



2017-2018 Results Team Overview

As the first step in developing the preliminary budget, building on the work of previous budgets and researching new information, Results Teams (cross departmental teams assigned to each Outcome) have validated the prior Cause & Effect maps and written a Request for Results for each Outcome.

Tonight, staff present a high level summary the Cause & Effect Maps attached in this Workshop Book focusing on what has changed since Budget One 2015-2016 and how each Outcome relates to the Council strategic target areas.

The Cause & Effect Map illustrates the Outcome, community value statement, council vision and strategic target areas, factors and sub factors, key community indicators and the key performance indicators. The Request for Results is an in-depth narrative of the Cause & Effect Map to explain the approach that will be used to evaluate and rank the operating proposals as well as providing purchasing strategies and guidance. This work provides the basis for the organization to respond with proposals to.

Included in this Workshop Book by Outcome is:

- The final RT C&E map
- A copy of the RT C&E map with additions from 2015-2016
- A copy of the RT C&E map with deletions from 2015-2016
- The final RT Request for Results

Following tonight, the organization will prepare proposals, submitting the proposals to each Outcome area. The Results Teams will then rank the proposals in the context of how well they relate to the Outcome and will perform a metric analysis that shows how we are achieving the intended results of the proposal. The Budget Office will work with departments to provide a fiscal analysis and a funding line by Outcome. The combined products will be delivered to the Leadership Team who will review and provide an across the outcomes look at the results and make a recommendation to the City Manager. The City Manager will review all of these inputs together with Council feedback and prepare his preliminary budget for Council deliberation, review, and adoption this fall.

Cause & Effect Map



Quality Neighborhoods and Innovative, Vibrant and Caring Community



As a community, Bellevue values...

- An attractive, well-maintained and safe neighborhood.
- A neighborhood that supports all families.
- Convenient access to day-to-day activities.
- A diverse community where there are opportunities for all generations to live well, work, and play.
- A community that is visionary and fosters creativity.
- A community that encourages civic engagement and is welcoming, supportive, and demonstrates caring for people through actions.
- A "City in a Park".

Council Vision – Strategic Target Areas

- **Transportation and Mobility** - Getting into, around and through Bellevue is a given
- **High-Quality Built and Natural Environment** - Bellevue has it all
- **Great Places Where You Want to Be** - Place to be inspired by culture, entertainment and nature
- **Achieving Human Potential** - Caring community where all residents enjoy a high quality of life

FACTORS

Citizen Involvement

- Create Public Interest
- Inclusive Programs
- Outreach and Communication
- Recreation and Social Interaction
- Multicultural Activities
- Support Services

Innovation and Adaptability

- Partnering and Collaborating
- Planning
- Culture and Creativity
- Involvement

Community Safety and Support

- Safety Education
- Security
- Accessible and Affordable Programs
- Outreach & Problem Solving
- Equity and Cultural Competence

Neighborhood Identity

- Neighborhood Enhancement
- Character
- Diversity
- Pride
- Social Connectivity
- Public Places

Facilities and Amenities

- Partnerships
- Safe and Well Maintained
- Participation
- Place Making
- Educational Facilities

Neighborhood Mobility

- Universal Access
- Connecting Neighborhoods
- Safe and Well Maintained
- "Green" Choices
- Partnering and Collaborating
- Planning

Key Community Indicators

- % of residents who agree that Bellevue has attractive and well maintained neighborhoods.
- % of residents who agree that Bellevue neighborhoods are safe.
- % of residents who feel they live in neighborhoods that support all families.
- % of residents who say their neighborhoods provide convenient access to their day-to-day activities.
- % of residents who agree that Bellevue fosters and supports a diverse community in which all generations have good opportunities to live well, work, and play.
- % of residents who view Bellevue as a visionary community in which creativity is fostered.
- % of residents who agree that the City promotes a community that encourages civic engagement.
- % of residents who agree that the City is welcoming and supportive by demonstrating care for people through actions.
- % of residents who agree that Bellevue can rightly be called a "City in a Park".

Key Performance Indicators

- % of residents with average to strong sense of community.
- % of residents who say their neighborhood is a good or excellent place to live.
- # of citizens served by our Human Services each year.
- % of households that have visited a neighborhood park or facility over last year.
- # of resident requests served by Mini City Hall.
- # of residents participating in City outreach events.
- % of human services programs meeting contract performance goals.
- % of program vacancies and/or # of programs with wait list.
- # residents served by human services contracting agencies.
- # of registrants for city recreation programs.
- Average frequency of park usage by Bellevue residents.
- Volunteering in the community as measured in city and partner agencies.
- % of residents satisfied with job city is doing planning for the future.



Quality Neighborhoods and Innovative, Vibrant and Caring Community



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- Average frequency of park usage by Bellevue residents.
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Cause & Effect Map - **Deletions**

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Quality Neighborhoods



As a community, Bellevue values...

- An attractive, well-maintained and safe neighborhood.
- A neighborhood that supports all families.
- Convenient access to day-to-day activities.



Council Vision

THIS IS A NEW Section for 2017-2018

Factors:

Public Health and Safety

- ~~Neighborhood Preservation~~
- Public Safety Education
- Security

Sense of Neighborhood Identity

- Character
- Diversity
- Pride
- Involvement

Facilities and Amenities

- Partnerships
- Planning
- Safe and Clean
- Participation
- Place making

Neighborhood Mobility

- Universal Access
- Planning
- ~~Healthy Choices~~

Schools

- Education
- ~~Identity~~
- Recreation and Social Interaction
- Facilities

Key Community Indicators:

- % of residents who agree that Bellevue has attractive and well maintained neighborhoods
- % of residents who agree that Bellevue neighborhoods are safe.
- % of residents who feel they live in neighborhoods that support all families.
- % of residents who say their neighborhoods provide convenient access to their day-to-day activities.

Key Performance Indicators:

- ~~% of residences in neighborhood in foreclosure process~~
- % of residents with average to strong sense of community
- % of residents who say their neighborhood is a good or excellent place to live
- # of citizens served by our Human Services each year
- % of households that have visited a neighborhood park or facility over last year
- ~~# of citizens/residents attending neighborhood association meetings~~

Cause & Effect Map - **Deletions**

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Innovative, Vibrant and Caring Community



As a community, Bellevue values...

- A diverse community where there are opportunities for all generations to live well, work, and play.
- A community that is visionary and fosters creativity.
- A community that encourages civic engagement and is welcoming, supportive, and demonstrates caring for people through actions.
- A "City in a Park".



Council Vision

- **THIS IS A NEW SECTION FOR 2017-2018**

Factors:

Citizen Involvement

- Creating Public Interest
- Diversified Groups
- Outreach Strategies

Opportunities for Citizen Interaction

- ← Events
- Programs
- Public Places
- ← Private Places

Support Services

- Accessible and Affordable
- Programs for diverse citizenry
- Community Partnerships
- Outreach

Built Environment

- Safe and Well Maintained
- ← Housing and Community Facility Options
- Planning

Key Community Indicators:

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- % of residents who agree that the City is a welcoming and supportive city that demonstrates caring for people through actions.
- % of residents who agree that Bellevue can rightly be called a "City in a Park".

Key Performance Indicators:

- % of human services programs meeting contract performance goals.
- % of program vacancies and/or # of programs with wait list.
- # residents served by human services contracting agencies.
- # of registrants for city recreation programs.
- Average frequency of park usage by Bellevue residents.
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- % of residents satisfied with job city is doing planning for the future.



Request for Results Quality Neighborhoods Innovative, Vibrant and Caring Community

The 2017-2018 Quality Neighborhoods and Innovative, Vibrant and Caring Community Results Team:

Team Leader: Maher Welaye

Team Members: Kristen Flaherty, Sara Gollersrud, Todd McLean

Introduction

This Request for Results (RFR) outlines the results and factors that will be used to evaluate and rank operating and capital offers for the Budget One process. Citizen-focused outcomes were approved by City Council and will form the basis for developing the City Manager's Preliminary Budget. This document provides guidance to staff in developing offers for the 2017-2018 Operating Budget and 2017-2023 Capital Investment Program Plan.

What is the Quality Neighborhoods and Innovative, Vibrant, and Caring Communities (QN and IVCC) outcome?

There are four key elements that shape neighborhood quality: Neighborhood Core Needs, Social Connectivity, Adaptability and Neighborhood Character. Fulfilling these four elements supports the City of Bellevue in achieving its goal to maintain and enhance the high quality of life in Bellevue's distinctive neighborhoods.

Surveys of Bellevue citizens conducted annually show that the vast majority of residents (94%) rate their neighborhood as a Good or Excellent place to live. Citizens also strongly agree that their neighborhoods are safe and provide convenient access to day-to-day activities. There is, however, only average citizen agreement that Bellevue provides welcoming and supportive communities that care about residents.

The goal of the QN and IVCC outcome is to maintain the high level of citizen satisfaction with Bellevue as an excellent place to live, and to continually improve access to the services and outreach programs that create a caring, vibrant, and diverse community. Its selection as an outcome in the Budget One process reflect the importance placed on achieving key Council Vision benchmarks such as; Transportation and Mobility, High Quality Built and Natural Environment, Bellevue: Great Places Where You Want to Be, and Achieving Human Potential.

Note: For purpose of this RFR, *citizens* are defined as people who live, work or play in Bellevue.



Request for Results Quality Neighborhoods Innovative, Vibrant and Caring Community

Community Value Statements

As a community, Bellevue values....

- An attractive, well-maintained and safe neighborhood.
- A neighborhood that supports all families
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Council Vision

- Economic Development
- Transportation and Mobility
- High Quality Built and Natural Environment
- Bellevue: Great Places Where You Want to Be
- Regional Leadership and Influence
- Achieving Human Potential
- High Performance Government

Community Indicators

Community Indicators are high level measurements that provide information about past and current trends. They provide insight that community leaders and others can use in making decisions that affect future outcomes.

In the case of Budget One, they are high level indicators of resident opinion that illuminate Council Outcomes and parallel the Community Value Statements. They are gathered annually and provide insight into the overall direction of an intended outcome – whether things are improving, declining, or pretty much staying the same.

- % of residents who agree that Bellevue has attractive neighborhoods that are well maintained.
- % of residents who agree that Bellevue neighborhoods are safe.
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Request for Results Quality Neighborhoods Innovative, Vibrant and Caring Community

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Performance Indicators

The performance indicators (PIs) listed below are a collection of measures that taken together, indicate whether the QN and IVCC outcome is achieving the community’s desired result. They provide a snapshot of current performance and track over time where actual performance is improving, worsening or staying the same. The PIs for QN and IVCC are:

- % of residents with average to strong sense of community.
- % of residents who say their neighborhood is a good or excellent place to live.
- # of citizens served by human services each year.
- % of households that have visited a neighborhood park or facility over last year
- # of resident requests served by Mini City Hall.
- # of residents participating City outreach events.
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Factors

To validate the factors that contribute to QN and IVCC for the 2017-2018 Budget One process, the Results Team reviewed the previous teams’ research and interviews. This review consisted of; existing city documents (e.g., Comprehensive Plan, Parks and Open Space Plan, Ped/Bike Plan, etc.) as well as information gathered from outside sources (i.e., books, articles and web sites). A complete list of resources is included in Appendices A & B.

Citizen Involvement



Request for Results Quality Neighborhoods Innovative, Vibrant and Caring Community

Engaged and active citizens are an essential component to achieve quality neighborhoods and an innovative, vibrant and caring community. Bellevue's diverse community is an important resource in shaping Bellevue's future. Providing opportunities for all cultures, ages and abilities to participate in programs, events, and civic services breaks down barriers and ensures transparency and accountability. There are a variety of opportunities for citizen involvement, including:

- Decision-making by serving on boards, commissions and citizen advisory committees
- Voting
- Organizing or participating in a neighborhood project
- Volunteering with a community organization
- Participating in public meetings or workshops
- Maintaining an open dialogue with city government

Citizen involvement ensures participation in public decisions, sharing of ideas and information on community issues, and fosters a sense of community and trust in government. Sub-factors include:

- **Create Public interest** - Engaged community members are more likely to participate in discussions that may lead to the resolution of perceived community issues. Involved citizens are more knowledgeable about local government processes and services, and are better able to provide feedback about the importance and delivery of those services.
- **Inclusive Programs** – Inclusive programs recognize, cultivate, preserve and respect differences and foster positive personal and professional opportunities. Promoting community involvement by providing an environment of cultural awareness and a wide range of ideas and perspectives.
- **Outreach and Communication** - Proactively involving Bellevue citizens provides an accurate view of community strengths and needs. This increases the likelihood of preventing/solving issues and enriching community life. Open and transparent communication helps to create greater public trust, facilitate collaboration and can encourage greater participation in the community. New emerging technologies for citizen engagement where they are effective and efficient at enhancing citizens understanding and participation. Offer multiple channels of engagement, including social media and other evolving technology.
- **Recreation & Social Interaction** –After-school and summer activities, as well as community events, and neighborhood gatherings. Organized activities help children and youth resist unsafe behaviors and enhance learning. They also give participants the opportunity to explore and master activities (i.e., art, dance, music, sports) that can contribute to their overall development and achievement.
- **Multicultural Activities** - Public and private special events/programs can break down barriers to engage cultural and linguistically diverse communities. Arts and culture,

Request for Results Quality Neighborhoods Innovative, Vibrant and Caring Community

recreation and sports, and social community events bring people together. These events and programs foster increased understanding and interaction among participants and promote positive contact among residents in the community.

- **Support Services** – Encourage services that respect the diversity and dignity of individuals and families, and foster self-determination and self-sufficiency. Foster a caring community by addressing Human Services needs for additional affordable housing options.

Innovation and Adaptability

Bellevue is a growing, international, world-class city. Our neighborhoods reflect our past, present and future. They are dynamic communities that continue to adapt and change, while preserving what residents' value most. They are growing with new schools, businesses, parks and amenities. As we look to the future, our neighborhoods must reflect the market forces that respond to the changing housing needs of Bellevue's diverse community. New challenges and opportunities will emerge that require bold ideas, creativity, and community wide innovation to address. Residents will play an active role in responding and adapting to the changes that impact their community.

- **Partnering and Collaborating** – Partnering with neighborhood residents and community groups is critical to creatively addressing emerging issues, maximizing opportunities, and building strong community connections that enhance the quality of life for all citizens.
- **Planning** – Promoting innovative investment in planning, and identifying neighborhood priorities, affirms community values, preserves the unique character of Bellevue's neighborhoods, and enhances opportunities for all of our residents.
- **Culture and Creativity** – Providing outlets for cultural expression, vision, and creativity enriches the quality of life in our neighborhoods and cultivates a welcoming environment for all.
- **Involvement**—involvement is a key component to creating a sense of neighborhood within in the community, Encouraging involvement fosters neighborhood identity by building relationships, sharing common interests and creating a feeling of inclusion. This strengthens the neighborhood's capacity to explore new ideas and equitably adapt to emerging issues and needs.

Community Safety and Support

A Quality Neighborhood is one that is safe and well-maintained, with strong neighbor-to-neighbor connections, and convenient access to community support services. These qualities create a healthy environment that is the foundation for an Innovative, Vibrant, and Caring Community. While Safety and Support may be addressed in other outcomes, we are primarily focused on how these factors enhance neighborhood livability and build healthy communities. Sub-factors include:

Request for Results Quality Neighborhoods Innovative, Vibrant and Caring Community

- **Safety Education**—It is important that the City of Bellevue work closely with community members, neighborhood associations, the school district, and local businesses to address crime prevention and emergency preparedness. This education focuses on preserving public safety and enhancing neighborhood livability to meet the needs of each neighborhood and/or business area.
- **Security**— Crime, and the concern of crime, can diminish the quality of life for all who live, work, and play in the City of Bellevue. The vitality of our city depends upon keeping our homes, neighborhoods, public spaces, educational institutions, and workplaces safe and secure.
- **Accessible and Affordable Programs** - The City of Bellevue is home to a diverse population with various means and abilities. All of our citizens should have the opportunity to receive services regardless of age, race, language, physical ability, or socio-economic status. Programs provided for the public should be accessible and affordable, deliverable to a diverse population, and include services that assist our vulnerable and at risk residents.
- **Outreach and Problem Solving** - The City and its many partnerships offer a variety of programs that help to meet the needs of the community such as crisis support, intervention, mediation and prevention. Educating citizens to increase awareness of the services offered is critical to their support. Information and training lets citizens know what programs are available and how to best access them.
- **Equity and Cultural Competence** – The diversity of Bellevue’s community has grown tremendously, increasing the complexity of the challenges we will face. Work that builds a fair and just community where equality is the outcome and skills are developed that facilitate effective interactions across diverse cultures contribute to establishing a more resilient community.

Neighborhood Identity

Considered to be a key element of a highly functioning neighborhood, Neighborhood Identity develops a strong sense of ownership, pride and being a part of a vibrant caring community. Neighborhoods that embrace any and all types of people regardless of race, gender, religion, age, abilities and ethnic backgrounds are vital to the growth and development of the City as a whole.

Fostering a shared sense of belonging is influenced by social and physical considerations. Social influences include creating spaces, activities and events that encourage people to gather and get to know their neighbors. Physical influences include attractive landscapes, public properties and facilities Sub-factors include:

- **Character** –The interaction between physical space (streets, building, infrastructure and public space) of a neighborhood and its residents (culture, politics and economics) defines neighborhood character.

Request for Results Quality Neighborhoods Innovative, Vibrant and Caring Community

- **Diversity** – While there is no single, agreed upon, definition of diversity; inclusion, respect, and engagement with people of different abilities, ages, backgrounds, beliefs, and cultures promotes engagement and a sense of belonging.
- **Pride** – Having pride in your neighborhood is not just about the way it looks on the outside, it's also about how people feel when they talk to others about where they live. It can inspire and increase community spirit within the neighborhood.
- **Social Connectivity** – A sense of neighborhood also results from involvement in the community, whether the involvement stems from a committee, commissions, neighborhood events or volunteering in some capacity. Encouraging involvement fosters a sense of identity by building relationships with neighbors, sharing common interests and creating a feeling of identity and inclusion in their neighborhood.
- **Public Places** - Community facilities enhance the lives of residents in many ways. They contribute to overall quality of life, provide access to programs and services, as well as gathering places for people to meet and socialize. These spaces should provide users with a sense of attachment and identity in order to be successful.
- **Neighborhood Enhancement**- Neighborhoods want to preserve and develop their character, which is shaped by their locations and history. While it is hoped everyone will maintain their properties, it sometimes becomes necessary to use City ordinances to ensure neighborhood upkeep and to regulate unacceptable activities. Well maintained neighborhoods provide a sense of pride, safety and retained value. Neighborhood enhancements can express neighborhood identity, add to local amenities. Support local unique places and improve the day to day environment of residents.

Facilities & Amenities

An essential component of a quality neighborhood is a wide range of open spaces and facilities where people can gather and interact in a meaningful way. Clean and safe gathering places provide a public focus for a variety of neighborhood activities and promote a sense of place and a positive neighborhood image. Nearby spaces and facilities provide opportunities for residents of all ages, abilities, socio-economic and cultural backgrounds to participate more fully in neighborhood life. Adequate and quality facilities and amenities provide healthy options for residents by offering opportunities for physical activity and enjoyable environments. Sub-factors include:

- **Partnerships** - Partnering and planning with neighborhood groups can help promote neighborhood investments. The goal is to promote access to convenient day to day activities.
- **Safe and Well Maintained** - Clean and safe gathering places provide a location for a variety of neighborhood activities. Without a safe and well maintained facility people will not come, they will not stay, and they will not interact.

Request for Results Quality Neighborhoods Innovative, Vibrant and Caring Community

- **Participation** - Facilities and amenities promote neighborhood involvement. Amenities such as shops, parks, trails, and open space attract both residents and visitors to a neighborhood.
- **Place Making** – A key ingredient to a Quality Neighborhood is public space that encourages people to interact, enjoy, and connect with neighbors.
- **Educational Facilities** – Neighborhood Facilities and Amenities should promote an educational experience and ensure exceptional opportunities for all ages.

Neighborhood Mobility

A key component of Quality Neighborhoods and Innovative Vibrant Caring Community is a transportation network that provides safe and easy access to residences, parks, schools, retail, and cultural opportunities. This network should serve all users of the transportation system, including: drivers, pedestrian, bicyclists, and transit riders, regardless of ability. While we acknowledge mobility is addressed in another outcome area, we believe it is particularly important at the neighborhood level.

This factor strives to balance the demand for increasing personal mobility and economic growth with the need to respect the environment. Managing motor vehicle and transit use and enhancing conditions for walking and bicycling results in improvements to the quality of life in neighborhoods.

Another key component of quality neighborhoods is ease of access (i.e., the proximity of schools, shopping, and other activities to residences) which can influence the frequency, distance of travel and mode choice. Effective land use planning, construction of public infrastructure, private investment, and partnerships can decrease the need to drive by reducing distance between destinations, facilitating walking, biking or the use of public transit. Sub-factors that contribute to this factor include the following:

- **Universal Access** – All modes of transportation are an essential part of a neighborhood infrastructure that individuals use to gain access to the goods, services, and social contacts that support their day-to-day existence and quality of life. People are better able to participate in the neighborhood activities if these facilities are accessible to all modes of transportation.
- **Connecting Neighborhoods** - Connecting neighbors and neighborhoods is a key component of quality living in Bellevue. These connections promote a strong sense of community and provide healthy, active transportation choices.
- **Safe and Well Maintained** - Great transportation connections in neighborhoods must be accessible, clean, and most important safe. People are encouraged to use such a facility when it is inviting, clean, safe and well maintained.



Request for Results Quality Neighborhoods Innovative, Vibrant and Caring Community

- **“Green” Choices** – The way our transportation system is planned, designed, and built has far-reaching implications for public health. Providing healthy accessible choices encourages people to get out and enjoy their neighborhood on foot or by bike. In doing so, we can also improve the health of our residents, support environmental sustainability, and bring people together.
- **Partnering and Collaborating** – Partnering with neighborhood residents and groups is critical to maximizing the investments in connectivity and accessibility of neighborhoods.
- **Planning** – Promoting neighborhood investment in planning, design and implementation of transportation systems helps retain and reflect the culture and character of the neighborhood.

Background/Choices

Quality Neighborhoods and Innovative, Vibrant and Caring Communities (QN and IVCC) have historically been divided into two separate outcomes. However, due to the significant amount of overlap, and their interdependence upon each other, the Results Team recommended they be merged into one budget priority for the 2017/2018 process. The City Council unanimously approved the request. This allows for a streamlining of the Request for Results document, and simplifies the process for departments to submit budget proposals.

Purchasing Strategies

A set of Citywide Purchasing Strategies are listed in the Request for Results Introduction section the RFR book. Proposal writers should refer to these purchasing strategies in their proposals as they apply to programs to the Quality Neighborhoods and Innovative, Vibrant and Caring Community outcome.

Proposals are expected to address a balance of the citywide purchasing strategies in addition to directly responding to the outcome specific purchasing strategies described below.

Outcome-specific purchasing strategies

When identifying purchasing strategies, the Quality Neighborhood and Innovative, Vibrant, Caring Community team focused on services that are important, responsive and accessible to all. High importance was placed on programs that promote culturally competent interactions and serve our diverse community.

Proposals should include information describing how the program or project addresses the applicable components within each purchasing strategy, including any evidence of past performance or success in other jurisdictions. Strategies that may overlap with other outcomes



Request for Results Quality Neighborhoods Innovative, Vibrant and Caring Community

are italicized. Guidance for proposal writers is included to provide direction about where to address proposals that involve overlap between outcomes.

- We are seeking proposals that contribute to **Citizen Involvement**, specifically proposals that:
- Promote affordable housing options to meet the needs of the city's growing diverse population.
 - Encourage services that respect the diversity and dignity of individuals and families, and foster self-determination and self-sufficiency.
 - Ensure that public engagement is culturally relevant and provides citizens the opportunity to engage at all levels of decision making.
 - Provide equitable access to the city's programs, services, and events – including accommodation for disabilities, and populations with limited English ability.
 - Reduce barriers by offering a variety of recreational, arts, and cultural opportunities for people to express creativity, learn new skills, and enjoy the outdoors.

*Potential Overlap: **Citizen Involvement** is an important factor in QN and IVCC, proposal writers should also refer to the Safe Community outcome. Proposals designed to enhance community involvement through community partnerships and accountability (enforcement programs or education/information on safety) would go to Safe Community, as that is their primary objective. General outreach efforts to neighborhoods are more appropriate for QN and IVCC.*

*Potential Overlap: **Economic Growth and Competitiveness** proposals that address citywide planning and infrastructure should go to EG & C. While proposals that support and promote affordable housing options should go to QN & IVCC.*

- We are seeking proposals that increase the capacity towards **Innovation and Adaptability** within our neighborhoods and communities, specifically proposals that:
- Provide collaboration and partnership with citizen groups to creatively address emerging neighborhood and community issues or concerns.
 - Engage residents in neighborhood planning to preserve and enhance neighborhood character and identity.
 - Provide opportunities that increase the creative capacity of the community to foster a welcoming environment for all.
 - Increase volunteerism and civic engagement of residents, non-profits, faith community and businesses to work together for the common good.

Request for Results Quality Neighborhoods Innovative, Vibrant and Caring Community

- We are seeking proposals that provide services and programs designed to enhance **Community Safety and Support**, specifically proposals that:
- Provide neighborhood education in the areas of public safety, emergency preparedness, crime prevention, and public health.
 - Improve neighborhood security and enhance crime reduction efforts through engineering, participation, and by fostering citizen involvement in their neighborhoods.
 - Support community programs and outreach services that accommodate all members of our diverse population; regardless of age, race, religion, language, physical ability, or socio-economic status.
 - Provide information and/or training on programs that enhance community stability, such as; crisis support, intervention, and prevention.
 - Provide services and support for our vulnerable and at risk populations.
 - Increase awareness of, and improve access to, services and outreach programs provided by the City or other organizations.
 - Develop the skill set of cultural competence of the community and the City that facilitate more effective interactions between residents and city programs and services

*Potential overlap: **Safety Education** programs relating to transportation also fall under the Traffic Flow factor of the Improved Mobility outcome. Programs relating to general safety are also covered under the Safe Communities outcome. There may be additional overlap in the Economic Growth and Development outcome.*

*Potential overlap: **Security** programs relating to response, prevention, planning and preparation, and partnerships are also covered in the Safe Community outcome. Neighborhood specific programs should be directed to the QN and IVCC, while larger scale community wide measures should be directed to Safe Community.*

*Potential overlap: **Programs for a Diverse Population** may also be addressed under Improved Mobility (Travel Options for all users) and Responsive Government (Customer Focused Services) outcomes. Most proposals under this heading should be directed to QN and IVCC.*

*Potential overlap: **Outreach Programs** relating to Customer-Focused Service are also addressed in the Responsive Government outcome. Programs relating to Prevention and Community Partnerships are found in the Safe Community outcome.*

- We are seeking proposals that strengthen the **Neighborhood Identity**, specifically proposals that:

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- Preserve and enhance a neighborhood's character.
- Respond and facilitate to the neighborhood's evolving diversity/demographics.
- Involve partnerships for community building.
- Increase neighborhood participation.
- Enhance neighborhood opportunities for community pride.
- Maximize the use of public places to strengthen neighborhood identity.

*Potential overlap: **Neighborhood Character** may also overlap with the Built and Natural Environment factor of the Improved Mobility outcome. Programs that are designed to improve linkages and involve land use planning, in effort to maintain the character of the neighborhoods should go to Improved Mobility. Proposals that support/enhance current neighborhood character, should be directed to the QN and IVCC outcome.*

Potential overlap: Economic Growth and Development outcome as it relates to their Community Development factor. QN and IVCC should be the primary recipient of the proposals as it relates to neighborhood and community enhancement.

- We are seeking proposals for **Facilities and Amenities**, specifically proposals that:
- Provide facilities and amenities that promote partnerships between public and private entities and encourage the neighborhood to use those spaces.
 - Invest in design, development and maintenance of safe and clean facilities and amenities within the neighborhood.
 - Develop and maintain neighborhood character as well as emphasize the City's long-range plans for trails, parks, and open space.
 - Encourage participation of all age groups to enjoy, educate, and connect.
 - Develop/Enhance community facilities that provide opportunities for both educational and social experiences that serve diverse populations.
 - Creates a positive experience by providing a "place" for people to interact.

Potential Overlap: Proposals for parks and/or open spaces intended to provide active recreational opportunities for citizens should be directed to QN and IVCC. Proposals having a goal of preserving the environment, and/or allowing citizens to experience the natural environment, should be directed to Healthy and Sustainable Environment.

Potential Overlap: Proposals that relate to a safe and well maintained environment of current community facilities should be directed to QN and IVCC. Development of new facilities and/or amenities should be also directed to Economic Growth and Development.

- We are seeking proposals that encourage and support **Neighborhood Mobility**, specifically proposals that:

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- Providing safe and convenient connections to enable people, regardless of their ability, to enjoy the benefits of neighborhood programs, services, and activities by providing convenient access
- Enhance neighborhood streetscape design to account for the form, function, and feel of the transportation system and its place within the larger community.
- Increase public awareness among motorists, cyclists, and pedestrians to obey traffic laws and show respect to other users.
- Increase public awareness on the full range of travel choices available.
- Promote viable alternate modes of transportation as a means of travel, recreation, and physical activities. Reducing reliance on motor vehicle for day-to-day activities.
- Provide safe and convenient connectivity within communities and protecting neighborhoods from negative traffic impacts.
- Improve local transit services and provide different travel modes connecting communities and neighborhoods.
- Invest in planning, development, design and maintenance of safe and clean transportation facilities that provides convenient access to programs and services.

*Potential overlap: **Safe and Well Maintained** facilities related to transportation connections also fall under the Traffic Flow and Existing & Future Infrastructure factors of the Improved Mobility outcome. Programs relating to general safety are also covered under the Safe Communities outcome.*

*Potential overlap: **Connecting Neighborhoods** proposals that involve creating and improving local connections also fall under Existing & Future Infrastructure of the Improved Mobility outcome.*

*Potential overlap: **“Green” Choices and Universal Access** proposals that involved creating and/or improving facilities to accommodate different modes of transportation also fall under Travel Options of the Improved Mobility outcome.*



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Appendix A: List of Primary Evidence

Citizen Involvement

"Citizen Engagement Vision",

http://www.bellevuewa.gov/pdf/PCD/02_Citizen_Engagement_FINAL_20150807.pdf

City of Bellevue Comprehensive Plan updated August 2015

"The Diversity Advantage",

http://www.bellevuewa.gov/pdf/Parks/Bellevue_Diversity_Advantage_Plan_12-08-14.pdf

City of Bellevue Diversity Initiative adopted December 2014

"Bellevue City Council Vision – Bellevue 2035 – The City Where You Want to Be",

http://www.bellevuewa.gov/pdf/City%20Council/Council_Vision.pdf

Bellevue City Council 20 year vision adopted in May 2014

http://www.bellevuewa.gov/pdf/PCD/05_Housing_FINAL_20150727.pdf

City of Bellevue's Comprehensive Plan Update adopted August 2015

Built Environment

HUD-DOT-EPA Partnership for Sustainable Communities – Livability Principles

<http://www.epa.gov/smartgrowth/partnership/index.html#livabilityprinciples>

UNITED STATES DEPARTMENT OF AGRICULTURE, Rural Development, Rural Housing and Community Programs –

<http://www.rurdev.usda.gov/rd/pubs/pa1557.htm>

Multiple Factors

<http://www.sustainable.org/>



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Appendix B: Previous Results Teams' List of Primary Evidence

Support Services

Interview with Linda Hall, Sue Sherbrook and Cheri Kilty, YWCA (3/15/10)

Interview with Emily Leslie, Human Services Manager, City of Bellevue Parks and Community Services Department (2/25/10)

Interview with Patrick Foran, Director, Parks and Community Services, City of Bellevue (March 2010)

Interview with Cheryl Kuhn, Neighborhood Outreach Manager, City of Bellevue (2/17/10) Interview with Dan Stroh, Planning Director, City of Bellevue (2/17/10)

"Human Needs Update 2009-2010", City of Bellevue

Most Livable Cities web site <http://www.mostlivable.org>

Morgan Quinto Press, State and City Ranking Publications <http://www.statestats.com> or <http://cqpress.com>

Puget Sound Regional Competitiveness Indicators, published by Prosperity Partnership ***Involved Citizens***

National Civic League, Community Services Article, *"Apathetic Citizens? Not When They Can Make A Difference"*, <http://www.ncl.org/cs/articles/okubo2.html>
Sustainable Communities Network, www.sustainable.org

Opportunities for Interaction

Interview with Judd Kirk, President, Port Blakely Communities, Issaquah Highlands developer (3/10/10)

"The Rise of the Creative Class" by Richard Florida, www.creativeclass.com



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The Benefits of Leisure, The Academy of Leisure

Sciences

<http://www.academyofleisuresciences.org/alswp7.html>

Citizen Involvement

"Project for Public Spaces, The Power of 10", <http://www.pps.org/articles/the-power-of-10/>

Seattle Foundation 2009 community report



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Puget Sound Regional Competitiveness Indicators, published by Prosperity Partnership Built **Environment**

Interview with Judd Kirk, President, Port Blakely Communities, Issaquah Highlands developer (3/10/10)

Interview with David Miniken, CPA, Sweeney Conrad, Bellevue Downtown Association (BDA) member (3/5/10)

Interview with Patrick Foran, Director, Parks and Community Services, City of Bellevue (March 2010)

Interview with Cheryl Kuhn, Neighborhood Outreach Manager, City of Bellevue (2/17/10)

Interview with Dan Stroh, Planning Director, City of Bellevue (2/17/10)

"The Rise of the Creative Class" by Richard Florida, www.creativeclass.com

Rochester Regional Community Decision Center (RRCDC) http://www.rrcdc.org/contact_faqs.html

King County, Transportation Department, *"A Study of Land Use, Transportation, Air Quality and Health in King County, WA"*, (Executive Summary 9/27/05,) HealthScape publication

http://docs.google.com/viewer?a=v&q=cache:JuOsFGeudb8J:www.kingcounty.gov/transportation/HealthScape/~media/transportation/healthscape/publications/exec_summary_092705.ashx+study+of+land+use+transportation+air+quality+and+health&hl=en&gl=us&pid=bl&srcid=ADGEESHpkyqltoMFGp6cZGR9Hlr9BFUf2FndY4omc1gK8gvlXvLS6e16N04C3VO8u7JRBpmxRNigGwHZz4O7Fv33u_FjlurPf5BjC77OkLg7Inct-yLyx3-fHMnwY2E4VK6TE7-cg8L&sig=AHIEtbSN4eiBsSt0qgY2aqWqkrQbY1TVjA

NeighborWorks Amercia, *Summary of Success Measure Outcome Indicators* (2007) <http://www.nw.org/network/ps/successmeasures/documents/indicators-nonnumbersshort.pdf>



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Somerville Community Corporation

<http://www.somervillecdc.org/WhatWeDo/development.html>

Tasman District Council

<http://www.tdc.govt.nz/index.php?Developmentwillcreatevibrantcommunityspace>

National Transportation Library, Federal Gov't - Livable Communities Initiative, *Characteristics of Livable Communities* <http://ntl.bts.gov/DOCS/livbro.html>

United States Department of Agriculture, Rural Development, Rural Housing and Community Programs <http://www.rurdev.usda.gov/rd/pubs/pa1557.htm>

United States Environmental Protection Agency, HUD-DOT-EPA Interagency Partnership for Sustainable Communities - Livability Principles

<http://www.epa.gov/smartgrowth/partnership/index.html#livabilityprinciples>

Sustainable Communities Network, www.sustainable.org

All Factors

"The Price of Government" by David Osborne & Peter Hutchinson

"Ahwahnee Principles for Resource-Efficient Communities", from the Local Government Commission, www.lgc.org/ahwahnee/principles

The Finance Project <http://www.financeproject.org>

SeattleFoundation, *"Healthy Community Report 2009"*, <http://www.seattlefoundation.org>

Communities Count 2008, A Report on the Strength of King County's Communities
<http://www.communitiescount.org/uploads/pdf/archives/2008%20Report/CC08%20Report-logos%20removed.pdf>

"Knight Soul of the Community 2010", Why people love where they live and why it matters. <http://www.knightfoundation.org>

City of Bellevue's *"Cultural Compass: A Strategic Vision for the Arts & Culture"*,

<http://www.bellevuewa.gov/culturalcompass.htm>



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"Project for Public Spaces, The Power of 10", <http://www.pps.org/articles/the-power-of-10/>

Cause & Effect Map



Safe Community

As a community, Bellevue values...

- Feeling and being safe where people live, learn, work, and play
- A community that is prepared for, responds to, and is resilient following emergencies



Council Vision – Strategic Target Areas

- High Performance Government – Our residents live in a safe, clean city that promotes healthy living.

Factors:

Response

- Enforcement
- Responders
- Facilities and Resources
- Mitigation & Recovery

Prevention

- Laws, Codes & Ordinances
- Education / Information
- Inspection & Maintenance
- Programs & Activities

Planning and Preparation

- Laws, Codes & Ordinances
- Infrastructure
- Coordination / Partnerships
- Emergency Management
- Adaptability
- Training
- Resiliency

Community Partnerships & Accountability

- Community Involvement
- Programs and Activities
- Trust & Respect
- Accountability

Key Community Indicators:

- % of residents who agree that Bellevue is a safe community in which to live, learn, work, and play.
- % of residents who agree that Bellevue plans appropriately to respond to major emergencies.
- % of residents who agree that Bellevue is well prepared to respond to routine emergencies.
- % of residents who agree that they feel safe in their neighborhood after dark.
- % of businesses overall that agree that Bellevue is a safe place to operate a business.
- % of businesses overall that are satisfied with the quality of Police/EMS services to businesses.
- % of residents who rate the nature of police contact as "excellent" or "good"
- % of residents who feel "very confident" or "confident" with Bellevue Fire Department

Key Performance Indicators:

- % of fire & Basic Life Support incidents where total response time is less than 6 minutes
- % of Priority 1 calls where police response time is less than 3.5 minutes
- % of Advanced Life Support or paramedic calls where the response time is less than 7.5 minutes.
- Part 1 Uniform Crime Reporting (UCR) crimes per 1,000 population served
- Part 2 UCR crimes per 1,000 population served
- Residential fires per 100,000 population
- Training and preparation hours performed in the Emergency Operations Center.
- Number of community members who participated in at least one public safety education or outreach event

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Cause & Effect Map - Additions



Safe Community

As a community, Bellevue values...

- Feeling and being safe where people live, learn, work, and play
- A community that is prepared for, responds to, **and is resilient** following emergencies



Council Vision – Strategic Target Areas

- **High Performance Government – Our residents live in a safe, clean city that promotes healthy living.**

Factors:

Response

- Enforcement
- Responders
- Facilities and Resources
- Mitigation & Recovery

Prevention

- Laws, Codes & Ordinances
- Education / Information
- Inspection & Maintenance
- Programs & Activities

Planning and Preparation

- Laws, Codes & Ordinances
- Infrastructure
- Coordination / Partnerships
- Emergency Management
- **Adaptability**
- Training
- **Resiliency**

Community Partnerships & Accountability

- Community Involvement
- Programs and Activities
- Trust & Respect
- Accountability

Key Community Indicators:

- % of residents who agree that Bellevue is a safe community in which to live, learn, work, and play.
- % of residents who agree that Bellevue plans appropriately to respond to major emergencies.
- % of residents who agree that Bellevue is well prepared to respond to routine emergencies.
- % of residents who agree that they feel safe in their neighborhood after dark.
- % of businesses overall that agree that Bellevue is a safe place to operate a business.
- % of businesses overall that are satisfied with the quality of Police/EMS services to businesses.
- % of residents who rate the nature of police contact as "excellent" or "good"
- % of residents who feel "very confident" or "confident" with Bellevue Fire Department

Key Performance Indicators:

- % of fire & Basic Life Support incidents where total response time is less than 6 minutes
- % of Priority 1 calls where police response time is less than 3.5 minutes
- % of Advanced Life Support or paramedic calls where the response time is less than 7.5 minutes.
- Part 1 Uniform Crime Reporting (UCR) crimes per 1,000 population served
- Part 2 UCR crimes per 1,000 population served
- **Residential fires per 100,000 population**
- **Training and preparation hours performed in the Emergency Operations Center.**
- Number of community members who participated in at least one public safety education or outreach event

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Cause & Effect Map - **Deletions**



Safe Community

As a community, Bellevue values...

- Feeling and being safe where people live, learn, work, and play
- A community that is prepared for, responds to, and is resilient following emergencies



Council Vision

- **THIS IS A NEW SECTION FOR 2017-2018**

Factors:

Response

- Enforcement
- Responders
- Facilities and Resources
- Mitigation & Recovery
- Trust and Respect
- Accountability

Prevention

- Laws, Codes & Ordinances
- Education / Information
- Inspection & Maintenance
- Programs & Activities
- Community Involvement

Planning and Preparation

- Laws, Codes & Ordinances
- Infrastructure
- Coordination / Partnerships
- Emergency Management
- Training
- Community Involvement

Key Community Indicators:

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

Key Performance Indicators:

- % of fire & Basic Life Support incidents where total response time is less than 6 minutes
- % of Priority 1 calls where police response time is less than 3.5 minutes
- % of Advanced Life Support or paramedic calls where the response time is less than 7.5 minutes.
- Part 1 Uniform Crime Reporting (UCR) crimes per 1,000 population served
- Part 2 UCR crimes per 1,000 population served
- ~~Percent of probation defendant cases closed in compliance~~
- Percent of community members who took at least one action that makes them better prepared for emergencies
- ~~Percent of students walking and biking~~



Request for Results Safe Community

The 2017 - 2018 Safe Community Results Team:

Team Leader: Andrew Lee

Team Members: Charmaine Arredondo, Kevin McDonald, Jamie Robinson, Thomas Wall

Introduction

This Request for Results (RFR) outlines the factors that will be used to evaluate and rank operating proposals for the Safe Community outcome for the Budget One process. Citizen-focused outcomes were approved by City Council and form the basis for developing the City Manager's Preliminary Budget. This document provides guidance to staff in developing proposals for the 2017 - 2018 Operating Budget.

Community Value Statements

We (the Safe Community Results Team) understand that the Safe Community outcome will need to meet the numerous and divergent needs of those who live, learn, work, visit and play in Bellevue now and in the future. For this discussion, the term "residents" will include all people who reside in Bellevue as well as those who are in Bellevue for education purposes (students at schools and colleges), who work (employees, vendors, contractors and business owners) who visit (tourists, shoppers, visitors, etc.), and who come to Bellevue to play, enjoying our parks, cultural activities and civic events.

As a community, Bellevue values:

- Feeling and being safe where people live, learn, work, and play.
- A community that is prepared for, responds to, and is resilient following emergencies.

Council Vision

- High Performance Government – Our residents live in a safe, clean city that promotes healthy living.

Key Community Indicators

Key Community Indicators (KCI) are high level measurements that gauge perceptions with regard to the Outcome statement. KCIs provide information about past and current trends. They are gathered annually through the city-wide survey and provide insight into the overall direction of an intended outcome – whether the things measured are improving, declining, or staying the same.

The Key Community Indicators for Safe Community are:

- % of residents who agree that Bellevue is a safe community in which to live, learn, work, and play.



Request for Results Safe Community

- % of residents who agree that Bellevue plans for and is well prepared to respond to major emergencies.
- % of residents who agree that Bellevue is well prepared to respond to routine emergencies.
- % of residents who agree that they feel safe in their neighborhood after dark.
- % of businesses overall that agree that Bellevue is a safe place to operate a business.
- % of businesses overall that are satisfied with the quality of Police/EMS services to businesses.
- % of residents who rate the nature of police contact as “excellent” or “good”.
- % of residents who feel “very confident” or “confident” with Bellevue Fire Department.

Key Performance Indicators

In addition to the Community Indicators, a new set of indicators has been added to the Cause & Effect Map. These measures, known as Key Performance Indicators (KPIs), when taken together, gauge whether an activity or service is achieving the desired result – a safe community. The KPIs are as follows:

- % of fire & Basic Life Support (BLS) incidents where total response time is less than 6 minutes.
- % of Priority 1 calls where police response time is less than 3.5 minutes.
- % of Advanced Life Support (ALS) or paramedic calls where the response time is less than 7.5 minutes.
- Part 1 Uniform Crime Reporting (UCR) crimes per 1,000 population served.
- Part 2 UCR crimes per 1,000 population served.
- Residential fires per 100,000 population.
- Training and preparation hours performed in the Emergency Operations Center (EOC).
- Number of community members who participated in at least one public safety education or outreach event.

KPIs, along with supporting departmental performance measures, should be included in 2017-18 budget proposals, and will be used to identify trends and evaluate the performance of budget proposals. The Safe Community Results Team is expecting data-driven performance measures in every proposal received.

Factors

The Cause & Effect Map illustrates the outcome, Council vision, community value statements, factors and sub-factors. The Team identified four primary factors we believe are critical to achieving a safe community. These four factors are interrelated, provide mutual benefits, and are frequently affected by the same sub-factors.



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The following is a brief description of the factors as well as the choices and assumptions used by the Team in developing the Cause & Effect Map. These factors and sub-factors are directly reflected in our purchasing strategies.

Factor 1 – Response

Based on community survey results, the Response factor was determined to be the factor most important to achieving a safe community. The sub-factors, Enforcement, Responders and Facilities & Resources, and Mitigation & Recovery are methods of delivering services such as law enforcement, fire suppression, emergency medical care, and hazard mitigation. In addition to simply providing these services, the City must instill confidence in the public that the services are delivered to, with a high degree of integrity and cultural competency: showing equal treatment and respect for all residents, being held accountable for decisions, and gaining widespread trust from the community.

Factor 2 – Prevention

Prevention of crimes and other criminal behaviors before they take place is arguably the least expensive and most effective way to create a safe community. The sub-factors listed, Laws, Codes & Ordinances, Education/Information, Inspections & Maintenance, and Programs & Activities, all contribute to a safe community by preventing criminal activity, mishaps, and hazards which can occur in any number of ways.

Laws, Codes, & Ordinances Enforcement, and Inspections & Maintenance also help to establish the framework to create a community where a high level of safety from crime, hazards, fire, weather, and other natural or man-made disasters, is maintained. Similarly, strategic Programs and Activities can be effective tools to prevent criminal activity or promote safety in communities.

Factor 3 – Planning & Preparation

Planning and preparation are essential activities to prepare for a natural disaster or other emergency scenario. Planning and preparation are also critical to preserve safety for non-emergency scenarios, such as the arrival of Sound Transit East Link. Bellevue's ability to plan and prepare for both emergencies and non-emergencies enhances the confidence of residents and their feeling of being safe in the community. Effective planning and preparation can also increase the City's resiliency, or the ability to bounce back from emergencies and restore services to customers.

In order to prepare for emergency and non-emergency situations and to instill confidence, the City should demonstrate that its preparedness includes supporting infrastructure, response plans, coordination and partnerships with other agencies, and comprehensive training.



Request for Results Safe Community

Implementing laws, codes and ordinances that address safety issues conveys proactive thought and concern. Response plans should be scalable in order to be effective in both a local and regional scenario. Response plans and preparations should also be adaptable to new conditions, particularly new infrastructure (e.g., Sound Transit East Link), changing land-uses (e.g. Spring District), and changing demographics.

Factor 4 – Community Partnerships & Accountability

Sometimes a local government can only do so much, which is why it is imperative that the City partner with the community to respond, prevent, plan, and prepare for safety. In addition, Accountability and Trust & Respect between the City and the community is absolutely essential to ensure that members of the community feel safe at all times.

Creating effective community partnerships and trust and respect rely heavily on the commitment of the City to be inclusive of diversity in its practices. A City and community that celebrate diversity and provide equal opportunities to all residents is likely to be safer than one that does not exhibit these qualities. These values are embedded in the sub-factors Community Involvement, Programs and Activities, and Trust & Respect that provide:

- Opportunities for all residents to participate in prevention programs as well as to take responsibility for their own safety and that of their neighbors;
- Safe places and engaging programming that allow for all residents to be sheltered from dangerous situations, to turn to others for help, and to participate in activities that provide opportunities for personal learning and growth;
- Opportunities for residents to be prepared for emergencies with their own resources. Community preparedness will help ensure the ability of both the City and the community to respond positively in an emergency. Services should address the diverse and unique composition of neighborhoods and businesses;
- Inclusive hiring practices for public safety related programs that provide opportunities to create a more diverse workforce that reflects the community that it serves.

Accountability and Trust & Respect are built over time through positive interactions, transparency, and commitment to addressing problems.

Background/Choices

For the 2017-18 budget, the Safe Community Results Team began by validating the Cause & Effect Map and Request For Results from the previous budget cycles. We found that much of the prior work was still applicable to achieving the Safe Community outcome.

The Team considered the factors and strategies that should guide the City's efforts to accomplish a feeling of and being safe, and a community that is ready to handle emergencies.



Request for Results Safe Community

We determined this through a process of brainstorming issues that impact the concept of Safe Community, redefining and ranking the factors, reviewing the sub-factors, determining the KPIs, and updating the Cause & Effect Map for the Safe Community outcome.

Choosing Factors

Based on our discussions, the Team decided to reintroduce the practice of Community Partnerships and Accountability, which was eliminated and integrated into the other factors in the 2015-16 budget process. Recent events across the country, particularly surrounding issues of race, public safety officers, and use of physical force, have elevated the importance of community partnerships and accountability, trust, and transparency. Therefore, Community Partnerships and Accountability were seen as critical factors affecting safety within a community, in addition to the factors of Response, Prevention, and Planning & Preparation.

Purchasing Strategies

A set of Citywide Purchasing Strategies are listed in the Request for Results Introduction section of the RFR book. Proposal writers should make reference to these purchasing strategies in their proposals as they apply to their programs and services in achieving the Safe Community outcome.

Considerations

- This outcome seeks proposals that affect both an individual's perceived and actual safety. There may be a significant difference between **perceived safety** (demonstrated by the KCIs) and **actual safety** (demonstrated by the KPIs).
- Results may need to be evaluated for both short- term and long- term benefits. Proposals may require multi-year investments with final results expected years into the future. For long-term proposals, include short-term milestones.
- Consider and describe partnerships and collaboration that help to streamline services, provide for cost savings, and leverage existing efforts and resources.
- Proposals should contain discretely different business operations and should not be comprised of bundled services, programs or staff.
- Clearly identify and support any proposed changes to existing operations – levels of service, staffing, partnerships, resourcing, etc.
- Highlight the efficient, effective and innovative delivery of services.
- Demonstrate that the proposal is complimentary of other community values.

Outcome-specific purchasing strategies:

The Safe Community Results Team recognizes that proposals focused on the following purchasing strategies might have a primary purpose that is broader than Safe Community. Proposals that do not have a primary purpose of addressing the Safe Community Outcome



Request for Results Safe Community

should be directed to the most appropriate Outcome / Results Team, with a note of safety being a secondary benefit. If the Safe Community Results Team determines that a proposal would be a better fit for another Outcome, we will coordinate a discussion with that results team and the proposal writer(s) before making a decision to transfer it. For example, proposals related to improving traffic safety should be directed to the Improved Mobility Results Team. However, programs whose primary purpose is to improve safety on sidewalks and streets such as red-light and school-zone cameras should be directed to the Safe Community Results Team.

The following purchasing strategies describe the types of services the Safe Community Results Team is seeking for consideration:

Response:

- We are seeking proposals that provide response services to a variety of incidents (accidents, crimes, fires, medical emergencies, public works incidents, and other assistance requests) with a customer support focus. Specifically, proposals that:
 - Provide well-equipped, trained, professional responders;
 - Provide sufficient resources and well-maintained facilities to enable proper response;
 - Are available 24/7 for life-threatening situations;
 - Enforce laws, codes and ordinances that address public safety;
 - Ensure the safety of public spaces, neighborhoods, institutions and commercial districts;
 - Promote coordination and response by appropriate agencies;
 - Address prompt recovery/restoration of services;
 - Mitigate hazards to eliminate threats and incidents that could occur during response activities.

Prevention:

- We are seeking proposals that provide services that proactively prevent crime, hazards, and unsafe environments. Specifically, proposals that:
 - Provide a safe environment (safe design and construction, maintenance and inspection of safety systems; red-light and school-zone cameras; school resource officers; fire prevention; and personal well-being);
 - Deter or alleviate criminal activity;
 - Promote responsible behavior and safety;
 - Proactively address “high risk” behavior and non-compliance;
 - Provide long term, sustainable results.



Request for Results Safe Community

Planning and Preparation:

- We are seeking proposals that provide services for planning and preparation, enabling the community to be future-focused and resilient in the face of emergencies. Specifically, proposals that:
 - Stage (ready to be deployed) plans, personnel, facilities and equipment to deal with natural or man-made incidents;
 - Provide strategic planning including facility planning and problem solving for the future;
 - Invest in training and tools that support the City's ability to prepare, respond and recover;
 - Ensure sufficient and properly maintained infrastructure (e.g., water, street lighting, sidewalks, landscaping) to encourage safety in neighborhoods and/or to fight fires;
 - Increase the City's ability to adapt to changing infrastructure (e.g., Sound Transit East Link), new land-uses (e.g., Spring District), and changing demographics;
 - Enhance resiliency, or the ability to bounce back and restore services to customers following an emergency;
 - Create and/or maintain regional partnerships to promote safety, share resources, and increase resiliency in the face of emergencies.

Community Partnerships & Accountability:

- We are seeking proposals that provide services for community partnerships and accountability, enabling the community to be involved in safety and increasing the trust, respect and accountability between the City and the community. Specifically, proposals that:
 - Build and/or maintain programs to enhance trust and accountability and to promote transparency;
 - Encourage community (both business and residential) involvement and ownership in response, prevention, and planning and preparation activities;
 - Build awareness and community among all residents;
 - Improve neighborhood and business involvement that leads to self-reliance;
 - Invest in training and tools that support the community's ability to prepare, respond and recover;
 - Address the public safety needs of the diverse and unique composition of our neighborhoods and businesses;
 - Create inclusive hiring practices for public safety related programs that provide opportunities to create a more diverse workforce that reflects the community that it serves;
 - Increase the presence and visibility of the City's safety personnel in communities.



Request for Results Safe Community

Attachment A

List of Primary References

References Added for the 2015-2016 RFR Process

<u>Source</u>	<u>References Supports</u>
2015 Bellevue Performance Survey, June 30, 2015	Response; Prevention; Planning & Preparation; Community Partnerships & Accountability
City of Bellevue 2013 Budget Survey, February 2014	Prevention; Response; Planning & Preparation
Department Briefings – Police, Fire, CAO/CMO, DSD, Parks	Prevention; Response; Planning & Preparation
<p>“What Makes a Community Safe?” Michael Bourne. June 20, 2012. Australian Safe Communities Foundation.</p> <p>http://www.maroondah.vic.gov.au/common/files/CommunityHealthServices/What_makes_a_safe_community.pdf</p>	Prevention; Response; Planning & Preparation
<p>“Profiles in Progressive Policing: Post Falls, Idaho.” Dale Stockton. January 20, 2012. LawOfficer.com</p> <p>http://www.lawofficer.com/article/technology-and-communications/profiles-progressive-policing</p>	Prevention; Response; Planning & Preparation
<p>“Police Budget Comparison.” Christopher Moore. May 21, 2012. Manager’s Budget Addendum Memo: City of San Jose.</p> <p>http://www.sanjoseca.gov/DocumentCenter/View/2932</p>	Prevention; Response; Planning & Preparation
<p>“Restorative Justice.” CuttingEdgeLaw.com</p> <p>http://cuttingedgelaw.com/page/restorative-justice</p>	Prevention; Response; Planning & Preparation



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<p>“Cascadia Subduction Zone Earthquakes: A Magnitude 9.0 Earthquake Scenario.” 2013. Cascadia Region Earthquake Workgroup.</p> <p>http://crew.org/sites/default/files/cascadia_subduction_scenario_2013.pdf</p>	Planning & Preparation
<p>“\$36M in cuts proposed for Memphis police and fire departments.” January 27, 2014. WMC-TV.</p> <p>http://www.wmctv.com/story/24558745/36-million-in-cuts-proposed-for-memphis-police-and-fire-departments</p>	Prevention; Response; Planning & Preparation

2013-2014 Reference Materials

Source	References Supports
City of Bellevue 2012 Budget Survey, February 2012	Prevention; Response; Planning & Preparation; and Community Engagement
Department and Program External Stakeholder / Customer Surveys, as available.	Prevention; Response; Planning & Preparation; and Community Engagement
Bellevue Fire Department, Strategic Planning Resident Survey Analysis Draft 3/2/12, produced by Berk	Prevention; Response; Planning & Preparation; and Community Engagement
Bellevue Fire Department, Strategic Planning Demographic & Economic Context Draft 3/2/12, produced by Berk	Prevention; Response; Planning & Preparation; and Community Engagement
2011 Annual Report to the King County Council, September 2011 – Public Health – Seattle & King County Division of Emergency Medical Services	Prevention; Response; Planning & Preparation; and Community Engagement
Best Practices for Offensive Fire Attack, 2/2012	Prevention; Response; Planning & Preparation; and Community Engagement



Request for Results Safe Community

Building Trust Between the Police and the Citizens they Serve, An Internal Affairs Promising Practices Guide for Local Law Enforcement – U.S. Department of Justice, Office of Community Oriented Policing Services	Community Engagement; Planning & Preparation
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Request for Results Safe Community

2011-2012 Reference Materials

Source	References Supports
<i>Asking your Police and Fire Chief the Right Questions- to get the Right Answers! Hosted by Leonard Matarese ICMA Webinar 2009</i>	<i>Planning and Preparation, Response, Enforcement</i>
<i>Community Safety Indicator Project Research Report, October, 2009, University of Melbourne</i>	<i>Community Engagement, Prevention; Partnerships</i>
<i>Crime Prevention Through Environmental Design: CPTED 40 years Later</i> http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=displayarch&articleid=1987&issueid=12010	<i>Prevention, Community Engagement</i>
<i>Effective Regional Coordination Can Enhance Emergency Preparedness, GAO, September 2004</i> http://www.temple.edu/cprep/PDFs/GAO%20full%20Report-coordination-9-04%5B1%5D.pdf	<i>Planning and Preparation: Coordination ; Infrastructure</i>
EMAC Website: http://www.emacweb.org/	<i>Planning and Preparation: Infrastructure</i>
FEMA http://www.fema.gov/plan/mitplanning/guidance.shtm	<i>Planning and Preparation/Infrastructure</i>
<i>Guidelines for applicants to the International Network of Safe Communities, Final Version, 13 November 2008</i>	<i>Community Engagement, Prevention, Partnerships</i>
<i>NATIONAL COMMUNITY SAFETY PLAN 2008–11, United Kingdom</i>	<i>Enforcement, Prevention, Community Engagement/Partnerships, Prevention</i>
<i>National Response Plan, Department of Homeland Security, December 2004</i> http://www.temple.edu/cprep/PDFs/NationalResponsePlanFullText.pdf	<i>Planning and Preparation: Infrastructure, Coordination, and Emergency Response and Recovery</i>
<i>Predictive Policing</i> http://policechiefmagazine.org/magazine/index.cfm?fuseaction=display&articleid=1942&issueid=112009	<i>Planning and Preparation, Response, Enforcement</i>
<i>Safer Streets, Cutting Repeat Crimes by Juvenile Offenders Fight Crime, Invest in Kids www.fightcrime.org</i>	<i>Prevention, Community Engagement</i>



Request for Results Safe Community

<i>Strategic and Tactical Approaches to Traffic Safety</i> http://policechiefmagazine.org/magazine/index.cfm?fuseaction=display&articleid=1226&issueid=72007	<i>Prevention, Response</i>
<i>THE ROLE OF LOCAL GOVERNMENT IN COMMUNITY SAFETY, U.S. Department of Justice, April 2001</i>	<i>Prevention, Community Engagement/Partnerships, Prevention, Preparation</i>
<i>Volunteering England</i> www.volunteering.org.uk/.../policingbuildingsafercommunitiestogether	<i>Planning and Preparation/Infrastructure</i>
<i>Yale New Haven Center for Emergency Preparedness and Disaster Response:</i> http://yalenewhavenhealth.org/emergency/	<i>Planning and Preparation: Infrastructure</i>

2011-2012 Stakeholder Interviews

Department	Business Line and/or Division
City Attorney	<ul style="list-style-type: none"> • Prosecution
Development Services	<ul style="list-style-type: none"> • Director's Office (representing all business lines) • Building Division • Code Compliance Division
Fire	<ul style="list-style-type: none"> • Operations (representing all Operations components) • Emergency Medical Services • Emergency Preparedness Division • Fire Marshall's Office
Parks	<ul style="list-style-type: none"> • Probation • Community Centers • Maintenance • Teens & Youth • Engineering and Capital Projects • Human Services
Planning & Community Development	<ul style="list-style-type: none"> • Neighborhood Outreach



Request for Results Safe Community

Police	<ul style="list-style-type: none">• Chief's Office (representing all business lines)• Patrol• Administrative Services• Investigations
Transportation	<ul style="list-style-type: none">• Traffic Safety
Utilities	<ul style="list-style-type: none">• Director's Office (representing all business lines)• Operations & Maintenance Division• Engineering Division (and Capital Projects)

Cause & Effect Map

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Healthy & Sustainable Environment

As a community, Bellevue values...

- Services and infrastructure that reliably ensure public health and protect the environment.
- Stewardship and education that sustain a healthy environment for current and future generations.
- A healthy natural environment that supports biodiversity.
- A nature experience in which to live, work, learn and play.



Council Vision – Strategic Target Areas

- **High Quality Built and Natural Environment**
“Bellevue has it all”
- **Regional Leadership**
“Bellevue will lead, catalyze, and partner with our neighbors throughout the region.”
- **High Performance Government**
“Bellevue is characterized by high performance government.”

Factors:

Built Environment

- Reliable and Efficient Water Management
- Responsible Solid Waste Management
- Sustainable Building Practices
- Renewable Clean Energy

Natural Environment

- Clean Air
- Clean Water
- Healthy and Quality Open Spaces
- Stewardship and Education

Key Community Indicators:

- % of residents who agree the City of Bellevue provides, water, sewer, and wastewater services and infrastructure that reliably ensure public health and protect the environment.
- % of residents who agree that Bellevue is doing a good job of creating a healthy natural environment that supports healthy living for current and future generations.
- % of residents who agree that Bellevue’s environment supports their personal health and well-being.
- % of residents who agree that Bellevue offers them opportunities to experience nature where they live, work, and play.

Key Performance Indicators:

- % of days/year in compliance with state and federal drinking water regulations
- Compliant with citywide NPDES permit requirements
- Sewer system overflows per 1,000 customer accounts caused by system failures
- Unplanned water service interruptions per 1,000 customer service accounts
- % of total waste recycled or composted as captured in the City’s solid waste collection contract
- % change in greenhouse gas emissions
- % change in citywide tree canopy

Cause & Effect Map - Additions

Healthy & Sustainable Environment



As a community, Bellevue values...

- Services and infrastructure that reliably ensure public health and protect the environment.
- Stewardship and education that sustain a healthy environment for current and future generations.
- A healthy natural environment that supports **biodiversity**.
- A nature experience in which to live, work, learn and play.



Council Vision – Strategic Target Area

- **High Quality Built and Natural Environment**
"Bellevue has it all"
- **Regional Leadership**
"Bellevue will lead, catalyze, and partner with our neighbors throughout the region."
- **High Performance Government**
"Bellevue is characterized by high performance government."

Factors:

Built Environment

- Reliable and Efficient Water Management
- Responsible Solid Waste Management
- Sustainable Building Practices
- **Renewable Clean Energy**

Natural Environment

- **Clean Air**
- **Clean Water**
- **Healthy and Quality Open Spaces**
- **Stewardship and Education**

Key Community Indicators:

- % of residents who agree the City of Bellevue provides, water, sewer, and wastewater services and infrastructure that reliably ensure public health and protect the environment.
- % of residents who agree that Bellevue is doing a good job of creating a healthy natural environment that supports healthy living for current and future generations.
- % of residents who agree that Bellevue's environment supports their personal health and well-being.
- % of residents who agree that Bellevue offers them opportunities to experience nature where they live, work, and play.

Key Performance Indicators:

- % of days/year in compliance with state and federal drinking water regulations
- **Compliant with citywide NPDES permit requirements**
- **Sewer system overflows per 1,000 customer accounts caused by system failures**
- **Unplanned water service interruptions per 1,000 customer service accounts**
- % of total waste recycled or composted as captured in the City's solid waste collection contract
- % change in greenhouse gas emissions
- % change in citywide tree canopy

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Cause & Effect Map - Deletions

Healthy & Sustainable Environment



As a community, Bellevue values...

- Services and infrastructure that reliably ensure public health and ~~safety, as well as~~ protect the environment.
- Stewardship and education that sustain a healthy environment for current and future generations.
- A healthy natural environment that supports ~~wildlife.~~
- A nature experience in which to live, work, learn and play.



Council Vision – Strategic Target Areas

THIS IS A NEW SECTION FOR 2017-2018

Factors:

Air

- ~~Energy efficient transportation options~~
- ~~Greenhouse gas reduction~~
- ~~Pollution prevention and reduction~~
- ~~Preserved and expanded tree canopy~~

Water

- Reliable delivery of clean water
- ~~Surface and storm water management~~
- ~~Wastewater management~~

Natural Environment

- ~~Healthy lakes, streams and wetlands~~
- ~~Improved wildlife habitat~~
- ~~Expanded greenbelts, natural areas and open space~~
- ~~Trails management~~

Built Environment

- ~~Streets free of waste and debris~~
- ~~Reduction, reuse and recycling of resources~~
- Solid waste ~~and hazardous materials~~ management
- Sustainable building ~~and development~~

Key Community Indicators:

- % of residents who agree the City of Bellevue provides, water, sewer, and wastewater services and infrastructure that reliably ensure public health and protect the environment.
- % of residents who agree that Bellevue is doing a good job of creating a healthy natural environment that supports healthy living for current and future generations.
- % of residents who agree that Bellevue's environment supports their personal health and well-being.
- % of residents who agree that Bellevue offers them opportunities to experience nature where they live, work, and play.

Key Performance Indicators:

- % of days/year in compliance with state and federal drinking water regulations
- % change in citywide tree canopy
- % of total waste recycled or composted (residential and nonresidential) as captured in the City's solid waste collection contract
- % change in greenhouse gas emissions
- ~~% of trips by mode for Bellevue resident workers~~



Request for Results Healthy and Sustainable Environment

The 2017-2018 Healthy and Sustainable Environment Results Team:

Team Leader: Jami Carter

Team Members: Douglas Beck, Daniel Mathieu, Nicholas Matz, John Murphy

Introduction

This Request for Results (RFR) outlines the results and factors that will be used to evaluate and rank operating and capital offers for the Budget One process. Citizen-focused outcomes were approved by City Council and form the basis for developing the City Manager's Preliminary Budget. This document provides guidance to staff in developing offers for the 2017-2018 Operating Budget and 2017-2023 Capital Investment Program Plan.

What is a Healthy and Sustainable Environment?

The City of Bellevue embraces its stewardship of the environment by protecting and retaining natural systems and building for a sustainable future. Bellevue's natural environment includes wetlands, urban forests, salmon-bearing streams and miles of shorelines. City leaders embrace stewardship of these resources and effectively manage city services to foster a high quality of life and to support economic prosperity. Cultivating and maintaining a high-quality built and natural environment is essential for upholding the city's long-term prosperity as both its leaders and residents wrestle with issues of unprecedented growth, urbanization, congestion and changes in community character.

A healthy and sustainable environment (HSE) is a key resident value. Sustainable approaches include the efficient use of resources through conservation, re-use and recycling as well as sustainable building practices. Combining the sustainable approaches with the continued delivery of reliable and safe drinking water, effective waste and stormwater management and provision of solid waste services provide a holistic approach to providing an HSE in an urban setting. These approaches offer solutions with multiple benefits because more than any other problem-solving framework, sustainability intrinsically requires solutions that optimize both global and local systems and recognize complex interdependencies rather than optimizing isolated components. Bellevue residents have consistently confirmed that environmental stewardship and sustainability is a deeply held community value and a high budget priority¹.

The HSE results team requests proposals that address the factors described in this document and that offer innovative solutions to protect, restore and enhance our built and natural environment.

¹ 2015 Bellevue Performance Survey Final Report. Northwest Research Group, LLC. 6-30-2016.
http://www.bellevuewa.gov/pdf/Finance/Performance_Measures_Final_Report_2015.pdf

Request for Results

Healthy and Sustainable Environment

Community Value Statements

The HSE results team understands that protecting and enhancing an urban ecosystem requires coordinated efforts by government, businesses and individuals. We recognize that the City of Bellevue serves as chief steward of the city's environment and assumes responsibility for the implementation of many federal and state environmental statutes. Through regulations, programs and incentives, the city encourages the preservation, restoration and improvement of the natural environment in an urban setting.

As Bellevue has matured, environmental sustainability has assumed a higher priority in public policy. A community that embraces sustainability must continually improve the relationship between the built and natural environment, including: minimizing the susceptibility of environmentally sensitive areas to damage; minimizing the rate at which resources are consumed; minimizing the amount of noise, waste and emissions generated; maximizing open space, habitat and opportunities for recreation; and improving infrastructure systems to support healthy living for people and wildlife. Based on the city's performance survey², as a community, Bellevue values:

- Services and infrastructure that reliably ensure public health and protect the environment
- Stewardship and education that sustain a healthy environment for current and future generations
- A healthy natural environment that supports biodiversity
- A nature experience in which to live, work, learn and play

Council Vision

The HSE result team reviewed the City Council's vision³ in preparation of this RFR. Based on our review of the council's vision, the following strategic target areas are applicable to maintaining a healthy and sustainable environment:

- "Bellevue has it all" in a **High Quality Built and Natural Environment** that is a "...clean, high-quality environment with excellent and reliable infrastructure..."
- "Bellevue will lead, catalyze, and partner with our neighbors throughout the region" to exercise **Regional Leadership and Influence** by developing strategic plans for regional advocacy on healthy and sustainable environmental issues;

² 2015 Bellevue Performance Survey Final Report. Northwest Research Group, LLC. 6-30-2016.

http://www.bellevuewa.gov/pdf/Finance/Performance_Measures_Final_Report_2015.pdf

³ Bellevue 2035 – The City Where You Want to Be.

http://www.bellevuewa.gov/pdf/City%20Council/Council_Vision.pdf

Request for Results

Healthy and Sustainable Environment

- “Bellevue is characterized by its **High Performance Government**” including “...superb public infrastructure...” and “ensuring a safe, clean city that promotes healthy living.”

In adopting the city’s comprehensive plan⁴, the Council embraces its stewardship of the environment by protecting and retaining natural systems and building for a sustainable future.⁵

As growth and development occurs, Bellevue is working to build a healthier, greener and more sustainable future for generations to come. New buildings are designed to protect and even restore natural systems. The community highly values and celebrates the results, such as reduced energy use and greenhouse gas emissions, increasing tree canopy and more salmon in local creeks.

Key Community Indicators

Community indicators are measures that provide information about past and current trends. They provide insight that community leaders and others can use in making decisions that affect future outcomes. In the case of Budget One, they are high level indicators of resident opinion that guide council outcomes and are the basis of the community value statements. They are gathered annually and provide insight into the overall direction of an intended outcome—whether conditions are improving, declining or status quo. The community indicators related to HSE are:

- Percent of residents who agree that Bellevue provides water, sewer and wastewater services and infrastructure that reliably ensure public health and protect the environment.
- Percent of residents who agree that Bellevue is doing a good job of creating a healthy natural environment that supports healthy living for current and future generations.
- Percent of residents who agree that Bellevue’s environment supports their personal health and well-being.
- Percent of residents who agree that Bellevue offers them opportunities to experience nature where they live, work and play.

Key Performance Indicators

Key performance indicators are a quantifiable expression of the amount, cost or result of activities that indicate how well—and at what level—services are provided. They provide a snapshot of current performance and track whether actual performance is getting better, staying the same or worsening. Performance indicators measure whether an outcome is achieving the community’s desired result. We have identified the following key performance

⁴ City of Bellevue Ordinance 6251. Adopting the updated Bellevue Comprehensive Plan (12-127970-AC)

⁵ City of Bellevue Comprehensive Plan (Environment Element) -

http://www.ci.bellevue.wa.us/pdf/PCD/10_Environment_FINAL_20150727.pdf

Request for Results Healthy and Sustainable Environment

indicators as having key roles in achieving the factors set forth below:

- Percent of days/year in compliance with state and federal drinking water regulations.
- Compliant with citywide NPDES permit requirements*
- Sewer system overflows per 1,000 customer accounts caused by system failures*
- Unplanned water service interruptions per 1,000 customer service accounts.*
- Percent of total waste recycled or composted as captured in the city's solid waste collection contract.
- Percent change in greenhouse gas emissions.
- Percent change in citywide tree canopy.

*Please note these indicators were added for the 2017-2018 budget cycle.

Factors

There are two primary categories under which a healthy and sustainable environment can be addressed: the built environment and the natural environment. For the city to achieve a healthy and sustainable environment, both the built and natural systems—and sub-factors that influence them—must be supported to assure safety is guaranteed, that we leave future generations a healthier city than what we found, an environment supportive of biodiversity and a natural environment where people live, work, learn and play.

The cause and effect map included with this RFR depicts the two major factors and related sub-factors (noted in **“bold”** in discussion below) identified by the team as most related to a healthy and sustainable environment. The team has listed the four sub-factors for each main factor. For the built environment, the sub-factors are: reliable and efficient water management, responsible solid waste management, sustainable building practices and renewable clean energy. For the natural environment, the sub-factors are clean air, clean water, healthy and quality open spaces and stewardship and education. Each of the factors identified is important to realizing a healthy and sustainable environment, and each factor in part is related to or impacts the other factors.

Strong population and employment growth and development in Bellevue is expected to continue in the coming years.⁶ That will bring new pressures and obligations to ensure the built and natural environment needed to support this growth is aligned with the goals of a healthy and sustainable environment. A high quality built environment is imperative in delivering clean and safe water, managing solid waste, constructing our buildings sustainably and utilizing renewable clean energy. Enhancing and preserving the functions and values of the natural environment is essential to achieving a healthy and sustainable environment.

⁶ City of Bellevue Overview - http://www.bellevuewa.gov/pdf/PCD/Bellevue_Overview.pdf

Request for Results

Healthy and Sustainable Environment

Factor 1: Built Environment

More people living, working and playing in Bellevue highlights a need for continued **reliable and efficient water management**. With urbanization comes greater impervious surface, which increases stormwater runoff, the potential for flooding and the flow of pollutants into streams, lakes and wetlands. Stormwater must be managed to minimize damage from flooding, protect surface water quality, support fish and wildlife and protect the environment.

A reliable supply of high-quality surface water is also important for meeting the needs of residents, plants, fish and wildlife.

Even though population in the U.S. continues to rise, the per capita rate at which we are throwing things away is decreasing.⁷ To ensure this trend continues, it's imperative that we continue to invest in **responsible solid waste management**. Keeping our city clean and free of waste, debris and hazardous/toxic materials is essential to public health, the environment and to maintaining Bellevue's high quality of life.

Additionally, conservation ensures valuable natural resources are used efficiently, reducing waste and the costs associated with disposal. Natural resources includes water, energy, land and the materials they produce. Reducing, reusing and recycling are the three pillars of conservation.

Finally, clean streets are important to the environment because they help to facilitate safe walking and biking, help prevent flooding and reduce dust particles in the air and debris in catch basins.

Sustainable building practices and low impact development practices focus on conserving natural resources, conserving energy and restoring ecological processes. Both practices are key strategies for achieving a healthy and sustainable environment.

Renewable clean energy is electricity generated by fuel sources that restore themselves over a short period of time and do not diminish. Although some renewable energy technologies have an impact on the environment, renewables are considered environmentally preferable to conventional sources.⁸

⁷ City of Bellevue Environmental Stewardship Initiative Strategic Plan 2013-2018. Page 49.
http://www.ci.bellevue.wa.us/pdf/PCD/ESI_Strategic_Plan_2013-2018_FINAL_Dec2013.pdf

⁸ Environmental Protection Agency <http://www3.epa.gov/statelocalclimate/state/topics/renewable.html>

Request for Results

Healthy and Sustainable Environment

Factor 2: Natural Environment

Clean air is an essential component of a healthy community. Eliminating, mitigating or reducing air pollutants that pose health risks and maintaining or creating programs that support ecosystem services are essential for a healthy and sustainable environment.

The reliable supply, storage and conveyance of **clean water** are critical services for the community.⁹ Water is vital to personal health, economic viability and a healthy environment. High-quality drinking water is not only safe to drink but also free of contaminants that adversely affect its look, taste and smell. Ensuring that drinking water conveyed to homes and businesses is safe, reliable and high quality is essential to the health and well-being of Bellevue residents.

Healthy lakes, streams and wetlands are key to ensuring a sustainable environment for the future. They provide habitat for wildlife, a source of recreation for people and food for all species. They also perform valuable functions such as improving water quality, storage and conveyance. Clean water, and the associated ecological benefits, also contribute economically to a region.¹⁰ Continuing to protect clean water will ensure that we have a healthy and sustainable environment for future generations.

Healthy and quality open spaces have benefits for not only people living, working and playing in Bellevue but also wildlife.¹¹ One of the major threats to wildlife is loss of habitat. Preserving existing wildlife habitats through acquisition, especially areas that link habitat and recreational areas, and restoring damaged habitats are critical to a healthy environment.

Lands that remain significantly unchanged from their natural state or have been restored to support native plants and wildlife provide habitat for a variety of wildlife species, reduce noise pollution, improve surface water retention, improve water quality, are a source of recreation for people and have aesthetic value. Preserving, maintaining, restoring and reestablishing greenbelts, natural areas and open space ensure future generations will benefit from these assets.

Trails provide people access to the natural environment, enabling them to appreciate first hand its aesthetic values and witness the complexity of ecosystem functions being performed. Constructing trails in appropriate locations minimizes their negative environmental impacts.

⁹ GRACE Communications Foundation. *The Importance of Clean Water*. <http://www.gracelinks.org/2382/the-importance-of-clean-water>

¹⁰ Iovanna, Richard and Charles Griffiths. Clean water, ecological benefits, and benefits transfer: A work in progress at the U.S. EPA. Elsevier 2006. <http://foreststofaucets.info/wp-content/uploads/2010/03/Clean-Water-Ecological-Benefits-and-Benefits-Transfer-A-Work-in-Progress-at-U.S.-EPA.pdf>

¹¹ Walker, Christopher. The Public Value of Urban Parks. The Urban Institute 2004. <http://www.urban.org/sites/default/files/alfresco/publication-pdfs/311011-The-Public-Value-of-Urban-Parks.PDF>

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Healthy and Sustainable Environment

Informing and working with the community via **stewardship and education** is as valuable as the tangible outcomes associated with the other HSE sub-factors. Education of best practices, why they are important and ways for individuals to take action is an important component—when coupled with larger systemic approaches—in assuring a healthy environment for current and future generations.

Background/Choices

It is evident to the HSE results team that a healthy environment affects not only those who live in Bellevue but anyone working, studying, vacationing, enjoying leisure activities or conducting business in Bellevue. The quality of the built and natural environment impacts their quality of life and their experiences in Bellevue.

There isn't a single city department responsible for a healthy and sustainable environment. The city embeds HSE goals and practices across many policy documents, design standards, work programs and initiatives. A common theme emerges from this: that achieving a healthy and sustainable environment requires a commitment across all departments and requires thinking of the environment as systems that interact and influence one another. Examples of existing documents and direction across the city to achieve HSE outcomes include:

- In the Environment Element of the Comprehensive plan, the vision is that “Bellevue embraces its stewardship of the environment by protecting and retaining natural systems, and building for a sustainable future.”¹²
- The Environmental Stewardship Initiative Strategic Plan is endorsed by every department director in the city.¹³
- Resolution 7517, signed in 2007, is intended to “strive to reduce the community’s emissions of global warming pollutants.”¹⁴
- The mission of the Utilities Department is to “support public health and safety, quality neighborhoods and a healthy and sustainable environment and economy by effectively managing: drinking water, waste water, storm and surface water, and solid waste.”¹⁵

We understand the trade-offs in Bellevue’s strong commitment to environmental stewardship will be tested as the city grows and changes. However, redevelopment and change present an opportunity to help maintain the balance between growth and environmental protection. We’re grateful that Bellevue’s “City in a Park” is a system of parks, open spaces, cultural facilities and recreational amenities throughout the city. These provide abundant access to natural beauty and extraordinary experiences to define a lifetime of recreation and learning.

¹² City of Bellevue Comprehensive Plan (Environment Element) - http://www.ci.bellevue.wa.us/pdf/PCD/10_Environment_FINAL_20150727.pdf

¹³ City of Bellevue Environmental Stewardship Initiative Strategic Plan - http://www.ci.bellevue.wa.us/pdf/PCD/ESI_Strategic_Plan_2013-2018_FINAL_Dec2013.pdf

¹⁴ City of Bellevue Resolution No. 7517 - http://www.ci.bellevue.wa.us/Resolutions/Res_7517.pdf

¹⁵ City of Bellevue Utilities Department - <http://www.ci.bellevue.wa.us/utilities.htm>

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Healthy and Sustainable Environment

We are seeking proposals that align—either broadly or specifically—to these and other HSE-related goals articulated in existing city policy, design standards, work programs and initiatives.

Purchasing Strategies

When identifying purchasing strategies, the HSE results team focused on activities that were within the city's control and/or ability to influence. Proposals should include a discussion of how the program or project addresses the applicable components within each purchasing strategy, including any evidence of past performance or success in other jurisdictions. Strategies that may overlap with strategies from other outcomes should be italicized. Even if a proposal is directed to a different outcome, the proposal should address how it is compatible with the purchasing strategies for a healthy and sustainable environment. The HSE results team will favor proposals that:

- Have a direct relationship between the proposal and the HSE outcome
- Deliver results in an environmentally sensitive, equitable, and sustainable way
- Offer process improvements to create program efficiencies
- Consider a broad range of strategies - capital investments, operations, services, regulations (codes and compliance), incentives, education, community outreach, training and other programs
- Make well-informed decisions concerning full lifecycle costs
- Create synergies to achieve multiple outcomes
- Support programs that will improve the quality of the City's natural resources
- Maximize efficiency and value of existing infrastructure and balance with future infrastructure investments
- Plan for future demands on the built and natural environment
- Are supported with performance metrics to demonstrate effectiveness and continued need

We will perform a metric analysis that helps show how proposals are achieving the results the community wants. We will be working to understand what the proposal is intended to achieve and if the measures provided with the proposal measure that achievement.

Factor Specific Purchasing Strategies:

We are seeking proposals that best promote HSE outcomes in the built environment, specifically proposals that:

- Provide water in a reliable, efficient, and environmentally sustainable manner
- Provide solid waste removal and disposal in a reliable, efficient, and environmentally sustainable manner

Request for Results

Healthy and Sustainable Environment

- Implement sustainable, low-impact building and development practices for both public and private projects
- Promote the use of renewable clean energy sources in a reliable, efficient, and environmentally sustainable manner
- Manage storm and surface water runoff in an environmentally reliable, efficient and sustainable manner
- Encourage reduction of waste
- Encourage reuse and recycling
- Conserve resources

We are seeking proposals that best promote healthy and sustainable outcomes in the natural environment, specifically proposals that:

- Promote programs that deliver clean(er) air by reducing contaminants that are put into the air or by reducing contaminants already occurring in the air
- Restore, preserve, protect, enhance, and increase Bellevue's open spaces and natural environment (including biodiversity and native plants and animals)
- Ensure compliance around the use of toxic materials and their disposal
- Ensure compliance with applicable environmental regulations
- Foster and incentivize stewardship of the natural environment through education and community activities

A complete list of resources used to develop this RFR is included in Attachment A. These resources may be helpful to proposal drafters looking for evidence supporting the connection between the proposed project or program and the HSE outcome.

Request for Results Healthy and Sustainable Environment

Attachment A: List of Primary Evidence

- *2015 Bellevue Performance Survey Final Report*. Northwest Research Group, LLC. 6-30-2016. http://www.bellevuewa.gov/pdf/Finance/Performance_Measures_Final_Report_2015.pdf
- American Forests. *Urban Ecosystem Analysis, Bellevue Washington*. October 2008.
- *Bellevue 2035 – The City Where You Want to Be*.
http://www.bellevuewa.gov/pdf/City%20Council/Council_Vision.pdf
- *Bellevue Comprehensive Plan (Environment Element)*. 2015.
http://www.ci.bellevue.wa.us/pdf/PCD/10_Environment_FINAL_20150727.pdf
- *City of Bellevue Environmental Stewardship Initiative Strategic Plan*, 2013-2018.
http://www.ci.bellevue.wa.us/pdf/PCD/ESI_Strategic_Plan_2013-2018_FINAL_Dec2013.pdf
- City of Bellevue Ordinance 6251. Adopting the updated Bellevue Comprehensive Plan (12-127970-AC)
- *City of Bellevue Overview* http://www.bellevuewa.gov/pdf/PCD/Bellevue_Overview.pdf
- *City of Bellevue Resolution No. 7517* http://www.ci.bellevue.wa.us/Resolutions/Res_7517.pdf
- *City of Bellevue Utilities Department* - <http://www.ci.bellevue.wa.us/utilities.htm>
- Environmental Protection Agency. *Renewable Energy*.
<http://www3.epa.gov/statelocalclimate/state/topics/renewable.html>
- GRACE Communications Foundation. *The Importance of Clean Water*. <http://www.gracelinks.org/2382/the-importance-of-clean-water>
- Interview with Paula Stevens, Assistant Director of Transportation Department, February 2, 2016
- Interview with Camron Parker, Parks Department, February 25, 2016
- Iovanna, Richard and Charles Griffiths. *Clean water, ecological benefits, and benefits transfer: A work in progress at the U.S. EPA*. Elsevier 2006. <http://foreststofaucets.info/wp-content/uploads/2010/03/Clean-Water-Ecological-Benefits-and-Benefits-Transfer-A-Work-in-Progress-at-U.S.-EPA.pdf>
- Walker, Christopher. *The Public Value of Urban Parks*. The Urban Institute 2004.
<http://www.urban.org/sites/default/files/alfresco/publication-pdfs/311011-The-Public-Value-of-Urban-Parks.PDF>

Cause & Effect Map

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Responsive Government



As a community, Bellevue values...

- An open, transparent city government that seeks involvement from, listens to, and communicates with the community.
- A city government that provides high quality service, excellent value, and is accountable for results.
- A city government that looks ahead and seeks innovative solutions to regional and local challenges.

Council Vision – Strategic Target Areas

- Regional Leadership and Influence – Bellevue will lead, catalyze, and partner with our neighbors throughout the region.
- High Performance Government – Bellevue is characterized by high performance government.

Factors:

Strategic Leadership

- Visionary
- Cultivates Values
- Strategic Planning
- Assessment, Alignment and Deployment
- Collaborative Partnerships

High Performance Workforce

- Engaged, Empowered, Diverse and Culturally Competent Workforce
- Balance Quality, Value and Performance
- Well Trained, Safe and Equipped
- Continuous Improvement and Innovation
- Recruitment, Retention and Succession Planning

Customer-Focused Service

- Deliver the Services Customers Want
- Convenient, Timely and High Quality Service
- Spirit of Collaboration
- Equitable, Accessible & Inclusive Services
- All-Way Communications

Stewardship of Public Trust

- Financial Sustainability
- Balance Benefit and Risk
- Sound Business Practices and Processes
- Well Designed and Maintained Assets
- Performance Management

Key Community Indicators:

- % of residents who feel that Bellevue listens to them, keeps them informed, and seeks their involvement.
- % of residents who feel City government is giving them high quality service and excellent value for their money.
- % of residents who feel that the City is doing a good job of looking ahead to meet regional and local challenges.

Key Performance Indicators:

- Services and products offered meet or exceed customer satisfaction targets.
- City maintains Moody's rating of Aaa.
- Departments meet or exceed industry standards, best practices, certifications and accreditations where available.
- Departments meet their goals for recruiting, developing and retaining a diverse and talented workforce.

Cause & Effect Map - Additions

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Responsive Government



As a community, Bellevue values...

- An open, transparent city government that seeks involvement from, listens to, and communicates with the community.
- A city government that provides high quality service, excellent value, and is accountable for results.
- A city government that looks ahead and seeks innovative solutions to regional and local challenges.

Council Vision – Strategic Target Areas

- **Regional Leadership and Influence** – Bellevue will lead, catalyze, and partner with our neighbors throughout the region.
- **High Performance Government** – Bellevue is characterized by high performance government.

Factors:

Strategic Leadership

- Visionary
- Cultivates Values
- Strategic Planning
- Assessment, Alignment and Deployment
- Collaborative Partnerships

High Performance Workforce

- Engaged, Empowered, **Diverse** and **Culturally Competent** Workforce
- Balance Quality, Value and Performance
- Well Trained, **Safe and** Equipped
- Continuous Improvement and Innovation
- Recruitment, Retention and Succession Planning

Customer-Focused Service

- Deliver the Services Customers Want
- Convenient, Timely and High Quality Service
- Spirit of Collaboration
- Equitable, Accessible & Inclusive Services
- All-Way Communications

Stewardship of Public Trust

- Financial Sustainability
- Balance Benefit and Risk
- Sound Business Practices and Processes
- Well Designed and Maintained Assets
- Performance Management

Key Community Indicators:

- % of residents who feel that Bellevue listens to them, keeps them informed, and seeks their involvement.
- % of residents who feel City government is giving them high quality service and excellent value for their money.
- % of residents who feel that the City is doing a good job of looking ahead to meet regional and local challenges.

Key Performance Indicators:

- Services and products offered meet or exceed customer satisfaction targets.
- City maintains Moody's rating of Aaa.
- Departments meet or exceed industry standards, best practices, certifications and accreditations where available.
- Departments meet their goals for recruiting, developing and retaining a diverse and talented workforce.

Cause & Effect Map - **Deletions**

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Responsive Government



As a community, Bellevue values...

- An open, transparent city government that seeks involvement from, listens to, and communicates with the community.
- A city government that provides high quality service, excellent value, and is accountable for results.
- A city government that looks ahead and seeks innovative solutions to regional and local challenges.

Council Vision

- **THIS IS A NEW SECTION FOR 2017-2018**

Factors:

Strategic Leadership

- Visionary
- Cultivates Values
- Strategic Planning
- Assessment, Alignment and Deployment
- Collaborative Partnerships

High Performance Workforce

- Engaged, Empowered and Culturally Competent Workforce
- Balance Quality, Value and Performance
- Well Trained, Safe and Equipped
- Continuous Improvement and Innovation
- Recruitment, Retention and Succession Planning

Customer-Focused Service

- Deliver the Services Customers Want
- Convenient, Timely and High Quality Service
- Spirit of Collaboration
- Equitable, Accessible & Inclusive Services
- All-Way Communications

Stewardship of Public Trust

- Financial Sustainability
- Balance Benefit and Risk
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Key Community Indicators:

- % of residents who feel that Bellevue listens to them, keeps them informed, and seeks their involvement.
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- % of residents who feel that the City is doing a good job of looking ahead to meet regional and local challenges.

Key Performance Indicators:

- Services and products offered meet or exceed customer satisfaction targets.
- City maintains Moody's rating of Aaa.
- Departments meet or exceed industry standards, best practices, certifications and accreditations where available.
- Departments meet their goals for recruiting, developing and retaining a diverse and talented workforce.



Request for Results Responsive Government

The 2017-2018 Responsive Government Results Team:

Team Leader: Alison Bennett

Team Members: Christina Faine, Dean Harm, Rick Logwood, Patrick Spak

Introduction

This Request for Results (Proposals) (RFR) outlines the factors that will be used to evaluate and rank proposals for the Budget One process. Community-focused outcomes approved by City Council form the basis for developing the City Manager's Preliminary Budget. This document provides staff guidance in developing proposals for the 2017-2018 Operating Budget.

The Responsive Government outcome captures the essence of the City's core values, leadership philosophy, and One City culture. The City is to provide exceptional customer service, uphold the public interest, and advance the community vision as it's articulated in the City's [Comprehensive Plan](#). This Plan includes a compelling vision for the future of the City which should be read in its entirety. The Plan envisions an innovative, diverse City with a strong economic core and safe, connected neighborhoods.

The goal of One City is to strengthen the City's commitment to excellence through collaborative decision making, innovation and strategic foresight. The core values include exceptional public service, innovation, integrity, commitment to employees and stewardship.

The work of the Responsive Government RT will also find guidance in the multi-dimensional Bellevue 2035 vision adopted by the City Council. This vision supports proposals that invest in well managed government, public engagement and development of thoughtful regional partnerships.

The City's ultimate success at delivering Responsive Government will be judged by the community – the people who live, work, learn, play, or do business in Bellevue. Community priorities and financial realities will raise hard choices regarding the level and range of products and services that should be funded.

Definitions

Community: The people who live, work, learn, play, or do business in Bellevue.

Community vision and values: The broad expression of shared core convictions that the Community holds and values.

Customer: Any company, group, person, or member of the workforce that uses or buys a city activity, product, or service.

Stakeholder: A person or group with a direct interest, involvement, or investment in a city product or service.



Request for Results Responsive Government

Workforce: Includes full-time, part-time, limited-term, and interns as City employees as well as volunteers, and other partners or contactors who are supervised or under contract by the organization.

Community Value Statement

The Responsive Government RT understands that the goal of the Budget One process is to fund products and services that best align with, and most effectively and efficiently respond to community priorities. We acknowledge that from a community perspective, the City of Bellevue provides the products and services the community needs, wants, and can afford. Therefore, it is of paramount importance that City government understands community priorities and values.

As a community, Bellevue values

- An open, transparent city government that seeks involvement from, listens to, and communicates with the community.
- A city government that provides high quality service, excellent value, and is accountable.
- A city government that looks ahead and seeks innovative solutions to regional and local challenges.

Council Vision

The City Council has adopted a vision for the City called “Bellevue 2035 – The City Where You Want to Be.” The multi-dimensional vision contains seven Strategic Target Areas. Although all seven of the Target Areas provide an important framework, two of the Target Areas provide direct guidance and support for Responsive Government proposals:

- **Regional Leadership and Influence – Bellevue will lead, catalyze, and partner with our neighbors throughout the region.**
 - The Responsive Government RT will be looking for proposals that support advocacy, collaboration and partnerships in the region.
- **High Performance Government – Bellevue is characterized by high performance government.**
 - The Responsive Government RT will be looking for proposals that support well managed City government, including careful planning, responsible financial policies, and responsive public engagement.

Key Community & Performance Indicators

Community Indicators, high level descriptors of community opinions, provide information about past, current, and emerging trends to inform community leaders and other decision makers.



Request for Results Responsive Government

In the case of Budget One, Community Indicators parallel the community value statements. Gathered annually, they offer insight into the overall direction of an intended outcome – whether things are improving, declining, or staying the same. Our Key Community Indicators are:

- Percent of residents who feel that Bellevue listens to them, keeps them informed, and seeks their involvement.
- Percent of residents who feel City government is giving them high quality service and excellent value for their money.
- Percent of residents who feel that the City is doing a good job of looking ahead and seeking innovative solutions to regional and local challenges.

Performance Indicators are a quantifiable expression of the amount, cost, or result of activities that indicate how well, and at what level, services are provided (\$, %, #, time, ratio). They provide a snapshot of current performance and track over time whether actual performance is improving, static, or declining. Our Key Performance indicators are:

- Services and products offered meet or exceed customer satisfaction targets.
- City continues to receive Aaa bond rating.
- Departments meet or exceed industry standards, best practices, certifications and available accreditations.
- Departments meet their goals for recruiting, developing and retaining a diverse and talented workforce.

Key Community and/or Performance Indicators in each proposal should demonstrate that the proposal will achieve the desired outcome.

Factors

The Responsive Government Cause & Effect Map illustrates the desired outcomes, primary factors, sub-factors, and key indicators. Four factors work in an interdependent way to ensure that the Bellevue City Government is responsive:

- Strategic Leadership
- High Performance Workforce
- Customer-Focused Service
- Stewardship of the Public Trust

All factors have equal weight. Organizational excellence requires deploying all of the Responsive Government factors. The first two – Strategic Leadership and a High Performance Workforce – are



Request for Results Responsive Government

the essential aspects of a high performance organization that has the capacity to be truly responsive. The second two – Customer-Focused Service and Stewardship of the Public Trust – are about *how* we respond.

Proposal writers will identify the factors most appropriate to their function and demonstrate alignment with them.

Strategic Leadership

Strategic leadership is the cornerstone of any high performance organization. Exceptional organizations have visionary leaders who set clear direction based on the community vision and values. Strategic leaders clearly articulate the organization's mission and seek out partnerships that build on organizational strengths.

- **Visionary**

A vision that provides relevant, clear and, sustainable direction is essential to meet current and future challenges. The vision should be strategic and focused on the community's priorities.

- **Cultivates Values**

Responsive leaders understand the needs, wants and values of the community and assure that the services and products delivered by the city are aligned accordingly. Responsive leaders model engagement, continuous improvement and innovation.

- **Strategic Planning**

Strategically plan to strengthen overall performance, competitiveness, and future success. The strategic planning process should build on existing successes and address areas of improvement. A strategic plan balances short and long term opportunities and challenges, and anticipates and addresses changes in community values, market conditions, and technology advances.

- **Assessment, Alignment, and Deployment**

Align the entire organization to provide the products and services the community needs, wants, and can afford. Alignment occurs when strategic plans are effectively translated into actions that reflect the community vision and values. Strategic plans are deployed to implement the community vision by setting organizational objectives and developing a budget that supports those objectives.

- **Collaborative Partnerships**



Request for Results Responsive Government

Take advantage of opportunities to partner with local businesses that are leaders and innovators in their industries. Work collaboratively with other governments, organizations, and stakeholders to deliver desired services that are accessible to the community.

High Performance Workforce

A high performance workforce is integral to the success of the organization. This is demonstrated by active involvement and commitment to accomplishing the work of the organization. The most noticeable feature of a high performance workforce is in the level of energy, pride, and commitment that employees exhibit, which can occur only when all of these key sub-factors are present and well supported:

- **Engaged, Empowered, Diverse and Culturally Competent Workforce**

Encourage and empower the workforce to be adaptive, innovative, and to take appropriate risks with the best interest of the community in mind. An organization that provides the right information to the right people at the right time results in a more productive, efficient, satisfied, and empowered workforce and provides improved services to the community. A diverse and culturally competent workforce is better equipped to explore new and creative ways to provide services to the community.

- **Balance Quality, Value, and Performance**

High performance occurs when organizations simultaneously deliver on quality, value, and performance. Our customers expect exceptional service delivered in an efficient, effective, and innovative manner.

- **Well Trained, Safe and Equipped**

Continually enhance the knowledge, skills, abilities, and safe working conditions of the workforce to support the delivery of professional services. Provide the training, tools, materials, technologies, and other resources that enable the workforce to optimize service quality and delivery in a safe and efficient manner.

- **Continuous Improvement and Innovation**

An organization that embraces continuous improvement and innovation is a learning organization. This requires a culture that supports taking measured risks, whose leadership models risk-taking and utilizes evidence to measure results and take action.

- **Recruitment, Retention, and Succession Planning**



Request for Results Responsive Government

Employees are our most valuable asset. To recruit and retain the best talent requires that we offer regionally competitive compensation, cultivate a culture of inclusiveness, support professional growth and advancement opportunities, and recognize exceptional performance.

Customer-Focused Service

It is essential for the organization to connect with its customers in order to understand their values and priorities. Customer-focused service is critical to being a responsive government. There are several consistent core elements that contribute to peoples' perception of the service they receive. Key sub-factors that foster Customer-Focused Service include:

- **Deliver the Services Customers Want**

Services provided by the City of Bellevue should meet specific customer-identified needs or regulatory requirements, or proactively address community concerns. Regular program assessments should be completed to ensure that all programs remain relevant and effective, and operate at the most efficient level.

- **Convenient, timely, and quality service**

Regularly measure performance and benchmark against industry standards to ensure all customers receive a high level of service. Seek opportunities to advance innovative service delivery that fosters improved access, transparency, and accountability.

- **Spirit of collaboration**

Reduce redundancies, identify opportunities to collaborate, and implement innovative approaches. Maximize the seamless provision of services among all agencies that serve the community and at all levels of government.

- **Equitable, accessible and inclusive services**

Ensure processes are open and equitable so that the customer's wants and needs are reflected in our actions. Understand gaps in participation, and develop opportunities and services that are responsive and accessible to all. Create avenues for communication and eliminate barriers to participation so all customers have an equal opportunity to participate in government.

- **All-way communications**



Request for Results Responsive Government

Creatively engage the entire community, ensuring people understand the services available and can access information they want and need when it's most convenient for them. Inform and involve customers and stakeholders through a variety of communication tools to gauge expectations, engage people in the issues that affect them, set priorities, and provide a feedback mechanism. Seek out and facilitate the participation of those who are potentially affected by or interested in a decision.

Stewardship of the Public Trust

Stewardship of the public trust is an expectation of government. All functions of government should use sound business practices, be performed ethically and with utmost diligence and care. The public places its trust and confidence in government to ensure financial sustainability, safeguard property interests, effectively manage assets, and regularly measure performance. Innovation should be encouraged and barriers removed. Key sub factors that ensure government is a Steward of the Public Trust include:

- **Financial Sustainability**

Manage income, assets, and expenses in a deliberate, well-thought-out, and fiscally prudent manner. Establish and maintain appropriate levels of reserves. Establish controls to safeguard and monitor the City's resources and assets.

- **Balancing Benefit and Risk**

Recognize and evaluate opportunities and risks, so that innovative ideas and critical challenges are given due consideration and the risk of not doing an activity are evaluated. Risk should be considered by evaluating potential lost opportunities as well as monetary costs and probability of impact.

- **Sound Business Practices and Processes**

Create, maintain, and enhance business practices and processes that ensure compliance with regulatory requirements and adherence to best practices. Document business processes to ensure accountability, consistency, and continuity. Develop and maintain integrated systems to support business objectives efficiently. Effective implementation relies on coordinating process, technology, and people.

Request for Results Responsive Government

- **Well Designed and Maintained Assets**

Acquire, develop, and maintain well-designed assets and systems (such as vehicles, equipment, technology, and facilities) that support the operations of a high performance organization. Use best practices to assure proper maintenance and timely upgrade or replacement of such assets. Ensure selection, procurement, and maintenance of these assets is done in an open and competitive process that provides the community with the highest quality at the best value.

- **Performance Management**

Create and maintain an ongoing and effective performance management process to assess organizational performance and progress relative to the community vision and values, strategic plans, and organizational objectives. Periodically review strategic objectives and performance measures for alignment with community values. Evaluate government services and processes against benchmark organizations to ensure adherence to best practices. Link workforce performance to organizational goals and mission.

Purchasing Strategies

Responsive Government is seeking proposals for public engagement functions and primarily internally focused services (support and leadership).

Services or products that are a small component of a larger project or function should be integrated with the proposals for the larger project or function (for example, public meetings for Land Use Permits should be included with the Land Use Review function).

Strategic Leadership

We are seeking proposals that establish and communicate a clear vision and direction for the city, which include timely and informed decisions consistent with the vision and direction. Specifically, we are seeking proposals that:

- Uphold the public interest and advance the community vision and values. Use the community vision as a basis for strategic planning.
- Communicate with the right people at the right time to make informed decisions, investment choices, and appropriate resource allocations for the short and long term.
- Identify and foster partnerships and coordination opportunities that improve service delivery and/or reduce cost, while maintaining quality.
- Recognize opportunities to partner with other local governments, regional organizations, businesses, and other organizations.



Request for Results Responsive Government

High Performance Workforce

We are seeking proposals that attract, develop, and retain an engaged, empowered, diverse and culturally competent workforce that embraces innovation and optimizes service delivery. Specifically, we are seeking proposals that:

- Maintain a competitive compensation program that allows the city to attract and retain top candidates.
- Invest in continuous workforce development, training, and wellness, including ensuring a safe work environment.
- Develop organizational learning, continuous improvement, innovation, and professional growth and advancement. Train and educate employees to understand how their jobs support and sustain a high performance organization.
- Acquire, develop, and maintain assets, programs and processes that support a high performing, diverse and culturally competent workforce.
- Provide the tools, materials, technologies, and other resources that enable the workforce to optimize service delivery.

Customer-Focused Service

We are seeking proposals that deliver products or services that best reflect customers' needs and the community diversity and values. Specifically, we are seeking proposals that:

- Invite early and ongoing customer communication and stakeholder collaboration. Ensure products and services are timely, consistent, predictable and accessible to all.
- Ensure services are relevant, efficient, and effective.
- Reduce redundancies in service delivery.
- Enhance professionalism and responsiveness.
- Promote open and transparent access to information and services, and provide feedback loops.



Request for Results Responsive Government

Stewardship of the Public Trust

We are seeking proposals that protect the public's interest by managing resources wisely, making ethical decisions, and balancing benefit and risk. We seek proposals that optimize quality, value, and performance that engender trust in city government. Specifically we are seeking proposals that:

- Ensure that public funds are managed in an ethical, prudent, responsible, and fiscally sustainable manner. Promote reasoned and responsible risk taking to encourage innovation while appropriately managing liability.
- Solicit and analyze performance feedback from the community.
- Acquire, develop and maintain assets, programs and processes to meet public needs.
- Ensure accountability in our actions and decisions.



Request for Results Responsive Government

Attachment A: List of Primary Evidence

Strategic Leadership

Council Vision “Bellevue 2035 – The City Where You Want to Be”

<http://www.bellevuewa.gov/council-vision.htm>

One City Goal

https://cobweb.ci.bellevue.wa.us/departments/onecitycoreteam/Communication/Documents/Communication%20Toolbox/OneCityGoal_Journey.pdf

The Bellevue One City Principals and Training- Top Alignment: By Richard McKnight

https://cobweb.ci.bellevue.wa.us/departments/cmo/one_city/Training/default.aspx?RootFolder=%2fdepartments%2fcmo%2fone%5fcity%2fTraining%2fOC%20Principles%2fShared%20Leadership&FolderCTID=0x0120007CF90CDA47929D4BBF6FEFCBFB870BAF&View=%7bDA46C465%2d6418%2d4BDC%2dA36B%2dA07DBE5D74EB%7d

2013-2014: Baldrige National Quality Program, Criteria for Performance Excellence

<http://www.szaic.gov.cn/xxgk/qt/ztlm/sztl/zxpt/201304/P020130513520115528255.pdf>

City of Bellevue Comprehensive Plan

http://www.bellevuewa.gov/comprehensive_plan.htm

Driving Employee Engagement (A “White Paper” prepared by Development Dimensions International, no date apparent).

https://cobweb.ci.bellevue.wa.us/departments/cmo/one_city/Training/OC%20Principles/Engaged%20Employees/ddi_employeeengagement_wp.pdf

The Leadership Profit-Chain: The Blanchard Companies

<http://www.kenblanchard.com/getattachment/Leading-Research/Research/The-Leadership-Profit-Chain/Blanchard-Leadership-Profit-Chain.pdf>

Open Government Directive

<http://www.whitehouse.gov/open/documents/open-government-directive>



Request for Results Responsive Government

High Performance Workforce

Leadership Philosophy

[https://cobweb.ci.bellevue.wa.us/departments/onecitycoreteam/Leadership%20Team/Leadership%20Philosophy%20\(signed\).pdf](https://cobweb.ci.bellevue.wa.us/departments/onecitycoreteam/Leadership%20Team/Leadership%20Philosophy%20(signed).pdf)

One City

https://cobweb.ci.bellevue.wa.us/departments/cmo/OneCityHPO/Pages/OneCity_BasicsPage.aspx

One City Goal

https://cobweb.ci.bellevue.wa.us/departments/onecitycoreteam/Communication/Documents/Communication%20Toolbox/OneCityGoal_Journey.pdf

Equity Matters – Cultural Competency Continuum

[https://cobweb.ci.bellevue.wa.us/teams/RTProducts/Responsive%20Government/Research/17-18%20Research/Equity%20Matteres%20-%20CC%20Continuum%20\(002\).pdf](https://cobweb.ci.bellevue.wa.us/teams/RTProducts/Responsive%20Government/Research/17-18%20Research/Equity%20Matteres%20-%20CC%20Continuum%20(002).pdf)

The Diversity Advantage – Summary 2014

https://cobweb.ci.bellevue.wa.us/teams/RTProducts/Responsive%20Government/Research/17-18%20Research/Bellevue_Diversity_Advantage_Summary_12-08-14.pdf

Driving Employee Engagement (A “White Paper” prepared by Development Dimensions International, no date apparent).

https://cobweb.ci.bellevue.wa.us/departments/cmo/one_city/Training/OC%20Principles/Engaged%20Employees/ddi_employeeengagement_wp.pdf

The Power of Federal Employee Engagement (A report to the President and the Congress of the United State,by the U.S. Merit Systems Protection Board, presented September 2008).

https://cobweb.ci.bellevue.wa.us/departments/cmo/one_city/Training/OC%20Principles/Engaged%20Employees/Engagement%20in%20the%20Public%20Sector.pdf

Employee Passion – The New Rules of Engagement (A paper prepared by The Ken Blanchard Companies, 2007).

https://cobweb.ci.bellevue.wa.us/departments/cmo/one_city/Training/OC%20Principles/Engaged%20Employees/employee_passion.pdf

2013-2014: Baldrige National Quality Program, Criteria for Performance Excellence

<http://www.szaic.gov.cn/xxgk/qt/ztlm/szsl/zxpt/201304/P020130513520115528255.pdf>



Request for Results Responsive Government

The Leadership Profit-Chain: The Blanchard Companies

<http://www.kenblanchard.com/getattachment/Leading-Research/Research/The-Leadership-Profit-Chain/Blanchard-Leadership-Profit-Chain.pdf>

Customer-Focused Service

Citizen Engagement Chapter in Comprehensive Plan

http://bellevuewa.gov/pdf/PCD/02_Citizen_Engagement_FINAL_20150807.pdf

A Manager's Guide to Evaluating Citizen Participation

IBM Center for the Business of Government – Fostering Transparency and Democracy Series

http://icma.org/en/icma/knowledge_network/documents/kn/Document/303516/A_Managers_Guide_t

Taking Customer Service to the Next Level, by Bruce McLendon

http://icma.org/en/icma/knowledge_network/documents/kn/Document/6026/Taking_Customer_Service

Customizing Bureaucracy, by Karen Daley

http://icma.org/en/icma/knowledge_network/documents/kn/Document/2275/Customizing_Bureaucracy

The Leadership Profit-Chain: The Blanchard Companies

<http://www.kenblanchard.com/getattachment/Leading-Research/Research/The-Leadership-Profit-Chain/Blanchard-Leadership-Profit-Chain.pdf>

Stewardship of the Public Trust

The Leadership Profit-Chain: The Blanchard Companies

<http://www.kenblanchard.com/getattachment/Leading-Research/Research/The-Leadership-Profit-Chain/Blanchard-Leadership-Profit-Chain.pdf>

GFOA, Government Finance Officers Association: <http://www.gfoa.org>

Best Practices

<http://www.gfoa.org/gfoa-executive-board-approves-new-best-practices-and-advisories>

Establishment of Strategic Plans (2005)

<http://www.gfoa.org/establishment-strategic-plans>

Capital Asset Assessment, Maintenance and Replacement Policy (2007 and 2010)(CEDCP)



Request for Results Responsive Government

<http://www.gfoa.org/capital-asset-assessment-maintenance-and-replacement>

Long-Term Financial Planning (2008) (BUDGET)

<http://www.gfoa.org/long-term-financial-planning-0>

ICMA, the International City/County Management Association

<https://icma.org/en/icma/home>

Partnerships & Regional Collaboration Best Practices

High Performance Partnerships Best Practices/Literature Review, Dakota County, by Pepin Hugunin & Associates

<http://www.mncounties.org/Futures/Resources/DAKOTAHIPP%20Final%20Report%20073004.pdf>

Model Organizational Structures and Best Practices for Successful National Collaborative Information

Partnerships, by Patricia O'Brien Libutti Fordham University Libraries

<http://www2.ed.gov/pubs/Structures/collaborativepartners.html>

Right Sizing

Rightsizing government: lessons from America's public sector innovators, by William D. Eggers

<http://reason.org/files/e69bfddf74cc9bd34b6814d3caf63682.pdf>

New York City Mayor's Office of Operations, "Maximizing Efficiency in NYC Government: A Plan to Consolidate and Modernize Back-Office Operations,"

http://www.nyc.gov/html/om/pdf/2010/pr316-10_report.pdf

Risk Management Best Practices

Opportunity Risk Management Best Practices (Balancing Risk & Innovation)

BusinessWeek, Risk Management and Innovation, by Mark W. Johnson

http://www.businessweek.com/innovate/content/nov2010/id2010118_752981.htm

GFOA, Creating a Comprehensive Risk Management Program

<http://www.gfoa.org/creating-comprehensive-risk-management-program>

ICMA, Risk Management

[http://icma.org/en/icma/knowledge_network/documents/kn/Document/307868/Risk Management Program](http://icma.org/en/icma/knowledge_network/documents/kn/Document/307868/Risk_Management_Program)

Cause & Effect Map

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Economic Growth & Competitiveness

As a community, Bellevue values...

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



Council Vision - Strategic Target Areas

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

Factors:

Economic Development

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

Infrastructure Development

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

Community Development

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

Workforce Development

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

Key Community Indicators:

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

Key Performance Indicators:

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

Cause & Effect Map - Additions

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Economic Growth & Competitiveness

As a community, Bellevue values...

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



Council Vision – Strategic Target Areas

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

Factors:

Economic Development

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

Infrastructure Development

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

Community Development

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

Workforce Development

- Living-Wage Jobs Opportunities
- Opportunities for Education, Innovation and Research
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- Percent of customers rating inspection or review services as very good or good
- Employment growth rate by sector
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- Employment rate of Bellevue citizens compared with the regional rate

Cause & Effect Map - Deletions

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Economic Growth & Competitiveness

As a community, Bellevue values...

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



Council Vision

- ~~THIS IS A NEW SECTION FOR 2017-2018~~

Factors:

City Brand

- ~~City Mission/Vision~~
- Bellevue's Reputation
- ~~Regional Character & Location~~
- Existing Businesses & Industries
- Regional Leader in Commerce
- ~~International Gateway City~~

Land, Infrastructure and Planning

- Infrastructure for Communications & Utilities
- ~~Transportation Systems & Choices~~
- ~~Strategic Growth Plan~~
- Zoning & Site Development
- ~~Major Facilities~~

Costs and Capital

- ~~Incentives to attract entrepreneurial businesses~~
- Tax Policies & Programs
- Development Processes
- ~~Utility Costs~~

Quality of Community

- ~~Social Offerings~~
- Housing Choices
- Diverse Retail & Tourism
- ~~Parks/Open Space & Well-Kept Neighborhoods~~
- Sense of Community

Workforce

- ~~Diverse Workforce~~
- Opportunities for Education, Innovation and Research
- Training, Internships, Apprenticeships & Volunteer Programs
- Diverse Employment Portfolio offering living-wage jobs

Key Community Indicators:

- % of residents who feel the City is doing a good job of planning for growth that adds value to their quality of life
- ~~% of residents and businesses who agree that the City is doing a good job helping create a competitive business environment that supports entrepreneurs and creates jobs.~~

Key Performance Indicators:

- % of customers rating inspection or review services as very good or good
- Employment growth rate by sector
- Jobs in Bellevue as a % of total regional jobs
- ~~% change in B & O tax revenue~~
- Change in Taxable Retail Sales (TRS) per capita
- Employment rate of Bellevue citizens compared with the regional rate



Request for Results Economic Growth & Competitiveness

The 2017 - 2018 Economic Growth & Competitiveness Results Team:

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

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

Introduction

This Request for Results (RFR) outlines the factors used to evaluate and rank proposals through the Budget One process for the Economic Growth and Competitiveness (EGC) outcome area. EGC is one of six citizen-focused outcomes approved by City Council in 2016 to form the basis for developing the City Manager's Preliminary Budget. This document provides guidance to staff in developing proposals for the 2017-2018 Operating Budget and 2017-2023 Capital Investment Program Plan.

Community Value Statements

As a community, Bellevue values:

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

Council Vision

The Economic Growth and Competitiveness Outcome directly aligns with the 2014 City Council Vision. The economic development vision is to develop the city of Bellevue as a hub for global business. The strategies to meet this vision include maintaining a strong local economy and providing opportunities for high quality education and access to capital, all within a community that boasts a high quality of life for residents and workers.

Key Community Indicators

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

Community Indicators are high level measurements that provide insight for community leaders and others to use in decision making. The indicators are measured through regular surveys of



Request for Results

Economic Growth & Competitiveness

Bellevue residents and businesses. Each are tracked over time so that changes and trends can be identified.

Key Performance Indicators

The Key Performance Indicators (KPIs) listed below are a collection of measures that indicate whether the Economic Growth and Competitiveness outcome is achieving the community's desired result. They provide a snapshot of current performance and track over time where actual performance is improving, worsening or staying the same. The KPIs for EGC are:

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

Performance indicators included in budget proposals can align with those listed above, or can be more specifically tailored to the proposal. A special emphasis will be placed on performance measures during this budget cycle. Results Teams will be conducting in depth analyses of measures included in proposals. This is intended to provide objective feedback to proposal writers and program managers about the strengths and weaknesses of their proposed measures.

Background and Context

The Economic Growth and Competitiveness Outcome is about preserving the community's existing economic base, creating opportunities for new economic growth and improving the quality of life of Bellevue residents and workers. Bellevue is an attractive business location due to its central location within the Puget Sound region and proximity to land, air and sea transportation hubs. In addition, it benefits from a lively downtown urban center, access to regional transportation networks, a well-educated workforce and a culturally diverse community. Bellevue is a major regional employment center with approximately a 148,800 person workforce.

To effectively plan for and manage the city's economic growth, the City Comprehensive Plan's Economic Development Element lists five desired outcomes:

- A strengthened and diversified economic base
- A strong regional economy
- Employment opportunities and paths to prosperity for a wide range of residents
- An easy and attractive place to do business
- A sustainable city



Request for Results

Economic Growth & Competitiveness

The goals and strategies from the Comprehensive Plan and the City Council Vision provide guidance that directly influence economic growth and make the city more competitive regionally, nationally and globally. Bellevue's vibrant economy not only bolsters employment opportunities for its residents and the region, but also helps keep city tax rates low while providing excellent services to businesses and citizens. Equally critical to sustaining the economy are actions that sustain strong community life and a healthy natural environment. These all work together to allow for continued growth that occurs in a responsible and well-planned manner.

Factors

Four primary factors directly influence economic growth and make the city more competitive regionally, nationally and globally. The Cause & Effect (C&E) Map illustrates the relationship of these factors and their respective secondary (sub) factors contributing to the Community Value Statements. The C & E Map also illustrates the Key Community and Performance Indicators, which are measures of how effectively the city is achieving this outcome. In the context of Economic Growth and Competitiveness, each factor below plays a distinct role in contributing to the outcome, both individually and collectively.

The factors for EGC are:

- Economic Development
- Infrastructure Development
- Community Development
- Workforce Development

Research

The 2017-2018 EGC Results Team built upon the foundation created by the 2015-2016 Results Team. The current team reviewed the city's adopted plans and economic development policies and conducted additional, limited research into economic development materials in the attached list of resources.

Proposal Writing Guidance:

In your proposal, describe activities that the City of Bellevue might undertake to affect the Economic Growth and Competitiveness factors and sub-factors (as described in this section).

A wide variety of factors influence Economic Growth and Competitiveness. Further, many factors overlap with other budget outcomes, including public safety, transportation, utility infrastructure, and parks. However, these factors are addressed more directly in other budget outcomes. Proposals should be submitted to the outcome most closely aligned with the proposal's primary objective. It is likely that proposals best suited to EGC will fall under the Economic Development and Infrastructure Development



Request for Results

Economic Growth & Competitiveness

factors. Proposals addressing the Community Development and Workforce Development factors may fit best under different budget outcomes (such as QN/IVCC and Safe Communities). If you have questions about where a proposal is best submitted, please contact the Results Team.

When developing your proposal, show the logical relationship between your proposal and how it supports one or more of the factors which contribute to EGC. Your proposal does not need to support all the factors. In fact we urge you to be selective and strategic in choosing the factors that most closely align with your proposal. Describe the short, medium or long-term goals of the program in your proposal. Also show how your proposal relates to the citywide purchasing strategies.

Factor 1: Economic Development

Bellevue strives to attract national and international businesses that align with its strategy for economic and community development. This is accomplished by developing and maintaining healthy relationships with existing businesses and fostering an entrepreneurial and start-up culture that helps businesses achieve success. Bellevue provides the opportunity for businesses to thrive and grow where innovative industry and business-friendly services exist. Positive impressions about Bellevue, including its unique community characteristics, its business base and its people help form the basis of the city's reputation and brand.

We are seeking proposals for programs that contribute to a welcoming business climate where we can reach the goal of making it easy to do business in Bellevue.

Sub-Factors and Purchasing Strategies:

- **Attract National and International Businesses**
Support activities and actions that draw national and international companies to locate in the city
- **Existing Business and Industry Retention**
Promote a healthy and vibrant business climate that facilitates the growth, retention and expansion of existing businesses
- **Assistance to Small Businesses and Start-Ups**
Create opportunities and remove barriers to creation of new small businesses and other entrepreneurial activities
- **Regional Leader in Commerce**
Position the city as a leader within the Puget Sound region through collaboration and partnerships with other regional economic development initiatives and programs
- **Diverse Retail and Tourism**



Request for Results

Economic Growth & Competitiveness

Strengthen and support the city's existing retail and tourism industries by developing new ways to attract new and unique retail and tourism opportunities

- **City Brand and Reputation**

Market the city's distinctive qualities and attributes, such as an established center of commerce, its central location, proximity to major transportation corridors and its inviting parks and public spaces

- **Tax Policies and Programs**

Strive toward a balanced set of taxes, fees and rates that continue to attract business to Bellevue while at the same time adequately support the City's infrastructure and services

Factor 2: Infrastructure Development

Robust transportation, utility, and communication network infrastructure enables more productive use of land for the built environment, which encourages economic growth. Bellevue, along with its regional infrastructure partners, has the continuing responsibility to improve the capacity and reliability of these networks to move people and goods, transfer information and provide services efficiently and safely while protecting and enhancing the city's natural environment.

We are seeking proposals that deliver development processes that are predictable, efficient and understandable, enhance and ensure the quality of public and private infrastructure, promote and maintain the city's continued economic growth and protect its natural environment.

Sub-factors and Purchasing Strategies:

- **Development Processes**

Support processes which are predictable, efficient and understandable

- **Planning Intentionally for Growth**

Actively manage the health of the local economy by advancing long-range economic growth strategies and plans that achieve the City's vision for the future as articulated in the Comprehensive Plan.

- **Infrastructure for Transportation, Communications and Utilities**

Promote strategic land, infrastructure and development planning in coordination with regional transportation and communications partners and protect the quality, safety and integrity of infrastructure.

- **Multi-Modal Mobility Systems and Choices**



Request for Results

Economic Growth & Competitiveness

Develop and support multi-modal transportation solutions for residents, workforce and visitors in coordination with regional transportation partners.

- **Zoning and Site Development**
Create a balance of residential and commercial development through zoning and site development review

Factor 3: Community Development

Community Development looks at the big picture of Bellevue's quality of community. With its inviting public spaces, its vibrant culture, sense of public safety and the level of civic engagement of its citizens, visitors and workforce, Bellevue is "The Place You Want to Be." Businesses recognize that people are attracted to places with a high quality of life and that an energetic and dynamic community enhances recruitment and retention. In addition, a diverse range of housing choices and affordability also contributes to the quality of the community and factors heavily in city-wide planning and infrastructure. Research indicates a strong positive correlation between quality of life, community attachment and local economic growth.

We are seeking proposals that strengthen community development by enhancing quality of community, increasing civic engagement and helping residents feel connected to each other and their community.

Sub-factors and Purchasing Strategies:

- **Affordable Housing Choices**
Promote access to affordable housing options for everyone
- **Arts and Culture**
Support community gathering spaces such as art galleries, cultural facilities, farmers markets, special events, tourist attractions, and other social opportunities for citizens to meet and engage with one another
- **Well-Kept Neighborhoods and Public Spaces**
Enrich community aesthetics through provision of parks and open spaces and along well-maintained streets and sidewalks that provide access to natural beauty and extraordinary experiences
- **Sense of Community**
Make Bellevue a welcoming, safe and just community where "people from around the world are welcomed by people from around the corner"
- **Public Safety**



Request for Results

Economic Growth & Competitiveness

Maintain a high level of confidence in public safety by strengthening the partnership between the City and local residents and businesses

Factor 4: Workforce Development

A well-trained, talented, and diverse workforce provides Bellevue a competitive edge in the regional, national and global markets. The ability to hire and retain a skilled workforce can determine the success of a business in a highly competitive and dynamic market.

A rich network of institutions and businesses provide apprenticeships, internships, volunteer opportunities and training programs give individuals the step up they need to enter the workforce. Bellevue's working population needs opportunities to evolve and grow through continuing education and professional development. Innovative partnerships between employers and educational institutions can be instrumental in attracting talent. In today's competitive market, a well-balanced diverse portfolio of employers contributes to economic sustainability of the city and appeals to a diverse population.

We are seeking proposals that develop the skills of Bellevue's present and future workforce so that businesses can successfully attract and retain talent.

Sub-factors and Purchasing Strategies:

- **Living Wage Job Opportunities**
Promote employment opportunities and encourage services that offer living wage jobs throughout the community
- **Opportunities for Education, Innovation and Research**
Encourage continued investment in higher education and create a culture of innovation that attracts and nurtures talent and new firms
- **Training, Internships, Apprenticeships and Volunteer Programs**
Facilitate efforts of businesses and institutions to train workers for jobs and assist in creating partnerships that offer apprenticeship, internship and volunteer programs
- **Diverse Employment Portfolio**
Offer support services to businesses of all types and sizes, creating a variety of employment opportunities that help keep Bellevue a regional and international employment hub



Request for Results Economic Growth & Competitiveness

Attachment A: List of Evidence

Written Materials

Previous Budget One Results Team research and interviews provided the basis for our Factors and Sub-Factors. The 2017-2018 EGC Results Team built on this with the following contemporary sources.

Bellevue, City of. "Comprehensive Plan: General Elements, Volume 1" as updated in August 2015. Web: http://www.bellevuewa.gov/comprehensive_plan.htm. Accessed February 2016.

Bellevue, City of. "Council Vision." Web: <http://www.bellevuewa.gov/council-vision.htm>. Accessed February 2016.

Bellevue, City of. "Economic Development Plan." Web: http://www.bellevuewa.gov/pdf/PCD/Final_Adopted_ED_Strat_Plan_07-07-2014.pdf. Accessed March 2016.

Bodenner, Chris. "Eleven Signs a City Will Succeed." *The Atlantic*. Atlantic Media Company, 19 Feb. 2016. Web: <http://www.theatlantic.com/magazine/archive/2016/03/eleven-signs-a-city-will-succeed/426885/>. Accessed February 2016.

City of Calgary. "Benchmarking Calgary's Competitiveness: Understanding Risks and Opportunities." *Calgary Economic Development*. MONITOR DELOITTE, 22 Dec. 2015. Web: <http://www.calgaryeconomicdevelopment.com/media/press-releases/2015/benchmarking-calgary%E2%80%99s-competitiveness-understanding-risks-and>. Accessed February 2016.

"Economic Strategies - City of San Jose." *City of San Jose*. City of San Jose, 2010. Web: <http://sjeconomy.com/resources/economic-strategies/>. Accessed February 2016.

"Metro Monitor." *The Brookings Institution*. The Brookings Institution, 28 Jan. 2016. Web: <http://www.brookings.edu/research/reports2/2016/01/metro-monitor#V0G10420>. Accessed February 2016.

"The Next Big Things." *Alliance for Innovation*. Alliance for Innovation, 2015. Web: http://transformgov.org/en/knowledge_network/documents/kn/document/307623/the_next_big_thin_gs. Accessed February 2016.

"The Role of Policy Makers in the Emerging Maker Movement" *ICIC RSS*. ICIC Initiative for Competitive Inner City, 11 Nov. 2013. Web: <http://www.icic.org/connection/blog-entry/blog-the-role-of-policy-makers-in-the-emerging-maker-movement>. Accessed February 2016.



Request for Results Economic Growth & Competitiveness

VisitBellevue.com. <http://www.visitbellevuewashington.com/>. Accessed February 2016.

Interviews

2015-2016 Economic Growth and Competitiveness Results Team

Rich Siegel, Performance Measurement and Management

James Henderson and Jesse Canedo, Economic Development Team

Mike Brennan and Teri Jones, Development Services Department

Cause & Effect Map

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Improved Mobility and Connectivity

As a community, Bellevue values...

- A safe, convenient, efficient, and reliable transportation system that connects people to the places they want to go.
- A transportation system that provides options, accommodates growth, and improves how people live, work, and play.



Council Vision – Strategic Target Areas

- Transportation and Mobility
- Regional Leadership and Influence
- Great Places Where You Want to Be
- Economic Development

Factors:

Existing & Future Infrastructure

- Maintenance
- Planning & Design
- Connectivity
- Regional Partnerships
- Investment Value
- Economic Development

Traffic Flow

- Efficiency
- Safety
- Travel Times
- Capacity
- Level of Service
- Construction Impacts

Built Environment

- Quality of life
- Land Use
- Character
- Sustainability
- Livability
- Accessibility

Travel Options

- Multi-modal
- Convenience
- Connections
- Reliability
- Universal Access
- Education and Tools

Key Community Indicators:

- % of residents who agree that the City is providing a safe transportation system for all users.
- % of residents and businesses who say they can travel to, from and within the City of Bellevue in a reasonable and predictable amount of time.
- % of residents who agree that Bellevue is doing a good job of planning for and implementing a range of transportation options.

Key Performance Indicators:

- Condition of the City's arterials and residential streets.
- Number of injury accidents on City streets.
- Estimated value of saved time (in \$) from intelligent transportation systems.
- Addition of new sidewalks, bike facilities, and trails.
- Average weekday transit usage (Citywide).
- Use of alternate modes for commute trips.

Cause & Effect Map-Additions

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Improved Mobility and Connectivity

As a community, Bellevue values...

- A safe, convenient, efficient, and reliable transportation system that connects people to the places they want to go.
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Council Vision – Strategic Target Areas

- Transportation and Mobility
- Regional Leadership and Influence
- Great Places Where You Want to Be
- Economic Development

Factors:

Existing & Future Infrastructure

- Maintenance
- Planning & Design
- Connectivity
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Traffic Flow

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- Average weekday transit usage (Citywide).
- Use of alternate modes for commute trips.

Cause & Effect Map - **Deletions**

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Improved Mobility

As a community, Bellevue values...

- A safe transportation system for all users.
- A convenient, efficient, and reliable transportation system that connects people to the places they want to go.
- A transportation system that provides options, accommodates growth, and improves how people live, work, and play.



Council Vision

- **THIS IS A NEW SECTION FOR 2017-2018**

Factors:

Existing & Future Infrastructure

- ~~• Safety~~
- Maintenance
- Planning
- Design
- Connectivity
- Regional Partnerships
- Value
- ~~• Integration~~
- Economic Development

Traffic Flow

- Efficiency
- Safety
- Travel Time
- Capacity
- ~~• Maintenance~~

Built Environment

- Quality of life
- Land Use
- Character
- ~~• Environment~~
- Livability
- ~~• Destinations~~
- ~~• Access to Services~~
- ~~• Leisure~~

Travel Options

- ~~• Choices~~
- Convenience
- ~~• Economic Development~~
- Connections
- Reliability
- ~~• Safety~~
- ~~• Access for All Users~~
- Education

Key Community Indicators:

- % of residents who agree that the City is providing a safe transportation system for all users.
- % of residents who say they can travel within the City of Bellevue in a reasonable and predictable amount of time.
- % of residents who agree that Bellevue is doing a good job of planning for and implementing a range of transportation options ~~(such as light rail, bus, bikeways, walkways, and streets).~~

Key Performance Indicators:

- Condition of the City's arterials and residential streets.
- Number of injury accidents on City streets.
- Value of saved time (in \$) from intelligent transportation systems.
- Addition of new sidewalks, bike facilities, and trails.
- Average weekday transit usage (Citywide).
- Use of alternate modes for commute trips.



Request for Results Improved Mobility and Connectivity

The 2017-2018 Improved Mobility and Connectivity Results Team:

Team Lead: Cheryl Zakrzewski

Team Members: Joseph Lipker, Michelle O'Day, Reilly Pittman, James Trefry

Introduction

This Request for Results (RFR) outlines the results and factors that will be used to evaluate and rank operating proposals for the Budget One process. Citizen-focused outcomes were approved by City Council and form the basis for developing the City Manager's Preliminary Budget. This document provides guidance to staff in developing offers for the 2017-2018 Operating Budget.

What is Improved Mobility and Connectivity?

"Mobility in Bellevue means providing people with an assortment of mobility options that help people get where they need to go. Not only does the transportation system support this fundamental mobility function, it contributes to a quality of life that Bellevue residents expect, and that attracts employers and businesses" (Bellevue Comprehensive Plan: Transportation Element).

Connectivity in Bellevue means allowing more direct travel between destinations. Increasing connectivity reduces the amount of circuitous travel required and often encourages shorter vehicle trips and the use of alternate modes such as biking and walking.

While surveys of Bellevue residents conducted annually show that the vast majority of residents believe that Bellevue is a "good" or "excellent" place to live, concerns about traffic and roads rank high on the list of issues that affect perceptions about quality of life in the City. Residents also historically rank transportation as a top budget priority.¹ In response to the significance that residents place on mobility, Bellevue has many existing programs and efforts related to planning for and constructing quality transportation infrastructure. In addition, the City has historically worked with other state and local agencies, notably the Washington State Department of Transportation (WSDOT), Sound Transit, and King County Metro, to ensure that regional facilities meet the needs of Bellevue residents.

Mobility is not only a concern for Bellevue's residents, but also for businesses in the City. Bellevue is an important regional center of business employing more than 140,000 people

¹ City of Bellevue (2014) Budget Survey



Request for Results Improved Mobility and Connectivity

which is expected to increase by another 63,000 jobs by the year 2035.² One reason for Bellevue's strong employment numbers is that it is strategically located at the junctions of regional and national transportation corridors. Continued economic development is dependent on Bellevue having an efficient transportation system to move goods and employees. As a result, the City started an annual survey of businesses, similar to the citizen survey. The first survey in 2015 found that all sectors of the City's business community have significant concerns about traffic and road capacity for their employees to commute to work. This concern will undoubtedly increase as the construction of Eastlink light rail commences.

The need for a convenient transportation system is not unique to Bellevue. One measure of the value that Americans place on mobility is that we spend a relatively large share of our income on transportation. As a result, we expect the transportation system to be safe and reliable, and to provide a variety of affordable methods of traveling between desired destinations. Commute time not only impacts quality of life but also creates economic impacts, as housing costs increase relative to employment centers.

A transportation system allows people to get to desired destinations. Selection of Improved Mobility and Connectivity as an outcome in the Budget One process reflects the importance that residents, businesses, and their customers place on mobility and connectivity within the City and region. Therefore, for purposes of this RFR, the term "citizen" represents the full range of residents, business owners, employees, and visitors, etc. Realizing the City's vision and budget outcomes rest on the foundation of a well-planned, designed, and connected transportation system.

Community Value Statements

The Improved Mobility and Connectivity results team understands that improving mobility means we are committed to meeting the numerous and divergent needs of those who live, work and play in Bellevue now and in the future. Recognizing the trade-offs inherent in designing a comprehensive mobility network, we emphasize the importance of balance between reliability, safety, transportation options, regional connectivity, and reduction of congestion. We also believe that transportation system planning, design, construction, and operation should enhance and not detract from our neighborhoods, environment, and quality of life. We realize that what the City builds it also has to maintain; infrastructure not only has a

² City of Bellevue Economic Development Web Page accessed March 2016



Request for Results Improved Mobility and Connectivity

construction cost but also an ongoing maintenance cost that must be considered and planned for in the budget. Protecting and maximizing our current infrastructure investments are critical elements of improving mobility.

The Improved Mobility and Connectivity results team recognizes that improving mobility and connectivity is broader than simply increasing the capacity to move cars. We understand that providing safe, convenient, and efficient transportation is one way to improve mobility but that consideration must also be given to the overall built environment and how it influences our movements and choices. We also understand that improved mobility in many cases requires considerations of trade-offs, for example, increasing road capacity or constructing mass transit infrastructure vs. protecting neighborhoods or the natural environment.

Based on the City's Performance Measures Survey, as a community, Bellevue values:

- A safe, convenient, efficient, and reliable transportation system that connects people to the places they want to go; and
- A transportation system that provides options, accommodates growth and improves how people live, work and play.

Council Vision

The City Council established a vision for the City and set priorities. In 2016 the Council also decided to change the "Improved Mobility" budget outcome to be "Improved Mobility and Connectivity." Amongst the priorities set, the following are currently applicable to Improved Mobility and Connectivity.

- Transportation and Mobility
- Regional Leadership and Influence
- Economic Development
- Bellevue: Great Places Where You Want To Be

Community and Performance Indicators

Key Community and Performance Indicators are high level measurements that provide information about past and current trends. They provide insight that community leaders and others can use in making decisions that affect future outcomes. These indicators are gathered annually and provide insight into the overall direction of an intended outcome – whether things are improving, declining or pretty much staying the same.

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Key Community Indicators for the Improved Mobility and Connectivity outcome are as follows:

- Percent of residents who agree that the City is providing a safe transportation system for all users.
- Percent of residents and businesses who say they can travel to, from and within the city of Bellevue in a reasonable and predictable amount of time.
- Percent of residents who agree that Bellevue is doing a good job of planning for and implementing a range of transportation options (such as light rail, bus, bikeways, walkways and streets).

Key Performance Indicators for the Improved Mobility and Connectivity outcome are as follows:

- Condition of the City's arterials and residential streets.
- Number of injury accidents on City streets.
- Value of saved time (in \$) from intelligent transportation systems.
- Addition of new sidewalks, bike facilities, and trails.
- Average weekday transit usage (Citywide).
- Use of alternate modes for commute trips.

Factors

The Cause and Effect Map included with this RFR depicts the four major factors and related sub-factors (noted in **"bold"** in discussion below) identified by the team as most related to Improved Mobility and Connectivity.

- Factors are those influences that are directly related to actual or perceived improvement of mobility and connectivity.
- Sub-factors are direct or indirect influences on improved mobility and connectivity that have direct impacts on other identified factors.

The team has listed the four key factors as follows: 1) Existing and Future Infrastructure, 2) Traffic Flow, 3) Built Environment, and 4) Travel Options. It is anticipated that the set of strategies chosen by the City to address the Improved Mobility and Connectivity outcome will reflect a mix of programs and proposals associated with each of the factors below.

Factor 1: Existing & Future Infrastructure

Transportation infrastructure is the backbone of any mobility system and as a result is identified as a critical factor to improved mobility and connectivity. This factor takes into account all phases of infrastructure lifecycle management from the **planning and design**

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phase through construction and into the ongoing **maintenance** of transportation assets. As a result, projects and programs that enhance the reliability and maximize the functionality of the transportation infrastructure not only ensure that taxpayers receive maximum **investment value**, but also are key to improving mobility.

Bellevue is the hub of the Eastside due to its location within the main SR 520, I-405 and I-90 corridors which connect Bellevue to the rest of the region. The planned Eastlink transit system through Bellevue will also provide an additional connectivity route. Transportation decisions that impact these regional facilities have a direct impact on Bellevue. Leveraging **regional partnerships** and maximizing opportunities with WSDOT, federal agencies, and regional transit agencies are critical to ensuring the expectations of Bellevue's citizens are met. Future infrastructure investments must be thoughtfully planned and integrated with existing and anticipated land uses to best meet the City's future vision.

The continued **economic development** of the City will impact the infrastructure by increasing the demand for mobility options. The City's vision is to provide efficient and sustainable infrastructure that supports transport systems and their **connectivity** in and out of the region. Fulfilling this vision is integral to Bellevue's attractiveness as a desirable place to live, work and play.

Factor 2: Traffic Flow

Improving traffic flow directly supports Improved Mobility and Connectivity by ensuring that traffic can move through the City in a **safe** and efficient manner with minimum disruptions. Traffic flow is a particular concern within the community. In surveys, those who work and live in Bellevue most frequently express concern with traffic and congestion.³

Consideration should be given to strategies that improve or maintain traffic flow in order to gain the most **efficiency** out of the existing transportation network prior to adding new infrastructure. Traffic congestion adds stress and inconvenience to people's daily lives due to longer and/or unpredictable **travel times** between destinations. Traffic congestion affects the transit system since buses, vanpools, and future at-grade light rail, also sit in congestion, creating inconvenience for passengers and impacting ridership. Congestion also

³ City of Bellevue (2014) Budget Survey; 2015 Bellevue Survey of Businesses.



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causes increased volume and speed concerns from cut-through traffic on residential streets in many neighborhoods.

While improving traffic flow is a key factor to improving citizens' satisfaction with mobility in and through Bellevue, this objective must be balanced with other factors. Preservation of the built environment or other considerations may dictate acceptance of some level of congestion, as increasing **capacity** is often not a viable option for a variety of reasons.

Construction impacts and non-recurring events are other key factors of traffic flow. Nationally, half of all traffic congestion is created by accidents, weather, etc.⁴ Provisions for timely system repair and maintenance are necessary to sustain a defined **level of service**. Clear and specific communication of major construction projects, repairs, and non-recurring events to the community is essential as it can help minimize the impact to traffic flow by allowing drivers to adjust their routes or times of travel. In addition, education and enforcement of traffic laws lead to improved flow, since accidents not only threaten safety but are also a major contributor to congestion.

Factor 3: Built Environment

The built environment refers to the man-made surroundings that provide the setting for living, working and playing, including buildings, parks or green spaces, neighborhoods and the City's transportation infrastructure. These features impact the character of neighborhoods as well as the **livability** (including walkability and bikeability) and **quality of life** enjoyed by residents and visitors of the City.⁵

Preserving the character of neighborhoods and improving mobility and connectivity are high priorities for Bellevue citizens.⁶ We have determined that there are a number of cause and effect relationships between mobility and connectivity and quality of life that go beyond simply neighborhood issues. We identify this set of cause and effect relationships as the "Built Environment" factor.

⁴ "US Department of Transportation, Federal Highway Administration Traffic Congestion and Reliability: Trends and Advanced Strategies for Congestion Mitigation", U.S. Department of, Office of Operations, Figures 3.1 and 3.2

⁵ Built environment - Wikipedia, the free encyclopedia, retrieved February 25, 2016.

⁶ City of Bellevue 2014 Budget Survey.

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Integrating transportation and **land use** planning is key to achieving a more **sustainable** environment, maintaining the unique **character** of the City, and providing easier and more convenient access to destinations. The built environment factor focuses on the relationship between land uses and transportation, because where we choose to live, work and spend our leisure time directly impacts where and how we build roads, sidewalks, bike paths and trails.

Those who live in Bellevue's neighborhoods have an expectation that they will have **access** to a mobility system that increases neighborhood vitality while at the same time protects them from negative traffic impacts. They also expect a system that has access to services for all users.⁷ These expectations, along with the expressed need to reduce traffic in residential neighborhoods, make neighborhood **livability** a driver for improved mobility.⁸ Careful planning is needed to locate services near where people live, work, and play and/or near existing mobility (transportation) infrastructure. This planning can effectively decrease the use of motorized travel and congestion and increase the number of healthy mobility choices like biking and walking, all while supporting a sustainable environment.

Factor 4: Travel Options

The availability of and access to a variety of local and regional travels options is critical to those who live, work and play in the City and is an important component of the City's growth. Currently, Bellevue has a population of over 135,000 with another 97,000 people commuting to work in Bellevue each day from all over the region.⁹ Bellevue residents and the businesses which operate in Bellevue have both expressed a need for improved traffic conditions and transportation services.¹⁰ A **multi-modal** strategy which addresses access for private vehicles, pedestrians, bicyclists, and transit uses is critical to a long term strategy to improve mobility to and within the City. The ultimate objective is to optimize the percentage of users able to reach important destinations through a variety of land uses and to minimize reliance on private motor vehicles.

Roadways, parking facilities, transit services, bicycle routes, and walkways are most effective when they are part of a connected and coordinated plan. Efforts should also focus

⁷ 2025 Bellevue Community Vision.

⁸ City of Bellevue 2014 Budget Survey.

⁹ U.S. Census Bureau; Gwen Rousseau (2016), City of Bellevue demographer.

¹⁰ 2015 Bellevue Survey of Businesses; 2014 Bellevue Budget Survey

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on ensuring that infrastructure is compatible with and connected to both local and regional options. Bellevue is directly served by state and federal highways (SR-520, I-90, and I-405) and regional transit services, all of which are offered and controlled by different governmental agencies. There also is a trend towards utilizing multiple modes in a single trip. Therefore, it is important to improve **connections** between different travel modes.

In the Puget Sound region travel in personal vehicles is decreasing, while walking and transit use has been rising.¹¹ **Connectivity** which insures that **convenient** and **reliable** travel options exist both within a travel system and between various travel modes will assist in the continued decline in the reliance of personal vehicles. Convenient and reliable travel options also offer multiple benefits including a healthier lifestyle, the preservation of air and water quality, the reduction of environmental impacts, and cost savings to the traveler.

Travel options also should provide safe and comfortable **universal access** for those who live, work or play in the City regardless of their age or ability. Identification of barriers to the use of alternate modes of transportation should be identified and addressed. Bicyclists and pedestrians should have access to the destinations served by the public road system.

Information on how to access a particular destination by alternative modes promotes greater usage of available travel options. Therefore, it is important to **educate** the community about the available travel options and how to utilize the **tools**, such as websites and mobile applications, available to access those options. Commuters to the City should be educated on the benefits of alternative travel options by property managers, employers, and businesses through programs such as Transportation Demand Management which provide information, incentives, and opportunities to sample travel options.

Background/Choices

We are charged with wearing our “citizen hat” in the development of our Request for Results, and it is evident to us that mobility and connectivity affects not only Bellevue residents but anyone traveling in and out of the City to work, study, vacation, enjoy leisure activities, and conduct business. How well they are able to do this impacts their quality of life and their experiences while they are in Bellevue. We see a strong connection between mobility and the economic vitality of the City. If people and goods cannot efficiently move into and through our City, they may decide to go elsewhere.

¹¹ Puget Sound Regional Council, Puget Sound Trends, April 2015.

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The following are our specific assumptions and choices related to the factors and strategies which appear in our cause and effect map and purchasing strategies.

- Safety is a central concern in designing and operating the transportation system.
- Maximizing the efficiency of the entire transportation system is critical.
- Improved mobility and connectivity is something that supports many other City goals.
- To connect Bellevue to the region the City relies heavily on roads and transit systems provided by other agencies.

A complete list of resources used to develop this Request for Results is included in Attachment A. These resources may be helpful to proposal drafters looking for evidence supporting the connection between the proposed project or program and the Improved Mobility and Connectivity outcome.

Purchasing Strategies

When identifying purchasing strategies, the Improved Mobility and Connectivity team focused on activities that were within the City's control and/or ability to influence. Several themes surfaced in the development of these strategies:

- Maximize efficiency and value of existing infrastructure and balance with future infrastructure investments
- Plan for future demands on the system
- Improve system connectivity
- Focus on more than just cars (think "multi-modal")

The specific Improved Mobility and Connectivity purchasing strategies are organized according to factors. Proposals should include a discussion of how the program or project addresses the applicable components within each purchasing strategy, including any evidence of past performance or success in other jurisdictions. Strategies that may overlap with strategies from other outcomes are italicized. Guidance for proposal writers is included to provide direction about where to address proposals that involve overlap between outcomes.

We are seeking proposals that maximize the effectiveness of Existing and Future Infrastructure that:

- Maintain current investments in order to optimize their efficiency and value.
- Leverage the benefits of investments made by regional and state agencies.

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- Plan to accommodate future demand. Proposals for new capacity should demonstrate that improvements to existing infrastructure have been evaluated.
 - *Potential overlap with Quality Neighborhoods and Innovative, Vibrant, Caring Communities; proposals mainly aimed at addressing transportation needs for existing or already planned land uses should be directed to Improved Mobility and Connectivity. Proposals that are aimed at coordinating with future or existing land use planning efforts should be directed to Quality Neighborhoods and Innovative, Vibrant, Caring Communities.*
- Include safe infrastructure design for all users.
 - *Potential overlap with Safe Community; proposals to improve the safety of transportation infrastructure should be directed to Improved Mobility and Connectivity. Proposals related to safety design issues that do not involve modifications to infrastructure should be directed to Safe Community.*
- Provide convenient connections between destinations.
- Leverage partnerships with other agencies and maximize opportunities beneficial to the region.
- Promote and support the economic development of the City and region.
 - *Potential overlap with Economic Growth and Competitiveness; proposals that involve capacity or other infrastructure improvement projects should be directed to Improved Mobility and Connectivity. Other proposals should be directed to Economic Growth and Competitiveness.*

We are seeking proposals that improve Traffic Flow and that:

- Prevent accidents that impact vehicles, pedestrians, and/or cyclists.
 - *Potential overlap with Safe Community; proposals that involve modifications to infrastructure should be directed to Improved Mobility and Connectivity. Proposals that are related to user education or behavior modification to improve safety should be directed to Safe Community.*
- Maximize the safety and efficiency of the system.
- Increase predictability of travel times.
- Provide for timely system repair to maintain level of service.
- Effectively clear barriers to traffic flow.
- Increase road capacity in appropriate locations. Note: proposals for new capacity should demonstrate that improvements to existing infrastructure have been evaluated.

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- Include preparation for severe event response.
 - *Potential overlap with Safe Community; proposals for equipment, emergency management, or annual work related to restoring travel capability during severe events should be directed to Improved Mobility and Connectivity.*
- Reduce single-occupant vehicle trips and promote the use of alternate modes.

We are seeking proposals that support and enhance the Built Environment while respecting the natural environment and that:

- Include projects and programs that are designed to reinforce neighborhood character and enhance quality of life.
 - *Potential overlap with Quality Neighborhoods and Innovative, Vibrant, Caring Communities; proposals that involve capacity or infrastructure improvement projects should be directed to Improved Mobility and Connectivity. Proposals to address perceived conflicts between existing facilities and neighborhood character should be directed to Quality Neighborhoods and Innovative, Vibrant, Caring Communities.*
- Plan for services near existing transportation facilities and/or where people work, live and play for convenience and accessibility.
 - *Potential overlap with Quality Neighborhoods and Innovative, Vibrant, Caring Communities; proposals that involve creating system linkages or connectivity improvements to serve land uses that are already planned should be directed to Improved Mobility and Connectivity. Proposals that involve changing or updating land uses should be directed to Quality Neighborhoods and Innovative, Vibrant, Caring Communities. Protect neighborhoods from negative traffic impacts.*
 - *Potential overlap with Quality Neighborhoods and Innovative, Vibrant, Caring Communities; proposals that involve direct response to perceived conflict between neighborhoods and traffic impacts should be directed to Improved Mobility and Connectivity.*
- Further livability by providing accessible, walkable and bikeable connections to desirable destinations.
 - *Potential overlap with Quality Neighborhoods and Innovative, Vibrant, Caring Communities; proposals that involve increased connectivity by improving accessibility, walkability and bikeability to destinations, should be directed to Improved Mobility and Connectivity.*

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We are seeking proposals that provide users with multiple Travel Options to reach their destination and that:

- Insure a multi-modal strategy is integrated into local and regional planning.
 - *Potential overlap with Quality Neighborhoods and Innovative, Vibrant, Caring Communities; proposals that involve creating system linkages or improvements to serve land uses that are already planned should be directed to Improved Mobility and Connectivity. Proposals that involve changing or updating existing land uses should be directed to Quality Neighborhoods and Innovative, Vibrant and Caring Community.*
- Provide access to users of all needs and abilities.
- Increase or improve local and regional connectivity.
- Increase or improve connections between various types of travel modes.
- Educate users on available travel options and tools.



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Attachment A

Interviews

Interview with Dave Berg, Transportation Department Director, City of Bellevue (February 11, 2016).

Interview with Judy Johnson, Streets Maintenance Supervisor, Transportation Department, City of Bellevue (February 19, 2016).

Interview with Brian Breeden, Transportation Operations & Maintenance Manager, Transportation Department, City of Bellevue (February 19, 2016).

Interview with Emil King, prior Improved Mobility Results Team Lead, City of Bellevue (February 11, 2016).

Interview with Karen Gonzalez and Vangie Garcia, Neighborhood Services, Transportation Department, City of Bellevue (February 16, 2016).

Other Sources

City of Bellevue, 2015 Bellevue Survey of Businesses.

City of Bellevue, 2014 Budget Survey.

City of Bellevue (2015) Comprehensive Plan (General Elements and Downtown Subarea Plan) (http://www.bellevuewa.gov/comprehensive_plan.htm).

City of Bellevue, Neighborhood Leadership Gathering: Transportation – The Road Ahead (February 23, 2016).

Puget Sound Regional Council, Puget Sound Trends, April, 2015 (<http://www.psrc.org/assets/833/trend-t8.pdf?processed=true>).

U.S. Department of Transportation, Federal Highway Administration Office of Operations (October 2015) *“Traffic Congestion and Reliability: Trends and Advanced Strategies for Congestion Mitigation.”*

(http://www.ops.fhwa.dot.gov/congestion_report/executive_summary.htm).

U.S. Census Bureau’s 2014 American Community Survey (<https://www.census.gov/programs-surveys/acs/>)

