



The City of Bellevue, Washington

A Report to Our Citizens



Mission: *Provide exceptional customer service, uphold the public interest and advance the Community Vision.*

Vision: *Be a collaborative and innovative organization that is future focused and committed to excellence.*

Organizational Core Values

Stewardship—preserve and enhance the community's environmental, financial, human, and physical resources

Innovation—encourage and reward creative ideas and solutions

Integrity—trustworthy, truthful, and ethical

Commitment to Employees—value all employees and their contributions and treat each other with caring and respect

Exceptional Public Service—deliver outstanding service to the customer

Bellevue's Vital Signs Point to a Healthy City

One way doctors determine how healthy we are is by taking our vital signs. Our blood pressure, pulse and heartbeat provide a snapshot of our physical well-being.

But how does a city determine if it is healthy? How does it tell if it is performing at peak levels and delivering high quality services? How does a City Council insure important budget and other policy decisions are data-driven and aligned with what their constituents want?

In Bellevue, we measure our vital signs.

A number of years ago Bellevue, like other cities, began using scores of performance measures to determine how city departments were performing in a variety of very specific areas. What was lacking, however, was a simple, cogent way to communicate to citizens how the city as a whole was performing in key areas.

Seven years ago, we devised our own vital signs, 16 areas where we knew it was imperative we perform at top levels if we were to remain a great city in which to live, work and play. Many of the 16 vital signs we came up with focused on basic public safety and other city services. How well are our firefighters containing fires to the room of origin? How fast are our police officers responding to emergencies? Are crime rates going down? Are we meeting the highest water quality standards?

But we also decided to involve our residents. Through regular scientific polling, we began taking their pulse. How satisfied were they with their city parks? How would they rate their neighborhoods as places to live? Was the city doing a good job planning for the future, and was it spending their tax dollars wisely?

So just how healthy is Bellevue? Our most recent physical indicates we are in very good shape. Last year, Bellevue met its performance goals in 14 of the 15 vital signs where targets were set for 2009. Scores improved in 8 areas, stayed the same in three, and declined slightly in three.

Nearly nine out of every 10 citizens said they felt they are getting their money's worth for their tax dollar, and 97% of residents said that Bellevue was a good to excellent place to live – echoing the 2010 CNN/Money Magazine list that cited Bellevue as one of the nation's best small cities.

A community's health depends on many factors such as its resident and the amenities that the community has to offer. A responsive city government is paramount to making the difference between a good community and one that is excellent. Bellevue listens to its citizens and consistently delivers high quality services at a reasonable cost. By taking our vital signs each year, we can tell if we are making the right decisions and delivering improved value to our citizens.

Managing a city the size of Bellevue is, in many ways, like managing a large for-profit corporation. Like a large corporation, Bellevue has diverse and interrelated lines of business. It has to not only provide a clean, uninterrupted water supply, but also first-rate police and fire services so people can feel and be safe at all hours of the day.

But while corporations measure their success with profits and dividends, cities measure their success by how well they provide efficient, well-managed services. Like stockholders in a company, citizens invest substantial resources in their government and rightfully expect government, in return, to be accountable and provide quality services at reasonable costs.

In Bellevue, we measure our success through a set of metrics including our Vital Signs. These vital signs focus on how well we are performing operationally. For example, are we meeting our emergency response time goals? The vital signs also measure community sentiment. Do citizens think they are getting value for their tax dollars? Do they think the city is headed in the right direction?

When viewed together, these operational and community vital signs provide a good sense of Bellevue's health and well-being.

City of Bellevue Vital Signs

	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2009 Target	Target Met Or Exceeded
Public Safety						
Patrol response times to critical emergencies from dispatch to arrival	3.4 min	3.9 min	4.3 min	3.5 min	4.0 min	✓
Percent of fires confined to room of origin	88%	82%	90%	90%	85%	
Cardiac arrest survival rate (Annual/5-yr Avg)	63/45%	60/53%	45/53%	53/55%	45/55%	✓
Number of violent & property crimes committed per 1,000 population	38	37	37	34	40	✓
Quality of Life						
Residents' overall satisfaction with Parks and Recreation in Bellevue	83%	89%	90%	92%	85%	✓
Residents rating Bellevue as a good or excellent place to live	93%	95%	95%	97%	95%	✓
Violations of state and federal drinking water standards	0	0	0	0	0	✓
Water service interruptions per 1,000 service connections	2.6	1.6	1.8	2.6	3.0	✓
Neighborhood Vitality						
Residents rating their neighborhood as a good to excellent place to live	90%	93%	91%	89%	91%	
Resident satisfaction rating for clean streets (fairly clean to very clean)	95%	97%	95%	not collected in 2009		
Resident satisfied with street sweeping in their neighborhood				73%	Target not set	
Financial Excellence, Sustainability & Planning						
Percent of residents saying they are getting their money's worth when thinking about City of Bellevue services and facilities	84%	87%	85%	86%	85%	✓
Moody's Investors Service Bond rating	Aaa	Aaa	Aaa	Aaa	Aaa	✓
Percent of residents fairly satisfied to very satisfied with job City is doing in planning for the future	69%	70%	71%	75%	71%	✓
Residents saying Bellevue is headed in the right direction	77%	81%	80%	88%	80%	✓
Streets & Traffic						
Residential street average pavement rating	80	85	85	83	76	✓
Percent of Mobility Management Areas achieving concurrency	100%	100%	100%	100%	100%	✓

2009 Accomplishments

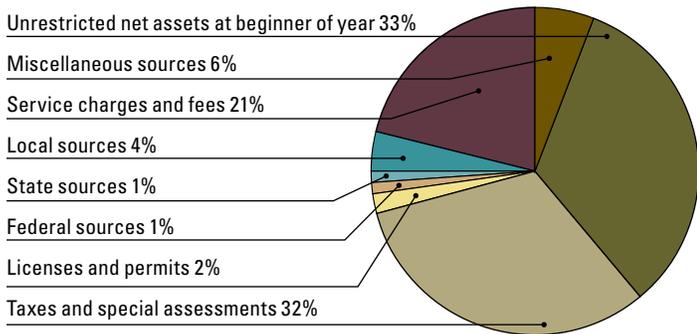
- ◆ All city operating departments remained professionally accredited.
- ◆ Adopted the Bel-Red Corridor Plan and related Land Use Code amendments, zoning and Traffic Standards Code
- ◆ Obtained \$1.29 million in federal grants for energy efficiency and conservation projects
- ◆ Completed the NE 10th Street Bridge over I-405 in association with Washington State creating a new link between downtown and the medical district
- ◆ Adopted shopping cart containment regulations and enforcement provisions relating to abandoned shopping carts
- ◆ Organized multi-department team focused on East Link evaluation
- ◆ Expanded the Regional Fiber Consortium to include colleges, other cities and school districts as part of the "ring Lake Washington fiber expansion project
- ◆ Successfully transitioned to NORCOM regional communications center including new police computer aided dispatch (CAD) software
- ◆ Implemented Local Revitalization Financing Area to recapture \$12.5 million over 25 years in property and sales taxes to support the NE 4th Street extension

All City of Bellevue

Revenue by Source

	2008	2009
Unrestricted net assets at beginning of year	\$154,890	\$144,668
Taxes and special assessments	149,715	141,904
Licenses and permits	8,973	6,414
Federal sources	3,481	4,813
State sources	5,356	6,409
Local sources	19,570	18,095
Service charges and fees	95,320	112,626
Miscellaneous sources	28,043	11,262
Total primary government revenues	\$465,348	\$446,191

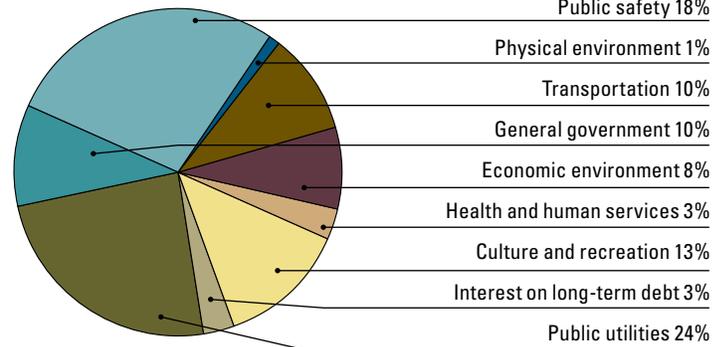
Revenue by Source



Expenses by Service Area

	2008	2009
General government	\$29,573	\$29,641
Public safety	80,253	78,373
Physical environment	2,449	1,952
Transportation	29,372	25,853
Economic environment	22,940	21,785
Health and human services	6,834	7,914
Culture and recreation	37,926	37,818
Interest on long-term debt	7,150	7,294
Public utilities	69,206	75,484
Total primary government expenditures	\$285,703	\$286,114

Expenses by Service Area



How the City Operates

From its incorporation in 1953, Bellevue has maintained a Council City Manager form of government. The City Manager is appointed by the Council as the chief executive officer of the City and is responsible to the Council for the proper administration of all City affairs. Councilmembers are elected at large by Bellevue voters, and each serves a four year term. They are part time officials who exercise the legislative power of the City and determine City policy. Bellevue has a seven member Council, one of whom is elected by his or her fellow members to serve as Mayor for two years. The Mayor serves as Chairperson of the Council, makes appointments to Council committees, and presides over weekly Council meetings.

City of Bellevue Characteristics

Bellevue, the fifth largest city in the state with a residential population of 120,600 in 2009, is located on the eastern shore of Lake Washington near the population and geographical center of the Puget Sound region. It is about 31.5 square miles in size and is a major and growing employment center and residential community. Bellevue is just 11 miles from Seattle with the Cascade Mountains to the east, and Mount Rainier to the south.

Bellevue started as a pastoral market hub for blueberry fields and farms and was incorporated in 1953. In the past two decades the City has grown to skyscraper heights and shed its "suburban" status to become a thriving metropolis and a "technology center" that is home to many of the world's leading high-tech companies. Bellevue is a major employment center for software development, internet and network services, multi and digital media, and biotech. Its prestigious high-rise core provides office space for thousands of professionals.



City Key Initiatives

Bellevue Mobility Initiative

- ◆ Increase alternatives to solo driving by boosting transit routes, carpool options, bike lanes and pedestrian amenities.
- ◆ Sustain a strong economy by providing transportation choices in order to manage congestion and assure the free-flow of people and goods on city streets.
- ◆ Contribute to the health of neighborhoods by creating better places to walk, controlling cut-through traffic, increasing transit and directing vehicles to highways and city arterials.
- ◆ Help travelers reach their destinations in a timely manner.

Environmental Stewardship

- ◆ Work toward sustainable operational practices;
- ◆ Engage employees, residents and businesses in sustainable practices;
- ◆ Build on Bellevue's reputation as an environmental innovator and leader.

Long-range Financial Planning

- ◆ Identify major trends and other factors that will influence service and capital needs through the year 2020;
- ◆ Create a financially sustainable model that will allow the city to deliver services and to invest in capital priorities for the foreseeable future; and
- ◆ Facilitate policy discussions of future operating and capital investment priorities

For additional information call or write:

Rich Siegel
Performance and
Outreach Coordinator
rcsiegel@bellevuewa.gov
425-452-7114

www.bellevuewa.gov/citizen_outreach_performance.htm

Photos Courtesy of Big Picture.

The design of this report was funded by a grant from the Association of Government Accountants.

For more information, visit
www.bellevuewa.gov/citizen_outreach_performance.htm