a project meeting. At the Chinese Information and Service Center presentation, for example, staff accepted comments written in Chinese. CISC staff then assisted with the translation. This proposal provides support to project managers to determine the best ways to engage citizens impacted by their plans/projects.

ADA compliance oversight requires the coordination of different avenues by which physical barriers on the sidewalk/curb ramps are repaired, retrofitted, or otherwise mitigated. The ADA Inventory of Public Rights of Way identified more than \$935 million (2009 \$) in repairs that are required to bring our pedestrian facilities fully compliant with ADA standards. Working with CIP projects, private developers, franchise utilities, and other departments, this proposal leverages limited funding to maximize implementation of the department's ADA Transition Plan and monitors/reports on our good faith progress to the cognizant authorities for ADA compliance. This work leads to the achievement of **Built Environment** → **Maximize the investment in community facilities by providing and maintaining accessible open spaces and attractive streetscapes** and **Opportunities for Interaction** → **Reduce barriers to Involvement and interaction.**

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

For the reasons stated in 7A, the following purchasing strategies are advanced by this proposal:

- Citywide: Catalyst for increasing citizen participation and support
- Improved Mobility: Travel options – provide convenient access to all users and Increase potential users' awareness of the full range of travel choices available to them
- Quality Neighborhoods: Facilities and Amenities – develop, maintain and enhance ...open spaces; and Neighborhood Mobility – enhance access to goods and services
- Healthy and Sustainable Environment – Consider the diversity of residents and businesses in education materials and programs
- Responsive Gov't – All-way Communication – engage people in the issues that affect them; Equitable and Inclusive Processes – Ensure open, equitable processes so the community's wants and needs are reflected

By being able to present a good faith effort in our federal compliance program, this proposal also fulfills Responsive Government: Stewards of the Public Trust –Management of Risk and Liability because having an active compliance program in place limits the city's exposure to costly settlements stemming from citizen or Department of Justice initiated actions.

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

In general, this proposal provides an audit trail that supports the City's commitment to meeting the intent of the ADA and Title VI by providing an environment free of barriers to access and participation.

Short Term: Improves neighborhood connections to services and transit; engages the full spectrum of the community in planning and project decisions; and reduces risk of exposure to potential multi-million dollar lawsuits or claims for failure to take actions consistent with federal civil rights laws .

Long Term: Enhances culture of access and engagement that people with disabilities and Title VI communities of concern can count on when considering government programs, facilities, and services.

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

Percent of transition plan implementation (Target: eliminate a minimum 5% of high priority barriers each year)

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

This proposal includes a 0.2 FTE enhancement over baseline. In 2009 staff completed a multi-year, comprehensive inventory of pedestrian facilities in the public rights of way (<http://www.bellevuewa.gov/accessibility-reports.htm>) which identified more than \$935 million in repairs, including 4,500 curb ramp installations/retrofits; 27,000 sidewalk heaves; and 1.2 million linear feet of cross/running slope adjustments. All these barriers have been mapped into a GIS based system (<http://vcobinetdv17/ADATabs>). The proposal assumes a consistent level of Title VI/ADA compliance oversight and coordination and an increase to track ADA improvements made through all sources and update the ADA Viewer so that it remains a useful resource for all city staff.

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

This proposal does not directly generate revenue. However, a clean compliance record keeps the city eligible to receive federal funding. In addition, ADA transition plan improvements can be incorporated into grant proposals for capital projects to generate broader benefits and potentially increase application competitiveness.

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

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

Legal: The Department of Justice (DOJ) is the cognizant agency for ensuring compliance with ADA and Title VI. WSDOT is the local oversight authority for transportation activities. If either agency or a citizen complaint creates a legal action for failure to comply with the ADA and/or Title VI and the city does not have a good faith compliance effort in place, the following penalties are possible:

- the City could lose eligibility to receive federal funding (citywide, not just transportation) until all compliance standards are met (most often used for Title VI);
- the City could lose in a private legal action and have to pay damages plus remedy the non-compliance; or
- the DOJ will cite the city for non-compliance and pursue a settlement to remedy the situation (recent settlements include: Chicago - \$50 million over 5 years; Sacramento – 20% of transportation fund for 30 years; or Antioch – 5% of gas tax revenues for 30 years).

**Customer Impact:** Not implementing the compliance program reduces physical access and engagement of the 15 percent of Bellevue residents with a disability and more than 30% who represent ethnic and racial minorities.

**Investment/Costs already incurred:** External partners invested nearly \$200,000 into the ADA inventory and the IT department dedicated significant staff resources in 2008-2009 to create the ADA viewer.

**B. Consequence of funding at a lower level:** See Legal. In addition, if the enhancement is not funded – the resources invested in generating the base data and then creating the ADA Viewer interface will be lost because the resource will quickly become too out of date for project manager use or city monitoring.



# 2011-2012 Budget Proposal

## Section 1: Proposal Descriptors

<b>Proposal Title:</b> Utilities Rate Discount Program		<b>Proposal Number:</b> 140.29NN
<b>Outcome:</b> Innovative, Vibrant and Caring Community		<b>Proposal Type:</b> Existing Service
<b>Staff Contact:</b> Virginia Barrett X5368		<b>One-Time/On-Going:</b> On-Going
<b>Fund:</b> Multiple	<b>Attachments:</b> No	<b>Enter CIP Plan #:</b>
<b>List Parent/Dependent Proposal(s):</b> N/A		

## Section 2: Executive Summary

The Utilities Rate Discount Program is a support and safety net for Bellevue's low income senior and disabled citizens. The program provides much-needed utilities rate relief to over 1,100 participants annually. These customers receive either a 40% or 75% discount on their utility bill. In 2011-12, this program will provide a total of \$931,000 in assistance.

## Section 3: Required Resources

### OPERATING

Expenditure	2011	2012
Personnel	\$65,059	\$68,716
Other	460,502	529,119
	\$525,561	\$597,835

### Supporting Revenue

	\$525,561	\$597,835
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### LTE/FTE

FTE	0.7	0.7
LTE	0.0	0.0
Total Count	0.7	0.7

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

**Partnerships/Collaborations:** *Internal Partners:* Parks Department Human Services and Home Loan Programs; *External Partners:* Allied Waste (garbage service discount), local social service agencies such as Hopelink, Overlake Service League, Salvation Army, and St. Vincent DePaul.

**Cost Savings/ Efficiencies:** This program is regularly reviewed to ensure that we are providing this service efficiently. Staff recently analyzed the program and determined that discontinuing retroactive discounts would result in a savings to the City of \$44,000 while still offering service to qualified customers.

## Section 5: Budget Proposal Description

The Utilities Rate Discount Program is designed to be a support/safety net for Bellevue's low income senior and disabled citizens. Over 1,100 participants benefit from this program annually and the program provides much-needed relief to this group of customers with limited incomes. To participate, customers must be over 62 years of age or permanently disabled, and must meet income qualifications. Customers must qualify for the program each year. The income qualification is adjusted annually based on the CPI. Depending on the qualifying income, customers receive either a 40% or 75% discount on their utility bill. Customers qualifying for a 75% discount



# 2011-2012 Budget Proposal

must have income not exceeding 42.5% of the median income per household for the Seattle area, as published by the Secretary of Housing and Urban Development. In 2009 that income level was \$23,996 for a one-person household and \$27,272 for a two-person household. Customers receiving the 40% discount must have income not exceeding 50% of that same median income. In 2009, this figure was \$28,231 for a one-person household and \$32,271 for a two-person household. Participants receiving this discount must live in a single family residence in the Bellevue Utilities Service Area. First-time applicants and customers living in multi-family dwellings receive a rebate check for a percentage of Bellevue utilities they paid in the previous year. This program is managed by a program administrator with the assistance of one 1040 employee. Regulations require that application documentation be approved and then verified by a second individual. The program administrator also performs other duties for Utilities customer service.

## Section 6: Mandates and Contractual Agreements

1. **RCW 74.38.070**, Reduced Rates for Low-Income Senior Citizens and Other Low-Income Citizens: gives the Utility the authority to offer the Discount Program.
2. **Bellevue City Code; Chapter 24.10**, Utility Service Charge Relief: defines the terms and qualifications for program eligibility.
3. **Bellevue Ordinance # 4458**, Utility Service Charge Relief: provides definitions and references to the City Code.

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

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

#### Factors in the Innovative, Vibrant and Caring Community outcome:

- **Factor 1: Support Services.** This proposal provides support services to individuals and families that enhance their quality of life. Basic human needs such as food, water, shelter, and power must be met before people can be involved and make a contribution to their community. By reducing their utilities bill, this vulnerable population has the immediate benefit of spending their limited income on other needs. This proposal also speaks to the need for shelter. Many times the discounts on utility charges these customers receive are enough to allow them to remain in their home when they would not otherwise be able to.  
Crisis support. This proposal assists many individuals who are living on the economic edge. This is not a single specific crisis incident – it is a crisis level of existence. This proposal visibly contributes to the affordability of City services. If a citizen qualifies for a 75% discount, it reduces an average \$93 monthly bill down to a much more affordable \$23 – a savings of \$70 that can now be spent by the individual on other needs such as food.
- **Factor 2: Opportunity for Interaction.** People struggling with the necessities of life are much less able to be involved in their community. Paying for basic needs leaves little remaining for transportation, telephone bills, postage, or even television cable rates to allow them to follow or participate in outside events. This isolation compounds the emotional difficulties faced when living at the edge of economic viability. The income freed from paying utilities can be used to reenter the community, either actively or passively.
- **Factor 4: Involved Citizens.** This proposal involves citizens both directly and indirectly. The citizens receiving the discount are directly involved. Utilities ratepayers are indirectly involved because the utility rates they pay underwrite this program.

#### Purchasing Strategies in the Innovative, Vibrant and Caring Community Outcome:

Affordable Access to a Range of Support Services. In this proposal, Utilities increases awareness and provides access to the Discount Program by:

## 2011-2012 Budget Proposal

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- Inserting information in utilities bills sent at the beginning of each year;
- Sending a direct mail application packet to customers who were in the program the previous year;
- Setting up appointments with applicants at City Hall, Mini City Hall, North and South Bellevue Community Centers, and the Factoria Police Substation, to ensure easy access to services for applicants;
- Promoting the program through Customer Service Representatives in the course of daily contact with customers.

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

#### **Other factors addressed by this proposal:**

- Healthy and Sustainable Environment, Factor 1: Water Resources. This program ensures that vulnerable citizens have a reliable supply of clean, safe drinking water, and that undesirable wastewater (sewage) is cleanly and safely removed from their homes. We cannot afford to jeopardize the health of vulnerable citizens because they are unable to pay for utility services. The Utilities Rate Discount Program helps make utility services affordable and available to this group of citizens.
- Healthy and Sustainable Environment: Proactive vs. Reactive Action. This program provides utilities rate relief as soon as an applicant qualifies for the service, rather than waiting until a customer is in crisis and requires intervention from a social service agency to avoid disconnection of service. By providing affordable utilities proactively, the program puts the vulnerable customer in a better position to stabilize their basic living situation before they reach a crisis point.

#### **Citywide Purchasing Strategies addressed by this proposal:**

- Best Value: This proposal provides best value by meeting a very basic community need. By effective management of available funds, Utilities is able to assist a large group of citizens with one program. Last year, over 1,100 senior and disabled customers were able to take advantage of this assistance.
- Gains in Efficiency: Providing assistance to low-income customers reduces the number of delinquent accounts and subsequent collections. Collections are expensive and time-consuming for Utilities staff. This program is regularly reviewed to ensure that we are providing this service efficiently. Staff recently analyzed the program and determined that making changes to the discount effectiveness date would result in a savings to the City of \$44,000 while still offering service to qualified customers.
- Collaboration/Partnerships: Staff who administer this program also provide compassionate assistance by referring customers to local social or public service agencies for assistance with needs other than utility rate discounts. Staff works with and refers customers to Bellevue's Human Services or to the Home Loan Program administered through the Parks Department for other needs. Customers who qualify for this program also receive a discount on their garbage service through Allied Waste and we work closely with Allied to ensure that they have the information needed to discount garbage services.
- Best Practices: This program has been operating in Bellevue for over 20 years, emphasizing the City's long-term commitment to supporting vulnerable members of our community. Issaquah, Kirkland, Redmond, Renton, and Seattle all have similar programs. In fact, most utilities across the nation offer some sort of discount program.
- Sound management of resources: Staff ensures that applicants provide adequate evidence of their income and verifies identity as part of the qualification process. The preapproval double-check of applications by a separate individual ensures that qualified applicants are thoroughly screened by program staff before assistance is approved.
- Enhance Bellevue's image: By ensuring that the basic needs of this vulnerable population are met, this program greatly enhances Bellevue's reputation as a caring community that helps its residents in need.

## 2011-2012 Budget Proposal

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

**Short-term benefits:** For seniors and disabled citizens who are living at subsistence levels, reduced utilities rates help them to pay for the very basic needs of a quality and healthy life: clean, safe, and reliable utilities. The short-term benefit of reduced rates allows citizens to distribute a greater portion of their limited income to other necessities such as food, power, and transportation. By offering this program, the City enhances its reputation as a compassionate community.

**Long-term benefits:** Inability to pay utilities bills is one reason people who exist on the economic edge are pushed into homelessness. Even in a well-run and efficient organization like the City of Bellevue, utilities costs can impose a disproportionate burden on the poor. According the US Department of Housing and Urban Development, for elderly poor and disabled persons living on Social Security Income, the average utilities burden (including energy costs) is 19 % of their income. In contrast, for those people earning the median income, the utilities burden is 4% of their income. It is simply more cost-effective to proactively help people before they reach a crisis point.

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

- Track the % of residential accounts enrolled in the program. The target percentage is 3%, based on past participation. This measure helps gauge the effectiveness of outreach efforts.
- Track the % of applicants who receive the discounted rate.

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

The current service level is based on outreach efforts to identify the most vulnerable customers – those who are low-income seniors or disabled. There is no industry standard to benchmark level of service.

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

This activity is entirely supported by utility rates.

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

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

1. Legal: N/A
2. Customer Impact:
  - Bellevue's low-income senior and disabled citizens would lose a much-needed safety net;
  - Bellevue's image as a caring community would be diminished.
3. Investment/Costs already incurred: This program is supported by current rates.
4. Other: N/A

***B. Consequence of funding at a lower level:*** The percentages of discount offered could be altered to reduce the levels of discount provided. This will reduce the number of low-income senior and disabled customers who can be helped, or reduce the amount of assistance provided. There would be still be fixed costs for staff to administer the program and professional fees from our software vendor to make changes to the current billing system. Eligibility requirements could be changed to limit the number of participants. This would require an ordinance defining the new requirements.