



Appendices/Reference Materials

The table of contents below identifies additional information for Council, should Council choose to review a higher level of detail. Since this section is greater than 100 pages, links have been added below to shortcut Council to the requested section within the Appendix/Reference Material.

Table of Contents:

- a. [Development Services Fund Forecast](#)
- b. [Parks Enterprise Fund Forecast](#)
- c. Budget One Outcome Information (Reprint from the 2017-2018 Adopted Budget Book)

The 2019-2020 Budget One cycle frames the budget with six outcomes. These six outcomes were developed through an extensive process in 2010 and were updated during the 2017-2018 budget process. A detailed description of each outcome can be found in this section:

- i. [Improved Mobility and Connectivity](#)
 - ii. [Quality Neighborhoods and Innovative, Vibrant, and Caring Community](#)
 - iii. [Healthy and Sustainable Environment](#)
 - iv. [Safe Community](#)
 - v. [Responsive Government](#)
 - vi. [Economic Growth and Competitiveness](#)
- d. [Comprehensive Financial Policies](#)
 - e. [Waterworks Utility Financial Policies](#)

2019-2024 Financial Forecast Development Services Fund

Executive Summary:

- The Development Services Fund supports delivery of development review, inspections, land use, and code enforcement services.
- The Development Services Fund 2017-2024 forecast reflects a high level of development activity in the early years as several major projects are in the construction phase of the development cycle. To meet the workload demand for the major projects along with the East Link project, Development Services costs maintain existing staffing levels through the early years of the forecast.
- In subsequent years, development activity is anticipated to return to a more moderate level.

Background

Development activity demand for office, retail and housing continues in the early forecast years, however, is expected to decline through the forecast period as several large and mixed-use developments recently completed construction including Lincoln Square Expansion, GIX Building, and Spring District Residential Phase I and fewer large mixed-use developments are in the pipeline for construction. Residential development is the most active segment with apartment, townhomes and condominium projects under construction in all growth areas of the City. Additional projects of note are construction of student housing at Bellevue College and new elementary schools.

Sound Transit's East Link light rail project is under construction along the entire alignment generating demand for both review and inspection services. The light rail project is anticipated to spur long-term commercial and residential Transit Oriented Development near light rails stations.

Single family applications are anticipated to remain steady in the early forecast period spurred on by continued low interest rates and low inventory. Tenant improvements remain a strong category of permit activity, not only in the number of applications but in the value of projects represented by the applications.

The timing of construction for these projects will play a role in the staffing level needed in Development Services to support major project activity. Staffing levels for review, inspection, and support services increased in prior budgets to meet the growing demand for permit review and inspection services, particularly in anticipation of the East Link construction. The existing staffing level is anticipated to continue through the early forecast years as necessary to meet forecast workload.

2018-2024 Outlook

Office vacancy rates in Downtown Bellevue are a key indicator to developers interested in developing new office space. The downtown vacancy rate in Q4 2017 was 6.1 percent, as several new office buildings were leased prior to completion keeping the vacancy rate low.

The construction valuation for issued permits, considered a key barometer of development activity, is anticipated to be down slightly from prior years but interest continues for new major projects, single family residences, single family alterations, and tenant improvements. Construction investment for major projects



2019-2024 Financial Forecast Development Services Fund

is a significant driver in the forecast, it is anticipated to stay high in the early years, with an expected decline in the latter years of the forecast.

The number of land use design review application activity remains consistent with prior years indicating interest in future development in Bellevue continues, however, the pace of development is anticipated to decline as Bellevue moves through a downturn in the development cycle through the forecast years.

Because of the variables, the early forecast years reflect revenue collections for several new major projects, with reductions in revenue collections through the latter years.

Development Services Fund 2017-2024 Financial Forecast (in \$000)

	2017 Est	2018	2019	2020	2021	2022	2023	2024
Beginning Fund Balance	\$20,445	\$23,335	\$22,178	\$20,581	\$18,332	\$16,646	\$15,972	\$14,335
Resources:								
Building Fees	\$14,576	\$11,148	\$10,679	\$10,498	\$10,231	\$9,967	\$9,741	\$10,228
Land Use Fees	\$2,766	\$2,305	\$2,404	\$2,443	\$2,341	\$2,452	\$2,396	\$2,516
Fire, Transp. & Utilities Fees	\$6,171	\$6,919	\$7,217	\$7,332	\$7,021	\$7,059	\$6,898	\$7,243
sub: Development Services	\$23,513	\$20,372	\$20,300	\$20,273	\$19,593	\$19,477	\$19,035	\$19,987
Gen Fund Subsidy	\$4,144	\$4,288	\$4,395	\$4,509	\$4,532	\$4,554	\$4,673	\$4,719
Other Revenue/Interest	\$423	\$312	\$316	\$321	\$327	\$331	\$324	\$327
Total Resources	\$28,079	\$24,971	\$25,011	\$25,103	\$24,451	\$24,363	\$24,032	\$25,034
Expenditures:								
Building	\$9,630	\$10,528	\$10,791	\$11,072	\$10,569	\$10,114	\$10,368	\$10,471
Land Use	\$4,305	\$3,420	\$3,505	\$3,596	\$3,433	\$3,285	\$3,368	\$3,401
Fire, Transp. & Utilities Dev Svcs	\$5,342	\$5,839	\$5,770	\$5,920	\$5,651	\$5,404	\$5,543	\$5,599
Code Compliance	\$999	\$1,383	\$1,417	\$1,454	\$1,388	\$1,328	\$1,361	\$1,375
Administrative/Shared Costs	\$4,724	\$4,772	\$4,892	\$5,019	\$4,791	\$4,584	\$4,700	\$4,747
Technology Initiatives	\$188	\$186	\$233	\$291	\$306	\$321	\$329	\$332
Total Expenditures	\$25,189	\$26,128	\$26,608	\$27,352	\$26,138	\$25,037	\$25,669	\$25,925
Ending Fund Balance	\$23,335	\$22,178	\$20,581	\$18,332	\$16,646	\$15,972	\$14,335	\$13,443

2019-2024 Financial Forecast Development Services Fund

Forecast Drivers and Assumptions

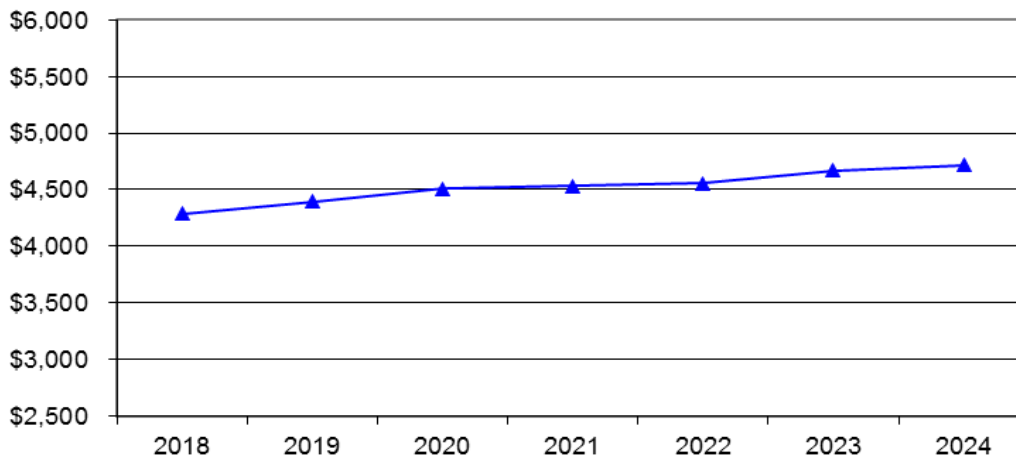
1. Several major mixed-use development projects (Spring District Phase 2 and Spring District Residential, Alamo Manhattan, Bellevue South) are assumed to be under construction in the early years of the forecast. School projects expected to be under construction include Bellevue College, and Wilburton, Sunset, Stevenson and Cougar Ridge Elementary Schools. Residential development continues with construction of several apartment and townhome projects. Of note is the Bosa One88 condominium tower, the first downtown condominium project since 2009.
2. New project activity continues as several in the review process (such as Brio Apartments, Summit III, REI Main Campus) are expected to complete construction in early forecast years. Permit activity for tenant improvements of new office buildings will also continue in the early forecast years. In later forecast years, interest in major projects, new single-family homes and existing remodels is anticipated to decline.
3. The forecast reflects staffing levels anticipated to meet the demands of the construction activity as well as the East Link project. Consistent with the long-range financial planning effort, changes in resource levels are continually assessed and modified to accommodate workload, maintain service levels, and maintain budget alignment.
4. Development fees are reviewed annually and may be adjusted to assure they are set accordingly to meet cost recovery objectives endorsed by Council. This forecast assumes that rates will grow at rates near the average rate of inflation.
5. Council amended the Eastgate Land Use Code increasing development density along the I-90 corridor. Interest in Eastgate development is anticipated in the forecast years.
6. The updated Downtown Land Use Code (Downtown Livability Initiative) aligns with the updated Subarea Plan and changes that have occurred in the evolution of Downtown including the addition of light rail. The completion of the Eastgate/I-90 Corridor and Downtown code updates set the path for future growth in Bellevue.

2019-2024 Financial Forecast Development Services Fund

General Fund Subsidy

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

General Fund Subsidy Forecast 2018-2024
(\$ in Thousands)



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

2019-2024 Financial Forecast Development Services Fund

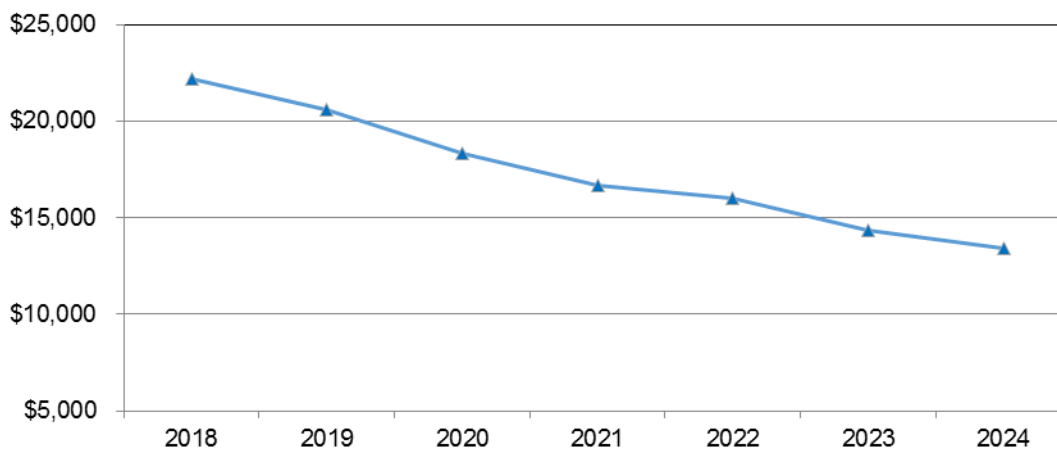
Development Services Fund Reserves

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

Development Services Fund reserves are approximately \$23.4 million through 2017, reflecting the most recent rapid development growth in Bellevue and staffing costs to meet the demand. As development activity slows, the fund level declines through the forecast years as reserves are drawn upon to maintain sufficient staff to complete the review and inspection of projects in construction and continue process improvement work.

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

Development Services Fund Balance Forecast 2018-2024
(\$ in Thousands)



2019-2024 Financial Forecast Parks Enterprise Fund

Executive Summary:

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

Background

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

Parks Enterprise Fund Reserves

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

Enterprise Capital Improvements

The Parks Enterprise program funds the Enterprise Facility Improvements Project (CIP project P-R-2), including capital projects at the Bellevue Golf Course to enhance player services and the financial performance of the course.



2019-2024 Financial Forecast Parks Enterprise Fund

Parks Enterprise Fund 2018-2024 Financial Forecast (In \$000)

	2017 Actual	2018 Estimate	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
Resources:								
Beginning Fund Balance	\$964	\$924	\$1,054	\$1,159	\$1,232	\$1,268	\$1,277	\$1,297
Program Revenue	6,096	6,500	6,663	6,829	7,000	7,175	7,390	7,612
General Fund Subsidy	0	0	0	0	0	0	0	0
Total Resources	\$7,060	\$7,424	\$7,716	\$7,988	\$8,232	\$8,443	\$8,667	\$8,909

	2017 Actual	2018 Estimate	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
Expenditures:								
Personnel	\$1,983	\$2,060	\$2,142	\$2,228	\$2,317	\$2,410	\$2,506	\$2,607
M&O	2,930	2,950	3,024	3,102	3,186	3,263	3,338	3,418
Interfund Transfer	1,223	1,260	1,292	1,325	1,361	1,394	1,426	1,460
Capital Transfer	0	100	100	100	100	100	100	100
Total Expenditures	\$6,136	\$6,370	\$6,558	\$6,756	\$6,964	\$7,166	\$7,370	\$7,584

Reserves:								
Ending Fund Balance	\$924	\$1,054	\$1,159	\$1,232	\$1,268	\$1,277	\$1,297	\$1,325

Note: Columns may not foot due to rounding

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.

Improved Mobility and Connectivity Results Team Ranking Memo

- Outcome:** Improved Mobility and Connectivity (IMC)
- RT Members:** Cheryl Zakrzewski (City Attorney's Office)
James Trefry (Human Resources)
Reilly Pittman (Development Services)
Michelle O'Day (Finance)
Joseph Lipker (IT)
- Proposals:** There were a total of 14 proposals submitted to IMC. All proposals came from the Transportation Department. The RT members met with Transportation management and various Transportation work groups prior to receipt of the proposals to get a better understanding of services provided by Transportation. Subsequent to receipt of the proposals, the RT posed a variety of clarifying questions to Transportation.

PROPOSAL RANKING

Main Messages/General Points:

- **Responded to IMC purchasing strategies.** All of the proposals directly respond to one or more of the IMC outcome factors (*Existing & Future Infrastructure, Traffic Flow, Built Environment, and Travel Options*). The proposals submitted maintain existing programs and services, plan for and implement future infrastructure and programs, and integrate intelligent, adaptive, and mobile systems.
- **No new proposals were submitted.** All proposals relate to existing services although there was some shifting of personnel and tasks between proposals to meet current needs.
- **All proposals should be funded.** The RT feels that all of the proposals submitted should be funded at the requested levels. Four proposals request additional personnel (two FTEs and two LTEs). All requests for additional personnel relate directly to meeting Council initiatives (i.e. planning for the Grand Connection/Wilburton, the BelRed subarea, etc.) or to fulfilling unmet staffing needs or work backlog (i.e. additional construction inspectors).
- **Relation to CIP.** Many of the proposals are funded, in part, by CIP dollars. The RT did look at the funding source as a point of reference in ranking the proposals.
- **Drainage billing.** It seems illogical to rank a proposal (Transportation Drainage Billing) which is not optional. It could have been put first or last without any consequence.

Improved Mobility and Connectivity Results Team Ranking Memo

- **Bike initiatives.** While the addition of bike lanes seems to be an overall transportation initiative and is part of the City's multi-modal focus, there was no data or metrics provided to support that increasing bike accessibility was either a citizen desire or would be sufficiently utilized to justify its cost. Putting on its citizen hat, the RT questions the further development of bicycle initiatives without supporting data or metrics. The RT would like to see metrics that indicate bicycle infrastructure is a better investment than mass transit modalities (e.g., dedicated bus lanes) that have more broad-based utilization and/or improve travel times, capacity and frequency, etc.
- **Scalability.** The RT recognizes that almost all of the proposals could be scaled back to some extent. However, the proposals provided address both Council initiatives and community indicators currently in place and any reduction would likely have a significant impact on those expectations.

Ranking/Decision Making Themes:

- **Striking a balance.** The RT tried to strike a balance between keeping the existing systems functioning well and creating new infrastructure/systems which would assist with travel options, traffic flow, efficiency, and overall connectivity. The RT tried to strike this balance with residents, visitors, and members of the workforce in Bellevue in mind.
- **Current operations.** The RT ranked those proposals which seemed integral to operating and maintaining the current systems and facilitating traffic flow as the highest priority recognizing that the failure to do so would only result in more significant long-term issues.
- **Delivery of new systems and connections.** The RT next ranked those proposals that are directly related to the delivery of new infrastructure which directly improves mobility and connectivity within the City by providing new modes and options.
- **Informed decision making.** The proposals that relate to Intelligent Transportation Systems (ITS) and Modeling were ranked next in line because they provide the data and modeling to support decision making.
- **Meeting other needs.** The RT ranked lowest those proposals which appear to have the least direct impact on keeping the existing systems operational on a daily basis or have a less significant impact on the creation of new infrastructure or systems. An example is the Traffic Safety and Engineering proposal which addresses neighborhood enhancements and has a significant backlog of requests for the design and delivery of projects but the proposal does not contain a solution.

Requests for Revisions:

The RT asked for clarification with regards to several proposals, and based on the responses received then suggested that additional language be added to the proposals. The RT did not ask that any proposals be completely rewritten.

Improved Mobility and Connectivity Results Team Ranking Memo

Ranking:

Ranking	Proposal Number	Proposal Title	Department
1	130.31NA	Traffic Signal Maintenance	Transportation
2	130.24NA	Signal Operations and Engineering	Transportation
3	130.22NA	Trans. System Maintenance (Non-Electric	Transportation
4	130.07DA	East Link Overall	Transportation
5	130.33NA	Trans. CIP Delivery Support	Transportation
6	130.11NA	Intelligent Trans. Systems (ITS)Functions	Transportation
7	130.14NA	Modeling and Analysis Core Functions	Transportation
8	130.85DA	Pavement Management	Transportation
9	130.36NA	Trans. Implementation Strategies	Transportation
10	130.13NA	Long Range Trans. Planning	Transportation
11	130.04NA	Department Management & Administration	Transportation
12	130.30NA	Traffic Safety and Engineering	Transportation
13	130.35NA	Emergency Mgmt/Preparedness for the Trans. System	Transportation
14	130.06NA	Trans. Drainage Billing	Transportation

Cause & Effect Map



Quality Neighborhoods and Innovative, Vibrant and Caring Community



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.

**2017-2018 BUDGET ONE MEMO TO LT
QUALITY NEIGHBORHOODS/INNOVATIVE, VIBRANT, AND CARING COMMUNITY**

JUNE 22 LEADERSHIP TEAM PRESENTATION

Outcome: QN/IVCC

RT Members: Maher Welaye (Lead), Sara Gollersrud, Todd McLean and Kristen Flaherty

Proposal Ranking

There were a total of 19 proposals submitted from four departments.

Main Messages/General Points:

By Council direction, Quality Neighborhoods and Innovative, Vibrant and Caring Community outcomes were combined into one outcome. We faced many challenges due to the overlapping of sub factors and other outcomes. There were internal team hurdles and struggles with keeping our ‘citizen hats’ on and avoiding employee/City insight. With this approach, some proposals were ranked lower even though there is a Citywide focus on the particular programs. Overall, our team collaborated and was successful in accomplishing the task at hand.

Ranking/Decision Making Themes:

- Independent review/rankings
- Team review/rankings/discussion
- Cost neutral program ranking (consideration?)
- Needs vs. wants
- Operational vs. actual programs

Ranking:

Ranking	Proposal	Proposal Title	Department
1	100.04NA	Human Services Planning, Funding and Regional Collaboration	Parks
2	100.12NA	Parks and Community Services Management and Support	Parks
3	100.11NA	Park Planning and Property Management	Parks
4	115.12NA	PCD Department Management and Support Staff	PCD
5	115.03NA	Planning and Development Initiative	PCD
6	115.08PA	Neighborhood and Community Outreach	Parks
7	100.06NA	Community and Neighborhood Parks Programs	Parks
8	100.08NA	Structural Maintenance Program	Parks
9	100.01NA	Community Recreation	Parks
10	115.10PA	ARCH	PCD

Budget One: Proposal Ranking

June 22, 2016 Presentation to Leadership Team

11	070.15NA	Bellevue CARES	Fire
12	100.03NA	Parks Enterprise Programs	Parks
13	110.07NA	Code Compliance Inspection and Enforcement Services	DSD
14	100.15NA	Diversity Initiative	Parks
15	100.02NA	Youth Development Services	Parks
16	140.29NA	Utilities Rate Relief Program	Utilities
17	100.10NA	Street Trees and Landscaping and Vegetation Management Program	Parks
18	115.09PA	Arts Program	PCD
19	115.11NA	Neighborhood Mediation Program	PCD

Cause & Effect Map

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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

**2017-2018 BUDGET ONE MEMO TO LT
HEALTHY AND SUSTAINABLE ENVIRONMENT OUTCOME**

JUNE 22 LEADERSHIP TEAM PRESENTATION

Outcome: Healthy and Sustainable Environment

RT Members: Jami Carter, Information Technology (Lead)
Dan Mathieu, Police
Douglas Beck, Development Services
John Murphy, Transportation
Nicholas Matz AICP, Planning and Community Development

Proposal Ranking

There were 35 proposals submitted from five departments:

- Civic Services
- Parks and Community Services
- Planning and Community Development
- Utilities
- Transportation

All of the proposals submitted to the Healthy and Sustainable Environment (HSE) Results Team (RT) were accepted; no proposals were moved to any of the other outcomes. One proposal was new: the *Green Revolving Loan Fund* (proposal 045.90NA). The RT also reviewed a total of nine Capital Improvement Plan (CIP) proposals from both individual departments and interdepartmental teams. The RT was not asked to rank any of the CIP proposals. Instead, we were instructed to review the CIP proposals to ensure that they fit within the HSE outcome; we concluded that they did.

In preparation for the ranking work, the RT received presentations from most of the departments that submitted proposals. The RT also participated in field visits provided by the Parks, Transportation (Streets), and Utilities departments. The RT felt that the site visits and presentations were integral to the team's decision-making process and our understanding of the various programs and departmental workings. Additional follow-up questions and dialogue related to specific proposals were conducted as necessary.

Main Messages/General Points:

With respect to the thirty-five operating proposals, all but four were submitted by the Utilities Department. In concert with the Budget Office, the RT ranked all of the proposals together, focusing on the impact each program has on the HSE outcome, rather than focusing on the funding source(s) of the proposals.

Generally, the majority of the proposals were responsive to the 2017-2018 Request for Results (RFR) and Cause and Effect (C&E) map. The proposals written more closely in response to the 2017-2018 RFR generally ranked better than those that appeared written for previous Budget One HSE RFRs.

Most proposals responded to purchasing strategies in an efficient manner reflective of an appropriately resourced program. However, some proposals seemed under-resourced. This suggested that programs

Budget One: Proposal Ranking
June 22, 2016 Presentation to Leadership Team

have been operating with a less than optimal level of staffing required to complete their purposes. The RT felt that several proposals were under-resourced and those workgroups are finding it challenging to meet the targets set in their performance measures. The RT also recognized that because the Budget One process has been applied so effectively, the programs we reviewed are staffed to meet their base workload. However, this does not leave much ability for the programs to accommodate additional workloads, changing mandates, or other unanticipated demands. This could be an unintended consequence of the efficiency of the Budget One process.

Additionally, in comparison with previous Budget One cycles, none of the proposals submitted this cycle appeared to be scalable. This means that if the programs were further reduced in scale, the RT believes that they will no longer be able to contribute to the HSE outcome.

Lastly, we found that compliance with regulations are driving the direction of many programs; the programs are no longer able to fully complete some of the tasks they previously were responsible for. The result of this may negatively impact the HSE outcome in the future.

Ranking/Decision Making Themes:

The types of proposals that the HSE RT received can be roughly grouped into the following areas:

- Planning
- Support
- Management
- Monitoring
- Installation
- Preventative Action
- Repair (both critical and scheduled)
- Maintenance (both regular and preventative)
- Outreach
- “Pots of Money” or contract management

After reviewing all of the proposals, the RT felt that all of the existing programs that submitted proposals for review were conducting important work for the city. While many of the programs were written as distinct, individual proposals, much of the work conducted by the Utilities Department cannot be accomplished in isolation. Because much the work accomplished is interlinked, for the purposes of this exercise, we largely prioritized the programs based on how we felt the residents of Bellevue would prioritize the programs. To that end, repair generally took priority over critical maintenance which took priority over preventative maintenance.

Proposals that showed to *directly impact* the outcome were favored in the ranking, compared to others not having direct impact, regardless of perceived importance. We would suggest that programs that are mainly supporting the operational divisions—such as management, fiscal staff, etc.—be submitted to the Responsive Government outcome in the future. Similarly, proposals for “pots of money” used to pay for services such as water and sewage disposal may have been ranked higher in a different outcome.

Budget One: Proposal Ranking
June 22, 2016 Presentation to Leadership Team

Requests for Revisions:

Where necessary, the RT asked for narrative revisions of proposals to strengthen their proposal. Otherwise, the only changes the RT suggested were to add to or improve the performance measures listed in Section 4 of each proposal.

For future cycles, we would recommend that proposal writers consider the following:

- Provide language about what the program is planning to undertake/accomplish during the upcoming 2 year budget cycle.
- Specifically identify the utilization of personnel; proposals that explicitly told us how personnel were utilized were very helpful.
- Highlight how innovations have impacted their business process. Several proposals did this and we found it highly useful.
- Provide less information about why an HSE is important and more information about how the program directly impacts the HSE outcome.

Ranking:

Ranking	Proposal Number	Proposal Title	Department
1	140.13NA	Water Mains and Service Lines Repair Program	Utilities
2	140.15NA	Water Pump Station, Reservoir and PRV Maintenance Program	Utilities
3	140.26PA	Water Quality Regulatory Compliance and Monitoring Programs	Utilities
4	100.09NA	Natural Resource Management	Parks
5	140.30NA	Solid Waste Management, Waste Prevention, and Recycling	Utilities
6	140.61NA	Utilities Water Supply Purchase and Sewage Disposal	Utilities
7	140.25NA	Utilities Telemetry and Security Systems	Utilities
8	140.33PA	Utilities Customer Service and Billing	Utilities
9	140.14NA	Water Distribution System Prevention Maintenance Program	Utilities
10	140.21NA	Sewer Pump Station Maintenance, Operations and Repair Program	Utilities
11	140.18NA	Sewer Mains, Laterals and Manhole Repair Program	Utilities
12	140.01NA	Capital Project Delivery	Utilities
13	130.26NA	Street Cleaning (Sweeping)	Transportation
14	140.22NA	Storm and Surface Water Repair and Installation Program	Utilities
15	140.44NA	Utility Locates Program	Utilities
16	140.11NA	Utility Asset Management Program	Utilities
17	140.20NA	Sewer Mainline Preventive Maintenance Program	Utilities
18	140.17NA	Water Service Installation and Upgrade Program	Utilities
19	140.45DA	Utility Water Meter Reading	Utilities
20	140.24NA	Storm & Surface Water Preventative Maintenance Program	Utilities
21	140.63NA	Utility Planning and Systems Analysis	Utilities
22	115.24NA	Environmental Stewardship Initiative	PCD
23	140.42NA	Utilities Department Management and Support	Utilities
24	140.34NA	Utility Taxes and Franchise Fees	Utilities
25	140.19NA	Sewer Condition Assessment Program	Utilities
26	140.37NA	Cascade Regional Capital Facility Charges	Utilities
27	140.49NA	Fiscal Management	Utilities

Budget One: Proposal Ranking
June 22, 2016 Presentation to Leadership Team

Ranking	Proposal Number	Proposal Title	Department
28	140.31DA	Storm and Surface Water Pollution Prevention	Utilities
29	140.60NA	Utilities Computer and Systems Support	Utilities
30	140.47DA	Asset Replacement	Utilities
31	140.32NA	Water Systems and Conservation	Utilities
32	140.23NA	Storm and Surface Water Infrastructure Condition Assessment	Utilities
33	140.16NA	Water Meter Repair and Replacement Program	Utilities
34	140.27DA	Private Utility Systems Maintenance Programs	Utilities
35	045.90NA	Green Revolving Fund Loan	Civic Services

Cause & Effect Map



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

**2017-2018 BUDGET ONE MEMO TO LT
SAFE COMMUNITY OUTCOME
JUNE 22 LEADERSHIP TEAM PRESENTATION**

Outcome: Safe Community

RT Members: Andrew Lee (Lead), Charmaine Arredondo, Kevin McDonald, Jamie Robinson, Thomas Wall

Department Outreach Prior to Proposal Ranking

After publication of the Safe Community RFR, the Safe Community RT met with the Police Department (Chief Steve Mylett and Carl Krikorian) and the Fire Department (Chief Mark Risen and Stacie Martyn). During those two meetings, the Chiefs and their fiscal managers provided an overview of their respective departments' services as well as an introduction to new budget proposal requests.

Proposals Received

On April 29, 2016, a total of 44 proposals from 9 departments were submitted to the Safe Community RT. The RT made requests to the Fire Department to consolidate proposals with similar outcomes or services, even if they had differing funding sources. Upon completion of those requests for consolidation, the final number of proposals to rank was 40. The following table summarizes the initial and final proposal count from the City departments.

Department	Initial Proposal Count	Final Proposal Count
City Attorney	1	1
City Manager	2	2
Civic Services	1	1
Fire	18	14
Parks	1	1
Development Services	1	1
Police	18	18
Transportation	1	1
Utilities	1	1
Total:	44	40

The RT considered moving Traffic Flagging (Proposal 120.07NA) over to the Improved Mobility Outcome; however, after further discussion with both the Improved Mobility RT and the Transportation Department, it was agreed that Traffic Flagging should remain in the Safe Community Outcome since it primarily serves a public safety purpose. No proposals were moved either to/from the Safe Community RT to/from other Outcomes.

General Observations on Responsiveness of Proposals to the RFR

After reviewing the proposals and interacting with the departments that prepared them, the RT had the following positive observations about the responsiveness of the proposals to the RFR:

- The majority of the proposals contribute strongly to the safety of Bellevue residents and businesses and should be strongly considered for funding.
- Proposal writers were very responsive to feedback from the RT on revisions to improve proposals.

Budget One: Proposal Ranking
June 22, 2016 Presentation to Leadership Team

- Senior staff from Police and Fire were very helpful in meeting with the RT to provide an overview of their department's services as well as to further explain specific proposals.
- The RT did not request revisions or have questions for the majority of proposals. Questions were mostly focused on a small number (3-5) of proposals related to new service proposals.

At the same time, the RT also had a number of concerns about the responsiveness of the proposals to the RFR. Those concerns are as follows:

- The RT reinstituted a factor for Community Partnerships and Accountability. We received two proposals that were focused on this, and the Police Department also submitted a Patrol Dashboard Camera proposal which can be perceived as being responsive to Accountability. Other than that, there were not any new proposals in response to this factor.
- The RT introduced a new sub-factor on Resiliency. None of the proposals showed responsiveness to this new sub-factor.
- The RT introduced a new sub-factor on Adaptability to changing conditions. None of the proposals specifically addressed new work to improve the City's adaptability to changing demographics, land-uses, or significantly new infrastructure projects (e.g., East Link).
- A number of the key community indicators that were listed in the Cause & Effect Map were not referenced or used in the proposals.
- The RFR requested proposals that support diversity of the workforce. The proposals (in particular the Personnel Services Unit) did not explicitly identify any new programmatic efforts to address diversity in the workforce.
- New service proposals would have benefitted by presenting a compelling business case with strong business needs/drivers, quantifiable benefits, and other alternatives that were considered to meet the business needs/drivers.

Ranking/Decision Making Themes:

The RT strived to rank the proposals from a community perspective. Proposals were ranked based on their relative importance in achieving the four factors described in the RFR: (1) Response, (2) Prevention, (3) Planning and Preparation, and (4) Community Partnerships and Accountability. In determining relative priority of one proposal versus another, the primary question that was asked was: "Which one of these proposals would we be willing to not fund in the 2017-18 biennium?" It was assumed that an unfunded proposal could be reconsidered for funding in the future.

The team's ranking methodology followed a five-step process:

1. Each RT member individually categorized each of the proposals as "High", "Medium", or "Low", based on their priority. This individual categorization was used to create an initial ranking of proposals.
2. The RT met and identified the top 12 proposals based on the initial ranking. As a group, the RT ranked each of those proposals 1 through 12.
3. The RT identified the bottom 3 proposals based on the initial ranking. As a group, the RT ranked each of those proposals 38 through 40.
4. Each RT member individually categorized each of the remaining proposals on a 1 to 5 scale (1 being lowest priority and 5 being highest priority). This individual categorization was used to create a ranking of the remaining proposals.
5. Using the ranking from step #4, the RT discussed each of the remaining proposals and ranked them 13 through 37.

Budget One: Proposal Ranking
June 22, 2016 Presentation to Leadership Team

There were several themes that prevailed during the ranking process:

- The top 15 ranked proposals are non-negotiable services, which are basic and necessary to ensuring safety in Bellevue.
- The top two proposals (Patrol and Fire Suppression & Emergency Medical Response) were of equal priority and rank and were therefore ranked alphabetically.
- The Fire Facilities Maintenance & Operations proposal was ranked higher than some other proposals because it is the funding source for basic utilities (i.e., electricity, gas, water, sewer, and storm) at the fire stations. Not funding the proposal would render the stations uninhabitable which would have a significant impact on response times.
- Services that provide visible presence in the community (e.g., Community Stations, Bicycle Patrol, School Resource Officers, Street Lighting Maintenance) were ranked higher than services that are less visible in the community (e.g., Personnel Services, Training)
- Volunteer and community outreach and education proposals were ranked lower because those programs tend to be less critical to public safety than other functions. However, their ranking does not diminish their importance since they create community partnerships to improve safety.
- Grant funded proposals (e.g., UASI, Fire Department Small Grants & Negotiations) were ranked lower because their supporting activities would not necessarily be funded if not for the availability of grant funds.
- Several new proposals (e.g., Maintain Class 2 Community Protection Classification, Police Dashboard Cameras for Patrol Vehicles, and City Hall & Bellevue Service Center Security) were ranked lower because compelling business cases for those proposals were not included in the original proposals.¹ Quantifiable monetary benefits (e.g., reduced insurance rates, reduced time for investigations, reduced legal and/or settlement costs, etc.) were not included, and no attempt was made to quantify the monetary benefits. In addition, community indicators or employee survey results such as the “percent of residents who rate the nature of police contact as excellent or good” or the “percent of City employees who are satisfied with facility safety and security of their work environment” have been consistently high, which does not indicate a strong need for the new proposals.

Ranking:

Rank	Proposal	Department	Proposal Title
1	070.01PA	Fire	Fire Suppression and Emergency Medical Response
2	120.01NA	Police	Patrol
3	070.16DA	Fire	Public Safety Dispatch Services
4	010.10NA	City Attorney	Criminal Prosecution Services
5	040.01NA	City Manager	Public Defense Services
6	070.02NA	Fire	Advanced Life Support (ALS) Services
7	040.09PA	City Manager	King County District Court-Bellevue Division (BDC) Services
8	120.06NA	Police	Traffic Enforcement
9	120.02NA	Police	Investigations
10	120.04NA	Police	Narcotics Investigations
11	120.03NA	Police	Domestic Violence Prevention and Response

¹ At the request of the RT, a revised proposal for Police Dashboard Cameras for Patrol Vehicles was submitted on 6/16/16. The revised proposal included business case metrics, including quantifiable benefits. This proposal will be available for review by the LT. The revisions did not affect the ranking of the proposal.

Budget One: Proposal Ranking
June 22, 2016 Presentation to Leadership Team

12	100.05NA	Parks	Bellevue Probation and Electronic Home Detention
13	110.04NA	Development Services	Development Services Inspection Services
14	070.06NA	Fire	Fire Prevention
15	120.11NA	Police	Courts and Custody Unit
16	120.16NA	Police	Community Stations / Downtown Unit / Bicycle Patrol
17	120.15NA	Police	School Resource Officers
18	130.27NA	Transportation	Street Lighting Maintenance
19	120.18NA	Police	Traffic Collision Investigation
20	070.07DA	Fire	Fire Facilities Maintenance & Operations
21	070.05NA	Fire	Fire Department Management & Support
22	120.13NA	Police	Management and Support
23	070.04PA	Fire	City-Wide Emergency Management Services
24	120.08NA	Police	Property and Evidence
25	120.09NA	Police	Police Records
26	070.03NA	Fire	Fire Department Training Division
27	070.18NA	Fire	East Metro Training Group
28	120.10NA	Police	Personnel Services Unit
29	120.12NA	Police	Office of Professional Standards
30	120.17NA	Police	Special Details: SWAT/HNT; Bomb Squad; Crowd Control; Honor Guard
31	120.07NA	Police	Traffic Flagging
32	140.59NA	Utilities	Fire Flow Capacity for City of Bellevue
33	120.14NA	Police	Volunteer Program
34	070.14NA	Fire	Fire Community Outreach & Education
35	070.31NA	Fire	Electronic Records for Patient Care
36	070.27NA	Fire	Maintain Class 2 Community Protection Classification
37	120.19NA	Police	Police Dashboard Cameras for Patrol Vehicles (New Proposal)
38	070.08DA	Fire	Urban Area Security Initiative (UASI) Participation
39	070.09NA	Fire	Fire Department Small Grant and Donations
40	045.24NA	Civic Services	City Hall & Bellevue Service Center Security

Requests for Revisions:

After reviewing all 44 proposals, the RT initiated meetings with both Police and Fire to make requests for revisions on several proposals. General themes of those requests were:

- Combine proposals where the services being provided or the desired outcomes are similar, especially where the only difference is the funding source.
- For proposals that requested new services or new staff, it is important to establish a strong business case for the proposal. This begins with establishing the business need or driver (i.e., the problem to be solved or the opportunity to be grasped). In addition, quantifiable benefits were not included in new service proposals. Quantifiable benefits, even with high-level assumptions, would have helped to bolster the justification to fund new service requests.
- Several proposals were not responsive to the four factors in the RFR and therefore revisions were requested. Those proposals were likely carry-overs from the previous 2015-16 budget process where there were only three factors in the RFR.
- Feedback was also given on the performance metrics.

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.

City of
Bellevue



MEMORANDUM

DATE: June 22, 2016

TO: Leadership Team

FROM: Responsive Government Results Team

SUBJECT: 2017-2018 Budget One Proposal Ranking

Background and Overview of Team Process

The Responsive Government Results Team (Team) members are: Alison Bennett, Christina Faine, Dean Harm, Rick Logwood and Patrick Spak.

There were a total of 55 proposals submitted from nine departments. The Team invited departments to present high level overviews early in the process and engaged in conversations regarding department structures, challenges, opportunities and changes from the last budget round. The Team found these discussions very helpful, both for providing context and reducing the number of questions later in the process. Once the Team reviewed the proposals, additional rounds of questions and follow-up occurred with departments as needed.

The Team used the Responsive Government Request for Results and the City Council's vision and priorities in ranking the proposals. Each Team member wore a "citizen hat" in reviewing all the proposals. This view, of being the outsider looking in, was a critical factor in the Team's discussions.

There were 20 proposals submitted that requested new personnel resources. Some were new FTE requests while others were LTE requests or LTE to FTE conversions. In almost all cases, the requests stated that the departments were able to offset the new ongoing costs by reducing other department expenses.

It is important to note that the Team did not engage in verifying the funding statements and confirmed that the Budget Office would be reviewing those proposals and providing the Leadership Team with information regarding whether the proposals were expenditure neutral.

The Team did engage in several discussions regarding the tradeoffs and consequences of maintaining expenditures as the City is growing, including the potential degradation of services. The Team evaluated the proposals from a citizen's perspective, and to the best of its ability, worked to understand any proposed changes and how the departments are positioning themselves to meet increased demands as the City grows and changes.

Ranking and Themes

One message that the Team wanted to emphasize is that almost all the proposals provide essential City functions, and they are all very important. The Responsive Government outcome in particular encompasses core services, and the City cannot meet its essential government responsibilities without them. The Team did attempt to rank the most essential citywide services highest, while recognizing that even proposals near the very bottom are important and valuable to the City. As noted earlier, the citizen's perspective was paramount in the Team's discussions and rankings.

The "Imagine the Possibilities – New Service" (i.e. drones) proposal is a good example of a new service that is innovative and has potential future benefits to the City, but still ranked low. The primary reason for this is that there are many core services that must be funded before the City can consider taking on new initiatives. The second reason was that there are many outstanding issues and questions that must be resolved before this idea can reach its full potential. The benefits to the citizen are not readily apparent yet, and depending on where the funding line lands, the Leadership Team will need to decide if this initiative can be developed further with or without additional personnel resources.

Similar to the last budget cycle, the Team decided to rank the department management proposals together. There were seven management proposals, and the Team felt they should be ranked as a group since they all serve a similar overarching leadership purpose.

Ranking

See next page

Ranking	Proposal Number	Proposal Title	Department
1	040.04NA	Overall City Management	City Manager
2	060.19NA	Budget Office	Finance
3	030.01NA	City Council	City Council
4	060.20NA	Debt Management Services	Finance
5	090.08NA	Network Systems and Security	Information Technology
6	060.13NA	Citywide Treasury Management Services	Finance
7	020.05NA	Disclosure of Public Records and Information	City Clerk
8	045.34PA	Electronic Communication Services	Civic Services
9	045.30PA	Fleet Services Maintenance & Repair	Civic Services
10	010.07NA	Civil Litigation Services	City Attorney
11	010.08NA	Legal Advice Services	City Attorney
12	010.09NA	Risk Management - Insurance, Claims and Loss Control	City Attorney
13	020.02NA	Council Legislative and Administrative Support	City Clerk
14	020.01NA	City Clerk's Operations	City Clerk
15	020.04NA	Records Management Services	City Clerk
16	060.16NA	Citywide Disbursements	Finance
17	115.01NA	Comprehensive & Strategic Planning Core Services	Planning & Community Dev.
18	110.06NA	Development Services Financial Management	Development Services
19	060.15PA	Business Tax and License Administration	Finance
20	040.07NA	Intergovernmental Relations/Regional Issues	City Manager
21	045.20PA	Facilities Services Maintenance & Operations	Civic Services
22	060.18NA	Financial Accountability & Reporting	Finance
23	090.01NA	Computer Technology Services	Information Technology
24	110.02NA	Policy Implementation Code Amendments & Consulting Services	Development Services
25	110.01NA	Development Services Information Delivery	Development Services
26	045.32DA	Fleet & Communications Parts Inventory & Fuel System	Civic Services
27	045.01NA	Client Services	Civic Services
28	045.31DA	Fleet & Communications Asset Management	Civic Services
29	060.46NA	LEOFF 1 Medical Operating Costs	Finance
30	060.17NA	Procurement Services	Finance
31	090.09NA	Technology Business Systems Support	Information Technology
32	040.02NA	Communications	City Manager
33	080.01NA	Health Benefits Operating Fund	Human Resources
34	090.10NA	eCityGov Alliance Fees and Services	Information Technology
35	090.06NA	Geospatial Technology Services (GTS)	Information Technology
36	110.13NA	Paperless Permitting Enhancements	Development Services
37	045.04NA	Real Property Services	Civic Services
38	010.01NA	City Attorney Department Management and Support	City Attorney
39	045.03NA	Civic Services Department Management & Support	Civic Services
40	110.05NA	Development Services Department Management & Support	Development Services
41	060.07PA	Finance Department Management and Support	Finance
42	080.06NA	HR Workforce Administration - Program Administration	Human Resources
43	090.05NA	IT Department Management and Support	Information Technology
44	045.33DA	Fleet & Communications Management	Civic Services
45	060.45NA	Finance Business Systems	Finance
46	080.04NA	HR Workforce Development - Integrated Total Rewards	Human Resources
47	045.02NA	Parking & Employee Transportation Services	Civic Services
48	060.14DA	Finance Central Services	Finance
49	045.22PA	Facilities Services Project Management	Civic Services
50	080.07NA	Talent Acquisition	Human Resources
51	045.05NA	Professional Land Survey Services	Civic Services
52	090.03NA	Application Development Services	Information Technology
53	010.11NA	Imagine the Possibilities - New Service	City Attorney
54	050.01NA	East Bellevue Community Council (CC)	Community Council
55	110.12NA	Development Services Office Remodel	Development Services

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

2017-2018 BUDGET ONE MEMO TO LT Economic Growth & Competitiveness

JUNE 22 LEADERSHIP TEAM PRESENTATION

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

If you have any questions, please contact Camron Parker [at cparker@bellevuewa.gov](mailto:cparker@bellevuewa.gov) or 452-2032

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

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

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

four main factors we identified for achieving these values include investments in Economic Development, Infrastructure Development, Community Development and Workforce Development.

From the time we initially researched and learned about the City's role in economic growth through the ranking and evaluation process, all of the departments in this group of proposals provided valuable and timely information to help us in our process. We appreciate this support.

Proposal Ranking

Rank	Proposal No.	Proposal Title	Department
1	115.15	Economic Development Core	PCD
2	110.03	Development Services Review Services	Development Services
3	130.500	Telecommunications & Franchise Advisor	Transportation
4	060.10	Bellevue Convention Center Authority Operations	Finance
5	130.17	Downtown Parking Enforcement	Transportation

In general, the Economic Development Core Program and Development Services Review proposals were ranked at the top for their ability to deliver outcomes aligned with the majority of factors and purchasing strategies in our Request for Results. The remaining three also deliver on outcome factors, but in a more limited or targeted way.

It is important to note that the ranking does not imply that the Results Team supported all elements of each proposal. With the one exception of the Bellevue Convention Center proposal, all proposals included significant new ongoing expansions or enhancements in staff or program budget despite the general guidance given to limit such requests. As such, the Leadership Team should closely evaluate the scope and scale of these additional funding requests. The Results Team formed opinions on the merit of these additional requests and those opinions are included in the proposal-specific notes below.

115.15 – Economic Development Core

This proposal was ranked at the top due to its close alignment with many factors in the Request for Results and its alignment with the City Council Strategic Target Areas. Overall, the proposal was well crafted, although the Results Team found it initially overly focused on supporting the technology sector. The City's Economic Development Strategic Plan identifies several business sectors that should be supported through the City's economic development activities. Upon further discussions with the program staff, the Results Team was satisfied that the program has a more diversified approach to supporting multiple business sectors.

Budget One: Proposal Ranking
June 22, 2016 Presentation to Leadership Team

The Workforce Development factor of the Request for Results states, “In today’s competitive market, a well-balanced diverse portfolio of employers contributes to the economic sustainability of the city and appeals to a diverse population.” Bellevue needs a wide range of active business sectors to buffer against the cyclical highs and lows of any individual sector and to offer living wage job opportunities to individuals with diverse skills and experiences. The Results Team also finds it important for the City’s Economic Development Program to focus attention on small business development and living wage job creation “to create opportunities for economic prosperity for all.” These activities should not supplant, but should be prioritized over, providing services to the city’s existing major employers.

The team also appreciated the participation of Economic Development staff in the City’s affordable housing strategy. Affordable housing was a key issue identified in the City’s recent survey of Bellevue businesses and is a crux issue that, if left unaddressed, will hinder our community’s competitiveness and ability to attract the wide range of workers necessary to support our local economy.

This proposal requests significant new ongoing funding for additional staff and operating expenses. The Results Team recognizes that this is not consistent with the Leadership Team’s priorities that “...do not support growth in existing services or provide for new ongoing services or programs...” If additional funding were identified for ongoing program expansion, the Results Team would prioritize the new staff position over the increased program operating support. The new staff position is proposed to lead the Startup 425 initiative implementation, which will focus on small business creation support.

110.03 – Development Services Review Services

The full permit review, processing and monitoring function of the Development Services Department is divided across three different outcome areas. The part of the program within the EGC outcome is permit review and approval. This activity includes staff from multiple departments that assist in reviewing and approving all development within the city. The function is closely aligned with the Infrastructure Development factor of the ECG Request for Results. Well-constructed projects and buildings keep the city growing in a planned and responsible way with infrastructure that is safe for the workers and residents of the city.

New FTE staff are proposed both in 2017 and in 2018 to support the increased permit activity that the City has experienced. That increased activity is expected to continue through this upcoming budget cycle. Development Services uses a forecasting model to determine the appropriate staffing level for the anticipated highs and lows of the development cycle. The model suggests adding staff at this time. Some of the expense of adding new staff will be offset by increased permit activity and fees paid by developers. The Leadership Team will need to determine if the increased need for staff to support this proposal is consistent with the LT’s direction to avoid new ongoing services or programs.

Finally, the Results Team noted that the financial management principles and cost recovery objectives used by Development Services to set fees are based on City Council guidance from 2003. Through follow-up conversations with Development Services, it appears that the department is taking steps to update this guidance, which the Results Team supports.

130.500 – Telecommunications & Franchise Advisor

Despite the fact that this proposal is a new ongoing program, the Results Team sees merit to prioritizing this for funding. This proposal aligns with the Smart City Strategy included in the City Council’s Two-Year Priorities for their Strategic Target Areas. It also meets the core One City goals by being future-focused,

Budget One: Proposal Ranking
June 22, 2016 Presentation to Leadership Team

collaborative and innovative. The program requires one-time investment to add staff and begin implementation, but once established, will be backed by a new ongoing revenue source that should recoup the initial investment and be self-supporting in the long term.

Multiple departments would benefit from a single point of contact for the City's franchise agreements, rather than current model which has franchise management divided into different departments. A single point of contact would also provide better service to those companies maintaining and expanding franchise infrastructure in Bellevue. Further, promoting new cutting edge high-speed telecommunication connectivity infrastructure will benefit Bellevue residents and businesses and will foster economic growth.

060.10 – Bellevue Convention Center Authority Operations

This proposal serves to pass-through transient occupancy tax (TOT) to the Convention Center Authority to support repayment of bonds used for capital improvements as well as to support ongoing operating expenses at the Meydenbauer Bay Convention Center. There is an underlying assumption in this proposal that the convention center is the primary driver in attracting the hotel guests that contribute to the TOT revenue generated across the city. Historically, and as proposed for 2017-18, the City transfers 100% of the TOT revenue to the convention center. The Results Team does not see cause to change this underlying assumption for this budget cycle. However, as Bellevue continues to development and grow, particularly in commercial areas outside of downtown, this assumption should be challenged in the future.

The City has and will continue to experience expanded hotel development in BelRed, Eastgate and Crossroads. These facilities do not benefit from room nights booked for convention center events as much as downtown hotels, yet the TOT derived from their customer base is fully supporting the convention center building and operations. At some point in the near future, the City should study the TOT revenue and determine if there is cause to use TOT in a way that continues to support the convention center while also supporting tourism sector activities in other commercial areas of the city where hotels are located.

130.17 – Downtown Parking Enforcement

The Results Team generally understands that on-street parking turnover is important to parts of Downtown that have street front retail. For this reason, the base program (status quo funding) is appropriate to continue for the next budget cycle.

This proposal includes a significant expansion in scope and budget that is not supported by the Results Team, even if new funding were identified. The additional expense does not produce offsetting revenue for the City nor does it add a commensurate level of benefit for the community to help justify the cost. The Results Team suggests finding alternative solutions to address the issues of the current program without adding additional funds to the program.



Comprehensive Finance Management Policies

Overview

Purpose

The Comprehensive Financial Management Policies assembles all of the City's financial policies in one document. They are the tools used to ensure that the City is financially able to meet its immediate and long-term service objectives. The individual policies contained herein serve as guidelines for both the financial planning and internal financial management of the City.

The City of Bellevue is accountable to its citizens for the use of public dollars. Municipal resources must be wisely used to ensure adequate funding for the services, public facilities, and infrastructure necessary to meet the community's present and future needs. These policies safeguard the fiscal stability required to achieve the City's goals and objectives.

Objectives

In order to achieve its purpose, the Comprehensive Financial Management Policies has the following objectives for the City's fiscal performance.

- A. To guide City Council and management policy decisions that has significant fiscal impact.
- B. To set forth operating principles that minimizes the cost of government and financial risk.
- C. To employ balanced and fair revenue policies that provides adequate funding for desired programs.
- D. To maintain appropriate financial capacity for present and future needs.
- E. To promote sound financial management by providing accurate and timely information on the City's financial condition.
- F. To protect the City's credit rating and provide for adequate resources to meet the provisions of the City's debt obligations on all municipal debt.
- G. To ensure the legal use of financial resources through an effective system of internal controls.
- H. To promote cooperation and coordination with other governments and the private sector in the financing and delivery of services.

Significant Changes

The development of the biennial budget provides the opportunity to review the City's Comprehensive Financial Management Policies and make necessary adjustments due to new or revised City ordinances and policies, State laws, or recommendations made by national accreditation and/or approval authorities. No significant changes for this budget period.

Outline

- I. Financial Planning Policies
 - A. General Fund
 - B. Utility Funds
 - C. Parks Enterprise Fund
 - D. Development Services Fund
 - E. Resource/Expenditure Estimating
- II. General Budget Policies
 - A. Resources Greater than Budget Estimates
 - B. Budget Preparation
 - C. Public Hearings
 - D. Overhead and Full Cost Allocation
 - E. Examination of Existing Base Budget
 - F. Services to Keep Pace with Needs of Community
 - G. Maintenance of Quality Service Programs
 - H. Maintenance of Existing Services vs. Additional or Enhanced Service Needs
 - I. Budget Monitoring
 - J. Performance Budgeting
 - K. Interfund Charges Based on Full Cost
 - L. Outcome Based Budget Presentation Format
 - M. Distinguished Budget Presentation
- III. Utility & Other Fund Budget Policies
 - A. Utilities Department Financial Policies
 - B. Building Permit Revenues and Expenditures
 - C. Parks Enterprise Revenues and Expenditures
- IV. State-Mandated Budget Requirements
 - A. Key Requirements
 - B. Fund Types
- V. Budget Development Process
- VI. Budget Adjustment & Amendment Processes
 - A. Adjustment
 - B. Amendment
- VII. Agenda Memorandum Review
- VIII. Revenue Policies
 - A. Mix of Revenues
 - B. Taxes Should Be Selected for Balance, Applicability, and Probable Economic Impact
 - C. Property Tax Revenues for Park Maintenance
 - D. Charges for Services

- E. Backup Convention Center Financing
- IX. Operating Policies
 - A. Expenditures should be Within Current Resource Projections
 - B. Unrestricted Revenues Should Remain Unrestricted
 - C. Continual Improvement of Service Delivery
 - D. Cash Management
 - E. Cash Reserves
 - F. Fund Balances
 - G. Fixed Asset Inventories
 - H. Allocation of Overhead Costs
 - I. Utility Debt Coverage Ratio Target
- X. Fund Description & Reserve Policies
 - A. Fund Descriptions
 - B. Reserve Policies
- XI. Capital Investment Program Plan Policies
 - A. Relationship of Long-Range Plans to the CIP Plan
 - B. Establishing CIP Priorities
 - C. Types of Projects Included in the CIP Plan
 - D. Scoping and Costing Based on Predesign Study
 - E. Required Project Features and Financial Responsibility
 - F. Predictability of Project Timing, Cost, and Scope
 - G. Local Improvement Districts (LID)
 - H. Non-Utility CIP Maintenance and Operating (M&O) Costs
 - I. Preserve Existing Capital Infrastructure Before Building New Facilities
 - J. New Facilities Should be of High Quality, Low Maintenance, Least Cost
 - K. Public Input for Capital Projects
 - L. Basis for Project Appropriations
 - M. Balanced CIP Plan
 - N. Use of Debt in the CIP
 - O. Finance Director's Authority to Borrow
 - P. CIP Plan Update and Amendment
 - Q. Formalization of Monetary Agreements
 - R. Projected Grant Revenues
 - S. Projected Revenues from Future Land Sales
 - T. Land Sale Remnants
 - U. Applicable Project Charges
- XII. Intergovernmental Revenues
 - A. Grants Should Not Fund Ongoing Services
 - B. Grant Agreements Reviewed for Compliance with Regulations

- C. Budgeting for Grant Expenditures
- D. Protecting the City's Interests
- E. Intergovernmental Agreements

XIII. Accounting, Auditing, & Financial Reporting Policies

- A. Accounting Records and Reporting
- B. Auditing
- C. Excellence in Financial Reporting
- D. Simplified Fund Structure

XIV. Investment Policy

XV. Debt Management Policy

XVI. Budget Ordinances: To view listed ordinances please follow the link below

<http://www.codepublishing.com/WA/Bellevue/?BellevueOT.html>



Comprehensive Finance Management Policies

Policies & Processes

I. Financial Planning Policies

The City shall develop and maintain a six-year Financial Forecast that estimates resource and expenditure behavior for the two bienniums beyond the current budget period. This Forecast will provide the City's decision-makers with an indication of the long-term fiscal impact of current policies and budget decisions. This planning tool must recognize the effects of economic cycles on the demand for services and the City's resources. To this end, the Forecast should differentiate between revenue associated with one-time economic activities and revenues derived as a result of base economic growth. City financial planning should ensure the delivery of needed services (many of which become more critical during economic downturns) by assuring adequate reliance on ongoing resources in order to support continued City services during economic downturns.

The City is a major force in a complex regional economic system. The City must understand and anticipate changes in both regional and national economic trends in order to engage in strategic financial and management planning.

A. General Fund:

1. The Finance Department will prepare and maintain a Financial Forecast for General Fund operations based on current service levels and current funding sources. This forecast will include the upcoming biennium as well as the two bienniums beyond the current period (a total of six forecast years). This future-oriented look will provide insight into whether the current mix and level of resources are likely to continue to be sufficient to cover current service levels. The forecast also allows staff and City Council to test various "what-if" scenarios and examine the fiscal impact on future bienniums.
2. The City will constantly test both its planning methodology and use of planning tools in order to provide information that is timely, accurate, and widely disseminated to users throughout the City.
3. Departments will forecast and monitor their respective revenues and expenditures with assistance from the Finance Department. The Finance Department will assist departments in developing appropriate systems for such monitoring and will retain overall fiscal oversight responsibility for the General Fund.
4. The Financial Forecast is updated at least two times each year. Any unexpected changes in economic conditions or other circumstances may prompt more frequent updates. Any significant changes are reported to the Leadership Team, City Manager, and Council.

B. Utility Funds:

1. Financial forecasting will be done for the three Utility Funds in a manner similar to the General Fund. The purpose of these forecasts will be to allow the City Council and citizens to evaluate the longer-term financial needs of these programs.



Comprehensive Finance Management Policies

Policies & Processes

2. The forecasts should rely on the same basic economic assumptions as the General Fund Forecast. These forecasts will also identify other assumptions used in their preparation and the risks associated with them.
3. The forecasts must identify how they will impact rate structures.
- C. Parks Enterprise Fund:
 4. Financial forecasting will be done for the Parks Enterprise Fund in a manner similar to the General Fund. The purpose of this forecast will be to allow the City Council and citizens to evaluate the longer-term financial needs of the funds' programs.
 5. The forecasts should rely on the same basic economic assumptions as the General Fund Forecast. This forecast will also identify other assumptions used and the risks associated with them.
- D. Development Services Fund:
 6. Financial forecasting will be done for the Development Services Fund in a manner similar to the General Fund. The purpose of this forecast will be to allow the City Council and citizens to evaluate the longer-term financial needs of the funds' programs.
 7. The forecasts should rely on the same basic economic assumptions as the General Fund Forecast. This forecast will also identify other assumptions used and the risks associated with them.
- E. Resource/Expenditure Estimating: The financial planning and subsequent budgeting for all funds will be based on the following principles:
 8. Resource and expenditure estimates should be prepared on a realistic basis with a target of ± 2 percent variance from the estimate for resources and ± 1 percent variance for expenditures.
 9. Expenditure estimates should anticipate contingencies that are reasonably predictable.

II. General Budget Policies

- A. Resources Greater than Budget Estimates: Resources (fund balance) greater than budget estimates in any internal service fund shall be refunded to the contributing funds unless circumstances warrant retaining such monies for future expenditure in the current fund.
- B. Budget Preparation: Department directors have primary responsibility for formulating budget proposals in line with City Council, Leadership Team, and City Manager priority direction, and for implementing them once they are approved.

The Finance Department is responsible for coordinating the overall preparation and administration of the City's biennial budget and Capital Investment Program Plan. This function is fulfilled in compliance with applicable State of Washington statutes governing local government budgeting practices.

The Finance Department assists department staff in identifying budget problems, formulating solutions and alternatives, and implementing any necessary corrective actions.



Comprehensive Finance Management Policies

Policies & Processes

- C. **Public Hearings:** The City Council will hold three public hearings on the budget. The first two will be held sufficiently early in the budget process to allow citizens to influence budget decisions and to allow the Council to indicate special priorities before City staff develops a preliminary budget recommendation. The third and final public hearing will be held shortly after the preliminary budget's initial presentation to the Council and before the Council's final budget deliberations. The final public hearing will be held prior to the time the Council fixes the annual Property Tax levy. If deemed necessary, additional public hearings may be conducted.
- D. **Overhead and Full Cost Allocation:** Department budgets should be prepared in a manner to reflect the full cost of providing services.
- E. **Examination of Existing Base Budget:** During each biennial budget development process, the existing base budget will be thoroughly examined to assure removal or reduction of any services that could be eliminated or reduced in cost.
- F. **Services to Keep Pace With Needs of Community:** The City will strive to ensure that City service priorities keep pace with the dynamic needs of the community by incorporating a service needs review as part of the budget process.
- G. **Maintenance of Quality Service Programs:** Quality service programs will be offered by the City of Bellevue. If expenditure reductions are necessary, service elimination is preferable to poor or marginal quality programs.
- H. **Maintenance of Existing Services vs. Additional or Enhanced Service Needs:** Significant annual resource allocations needed to maintain existing service quality will compete directly with investment proposals during the budget evaluation process.
- I. **Budget Monitoring:** The Finance Department will maintain a system for monitoring the City's budget performance. This system will provide the City Council with quarterly presentations to Council regarding fund level resource collections and department level expenditures. Included will be provisions for amending the budget during the year in order to address unanticipated needs, emergencies, or compliance with State of Washington budgetary statutes. Budget amendments requiring City Council approval will occur through a process coordinated by the Finance Department. Significant financial issues that need to be addressed between regular monitoring reports will be provided to Council as warranted.
- J. **Performance Budgeting:** Performance measures will be utilized and reported in department budgets. The City will prepare trends, comparisons to other cities, and other financial management tools to monitor and improve service delivery in City programs.
- K. **Interfund Charges Based on Full Cost:** Interfund charges will be based on recovery of the full costs associated with providing those services. Internal Service Agreements shall be established between vendor and client departments reflecting full cost recovery unless special circumstances exist. Any disputes will be brought to the City Manager or Deputy City Manager for resolution after thorough evaluation by the Finance Department.
- L. **Outcome Based Budget Presentation Format:** The focus of the City's biennial budget presentation is directed at displaying the City's services plan in Outcome areas to reflect the values of our community and important community-wide priorities recognized by the Council.



Comprehensive Finance Management Policies

Policies & Processes

- M. Distinguished Budget Presentation: The City will seek to obtain the Government Finance Officers Association Distinguished Budget Presentation Award for each biennial budget. The Budget will be presented in a way that clearly communicates the budget to members of the public.

III. Utility & Other Fund Budget Policies

- A. Utilities Department Financial Policies: The Utilities Department Financial Policies, including Solid Waste Reserves policies, were adopted in December 2012, with revisions in December 2013.
- B. Building Permit Revenues and Expenditures: Revenues derived from building permit fees shall be designated for the exclusive support of the development activities in the Development Services Fund. This fund will provide permit processing and compliance inspection services. Building permit fees shall include an overhead rate component to recover its share of general overhead costs, as well as department overhead from those departments directly involved in permit processing activities.
- C. Parks Enterprise Revenues and Expenditures: Revenues derived from golf and certain culture and recreation fees shall be designated for the exclusive support of activities in the Parks Enterprise Fund. This fund will maintain and operate the golf course, tennis center, and Robinswood House, administer adult athletic programs, pay approved maintenance services and overhead charges to the General Fund, and fund golf course improvements in the Capital Investment Program Fund. The Parks Enterprise Fund may also charge the General Fund for a portion of their programs that are offered with a "fee subsidy". This charge is designed to allow youth and special populations access to programs at less than full cost, to encourage participation.

IV. State-Mandated Budget Requirements

Washington State law (RCW 35A.34) specifies requirements that must be followed in budgeting each of the City's funds. The following summarizes the key areas covered in Washington State law:

- A. Key Requirements:
 - 10. The timing, process, and responsibility for each step.
 - 11. A standard account classification system prescribed by the State Auditor.
 - 12. Preparation and filing of a preliminary budget by the chief administrative officer.
 - 13. A "budget message" from the chief administrative officer explaining the content, financial policies, and major proposed changes.
 - 14. A public hearing on the proposed preliminary budget conducted before adoption of a final budget, which shall be held on or before the first Monday in December.



Comprehensive Finance Management Policies

Policies & Processes

15. Procedures for handling special situations such as mid-biennium emergencies.
16. Limitations on the expenditure of City funds and procedures for amending the budget.
17. Quarterly or more frequent reporting to the City's legislative authority on the revenue and expenditure status of each fund.
18. Budgeting of non-operating/special purpose funds on a different basis from operating budget funds.

B. **Fund Types:** The City budgets all funds in accordance with the Optional Municipal Code, Section 35A.34 of the Revised Code of Washington. In accordance with State law, the City prepares its biennial budget on an estimated cash receipts and disbursements basis and by a process that conforms to the stated timing requirements. The only exceptions are the following special purpose funds: special assessment (e.g., Local Improvement District (LID) Bond Fund) and custodial agency funds (e.g., Firemen's Pension Fund), where the City acts in a custodial capacity as the bookkeeper for monies belonging to others. The City maintains three primary types of funds: operating, capital project and other special purpose funds.

19. Operating funds finance the continuous, traditional service delivery functions of a municipality in Washington State. Expenditure authority (appropriations) for each of these funds lapses at the end of each biennium, and a new budget must be adopted by the City Council.
20. Capital project funds include the General and Utility Capital Investment Program Funds which provide for the City's seven-year capital funding. Capital project fund budgets do not lapse at the end of the biennium, but are carried forward until the monies are fully expended or their objectives are accomplished or abandoned (RCW 35A.34.270).
21. Special purpose funds are distinguished from operating/budgetary funds by their limited objectives and/or finite life spans. Special purpose fund budgets do not lapse at the end of the biennium, but are carried forward until the monies are fully expended or their objectives are accomplished or abandoned (RCW 35A.34.270). Examples of special purpose funds are the Operating Grants, Donations and Special Reserves Fund, and the Housing Funds.

As required by State law, the 2017-2018 Budget reflects balanced expenditure and revenue estimates for each of the City's funds. Although revenue estimates are made only at the fund level, expenditure budgets are prepared at the department and division level for the purpose of administrative control.

V. Budget Development Process

The Finance Department is responsible for coordinating the overall preparation of the City's budgets. To accomplish this, staff issues budget instructions, conducts budget preparation training sessions, and communicates regularly with department staff. Their guidance provides the overall "rules of the game" within which the more detailed budget instructions and coordinating efforts are developed.



Comprehensive Finance Management Policies

Policies & Processes

The following are the major provisions for a biennial budget in accordance with Section 35A.34 of the Revised Code of Washington.

Major Steps in Budget Preparation	State Law Time Limitations
1. Request by clerk to all department heads and those in charge of municipal offices to prepare detailed estimates of revenues and expenditures for the next biennium.	By second Monday in September.
2. Estimates are to be filed with the clerk.	By fourth Monday in September.
3. Estimates are presented to the city manager (CM) for modifications, revisions or additions. Clerk must submit to CM proposed preliminary budget setting forth the complete financial program, showing expenditures requested by each department and sources of revenue by which each such program is proposed to be financed.	On or before the first business day in the third month prior to beginning of the fiscal year.
4. CM provides the legislative body with current information on estimates of revenues from all sources as adopted in the budget for the current year. CM also provides the legislative body with the proposed preliminary budget setting forth the complete financial program, showing expenditures requested by each department and sources of revenue by which each such program is proposed to be financed.	No later than the first Monday in October.
5. The legislative body must hold a public hearing on revenue sources for the coming budget, including consideration of possible increases in property tax revenues. (Chapter 251, Laws of 1995, codified as RCW 84.55.120)	Before legislative body votes on property tax levy.
6. CM prepares preliminary budget and budget message and files with the legislative body and city clerk.	At least 60 days before the ensuing fiscal year.
7. Clerk publishes notice that preliminary budget has been filed and publishes notice of public hearing on final budget once a week for two consecutive weeks.	No later than the first two weeks in November.
8. Setting property tax levies	November 30



Comprehensive Finance Management Policies

Policies & Processes

Major Steps in Budget Preparation	State Law Time Limitations
9. The legislative body, or a committee thereof, must schedule hearings on the budget or parts of the budget and may require the presence of department heads.	Prior to the final hearing.
10. Copies of proposed (preliminary) budget made available to the public.	No later than six weeks before January 1.
11. Final hearing on proposed budget.	On or before first Monday of December, and may be continued from day-to-day but no later than the 25 th day prior to next fiscal biennium.
12. Adoption of Budget.	Following the public hearing and prior to beginning of the ensuing fiscal biennium.
13. Copies of final budget transmitted to the State Auditor's Office.	After adoption.



Comprehensive Finance Management Policies

Policies & Processes

The following are key procedural steps in the City's budget development process. Note that the process and dates indicated below match the 2017-2018 process, and may be changed for future processes.

1. In early February, Council validates the seven identified community Outcomes that will frame 2017-2018 Budget, as well as the 2017-2023 Capital Investment Program (CIP) Plan.
2. In February, Council validated the Outcome areas for the upcoming budget.
3. In late March, Budget kick off starts and City Council provides policy direction and priorities during a Workshop for the development of the operating and CIP budgets.
4. Early in the year, an operating and CIP budget survey was conducted. The survey reached a statistically valid sample of Bellevue residents and queried residents on a variety of City services, including how important and satisfied residents were with these services.
5. In late March, the top-line data from the Budget Survey was presented to the Result Teams. In April, the Budget Survey information was presented to the City Council.
6. Revenue and expenditure estimates were developed and updated by the Finance Department throughout the budget process. "Early Outlook" Financial Forecasts were prepared and presented to the Council in April.
7. In April, the Request for Results (RFR) were sent to departments. Departments prepared proposals in response to the RFRs and submitted to Results Teams (RTs).
8. The initial public hearing was held in June and a second public hearing was held in July to provide the public with ample opportunity to comment on recommended programs and/or ideas for new programs.
9. From early May to mid-June, RTs reviewed, ranked and provided feedback to departments regarding their proposals.
10. From mid-June to early August, the Leadership Team reviewed the RTs recommendations and provided feedback.
11. In October, the City Manager made final budget decisions and directed preparation of the preliminary budget.
12. During early October, preliminary budget documents were prepared, printed, and filed with the City Clerk. This proposed budget was presented to the Council in mid-October, and copies were made available to the public immediately after the presentation.
13. Between late October and early December, the Council met in a series of budget sessions to review and discuss the proposed budget.



Comprehensive Finance Management Policies

Policies & Processes

14. The third and final public hearing was held in November during the time the Council discussed the preliminary budget. Citizens were able to comment on recommended programs and/or ideas for new programs at these public hearings.
15. In early December, the Council adopted the budget by ordinance and established the budget appropriation for the next biennium.
16. The final budget is published and distributed during the first half of the following year. Copies are made available to the public and are available on the City's website.
17. Quarterly monitoring reports are prepared by the Finance Department to report on actual performance compared to budget estimates and to identify any remedial actions that may be needed.
18. As required by State law, a mid-biennium update will occur during the year following adoption of the biennial budget. This update is required by state law and allows for budget modifications and technical adjustments.
19. The budget development process described above is supplemented by information generated by the City's Financial Forecast. The forecast is a financial tool that provides the City's decision-makers with an indication of the long-term fiscal impact of current policies and budget decisions.
20. The budget process is also supplemented by information on service delivery performance and benchmarking with discussions and publication of a Comparative Cities Performance Report and an Annual Performance Report.

VI. Budget Adjustment & Amendment Processes

Under the provisions of State law and the City's operating procedures, the operating budget may be adjusted or amended in two different ways. Adjustment of the budget involves a reallocation of existing appropriations and does not change the budget "bottom line". Amendment of the budget involves an addition to or reduction of existing appropriations.

- A. **Adjustment:** Under the first method, departmental expenditures and requirements are monitored throughout the year. Certain departments may develop the need for additional expenditure authority to cover unanticipated costs that cannot be absorbed within the budget, while other departments will not require their full budget authorizations. The Finance Department reviews and analyzes all department and/or fund budgets to determine what adjustments are necessary and whether the adjustments can be made within existing appropriation limits. These changes are then reviewed with the affected department and/or fund managers. When an adjustment is needed, Finance staff will look first to savings within the department; and then transfers between departments. No City Council action is needed as State law allows budget adjustments to be done administratively.
- B. **Amendment:** Amending the City's budget occurs whenever the requested changes from department and/or fund managers will cause the existing appropriation level for the fund to change. This situation generally occurs when the City Council authorizes additional appropriation. This is done by an ordinance that amends the original budget and states the sources of funding for the incremental appropriations.



Comprehensive Finance Management Policies

Policies & Processes

VII. Agenda Memorandum Review

The Finance Department will review all agenda items submitted for City Council action. The objective of these reviews will be to ensure compliance with the budget and disclosure of all fiscal issues to the Council. This information will be presented in the fiscal impact section of each agenda memorandum.

VIII. Revenue Policies

The City must be sensitive to the balance between the need for services and the City's ability to raise fees, charges, and taxes to support those services.

- A. Mix of Revenues: The City should strive to maintain a diversified mix of revenues in order to balance the sources of revenue amongst taxpayers and to provide ongoing stability and predictability.
 - 21. Property Taxes and other stable revenues provide a reliable base of revenues during periods of economic downturn.
 - 22. The City's overall revenue structure should be designed to recapture for the City some of the financial benefits resulting from City economic and community development investments.
 - 23. The City will strive to keep a total revenue mix that encourages growth, and keeps Bellevue economically competitive and a City of choice for people to live and do business.
- B. Taxes Should Be Selected for Balance, Applicability, and Probable Economic Impact: The following factors will be considered when the City's taxes are increased, decreased, extended, or changed in any way.
 - 24. Stability of the tax source over its expected life.
 - 25. Suitability for a pledge against future debt, if that is part of the City Council's long-range intent for the revenue source.
 - 26. Spread the tax burden throughout the City's tax base by utilizing a broad array of the tax sources available and by investigating mitigation of inequities and hardships where appropriate (e.g., Property Tax exemptions and deferrals, and utility tax rebates for low-income elderly people). State and local legislative remedies for detrimental tax impacts should be sought where appropriate.
 - 27. Apply the tax impact information for both residential and business taxpayers against a future vision of what the tax policy decision is intended to foster.
- C. Property Tax Revenues for Park Maintenance: Revenues derived from the Property Tax Lid Lift for Park Maintenance, which Bellevue voters approved in November 2008, shall be deposited in the General Fund to pay all costs necessary to fund the maintenance and operating costs of specific park facilities.
- D. Charges for Services: As much as is reasonably possible, City services that provide private benefit should be supported by fees and charges in order to provide maximum flexibility in use of



Comprehensive Finance Management Policies

Policies & Processes

general City taxes to meet the cost of services of broader public benefit. Charges for services that benefit specific users should recover full costs, including all direct costs, capital costs, department overhead, and Citywide overhead. Departments that impose fees or service charges should prepare and periodically update cost-of-service studies for such services. A subsidy of a portion of the costs for such services may be considered when consistent with legal requirements to meet other City interests and objectives, such as remaining competitive within the region.

- E. **Backup Convention Center Financing:** In accordance with Ordinance No. 4094 (passed on 12/4/89) and Ordinance No. 4229 (passed on 3/4/91), 0.01 percent of the City's total gross receipts business and occupation taxing authority of 0.2 percent, is reserved as a backup financing mechanism for the Convention Center should additional financing beyond that contemplated in the adopted Convention Center Financing Plan become necessary. In addition, any additional increase in the City's B&O Tax (measured by gross receipts) shall first require an analysis of the status of the Convention Center Financing Plan. This information must be included in any fiscal impact notes on agenda materials presented to the City Council for the purpose of increasing the B&O Tax rate described above.

IX. Operating Policies

The City should accommodate both one-time and ongoing expenditures within current resources, establish and adequately fund reserves, regularly monitor and report on budget performance, evaluate the fiscal impact of new proposals, operate as efficiently as possible, and constantly review City services for appropriateness and effectiveness.

- A. **Expenditures should be Within Current Resource Projections:** Ongoing expenditures should be equal to or less than ongoing revenues. Each City fund budget must identify ongoing resources that at least match expected ongoing annual requirements. One-time resources and non-recurring ending fund balances will be applied to reserves or to fund one-time expenditures; they will not be used to fund ongoing programs.
- B. **Unrestricted Resources Should Remain Unrestricted:** Unless otherwise stated explicitly by the City Council, unrestricted resources will not be earmarked for specific purposes in the General Fund. This will preserve the ability of the Council to determine the best use of available resources to meet changing service requirements.
- C. **Continual Improvement of Service Delivery:** The City will seek to optimize the efficiency and effectiveness of its services through Business Process Improvement (BPI) efforts, performance budgeting and measuring, and by assessing its services with comparable cities to reduce costs and improve service quality.
- D. **Cash Management:** The Finance Department will develop, maintain, and constantly seek to improve cash management systems which ensure the accurate and timely accounting, investment, and security of all cash assets. All cash received by City departments will be deposited with Finance within 24 hours of receipt.
- E. **Cash Reserves:** The City will maintain adequate cash reserves in order to reduce the potential need for borrowing or service reductions during periods of economic downturn, natural catastrophe, or for other, one-time extraordinary expenditures. Annually, the City will target 15



Comprehensive Finance Management Policies

Policies & Processes

percent of General Fund revenues as a General Fund ending balance, commonly known as a reserve.

- F. Fund Balances: Accruals and non-cash enhancements to revenues will not be made as a means to influence fund balances at year-end or during budget discussions.
- G. Fixed Asset Inventories: Accurate inventories of all physical assets (including roads infrastructure), their condition, life spans, and cost will be maintained to ensure proper stewardship of public property. The Finance Director will establish policies and appropriate procedures to manage fixed assets, including establishing the threshold dollar amount for which fixed asset records are maintained and how often physical inventories will be taken.
- H. Allocation of Overhead Costs: Overhead costs will be allocated to determine the full cost of providing services. Overhead costs will be allocated according to consistent methodology developed in consultation between the Finance Department and other operating departments.
- I. Utility Debt Coverage Ratio Target: The City Council adopted the following debt service coverage policy for the bonds issued by the City's Waterworks Utility on March 7, 1994 by Resolution No. 5759:

"The City Council will establish utility rates/charges and appropriations in a manner intended to achieve a debt service coverage ratio (adjusted by including City taxes as an expense item) of approximately 2.00. The City Council authorizes the Waterworks Utility to utilize this policy in development of pro forma projections which will be disseminated to the bond rating agencies and to the financial community generally."

X. Fund Description & Reserve Policies

Fund descriptions and reserve policies have been developed in a standard format for all City funds and are included in the 2017-2018 Budget Detail volume.

- A. Fund Descriptions include the following:

- 28. Fund Type
- 29. Fund Description
- 30. Year Created
- 31. Major Revenue Sources
- 32. Major Expenditures
- 33. Fund Custodian
- 34. Reserve Policy
- 35. Other Notes

- B. Reserve Policies include the following:

- 36. Budgeting for Reserves: The City will maintain and justify budgeted reserves.
- 37. Expenditure of Budgeted Reserves: Reserves included in the operating budget shall not be expended without the express written approval of the Finance Director.



Comprehensive Finance Management Policies

Policies & Processes

38. Annually the City will target 15 percent of General Fund revenues as a General Fund ending balance. This balance is to protect the City's essential service programs during periods of economic downturn, which may temporarily reduce actual resources or cut the growth rate of City resources below that necessary to maintain pre-existing service levels. Additionally, the ending fund balance, commonly known as a reserve, can be used in the event of a natural catastrophe, counter cyclical basic revenue growth (Property, Sales, and B & O Taxes combined) below 5 percent for the biennium, or because of unfunded federal or state mandates.
39. The target of 15 percent of annual General Fund revenues as a General Fund reserve shall be sufficient to maintain the City's exceptional bond rating for both its unlimited and limited general obligation tax bonds.

XI. Capital Investment Program Plan Policies

A number of important policy considerations are the basis for the Capital Investment Program (CIP) Plan. These policies provide guidelines for all financial aspects of the CIP, and ultimately affect the project selection process.

- A. Relationship of Long-Range Plans to the CIP Plan: Virtually all of the projects included in the CIP are based upon formal long-range plans that have been adopted by the City Council. This ensures that the City's Capital Investment Program, which is the embodiment of the recommendations of these individual planning studies, is responsive to the officially stated direction of the City Council as contained in the Comprehensive Plan and supporting documents. Examples of these supporting documents are: Transportation Facility Plans (Central Business District (CBD), Bellevue-Redmond Overlake Transportation Study (BROTS), East Bellevue Transportation Study (EBTS), Newcastle), the Parks and Open Space Plan, the Municipal Facilities Plan, the Fire Master Plan, the CBD Implementation Plan and the Comprehensive Plans of the Water, Sewer, and Storm & Surface Water Utilities. There are exceptions, but they are relatively small when compared to the other major areas of expenditure noted above. These exceptions include activities such as the Neighborhood Enhancement Program (NEP) and the Community Development Program.
- B. Establishing CIP Priorities: The City uses the following basic CIP project prioritization and selection process.
 40. Each CIP program area establishes criteria to be used in the prioritization of specific projects submitted for funding. These specific criteria are developed in conjunction with City Council priorities and input from citizens and associated City boards and commissions (if applicable).
 41. The Finance Department determines revenue projections available to the non-utility CIP in consultation with various revenue-generating departments and the amount of resources available for new projects for each new seven-year Plan.
 42. The Budget Finance Department, CIP Review Panel and City Manager evaluate the various CIP projects and select those with the highest priority.



Comprehensive Finance Management Policies

Policies & Processes

43. Within the available funding, the highest priority projects are then selected and funded in the CIP.
 44. CIP program area managers recommend an expenditure plan to the Finance Department and City Manager, which includes all capital costs and any applicable maintenance and operations (M&O) and/or required short-term financing costs. Program area managers are responsible for the cost estimates of their proposed programs, including future M&O costs related to the implementation of completed projects.
 45. A Preliminary CIP Plan is recommended to the City Council by the City Manager along with the operating budget recommendations.
 46. The City Council reviews the Operating and Preliminary CIP Plan, holds a public hearing(s) to allow for citizen input, makes desired alterations, and then officially adopts the budget and establishes related appropriations as a part of the City's biennial budget process.
- C. Types of Projects Included in the CIP Plan: The CIP Plan will display, to the maximum extent possible, all major capital projects in which the City is involved. While the following criteria may be used as a general guide to distinguish which projects should be included or excluded from the CIP Plan, there are always exceptions which require management's judgment.

For purposes of the CIP Plan, a CIP project is generally defined to be any project that possesses all of the following characteristics:

1. Exceeds a cost of \$100,000
2. Involves:
 - a. Totally new physical construction,
 - b. Development of a major technology system (technology system is defined as "an integrated set of hardware, software and processes working cohesively to perform a business function")
 - c. Reconstruction designed to gradually and systematically replace an existing facility or system on a piecemeal basis,
 - d. Replacement of a major component of an existing facility or technology system, or
 - e. Acquisition of land or structures; and
3. Involves City funding in whole or in part, or involves no City funds but is the City's responsibility for implementing, such as a 100 percent grant-funded project or 100 percent Local Improvement District funded project.

Eligible costs include:

- a. Studies/plans that determine the feasibility and/or support the preliminary design of future CIP projects,
- b. Pre-design, design, development, right-of-way, construction, inspection, and/or testing, and
- c. Staff and consultants to deliver the capital project.



Comprehensive Finance Management Policies

Policies & Processes

- D. **Scoping and Costing Based on Predesign Study:** It has proven difficult to develop accurate project scopes, cost estimates, and schedules on which no preliminary engineering or community contact work has been done. To address this problem, some projects are initially proposed and funded only for preliminary engineering and planning work. This funding will not provide any monies to develop final plans, specifications, and estimates to purchase rights-of-way or to construct the projects. However, generally, an estimated amount, sufficient to cover these costs based on a rough preliminary estimate is earmarked within the program area.
- E. **Required Project Features and Financial Responsibility:** If a proposed project will cause a direct impact on other publicly-owned facilities, an equitable shared and funded cost plan must be coordinated between the affected program areas.
- F. **Predictability of Project Timing, Cost, and Scope:** The predictability of timing and costs of projects is important to specific private developments, such as the provision of street improvements or the extension of major sewer lines or water supply, without which development could not occur. These projects generally involve significant financial contributions from such private development through impact fees, developer extension agreements, LIDs, and other means. Once a project has been approved by the City Council in the CIP, project scheduling is a priority to maintain.
- G. **Local Improvement Districts (LID):** This policy limits the use of LIDs to specific instances. Examples of when future LIDs may be formed are as follows: 1) where old agreements exist committing property owners to LID participation on future projects; 2) when current development activity or very recently past development activity has exempted these projects from the assessment of Transportation Impact Fees; 3) when a group of property owners wish to accelerate development of a certain improvement; 4) when a group of property owners desire a higher standard of improvement than the City's project contemplates; or 5) when a group of property owners request City assistance in LID formation to fund internal neighborhood transportation facilities improvements, which may or may not have City funding involved. If City funding is proposed by the project sponsors (property owners), they shall so request of the City Council (through the City Clerk) in writing before any LID promotion activity begins. The City Manager shall analyze such request within 45 days and report his conclusions and recommendation to Council for their consideration. The Council shall by motion affirm or deny the recommendation. The Council's affirmative motion to financially participate shall expire in 180 days, unless the project sponsors have submitted a sufficient LID petition by that time.

In the event the request is for street resurfacing in advance of the City's normal street resurfacing cycle, the City's contribution shall not exceed 50 percent of all project eligible costs.

On capital projects whose financing depends in part on an LID, interim financing will be issued to support the LID's portion of the project budget at the same time or in close proximity to the



Comprehensive Finance Management Policies

Policies & Processes

issuance of the construction contract. The amount of the interim financing shall be the current estimate of the final assessment roll as determined by the administering department.

In the event that the project is 100 percent LID funded, interim financing shall be issued either in phases (i.e., design phase and construction phase) or up front in the amount of the entire estimated final assessment roll, whichever means is estimated to provide the lowest overall cost to the project as determined by the Finance Department.

- H. **Non-Utility CIP Maintenance and Operating (M&O) Costs:** Proposals for CIP project funding shall include the estimated future M&O cost, to provide full cost disclosure. Such M&O costs anticipated to be incurred in the upcoming biennium should be included in operating budget proposals for funding consideration. As of 2011, funding for existing CIP M&O is provided by a distribution of the City's Sales Tax revenue, split between 75 percent General Fund and 25 percent CIP. The dollar amount for CIP M&O is adjusted upward each year by the anticipated Consumer Price Index for all Urban Consumers (CPI-U) after first making any necessary adjustments (e.g., partial vs full-year costs) and eliminating any one-time items. The distribution amounts should be reviewed periodically by Council for reasonableness and potential adjustment.
- I. **Preserve Existing Capital Infrastructure Before Building New Facilities:** It is the City's policy to ensure that adequate resources are allocated to preserve the City's existing infrastructure before targeting resources to build new facilities that also have operating and maintenance obligations. This policy addresses the need to protect the City's historical investment in capital facilities and to avoid embarking on a facility enhancement program, which when coupled with the existing facilities requirements, the City cannot afford to adequately maintain.
- J. **New Facilities Should Be of High Quality, Low Maintenance, Least Cost:** This policy has guided the development and execution of the CIP Plan through an emphasis on lowest life-cycle cost. Projects should only be built if the necessary funding to operate them is provided. Also, priority is given to new facilities that have minimal ongoing maintenance costs so as to limit the impact upon both the CIP and the operating budget.
- K. **Public Input for Capital Projects:** The City makes a serious commitment to public involvement. All of the City's long-range plans have been developed through an extensive citizen involvement program. Citizen involvement occurs at the long-range plan development stage, during CIP review and adoption, during master planning processes, during design and construction of specific projects, and through public processes associated with City boards and commissions. Public hearings are held during the CIP Plan development process to allow the public to comment on the recommended projects. The projects themselves call for an extensive public outreach effort, allowing those most closely effected to influence the design of the projects. While public input is essential to the successful implementation of the CIP Plan, staff and Council must also remain conscious of the overall effect upon costs when responding to requests of project neighbors.



Comprehensive Finance Management Policies

Policies & Processes

- L. Basis for Project Appropriations: During the City Council's biennial CIP Plan review, the City Council will appropriate the estimated project costs for the biennium for all projects in the CIP Plan. Subsequent adjustments to appropriation levels for amendments to the CIP Plan may be made by the City Council at any time.
- M. Balanced CIP Plan: The CIP Plan is a balanced seven-year plan. This means that for the entire seven-year period, revenues will be equal to project expenditures in the Plan. It is anticipated that the plan will have more expenditures than revenues in single years of the Plan, but this imbalance will be corrected through the use of interim financing as needed. However, over the life of the seven-year plan, all planned interim debt will be repaid and all Plan expenditures, including interest costs on interim debt will be provided for with identified revenues. Any project funding plan, in which debt is not retired within the current seven-year Plan, must have specific City Council approval.
- N. Use of Debt in the CIP: The CIP is viewed as a long-term program that will continually address capital requirements far into the future. As such, the use of long-term debt has been minimized, allowing the City to put money into actual projects that benefit Bellevue residents and businesses rather than into interest payments to financial institutions. To that end, this policy limits debt to short-term obligations, primarily for cash flow purposes. Debt incurred will be paid back before the end of the current CIP. Finance staff monitors CIP cash flow regularly and utilize fund balances to minimize the amount of borrowing required. Projected financing costs are included within a project in the General Government program area. There are exceptions to this policy for extraordinary circumstances, where Councilmanic or voted long-term debt have been issued to achieve major City goals that otherwise could not have been achieved, or would have been delayed an unacceptable amount of time.
- O. Finance Director's Authority to Borrow: The Finance Director is authorized to initiate interim and long-term borrowing measures, as they become necessary, as identified in the current CIP Plan.
- P. CIP Plan Update and Amendment: The CIP Plan will be updated at least biennially as a part of the City's biennial budget process. The City Council may amend the CIP Plan at any time if a decision must be made and action must be taken before the next CIP review period. The City Council has delegated authority to the City Manager to administratively approve CIP Plan adjustments, except for changes in project scope or changes that total more than 10 percent of a project's adopted CIP Plan budget (unless a 10 percent adjustment is less than \$10,000), or regardless of the percentage, budget changes totaling more than \$100,000. The Council has further authorized the City Manager to administratively approve the acceleration of project schedules so long as they can be accomplished without causing cash flow problems and with the understanding that any controversial issues would be brought before the City Council. All project additions or deletions must be approved by the City Council.



Comprehensive Finance Management Policies

Policies & Processes

- Q. **Formalization of Monetary Agreements:** All agreements between the City and outside jurisdictions shall be in writing specifying the financial terms of the agreement, the length of the agreement, and the timing of any required payments. Formalization of these agreements will protect the City's interests. Program areas shall make every effort to promptly request any reimbursements that are due the City. Where revenues from outside jurisdictions are ongoing, these requests shall be made at least quarterly, unless alternative arrangements are approved by the City Manager or City Council.
- R. **Projected Grant Revenues:** At the Finance Director's discretion, grant-funded capital expenditures are budgeted prior to the specific grant award. City overhead or indirect costs for grant-funded programs will be included in all grant proposals, where permitted. With grant-funded capital acquisitions, the City will attempt to recover ongoing M&O costs, and replacement costs associated with the acquisition.
- S. **Projected Revenues from Future Land Sales:** The City recognizes that City-owned land is an asset that can be sold to finance CIP projects. With this in mind, the City shall cautiously allow land sale proceeds to be used as a funding source by program areas that have oversight responsibility for the land. The land shall be valued based on an appraisal performed either by the Civic Services or an outside appraisal company. A conservative value shall be used to provide a cushion for economic shifts. The timing of the proceeds shall be estimated based on the length of time the property is likely to be on the market. However, if the land does not sell in a timely manner or its value turns out to be overestimated, then the program area must either reallocate revenue sources from other projects within its area, find an agreeable replacement funding source, or cease work on the project, if possible.
- T. **Land Sale Remnants:** The City is frequently left with property remnants following the completion of a project that required rights-of-way (ROW) acquisition. These remnants represent an asset to the program area that purchased them. If the project selling the land remnants is still active, the revenue from the sale shall be receipted as land sale proceeds in the project, therefore serving to partially offset the ROW acquisition costs. If the project is already completed at the time of the remnant sale, the land sale proceeds can either be used by the selling program area to help fund another of that program area's projects, or they can be deposited in the Land Purchase Revolving Fund for future use by the purchasing program area.
- U. **Applicable Project Charges:** CIP projects should reflect all costs that can be clearly shown to be necessary and applicable. Staff charges to CIP projects will be limited to time spent actually working on those projects and shall include an overhead factor to cover the applicable portion of that person's operating cost.



Comprehensive Finance Management Policies

Policies & Processes

XII. Intergovernmental Revenues

Many service costs of the City are influenced by other governments, either because of service overlap or service mandates imposed by the county, state, or federal government. The City should take advantage of opportunities to enhance service delivery through intergovernmental cooperation, shared revenues, and grants while aggressively opposing mandates that distort local service priorities.

- A. **Grants Should Not Fund Ongoing Services:** The City will refrain from using grants to meet ongoing service delivery needs. In the City's financial planning, grants will be treated in the same manner as all other temporary and uncertain resources and will not be used to fund ongoing, basic service needs. With grant-funded capital acquisitions, the City will attempt to recover ongoing maintenance and operating costs, and replacement costs associated with the acquisition.
- B. **Grant Agreements Reviewed for Compliance with Regulations:** All grant agreements will be reviewed by the appropriate City staff, including Finance, City Attorney's Office, and sponsoring department, to ensure compliance with state, federal, and City regulations.
- C. **Budgeting for Grant Expenditures:** At the City Manager's discretion, grant-funded capital expenditures are budgeted prior to the specific grant award. City overhead or indirect costs for grant-funded programs will be included in all grant proposals, where permitted. With grant-funded capital acquisitions, the City will attempt to recover ongoing maintenance and operating costs, and replacement costs associated with the acquisition.
- D. **Protecting the City's Interests:** The City will aggressively oppose state or federal actions that mandate expenditures that the City Council considers unnecessary. The City will pursue intergovernmental funding to support the incremental cost of those mandates.
- E. **Intergovernmental Agreements:** The City will work with other governments to identify the jurisdiction most capable and appropriate to provide specific public services. All intergovernmental agreements and contracts for service delivery will be brought forward to the City Council for approval.

XIII. Accounting, Auditing & Financial Reporting Policies

The City shall maintain a system of financial monitoring, control, and reporting for all operations and funds in order to provide effective means of ensuring that overall City goals and objectives are met.

- A. **Accounting Records and Reporting:** The City will maintain its accounting records in accordance with state and federal law and regulations. Budgetary reporting will be in accordance with the state's budget laws and regulations. The City will report its financial condition and results of operations in accordance with state regulations and generally accepted accounting principles (GAAP) applicable to governments.



Comprehensive Finance Management Policies

Policies & Processes

- B. Auditing: The State Auditor will annually perform the City's financial and compliance audit. Their opinions will be contained in the City's Comprehensive Annual Financial Report (CAFR). Results of the annual audit shall be provided to the Council in a timely manner.
- C. Excellence in Financial Reporting: As an additional independent confirmation of the quality of the City's financial reporting, the City will annually seek to obtain the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting. The CAFR will be presented in a way designed to communicate with citizens about the financial affairs of the City.
- D. Simplified Fund Structure: The City will minimize the number of funds. The funds will be categorized in accordance with generally accepted accounting principles (GAAP) for reporting purposes, although some funds may be functional classifications but may also be referred to by City of Bellevue fund types.

XIV. Investment Policy

The City shall maintain a current investment policy.

As an additional independent confirmation of the integrity of the City's Investment Policy, the City's policy has been certified by the Municipal Treasurers' Association of the United States and Canada.

XV. Debt Management Policy

The City shall maintain a current debt policy.

XVI. Budget Ordinances



Comprehensive Finance Management Policies

Chapter 35A.34 RCW;

Biennial Budgets

Chapter 35A.34 RCW; Biennial Budgets

Sections:

- 35A.34.010 Legislative intent
- 35A.34.020 Application of chapter
- 35A.34.030 Definitions
- 35A.34.040 Biennial budget authorized -- Limitations
- 35A.34.050 Budget estimates -- Submittal
- 35A.34.060 Budget estimates -- Classification and segregation
- 35A.34.070 Proposed preliminary budget
- 35A.34.080 Preliminary budget
- 35A.34.090 Budget message -- Hearings
- 35A.34.100 Budget -- Notice of hearing
- 35A.34.110 Budget -- Hearing
- 35A.34.120 Budget -- Adoption
- 35A.34.130 Budget -- Mid-biennial review and modification
- 35A.34.140 Emergency expenditures -- Nondebtable emergencies
- 35A.34.150 Emergency expenditures -- Other emergencies -- Hearing
- 35A.34.160 Emergency expenditures -- Warrants -- Payment
- 35A.34.170 Registered warrants -- Payment
- 35A.34.180 Adjustment of wages, hours and conditions of employment
- 35A.34.190 Forms -- Accounting -- Supervision by state
- 35A.34.200 Funds -- Limitations on expenditures -- Transfers and adjustments



Comprehensive Finance Management Policies

Chapter 35A.34 RCW;

Biennial Budgets

- 35A.34.205 Administration, oversight, or supervision of utility -- Reimbursement from utility budget authorized
- 35A.34.210 Liabilities incurred in excess of budget
- 35A.34.220 Funds received from sales of bonds and warrants -- Expenditures
- 35A.34.230 Revenue estimates -- Amount to be raised by ad valorem taxes
- 35A.34.240 Funds -- Quarterly report of status
- 35A.34.250 Contingency fund -- Creation
- 35A.34.260 Contingency fund -- Withdrawals
- 35A.34.270 Unexpended appropriations
- 35A.34.280 Violations and penalties

35A.34.010 Legislative intent

See RCW 35.34.010.

35A.34.020 Application of chapter

This chapter applies to all code cities which have by ordinance adopted this chapter authorizing the adoption of a fiscal biennium budget. [1985 c 175 § 34.]

35A.34.030 Definitions

Unless the context clearly indicates otherwise, the definitions in this section apply throughout this chapter.



Comprehensive Finance Management Policies

Chapter 35A.34 RCW;

Biennial Budgets

1. "Clerk" includes the officer performing the functions of a finance or budget director, comptroller, auditor, or by whatever title the officer may be known in any code city.
2. "Department" includes each office, division, service, system, or institution of the city for which no other statutory or charter provision is made for budgeting and accounting procedures or controls.
3. "Legislative body" includes the council, commission, or any other group of officials serving as the legislative body of a code city.
4. "Chief administrative officer" includes the mayor of cities having a mayor-council plan of government, the commissioners in cities having a commission plan of government, the manager, or any other city official designated by the charter or ordinances of such city under the plan of government governing the same, or the budget or finance officer designated by the mayor, manager, or commissioners, to perform the functions, or portions thereof, contemplated by this chapter.
5. "Fiscal biennium" means the period from January 1 of each odd-numbered year through December 31 of the next succeeding even-numbered year.
6. "Fund" and "funds" where clearly used to indicate the plural of "fund" means the budgeting or accounting entity authorized to provide a sum of money for specified activities or purposes.
7. "Funds" where not used to indicate the plural of "fund" means money in hand or available for expenditure or payment of a debt or obligation.
8. Except as otherwise defined in this chapter, municipal accounting terms used in this chapter have the meaning prescribed by the state auditor pursuant to RCW 43.09.200. [1985 c 175 § 35.]

35A.34.040 Biennial budget authorized – Limitations

All code cities are authorized to establish by ordinance a two-year fiscal biennium budget. The ordinance shall be enacted at least six months prior to commencement of the fiscal biennium and this chapter applies to all code cities which utilize a fiscal biennium budget. Code cities which establish a fiscal biennium budget are authorized to repeal such ordinance and provide for reversion to a fiscal year budget. The ordinance may only be repealed effective as of the conclusion of a fiscal biennium. However, the city shall comply with chapter 35A.33 RCW in developing and adopting the budget for the first fiscal year following repeal of the ordinance. [1985 c 175 § 36.]

35A.34.050 Budget estimates – Submittal

On or before the second Monday of the fourth month prior to the beginning of the city's next fiscal biennium, or at such other time as the city may provide by ordinance or charter, the clerk shall notify in writing the head of each department of a city to file with the clerk within fourteen days of the receipt of such notification, detailed estimates of the probable revenue from sources other than ad valorem taxation and of all expenditures required by the department for the ensuing fiscal biennium. The notice shall be accompanied by the proper forms provided by the clerk, prepared in accordance with the requirements and classification established by the state auditor. The clerk shall prepare the estimates for interest and debt redemption requirements and all other estimates, the preparation of which falls properly within the duties of the clerk's



Comprehensive Finance Management Policies

Chapter 35A.34 RCW;

Biennial Budgets

office. The chief administrative officers of the city shall submit to the clerk detailed estimates of all expenditures proposed to be financed from the proceeds of bonds or warrants not yet authorized, together with a statement of the proposed method of financing them. In the absence or disability of the official or person regularly in charge of a department, the duties required by this section shall devolve upon the person next in charge of such department. [1995 c 301 § 55; 1985 c 175 § 37.]

35A.34.050 Budget estimates – Classification and segregation

On or before the second Monday of the fourth month prior to the beginning of the city's next fiscal biennium, or at such other time as the city may provide by ordinance or charter, the clerk shall notify in writing the head of each department of a city to file with the clerk within fourteen days of the receipt of such notification, detailed estimates of the probable revenue from sources other than ad valorem taxation and of all expenditures required by the department for the ensuing fiscal biennium. The notice shall be accompanied by the proper forms provided by the clerk, prepared in accordance with the requirements and classification established by the state auditor. The clerk shall prepare the estimates for interest and debt redemption requirements and all other estimates, the preparation of which falls properly within the duties of the clerk's office. The chief administrative officers of the city shall submit to the clerk detailed estimates of all expenditures proposed to be financed from the proceeds of bonds or warrants not yet authorized, together with a statement of the proposed method of financing them. In the absence or disability of the official or person regularly in charge of a department, the duties required by this section shall devolve upon the person next in charge of such department. [1995 c 301 § 55; 1985 c 175 § 37.]

35A.34.060 Budget estimates — Classification and segregation

All estimates of receipts and expenditures for the ensuing fiscal biennium shall be fully detailed in the biennial budget and shall be classified and segregated according to a standard classification of accounts to be adopted and prescribed by the state auditor after consultation with the Washington finance officers association, the association of Washington cities, and the association of Washington city managers. [1995 c 301 § 56; 1985 c 175 § 38.]

35A.34.070 Proposed preliminary budget

On or before the first business day in the third month prior to the beginning of the biennium of a city or at such other time as the city may provide by ordinance or charter, the clerk or other person designated by the charter, by ordinances, or by the chief administrative officer of the city shall submit to the chief administrative officer a proposed preliminary budget which shall set forth the complete financial program of the city for the ensuing fiscal biennium, showing the expenditure program requested by each department and the sources of revenue by which each such program is proposed to be financed.

The revenue section shall set forth in comparative and tabular form for each fund the actual receipts for the last completed fiscal biennium, the estimated receipts for the current fiscal biennium, and the estimated receipts for the ensuing fiscal biennium, which shall include the amount to be raised from ad valorem taxes and unencumbered fund balances estimated to be available at the close of the current fiscal biennium.



Comprehensive Finance Management Policies

Chapter 35A.34 RCW;

Biennial Budgets

However, if the city was not utilizing a fiscal biennium budget for the previous three years, it shall set forth its fiscal years' revenues to reflect actual and estimated receipts as if it had previously utilized a biennial budgetary process.

The expenditure section shall set forth in comparative and tabular form for each fund and every department operating within each fund the actual expenditures for the last completed fiscal biennium, the appropriations for the current fiscal biennium, and the estimated expenditures for the ensuing fiscal biennium. However, if the city was not utilizing a fiscal biennium budget for the previous three years, it shall set forth its fiscal years' expenditures to reflect actual and estimated levels as if it had previously utilized a biennial budgetary process. The expenditure section shall further set forth separately the salary or salary range for each office, position, or job classification together with the title or position designation thereof. However, salaries may be set out in total amounts under each department if a detailed schedule of such salaries and positions be attached and made a part of the budget document. [1985 c 175 § 39.]

35A.34.080 Preliminary budget

The chief administrative officer shall prepare the preliminary budget in detail, making any revisions or additions to the reports of the department heads deemed advisable by such chief administrative officer. At least sixty days before the beginning of the city's next fiscal biennium the chief administrative officer shall file it with the clerk as the recommendation of the chief administrative officer for the final budget. The clerk shall provide a sufficient number of copies of such preliminary budget and budget message to meet the reasonable demands of taxpayers therefore and have them available for distribution not later than six weeks before the beginning of the city's next fiscal biennium. [1985 c 175 § 40.]

35A.34.090 Budget message — Hearings

1. In every city, a budget message prepared by or under the direction of the city's chief administrative officer shall be submitted as a part of the preliminary budget to the city's legislative body at least sixty days before the beginning of the city's next fiscal biennium and shall contain the following:
 - a. An explanation of the budget document;
 - b. An outline of the recommended financial policies and programs of the city for the ensuing fiscal biennium;
 - c. A statement of the relation of the recommended appropriation to such policies and programs;
 - d. A statement of the reason for salient changes from the previous biennium in appropriation and revenue items; and
 - e. An explanation for any recommended major changes in financial policy.
2. Prior to the final hearing on the budget, the legislative body or a committee thereof shall schedule hearings on the budget or parts thereof, and may require the presence of department heads to give information regarding estimates and programs. [1985 c 175 § 41.]



Comprehensive Finance Management Policies

Chapter 35A.34 RCW;

Biennial Budgets

35A.34.100 Budget — Notice of hearing

Immediately following the filing of the preliminary budget with the clerk, the clerk shall publish a notice once a week for two consecutive weeks stating that the preliminary budget for the ensuing fiscal biennium has been filed with the clerk, that a copy thereof will be made available to any taxpayer who will call at the clerk's office therefor, that the legislative body of the city will meet on or before the first Monday of the month next preceding the beginning of the ensuing fiscal biennium for the purpose of fixing the final budget, designating the date, time, and place of the legislative budget meeting, and that any taxpayer may appear thereat and be heard for or against any part of the budget. The publication of the notice shall be made in the official newspaper of the city if there is one, otherwise in a newspaper of general circulation in the city. If there is no newspaper of general circulation in the city, then notice may be made by posting in three public places fixed by ordinance as the official places for posting the city's official notices. [1985 c 175 § 42.]

35A.34.110 Budget — Hearing

The legislative body shall meet on the day fixed by RCW 35A.34.100 for the purpose of fixing the final budget of the city at the time and place designated in the notice thereof. Any taxpayer may appear and be heard for or against any part of the budget. The hearing may be continued from day to day but not later than the twenty-fifth day prior to commencement of the city's fiscal biennium. [1985 c 175 § 43.]

35A.34.120 Budget — Adoption

Following conclusion of the hearing, and prior to the beginning of the fiscal biennium, the legislative body shall make such adjustments and changes as it deems necessary or proper and, after determining the allowance in each item, department, classification, and fund, shall by ordinance adopt the budget in its final form and content. Appropriations shall be limited to the total estimated revenues contained therein including the amount to be raised by ad valorem taxes and the unencumbered fund balances estimated to be available at the close of the current fiscal biennium. Such ordinances may adopt the final budget by reference. However, the ordinance adopting the budget shall set forth in summary form the totals of estimated revenues and appropriations for each separate fund and the aggregate totals for all such funds combined.

A complete copy of the final budget as adopted shall be transmitted to the state auditor and to the association of Washington cities. [1995 c 301 § 57; 1985 c 175 § 44.]



Comprehensive Finance Management Policies

Chapter 35A.34 RCW;

Biennial Budgets

35A.34.130 Budget — Mid-biennial review and modification

The legislative authority of a city having adopted the provisions of this chapter shall provide by ordinance for a mid-biennial review and modification of the biennial budget. The ordinance shall provide that such review and modification shall occur no sooner than eight months after the start nor later than conclusion of the first year of the fiscal biennium. The chief administrative officer shall prepare the proposed budget modification and shall provide for publication of notice of hearings consistent with publication of notices for adoption of other city ordinances. City ordinances providing for a mid-biennium review and modification shall establish procedures for distribution of the proposed modification to members of the city legislative authority, procedures for making copies available to the public, and shall provide for public hearings on the proposed budget modification. The budget modification shall be by ordinance approved in the same manner as are other ordinances of the city.

A complete copy of the budget modification as adopted shall be transmitted to the state auditor and to the association of Washington cities. [1995 c 301 § 58; 1985 c 175 § 45.]

35A.34.140 Emergency expenditures — Nondebtable emergencies

Upon the happening of any emergency caused by violence of nature, casualty, riot, insurrection, war, or other unanticipated occurrence requiring the immediate preservation of order or public health, or for the property which has been damaged or destroyed by accident, or for public relief from calamity, or in settlement of approved claims for personal injuries or property damages, or to meet mandatory expenditures required by law enacted since the last budget was adopted, or to cover expenses incident to preparing for or establishing a new form of government authorized or assumed after adoption of the current budget, including any expenses incident to selection of additional or new officials required thereby, or incident to employee recruitment at any time, the city legislative body, upon the adoption of an ordinance, by the vote of one more than the majority of all members of the legislative body, stating the facts constituting the emergency and the estimated amount required to meet it, may make the expenditures therefor without notice or hearing. [1985 c 175 § 46.]

35A.34.150 Emergency expenditures — Other emergencies — Hearing

If a public emergency which could not reasonably have been foreseen at the time of filing the preliminary budget requires the expenditure of money not provided for in the budget, and if it is not one of the emergencies specifically enumerated in RCW 35A.34.140, the city legislative body before allowing any expenditure therefore shall adopt an ordinance stating the facts constituting the emergency and the estimated amount required to meet it and declaring that an emergency exists.



Comprehensive Finance Management Policies

Chapter 35A.34 RCW;

Biennial Budgets

The ordinance shall not be voted on until five days have elapsed after its introduction, and for passage shall require the vote of one more than the majority of all members of the legislative body of the city.

Any taxpayer may appear at the meeting at which the emergency ordinance is to be voted on and be heard for or against the adoption thereof. [1985 c 175 § 47.]

35A.34.160 Emergency expenditures — Warrants — Payment

All expenditures for emergency purposes as provided in this chapter shall be paid by warrants from any available money in the fund properly chargeable with such expenditures. If, at any time, there is insufficient money on hand in a fund with which to pay such warrants as presented, the warrants shall be registered, bear interest, and be called in the same manner as other registered warrants as prescribed in RCW 35A.21.110. [1985 c 175 § 48.]

35A.34.170 Registered warrants — Payment

In adopting the final budget for any fiscal biennium, the legislative body shall appropriate from estimated revenue sources available, a sufficient amount to pay the principal and interest on all outstanding registered warrants issued since the adoption of the last preceding budget except those issued and identified as revenue warrants and except those for which an appropriation previously has been made. However, no portion of the revenues which are restricted in use by law may be appropriated for the redemption of warrants issued against a utility or other special purpose fund of a self-supporting nature. In addition, all or any portion of the city's outstanding registered warrants may be funded into bonds in any manner authorized by law. [1985 c 175 § 49.]

35A.34.180 Adjustment of wages, hours and conditions of employment

Notwithstanding the appropriations for any salary or salary range of any employee or employees adopted in a final budget, the legislative body of any city may, by ordinance, change the wages, hours, and conditions of employment of any or all of its appointive employees if sufficient funds are available for appropriation to such purposes. [1985 c 175 § 50.]



Comprehensive Finance Management Policies

Chapter 35A.34 RCW;

Biennial Budgets

35A.34.190 Forms — Accounting — Supervision by state

The state auditor is empowered to make and install the forms and classifications required by this chapter to define what expenditures are chargeable to each budget class and to establish the accounting and cost systems necessary to secure accurate budget information. [1995 c 301 § 59; 1985 c 175 § 51.]

35A.34.200 Funds — Limitations on expenditures — Transfers and adjustments

1. The expenditures as classified and itemized in the final budget shall constitute the city's appropriations for the ensuing fiscal biennium. Unless otherwise ordered by a court of competent jurisdiction, and subject to further limitations imposed by ordinance of the city, the expenditure of city funds or the incurring of current liabilities on behalf of the city shall be limited to the following:
 - a. The total amount appropriated for each fund in the budget for the current fiscal biennium, without regard to the individual items contained therein, except that this limitation does not apply to wage adjustments authorized by RCW 35A.34.180;
 - b. The unexpended appropriation balances of a preceding budget which may be carried forward from prior fiscal periods pursuant to RCW 35A.34.270;
 - c. Funds received from the sale of bonds or warrants which have been duly authorized according to law;
 - d. Funds received in excess of estimated revenues during the current fiscal biennium, when authorized by an ordinance amending the original budget; and
 - e. Expenditures authorized by budget modification as provided by RCW 35A.34.130 and those required for emergencies, as authorized by RCW 35A.34.140 and 35A.34.150.
2. Transfers between individual appropriations within any one fund may be made during the current fiscal biennium by order of the city's chief administrative officer subject to such regulations, if any, as may be imposed by the city legislative body. Notwithstanding the provisions of RCW 43.09.210 or of any statute to the contrary, transfers, as authorized in this section, may be made within the same fund regardless of the various offices, departments, or divisions of the city which may be affected.
3. The city legislative body, upon a finding that it is to the best interests of the city to decrease, revoke, or recall all or any portion of the total appropriations provided for any one fund, may, by ordinance, approved by the vote of one more than the majority of all members thereof, stating the facts and findings for doing so, decrease, revoke, or recall all or any portion of an unexpended fund balance, and by said ordinance, or a subsequent ordinance adopted by a like majority, the moneys thus released may be reappropriated for another purpose or purposes, without limitation to department, division, or fund, unless the use of such moneys is otherwise restricted by law, charter, or ordinance. [1985 c 175 § 52.]



Comprehensive Finance Management Policies

Chapter 35A.34 RCW;

Biennial Budgets

35A.34.205 Administration, oversight, or supervision of utility — Reimbursement from utility budget authorized

Whenever any code city apportions a percentage of the city manager's, administrator's, or supervisor's time, or the time of other management or general government staff, for administration, oversight, or supervision of a utility operated by the city, or to provide services to the utility, the utility budget may identify such services and budget for reimbursement of the city's current expense fund for the value of such services. [1991 c 152 § 4.]

35A.34.210 Liabilities incurred in excess of budget

Liabilities incurred by any officer or employee of the city in excess of any budget appropriations shall not be a liability of the city. The clerk shall issue no warrant and the city legislative body or other authorized person shall approve no claim for an expenditure in excess of the total amount appropriated for any individual fund, except upon an order of a court of competent jurisdiction or for emergencies as provided in this chapter. [1985 c 175 § 53.]

35A.34.220 Funds received from sales of bonds and warrants — Expenditures

Moneys received from the sale of bonds or warrants shall be used for no other purpose than that for which they were issued and no expenditure shall be made for that purpose until the bonds have been duly authorized. If any unexpended fund balance remains from the proceeds realized from the bonds or warrants after the accomplishment of the purpose for which they were issued, it shall be used for the redemption of such bond or warrant indebtedness. Where a budget contains an expenditure program to be financed from a bond issue to be authorized thereafter, no such expenditure shall be made or incurred until after the bonds have been duly authorized. [1985 c 175 § 54.]

35A.34.230 Revenue estimates — Amount to be raised by ad valorem taxes

At a time fixed by the city's ordinance or city charter, not later than the first Monday in October of the second year of each fiscal biennium, the chief administrative officer shall provide the city's legislative body with current information on estimates of revenues from all sources as adopted in the budget for the current biennium, together with estimates submitted by the clerk under RCW 35A.34.070. The city's legislative body and the city's administrative officer or the officer's designated representative shall consider the city's total anticipated financial requirements for the ensuing fiscal biennium, and the legislative body shall determine and fix by ordinance the amount to be raised the first year of the biennium by ad valorem taxes. The



Comprehensive Finance Management Policies

Chapter 35A.34 RCW;

Biennial Budgets

legislative body shall review such information as is provided by the chief administrative officer and shall adopt an ordinance establishing the amount to be raised by ad valorem taxes during the second year of the biennium. Upon adoption of the ordinance fixing the amount of ad valorem taxes to be levied, the clerk shall certify the same to the county legislative authority as required by RCW 84.52.020. [1985 c 175 § 55.]

35A.34.240 Funds — Quarterly report of status

At such intervals as may be required by city charter or city ordinance, however, being not less than quarterly, the clerk shall submit to the city's legislative body and chief administrative officer a report showing the expenditures and liabilities against each separate budget appropriation incurred during the preceding reporting period and like information for the whole of the current fiscal biennium to the first day of the current reporting period together with the unexpended balance of each appropriation. The report shall also show the receipts from all sources. [1985 c 175 § 56.]

35A.34.250 Contingency fund — Creation

Every city may create and maintain a contingency fund to provide moneys with which to meet any municipal expense, the necessity or extent of which could not have been foreseen or reasonably evaluated at the time of adopting the annual budget, or from which to provide moneys for those emergencies described in RCW 35A.34.140 and 35A.34.150. Such fund may be supported by a budget appropriation from any tax or other revenue source not restricted in use by law, or also may be supported by a transfer from other unexpended or decreased funds made available by ordinance as set forth in RCW 35A.34.200. However, the total amount accumulated in such fund at any time shall not exceed the equivalent of thirty-seven and one-half cents per thousand dollars of assessed valuation of property within the city at such time. Any moneys in the emergency fund at the end of the fiscal biennium shall not lapse except upon reappropriation by the council to another fund in the adoption of a subsequent budget. [1985 c 175 § 57.]

35A.34.260 Contingency fund — Withdrawals

No money shall be withdrawn from the contingency fund except by transfer to the appropriate operating fund authorized by a resolution or ordinance of the legislative body of the city, adopted by a majority vote of the entire legislative body, clearly stating the facts constituting the reason for the withdrawal or the emergency as the case may be, specifying the fund to which the withdrawn money shall be transferred. [1985 c 175 § 58.]



Comprehensive Finance Management Policies

Chapter 35A.34 RCW;

Biennial Budgets

35A.34.270 Unexpended appropriations

All appropriations in any current operating fund shall lapse at the end of each fiscal biennium. However, this shall not prevent payments in the following biennium upon uncompleted programs or improvements in progress or on orders subsequently filled or claims subsequently billed for the purchase of material, equipment, and supplies or for personal or contractual services not completed or furnished by the end of the fiscal biennium, all of which have been properly budgeted and contracted for prior to the close of such fiscal biennium, but furnished or completed in due course thereafter.

All appropriations in a special fund authorized by ordinance or by state law to be used only for the purpose or purposes therein specified, including any cumulative reserve funds lawfully established in specific or general terms for any municipal purpose or purposes, or a contingency fund as authorized by RCW 35A.34.250, shall not lapse, but shall be carried forward from biennium to biennium until fully expended or the purpose has been accomplished or abandoned, without necessity of reappropriation.

The accounts for budgetary control for each fiscal biennium shall be kept open for twenty days after the close of such fiscal biennium for the purpose of paying and recording claims for indebtedness incurred during such fiscal biennium; any claim presented after the twentieth day following the close of the fiscal biennium shall be paid from appropriations lawfully provided for the ensuing period, including those made available by provisions of this section, and shall be recorded in the accounts for the ensuing fiscal biennium. [1985 c 175 § 59.]

35A.34.280 Violations and penalties

Upon the conviction of any city official, department head, or other city employee of knowingly failing, or refusing, without just cause, to perform any duty imposed upon such officer or employee by this chapter, or city charter or city ordinance, in connection with the giving of notice, the preparing and filing of estimates of revenues or expenditures or other information required for preparing a budget report in the time and manner required, or of knowingly making expenditures in excess of budget appropriations, the official or employee shall be guilty of a misdemeanor and shall be fined not more than five hundred dollars for each separate violation. [1985 c 175 § 60.]



Comprehensive Financial Management Policies

Investment Policy

Revised: December, 2010

Objectives

This policy sets forth criteria for the operation of the investment portfolio. It will be recognized that the primary objective of the Investment Policy is to establish a conservative set of investment criteria that will prudently protect Bellevue's (hereafter referred to as the City) principal sums and enable the City to generate a market rate of return from its investment activities while assuring adequate liquidity to meet its cash flow needs. All investment activity will be in compliance with RCW 35A.40.050 "Fiscal - Investment of Funds" and any other statutes or regulatory requirements, such as Internal Revenue Codes, which may apply.

Scope

This policy guides the investment of all available City funds except it does not include assets held in escrow in order to defease refunded debt, nor does it include retirement funds managed by others such as the state, the Municipal Employees Benefit Trust, and deferred compensation plan providers.

Responsibility

Authority to manage the investment program is derived from Bellevue City Code Section 3.37.060. This section gives the Finance Director authority to determine the amount of money available in each fund administered by the City for investment purposes, and the authority to invest such moneys in all forms of investments that are authorized by law. This section also authorizes the Director to designate a subordinate employee(s) to assist in the performance of these duties.

The Finance Director will provide a letter(s) of authorization to individuals or firms on the approved broker/dealer list specifically designating City staff who have the authority to commit the City to investment transactions.

The Finance Director or his/her designee will establish written investment procedures including a glossary of investment terms for the operation of the investment program, consistent with this investment policy.

Types of Investment and Diversification

The City may invest in any of the securities identified as eligible investments as defined by RCW 35A.40.050 "Fiscal - Investment of Funds". For purposes of this policy, the major eligible investment categories have been further restricted as follows:



Comprehensive Financial Management Policies

Investment Policy

1. United States Treasury Debt Obligations

- Maximum % of Portfolio 100%
- Maximum Remaining Maturity 5 years
- Securities will be held by the City's third party custodian in the City's name.

2. United States Agency Securities backed by the full faith and credit of the United States Government for the payment of principal and interest

- Maximum % of Portfolio 100%
- Maximum Remaining Maturity 5 years
- Maximum % of Portfolio Per Issuer 25%
- Defined by RCW 43.84.080 to include certificates, notes, or bonds of the United States, or other obligations of the United States or its agencies, or of any corporation wholly owned by the government of the United States.
- Does not allow investments in derivatives or securities that derive value and/or yield from an underlying asset unless they fall into one of the following categories: 1) agency obligations that float with interest rates or external indexes such as CMT index, treasury bills, LIBOR, Prime rate and Fed Funds rate; 2) agency security obligations that have call features; and 3) agency security obligations that have step-up features at pre-determined intervals.
- Interest only and principal only mortgage backed securities, inverse floaters and collateralized mortgage obligations are excluded.
- Securities will be held by the City's third party custodian in the City's name.

3. United States Agency Coupon Securities (Mortgage-backed Securities Included)

- Maximum % of Portfolio 100%
- Maximum Remaining Maturity 5 years
- Maximum % of Portfolio Per Issuer 25%
- Defined by RCW 43.84.080 to include obligations of any United States government-sponsored corporation whose obligations are eligible as collateral for advances to member banks as determined by the Board of Governors of the Federal Reserve System.
- Does not allow investments in derivatives or securities that derive value and/or yield from an underlying asset unless they fall into one of the following categories: 1) agency obligations that float with interest rates or external indexes such as CMT index, treasury bills, LIBOR and Fed Funds rate; 2) agency security obligations that have call features; and 3) agency security obligations that have step-up features at pre-determined intervals.
- Interest only and principal only mortgage backed securities, inverse floaters and collateralized mortgage obligations are excluded.
- Securities will be held by the City's third party custodian in the City's name.



Comprehensive Financial Management Policies

Investment Policy

4. United States Agency Discount Notes

- Maximum % of Portfolio 100%
- Maximum Remaining Maturity 1 year
- Maximum % of Portfolio Per Issuer 25%
- Defined by RCW 43.84.080 to include obligations of any United States government-sponsored corporations whose obligations are eligible as collateral for advances to member banks as determined by the Board of Governors of the Federal Reserve System.
- Securities will be held by the City's third party custodian in the City's name.

5. FDIC Guaranteed Senior Unsecured Debt Obligations – TLGP (Treasury Liquidity Guaranty Program) and other federal government guaranteed programs

- Required Investment Rating AAA/Aaa long-term and A-1/ P-1 short-term
- Maximum % of Portfolio 100%
- Maximum Remaining Maturity of FDIC's guarantee or 5 years Not to exceed the lesser of the expiration date
- Maximum % of Portfolio Per Issuer 5%
- To be eligible for purchase, the obligations must: 1) be guaranteed by the FDIC, and 2) carry the full faith credit of the United States Government.
- The note obligations **must** be issued by **corporations** organized and operating in the United States.
- Securities will be held by the City's third party custodian in the City's name.

6. Repurchase Agreements secured by United States Government and United States Agency Debt Obligations

- Maximum % of Portfolio 50%
- Maximum % of Portfolio With any Primary Dealers or Financial Institutions 10%
- Maximum Remaining Maturity 60 days
- Maximum Remaining Maturity of Underlying Collateral 5 years
- Collateral Pricing Daily
- All US Government Agency collaterals should stay within the 25% per issuer limit.
- Collateral equal to 102% of the repurchase agreement must be delivered to the City's third party custodian if less than 30 days. If the repurchase agreement is between 30-60 days, collateral equal to 105% of the repurchase agreement must be delivered to the custodian.



Comprehensive Financial Management Policies

Investment Policy

- Securities will be purchased from primary dealers or financial institutions that are members of the Washington Public Depository under a written Master Repurchase Agreement.
 - Only US Treasury, US Government Agency, and US Government Sponsored Corporation securities may be accepted as collateral.
 - Collateral securities will be held by the City's third party custodian, or through a tri-party arrangement in the City's name.
7. Certificates of Deposit, and other Interest Bearing Bank Deposits with financial institutions recognized by the State of Washington Public Deposit Protection Commission (PDPC) as qualified to hold public deposits.
- Maximum % of Portfolio 50%
 - Maximum Remaining Maturity 1 year
 - Maximum % of Portfolio Per Issuer 10%
8. Bankers Acceptances purchased on the secondary market
- Required Investment Rating Rated in the highest tier (e.g., A-1, P-1, F-1 or better) of the accepting bank's short-term obligations by any two nationally recognized statistical rating organizations
 - Maximum % of the Portfolio 15%
 - Maximum Remaining Maturity 6 months
 - Maximum % of Portfolio Per Issuer 5%
 - Securities will be held by the City's third party custodian in the City's name.
9. Commercial Paper Issued by United States Corporations in compliance with the provisions adopted by the State Investment Board RCW 43.84.080 (7).
- Required Investment Rating Rated in the highest tier (e.g., A-1, P-1, F-1 or better) by any two nationally recognized statistical rating organizations
 - Maximum % of Portfolio 15%
 - Maximum Remaining Maturity 90 days
 - Maximum Percent of Portfolio Per Issuer 5%
 - Securities will be held by the City's third party custodian in the City's name.



Comprehensive Financial Management Policies

Investment Policy

10. State of Washington Local Governmental Investment Pool

- Maximum % of Portfolio 100%
- A copy of the pool's investment policy must be obtained and reviewed.

The portfolio and issuer limits listed above shall be complied with at the time of a security purchase. However, no sale of securities shall be required to meet revised limits due to a decrease in the total size of the portfolio.

Weighted Average Duration and Liquidity

The total portfolio (including short-term money market and cash accounts) will be managed such that the weighted average modified duration does not exceed 2.5 years.

The portfolio should be laddered with staggered maturities to assure that: 1) adequate resources are available to meet cash flow requirements without forced liquidation of investments, and 2) price volatility and reinvestment risks are minimized.

Prudence

"Investments shall be made with the same judgement and care which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering probable safety of their principal as well as probable income to be derived."

The standard of prudence to be used by employees authorized to commit the City to investment transactions shall be the "prudent person" standard. Employees meeting the prudent person standard shall be relieved of personal responsibility for an individual security's subsequent performance, provided appropriate action is taken to control adverse developments.

Performance

The portfolio shall be managed to obtain a market rate of return through budgetary and economic cycles, keeping in mind the primary objectives of protecting the City's capital and assuring adequate liquidity to meet cash flow needs.

For purposes of this policy, the market rate of return objective will be the 12-month moving average yield of the U.S. Treasury 2-year Constant Maturity Index for the period of time being evaluated. The goal is for the portfolio to generally perform above the Index.

Ethics and Conflicts of Interest

Employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. These employees shall disclose to the City Manager and Finance Director any material financial interests in financial institutions that conduct business within this jurisdiction, and they shall further disclose any large personal financial/investment positions that could be related to



Comprehensive Financial Management Policies

Investment Policy

performance of the City's portfolio, particularly with regard to the time of purchases and sales. Employees shall subordinate their personal investment transactions to those of the City.

Authorized Financial Dealers/Institutions and Financial Review

The Finance Director will approve financial institutions to be eligible to conduct investment business with the City. A current list of approved brokerage firms will be maintained by the Finance Director or his/her designee. This list may include primary dealers (government securities reporting to the Market Reports Division of the Federal Reserve Bank of New York), regional dealers that qualify under Securities and Exchange Commission (SEC) Rule 15C3-1 (uniform net capitalization), and national banks.

To become authorized to provide investment services to the City, each institution must provide an annual letter to the City from the individual providing the service certifying that he or she has read the City's investment policy and assures that all transactions with the City will fall within the policy boundaries. This letter shall also certify that the firm and broker assigned to this account have the required credentials and licenses with the NASD, SEC or appropriate agencies and that they must immediately notify the City if at any time the firm or broker is not in compliance with SEC rule 15C3-1, the firm's capital position falls short of the Capital Adequacy or uniform Net Cap Rule standard, or a material control weakness is identified by the firm's independent auditor. In addition, each institution must also provide the City with a copy of their annual audited financial report or Consolidated Report of Condition (call report).

In the case of certificates of deposit, those financial institutions recognized by the PDPC (Public Deposit Protection Commission) are qualified to hold public deposits.

An annual review of the audited financial report or call report of the selected qualified financial institutions will be conducted by Finance staff.

Broker Allocation

Investment transactions will be based upon the financial institution or brokerage firm that offers the best price to the City on each particular transaction. The City will make its best effort to obtain three bids for purchase or sale of government agency securities other than new issues. If circumstances dictate fewer than three bids due to the volatility of the market place, lack of bids, etc., the Finance Director, Assistant

Finance Director or the Treasury Manager has the authority to waive this rule. Generally not all brokers will have the same inventory of agency securities available to sell, but should be able to offer comparable alternatives. Treasury security transactions will be accomplished at or within the bid or asked price spread indicated on the live Bloomberg screens or similar reliable real time investment information service. Issues not actively traded on such services will be subject to the three bid requirement. Bankers Acceptances and Certificates of Deposit (other than a compensating balance CD) also require the acquisition of at least three bids, and acceptance of the most attractive rate from among comparable



Comprehensive Financial Management Policies

Investment Policy

alternatives. Where two or more institutions or brokers have offered the same low bid, allocation will go to the lowest bidder that has provided the best service to the City.

Custody

All security transactions, including collateral for repurchase agreements, entered into by the City shall be conducted on a delivery versus payment (DVP) basis. Securities will be held by a third party custodian designated by the Finance Director or his designee as evidenced by confirmations in the City's name.

Investment Committee

An Investment Committee will be established by the City Manager, and will include at least three members from the business community knowledgeable in the area of institutional investment management. This Committee will periodically meet to review the investment program and make recommendations to the Finance Director with regard to proposed changes to the investment policy.

Internal Control

Investment procedures will be defined, documented, and implemented by the Finance Director or his/her designee to assure adequate internal control of the investment process.

The Finance Director or his/her designee will establish a process of periodic independent review by an external auditor or competent staff not assigned to the investment function.

The Washington State Auditor's Office will customarily conduct independent annual reviews of the investment function.

Reporting

Investment reports will be prepared and provided at least quarterly to meet the needs of the users including sufficient detail to provide an accurate and meaningful representation of the portfolio, showing its performance in relation to established benchmarks and its compliance with the investment policy.

Policy Adoption

The Investment Policy is adopted by the City Council as part of the biennial budget. The Finance Director has authority to approve changes to this Investment Policy.

Summary of Changes to the City's Investment Policy

1. Actual reference and link to the RCW and the City Code added.
2. Added United States Agency Securities backed by the full faith and credit of the US Government (e.g., Government National Mortgage Association "Ginnie Mae" Small Business Association "SBA") as a separate eligible investment category. These securities were not specifically identified as eligible investments in the prior version of the Policy.



Comprehensive Financial Management Policies

Investment Policy

3. Introduced investments in agency obligations that float with interest rates or external indexes such as CMT index, treasury bills, LIBOR, Prime rate and Fed Funds rate to the Policy. Provided additional diversification and enhance total return.
4. FDIC Guaranteed Senior Unsecured Debt Obligations – TLGP (Treasury Liquidity Guaranty Program) and other federal government guaranteed programs added to the Policy. These high quality investment instruments provide higher return while holding credit ratings comparable with Treasuries.
5. The Maximum percentage of Bankers Acceptances (BAs) purchased on the secondary market was reduced from 50% to 15% percent; and maximum percent per issuer was reduced from 10% to 5%. These changes were made mainly to minimize the risk exposure to BAs as a result of recent financial institute failures.
6. The maximum period/remaining maturity allowed investing in US Treasury debt obligations were reduced from 5.5 years to 5 years. This change was made primarily to make investments in Treasuries consistent with Agency securities.
7. The portfolio's performance measure was changed from "a band between the average yield of the ninety-day Treasury bill and the 2-year Treasury note" to "12-month moving average yield of the U.S. Treasury 2-year Constant Maturity Index"

Reasons for this change include:

- Due to the change in the final maturity of agencies from 2-5 years in the last 3 years.
- To raise the bar by increasing the standard from the band (90 – 2 years) to the upper range of 2-year Treasury.
- Moving average is a better measure than a snapshot at end of a period reducing volatility and closely mirrors actual portfolio activities In line with GFOA's best practice and other governments in Washington – consistent with duration.



Comprehensive Finance Management Policies

Debt Policy

Revised: October 2016

Background

The City of Bellevue (City) maintains conservative financial policies to assure strong financial health both in the short- and long-term. The City is an infrequent issuer of debt with debt primarily used as a tool to finance large capital investments such as property acquisitions.

Maintaining the City's bond rating is an important objective of the City's financial policies. To this end, the City is constantly working to improve its financial policies, budgets, forecasts, and financial health.

Purpose

This policy sets forth the criteria for issuance and repayment of debt. The primary objective of the Debt Policy is to establish criteria that will protect the City's financial integrity while providing a funding mechanism to meet the City's capital needs. The underlying approach of the City is to borrow only for: 1) capital improvements that cannot be funded on a pay-as-you-go basis, and 2) extraordinary circumstances where Councilmanic or voted long-term debt has been issued to achieve major City goals that otherwise could not have been achieved, or would have to be delayed for an unacceptable amount of time. The City will not issue long-term debt to finance current operations.

All debt issued will be in compliance with this policy, Bellevue City Code (BCC) Chapter 2.30 - Registration Procedure for Bonds and Obligations, Chapter 35A.40 Revised Code of Washington (RCW) - Fiscal Provisions Applicable to Code Cities and Chapter 43.80 RCW - Fiscal Agencies along with all other City, State, and Federal laws, rules, and regulations.

Scope

This Policy provides general guidance for the issuance and management of all City debt. In addition, it includes the management of all debt absorbed by the City through utility assumptions or the like. It does not include the debt issued by the Bellevue Convention Center Authority.

Responsibility

Authority to issue and manage debt is derived from BCC 2.37.030. This section gives the Finance Director authority to act in the capacity of City Treasurer, which includes the duties of debt management.

This section also authorizes the Finance Director to appoint a subordinate employee from the Department to assist in the performance of the duties of City Treasurer. The Finance Director has appointed the Investment and Debt Manager to act as the Debt Manager to assist in the duties of debt issuance, interest payments, principal repayments and other debt-related activities.

The Finance Director is responsible for assuring that the activities related to the issuance and payment of bonds or other obligations not jeopardize the bond rating.



Comprehensive Finance Management Policies

Debt Policy

Budgeting and Capital Planning

The City shall develop and maintain a capital planning process such as the biennial Capital Investment Program Plan for consideration and adoption by the City Council as part of the City's budget process. The Finance Department is responsible for coordinating and analyzing the debt requirements. This will include timing of debt, calculation of outstanding debt, debt limitation calculations and compliance, impact on future debt burdens, and current revenue requirements.

Prior to issuance of debt, the City will prepare revenue projections, such as the biennial budget or the Financial Forecast, to ensure that there is adequate revenue to make principal and interest payments.

Types of Long-Term Debt

The following is a description of the types of long-term debt the City may issue:

1. General Obligation

This debt is backed by the full faith and credit of the City. The State RCW limits this debt to 2.5% of the assessed valuation of the City for each of three purposes:

a. General Purposes

Debt issued in this category can be used for any purpose allowed by law.

Non-Voted

The City Council may authorize the issuance of general obligation debt up to 1.5% of the City's assessed value without a vote of the public as long as there is an available source of funding to pay the debt service. This funding source can be the diversion of an existing revenue source or a new revenue coming from the enactment of a new tax or other revenue source. The debt can take the form of bonds, bond anticipation notes, lease-purchase agreements, conditional sales contracts, certificates of participation, or other forms of installment debt.

Voted

The City Council may place any general obligation debt issue before the electorate. According to State law, if a debt issue is placed before the City's electorate, it must receive a 60% or greater yes vote and have a turnout of at least 40% of those voting at the previous general election.

Voted issues are limited to capital purposes only.

b. Open Space and Parks

Debt issued in this category must be used for park and open space and/or recreation facilities. All debt in this category must be approved by the voters.

c. Utilities

Debt issued in this category must be used for utility infrastructure. All debt in this category must be approved by the voters.



Comprehensive Finance Management Policies

Debt Policy

2. Revenue Debt

Revenue bonds are generally payable from a designated source of revenue generated by the project which was financed. No taxing power or general fund pledge is provided as security. Unlike general obligation bonds, revenue bonds are not subject to the City's statutory debt limitation nor is voter approval required.

3. Local Improvement District (LID) Debt

LID bonds are payable solely from assessments of property owners within the local improvement district. Similar to revenue debt, no taxing power or general fund pledge is provided as security, and LID bonds are not subject to statutory debt limitations.

The debt is backed by the value of the property within the district and a LID Guaranty Fund. The LID Guaranty Fund is required by State law.

4. Other Financing Contracts and Loan Programs

- a. Lease purchase or financing contracts are payment obligations that represent principal and interest components for which the City receives the property after all payments are made.
- b. Local Option Capital Asset Lending (LOCAL) Program is available for use by the City through the Office of the State Treasurer under RCW 39.94. It is a financing program that allows pooling by the State equipment financing and certain real estate project needs into larger offerings of securities, and allows local government agencies the ability to finance equipment or real estate needs through the State Treasurer's Office subject to existing debt limitations and financial considerations.
- c. Public Works Trust Fund Loans are loans from the Public Works Board, authorized by state statute, RCW 43.155 to provide low interest loans, on a competitive basis, to help local governments address critical infrastructure needs for water, stormwater, roads, bridges, and solid waste/recycling systems.

Short-Term Debt and Interim Financing

The City may utilize short-term borrowing in anticipation of long-term bond issuance or to fund cash flow needs in anticipation of tax or other revenue sources.

In accordance with BCC 3.37.070, the Finance Director is authorized to make loans from one City fund to another City fund for periods not exceeding six months. The Finance Director or designee is required to assure that the loaning fund will have adequate cash balances to continue to meet current expenses after the loan is made and until repayment from the receiving fund.

Limitation of Indebtedness

In addition to the limitations required by the RCW, the City's indebtedness is further limited by this policy to assure strong financial health. The limitations are applied to the assessed value of the City to



Comprehensive Finance Management Policies

Debt Policy

may be modified by the City Council up to the statutory limitation at the Council's discretion. arrive at a dollar value of indebtedness. For example, the 2015 assessed valuation used to determine the 2016 property tax levy was \$44.43 billion, and the statutory limitation for general obligation debt is 2.5%. Therefore, the City's statutory debt limitation is \$1.11 billion. The following matrix shows the general limitation by type of debt. These limitations

Type of Debt	Statutory Limitations	Policy Limitations	2016 Bellevue Actual Used
General Obligation:	2.5%	1.75%	0.64%
Non-Voted	1.5%	1.0%	0.64%
Voted	1.0%	0.75%	0.00%
Open Space and Parks	2.5%	1.75%	0.00%
Utilities	2.5%	1.75%	0.00%
Revenue	no limit	no limit *	NA
Local Improvement District	no limit	no-limit *	NA

* Revenue and LID debt is not limited because no taxing power or general fund pledge is provided as security.

Structure and Term of Debt

2. Debt Repayment

The City shall pay all interest and repay all debt in accordance with the terms of the bond ordinance. The maturity of bonds issued should be the same or less than the expected life of the project for which the bonds were issued. To the extent possible, the City will seek level or declining debt repayment schedules.

3. Variable-Rate Securities

When appropriate, the City may choose to issue securities that pay a rate of interest that varies according to a pre-determined formula or results from a periodic remarketing of the securities.



Comprehensive Finance Management Policies

Debt Policy

However, the City will avoid over use of variable-rate debt due to the potential volatility of such instruments.

Professional Services

The City's Finance Department shall be responsible for the solicitation and selection of professional services that are required to administer the City's debt program.

4. Bond Counsel

All debt issued by the City will include a written opinion by bond counsel affirming that the City is authorized to issue the proposed debt. The opinion shall include confirmation that the City has met all city and state constitutional and statutory requirements necessary for issuance, a determination of the proposed debt's federal income tax status and any other components necessary for the proposed debt.

5. Financial Advisor

A Financial Advisor(s) will be used to assist in the issuance of the City's debt. The Financial Advisor will provide the City with objective advice and analysis on debt issuance. This includes, but is not limited to, monitoring market opportunities, structuring and pricing debt, and preparing official statements of disclosure.

6. Underwriters

An Underwriter(s) will be used for all debt issued in a negotiated or private placement sale method. The Underwriter is responsible for purchasing negotiated or private placement debt and reselling the debt to investors. Underwriter(s) will also be used for a competitive sale method. Under a competitive sale, underwriters will submit proposals for the purchase of the new issue of municipal securities electronically and the securities are awarded to the underwriter presenting the lowest true interest cost (TIC) according to stipulated criteria set forth in the notice of sale.

7. Fiscal Agent

A Fiscal Agent will be used to provide accurate and timely securities processing and timely payment to bondholders. In accordance with Chapter 43.80 RCW, the City will use the Fiscal Agent that is appointed by the State.

8. Other Service Providers

The Finance Director will have the authority to periodically select other service providers (e.g., escrow agents, verification agents, trustees, arbitrage consultants, etc.) as necessary to meet legal requirements.



Comprehensive Finance Management Policies

Debt Policy

Method of Sale

The City will generally issue its debt through a competitive process but may use a negotiated process under the following conditions.

- The bond issue is, or contains, a refinancing that is dependent on market/interest rate timing.
- At the time of issuance, the interest rate environment or economic factors that affect the bond issue are volatile.
- The nature of the debt is unique and requires particular skills from the underwriter(s) involved.
- The debt issued is bound by a compressed time line due to extenuating circumstances such that time is of the essence and a competitive process cannot be accomplished.

Credit Ratings

The City will maintain good communication with bond rating agencies about its financial condition. This effort will include providing periodic updates on the City's general financial condition, coordinating meetings, and presentations in conjunction with a new issuance. The City will continually strive to maintain the highest possible bond ratings by improving financial policies, budgets, forecasts and the financial health of the City.

Credit enhancements may be used to improve or establish a credit rating on a City debt obligation. Credit enhancements should only be used if cost effective.

Refunding Debt

A debt refunding is a refinance of debt typically done to take advantage of lower interest rates. Unless otherwise justified, such as a desire to remove or change a bond covenant, a debt refunding will require a present value savings of three percent of the principal amount of the refunding debt being issued.

Investment of Bond Proceeds

The City will comply with all applicable Federal, State and Contractual restrictions regarding the investment of bond proceeds including the City of Bellevue Investment Policy.

Arbitrage Rebate Monitoring and Reporting

The City will, unless otherwise justified, use bond proceeds within the established time frame pursuant to the bond ordinance, contract or other documents to avoid arbitrage. Arbitrage is the interest earned on the investment of the bond proceeds above the interest paid on the debt. If arbitrage occurs, the City will pay the amount of the arbitrage to the Federal Government as required by Internal Revenue Service Regulation 1.148-11. The City will maintain a system of recordkeeping and reporting to meet the arbitrage rebate compliance requirement of the IRS regulation. For each bond issue not used within the established time frame, the recordkeeping shall include tracking investment earnings on bond proceeds, calculating rebate payments, and remitting any rebatable earnings to the federal government in a timely manner in order to preserve the tax-exempt status of the outstanding debt.



Comprehensive Finance Management Policies

Debt Policy

Covenant Compliance

The City will comply with all covenants stated in the bond ordinance, contract, etc.

Ongoing Disclosure

The Debt Manager shall be responsible for providing annual disclosure information to the Municipal Standards Rulemaking Board (MSRB) as required by state and national regulatory bodies. To comply with the Securities & Exchange Commission Rule 15c2-12 regulations, ongoing disclosure shall occur by the date designated in the bond ordinance, which is currently September 30 of each year for almost all of the City's bond issues. (Note: ongoing disclosure for the 1995 Limited Tax General Obligation bonds is due on July 31 of each year). Disclosure shall take the form of the Comprehensive Annual Financial Report (CAFR) unless information is required by a particular bond issue that is not reasonably contained within the CAFR.



Budget Ordinances of Note

Budget Ordinances: To view listed ordinances, please follow the link below.

<http://www.codepublishing.com/WA/Bellevue/?BellevueOT.html>

- [Ordinance 6326](#), Human Services Funding
- [Ordinance 6327](#), CDBG Funding Recommendations
- [Ordinance 6329](#), Water Rates and Charges
- [Ordinance 6330](#), Sewer Rates and Charges
- [Ordinance 6331](#), Storm and Surface Water Rates and Charges
- [Ordinance 6387](#), Updating Development Services Fees
- [Ordinance 6388](#), 2018 Property tax levy
- [Resolution 9332](#), Banking of the Maximum Amount of Levy Capacity
- [Ordinance 6389](#), 2017-2018 Mid Bi Budget and 2017-2023 CIP plan amendment

2017-2018 Adopted Budget

Waterworks Utility

Financial Policies

TABLE OF CONTENTS

INTRODUCTION.....	11d -88
I. GENERAL POLICIES	11d -88
<u>A. Fiscal Stewardship.....</u>	<u>11d -88</u>
<u>B. Self-sufficient Funding</u>	<u>11d -89</u>
<u>C. Utility System Planning Policies</u>	<u>11d -89</u>
II. CAPITAL INVESTMENT PROGRAM POLICIES.....	11d -92
A. General Scope.....	11d -92
B. Funding Levels.....	11d -95
C. Use of Debt.....	11d -96
<u>D. Capital Facilities Renewal & Replacement (R&R) Account.....</u>	<u>11d -99</u>
III. SYSTEM EXPANSION AND CONNECTION POLICIES.....	11d -100
<u>A. Responsibilities</u>	<u>11d -100</u>
<u>B. Cost Recovery.....</u>	<u>11d -100</u>
<u>C. Use of Revenues</u>	<u>11d -101</u>
D. Affordable Housing Consideration	11d -101
IV. RATE POLICIES	11d-102
A. Rate Levels.....	11d -102
B. Debt Coverage Requirements	11d -103
C. Frequency of Rate Increases	11d -103
D. Rate Structure - Sewer.....	11d -103
E. Rate Structure - Storm & Surface Water.....	11d -104
F. Rate Structures - Water.....	11d -104
G. Rate Equity.....	11d -105
H. Rate Uniformity	11d -106
I. Rate Assistance.....	11d -106
V. OPERATING RESERVE POLICIES	11d -108
A. Operating Reserve Levels	11d -108
B. Management of Operating Reserves	11d -110
C. Asset Replacement Reserves	11d -112

INTRODUCTION

The Waterworks Utility is the financial consolidation of the Sewer, Storm & Surface Water and Water Utilities of the City of Bellevue for debt rating and coverage purposes as established in Ordinance No.'s 2169, 2845, 3158 and 4568. It pledges the strengths and revenues of the three separate Utilities for the common financial good while keeping each Utility financially separate for budgeting, rate-setting, revenues, expenditures, debt and accounting.

These "Financial Policies" apply uniformly to the Sewer, Storm & Surface Water and Water Utilities with few, unique exceptions which are identified separately. This update reflects changes consistent with current long-range financial planning, particularly with regard to renewal and replacement funding, the use of debt and rate policies. They supersede the Financial Policies, which were adopted under Resolution No. 5967 in 1995.

These policies do not stand-alone. They must be taken in context with the other major City and Utilities documents and processes. For instance, each Utility has its own System Plan, which documents its unique objectives, planning, operations and capital needs. These System Plans have historically had a 20-year planning horizon. Future System Plans will need to evaluate long term renewal and replacement of aging facilities, much of which were constructed in the 1950's and 1960's during periods of high growth rates and are approaching the end of their useful life. Life cycle costs should be considered in planning the future capital facilities and infrastructure needs.

The City has a seven-year City-wide Capital Investment Program (CIP) Plan which is updated with each biennial budget cycle. All major City capital projects are included. Generally, they are described as over \$25,000; involving new physical construction, reconstruction or replacement; and involving City funding. The CIP identifies the level and source of funding for each project. The CIP includes specific sections for each Utility which identify near-term capital projects consistent with each current Utility System Plan and several projects of general scope including renewal and rehabilitation, capital upgrades, response to growth and other system needs.

I. GENERAL POLICIES

A. *Fiscal Stewardship*

The Waterworks Utility funds and resources shall be managed in a professional manner in accordance with applicable laws, standards, City financial practices and these Financial Policies.

Discussion:

It is incumbent on Utility management to provide professional fiscal management of utility funds and resources. This requires thorough knowledge of and conformance with the City financial management processes and systems as well as applicable laws and standards. It also requires on-going monitoring of revenues and expenses in order to make decisions and report to City officials, as needed, regarding the status of Utilities financing. Independent financial review, analysis and recommendations should be undertaken as needed.

B. Self-sufficient Funding

Each Utility shall remain a self-supporting enterprise fund.

Discussion:

The revenues to each Utility primarily come from customer charges dependent on established rates. State law requires that utility funds be used only for utility purposes. Since each Utility has somewhat differing service areas, it is essential for ratepayer equity that they be kept financially separate and accountable. The City's General Fund can legally contribute to the Utility funds but does not. The City budgeting process includes a balanced and controlled biennial Utility budget. This requires careful preparation of expense and revenue projections that will be reviewed by City management, the Environmental Services Commission, the general public and the City Council prior to approval of any change in Utility rates.

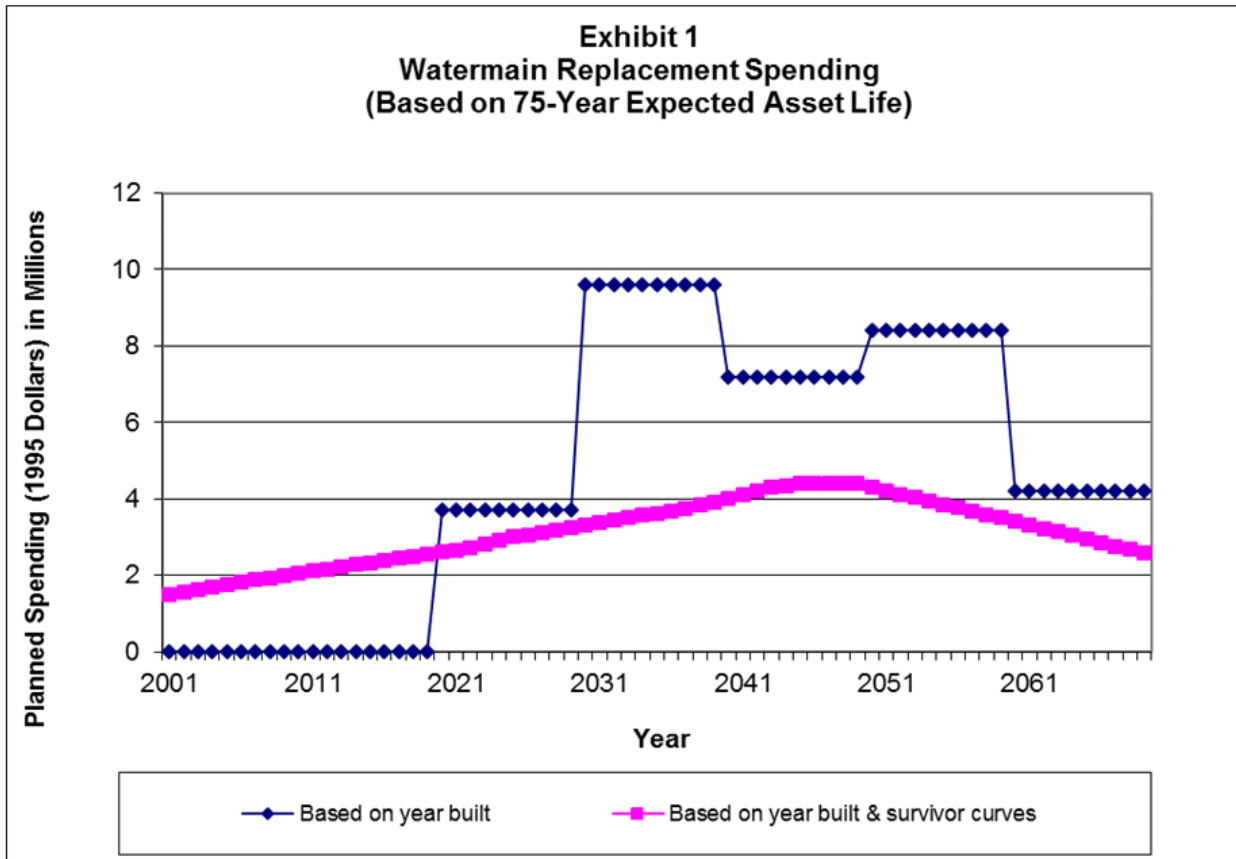
C. Comprehensive Planning Policies

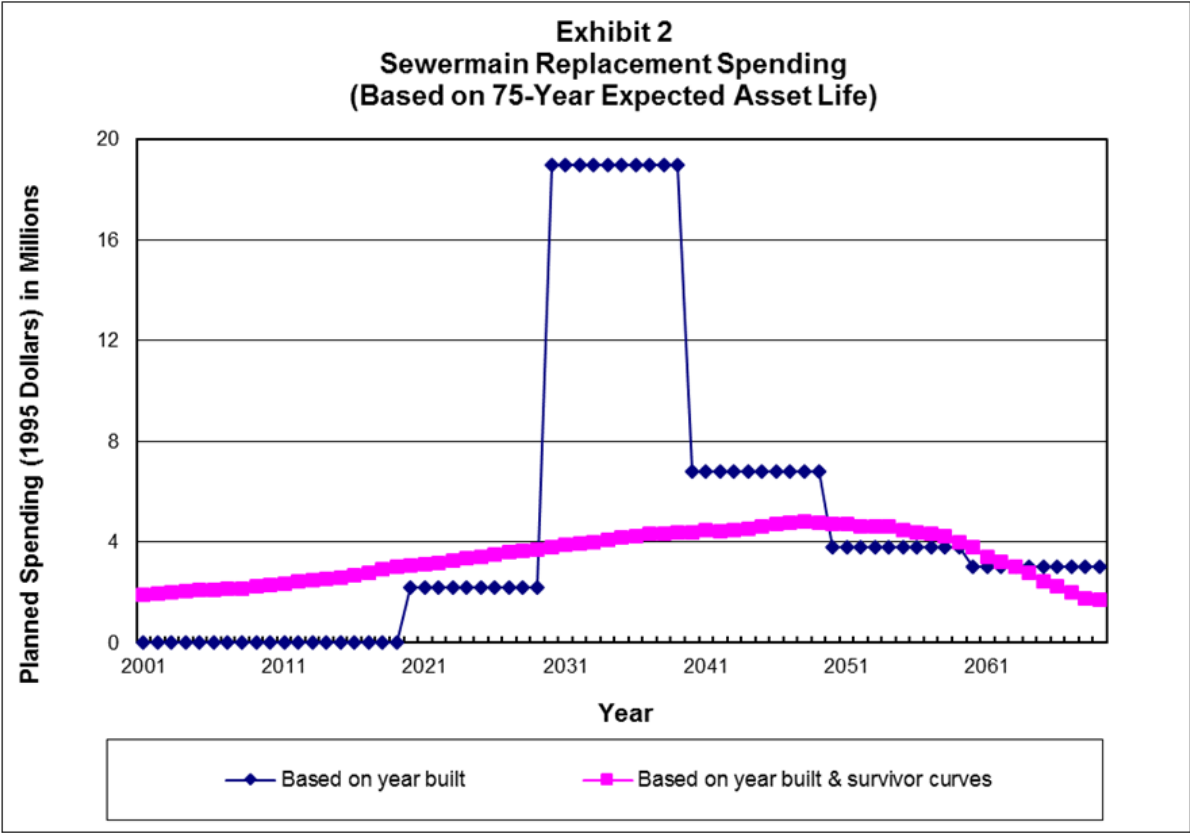
The Water Utility System Plan shall be updated every six years as required by state statute; the Wastewater and Storm & Surface Water System Plans shall be updated as required by changed conditions or state statute, between every six to ten years. All Utility system plans shall use a 20-year planning horizon or greater, and shall consider life cycle costs to identify funding needs. Studies to analyze specific geographic areas or issues, such as Storm & Surface Water sub-basin plans, Wastewater capacity and flow studies, or Water pressure zone studies will be completed as required using similar criteria for planning infrastructure needs.

Substantial portions of the City utility systems were constructed in the 1950's and 1960's. These systems are approaching the end of their useful life as illustrated on the following Exhibit 1 - Watermain Replacement Spending and Exhibit 2 - Sewermain Replacement Spending. The storm & surface water infrastructure is of similar age but has not been graphed. It most likely has a relatively shorter expected life span. The object is to determine and follow a survivor curve replacement schedule rather than the replacement schedule based on age alone. Assumptions for survivor curves and useful lives are revisited periodically. These were assessed in 2004 and updated for the most recent engineering and financial findings. Significant changes include the adjustment of replacement costs to current price levels, categorization of pipe assets based on expected useful lives, and replacement of major non-pipe Utility assets such as pump stations and reservoirs. The Exhibits illustrate an example survival replacement curve based on preliminary estimates only. As real needs are determined, they will replace the estimated curves. Renewal and/or replacement will require substantial reinvestment in the future and have major rate impacts if large portions of the systems have to be replaced in relatively short periods of time. The actual useful life of underground utilities is difficult to determine and the best available data is needed to be able to plan for the orderly and timely renewal and/or replacement. For this purpose, the comprehensive plans need to have at least 20 year planning horizons and must address the aging of the Utility systems.

Long term system planning for the Utility systems is required in order to assure that future financial needs are anticipated and equitable funding plans can be developed. In order to keep funding plans current, utility system plans need to be updated between six and ten years. State law requires six years for water system plans. Wastewater system plans are not mandated to be updated on a six year cycle, however updating them between six and ten years is the common standard of practice. Stormwater system plans similarly have no state or federal mandate for updating, however with the

implementation of the NPDES General Permit, it is reasonable to expect significant changes within two 5-year permit terms to warrant a system plan update. Depending on the significance of the changes, the Storm system plan may require updating sooner than after two 5-year permit cycles. These Financial Policies will be reviewed and updated as needed.





II. CAPITAL INVESTMENT PROGRAM POLICIES

A. *General Scope*

The Utilities Capital Investment Program (CIP) will provide sufficient funds from a variety of sources for implementation of both short- and long-term capital projects identified in each Utility System Plan and the City-wide Capital Investment Program as approved by the City Council.

Financial planning for long-term capital investment shall be based on principles that result in smooth rate transitions, maintain high credit ratings, provide for financial flexibility and achieve inter-generational equity.

Discussion:

These near-term capital projects are usually identified in each Utility system plan which also provides the criteria and prioritization for determining which projects will be constructed. Several projects of general scope are also included to allow for on-going projects that are less specifically identified due to their more inclusive nature.

In addition to these near-term projects, funding should be provided for long-term capital reinvestment in the system to help minimize large rate impacts as the systems near the end of their useful life and have to be renewed or replaced. Ordinance No. 4783 established a Capital Facilities Renewal & Replacement (R&R) Account for each Utility to provide a funding source for this purpose. Other policies describe how this Account is to be funded and expended.

A reinvestment policy by itself, without some form of planned and needed expenditure, could lead to excessive or unneeded expenditures, or conversely unnecessary accumulations of cash reserves. The reinvestment policy needs to tie the planned expenditures over time with a solid, long-term financial plan that is consistent with these policies.

The actual needs for the renewal/replacement expenditures should relate to the on-going need to minimize system maintenance and operating costs consistent with providing safe and reliable service, the age and condition of the system components, and any regulatory or technical obsolescence. In essence, plant should be replaced when it is needed and before it fails. As such, the goal setting measure of how much is an appropriate annual or periodic reinvestment in renewals and replacement of existing assets should be compatible with the age and condition of the infrastructure and its particular circumstances.

WP0459C-ORD
06/27/95

ORIGINAL

CITY OF BELLEVUE, WASHINGTON

ORDINANCE NO. 4783

AN ORDINANCE creating utility capital replacement accounts for the Water, Sewer and Storm and Surface Water Utilities within the Utility Capital Investment Fund for the purpose of accumulating funding for long term replacement of utility facilities.

WHEREAS, the Utilities 1995 Cost Containment Study prepared by Financial Consulting Solutions Group, Inc. (FCSG) recommends that current utility rates recover from the ratepayers amounts which at a minimum are equal to the depreciated value of the original cost of utility facilities and at a maximum are amounts equal to the replacement value of utility infrastructure; and

WHEREAS, FCSG recommends that utility funds not needed for current expenditure be placed in a replacement account to be used in the future in combination with current revenues and/or debt financing to replace capital facilities nearing the end of their useful life; and

WHEREAS, implementation of FCSG's recommendations would promote intergenerational rate equity and provide more stable rates to customers over the long term; and

WHEREAS, the Council desires to make an initial, 1995 deposit of \$600,000 in savings from the Water Fund into the new capital replacement account for the Water Utility; now, therefore,

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES ORDAIN AS FOLLOWS:

Section 1. The purpose of this ordinance is to establish capital facilities replacement accounts within the Utility Capital Investment Fund in order to assure a future funding source for replacement of utility facilities nearing the end of their useful life. The City Council will determine each year, as part of the adoption of the utilities operating budgets, how much, if any, utility revenue during the upcoming year shall be designated for transfer to a replacement account. The City Council may also authorize the receipt of other funds directly into these capital facility replacement accounts. Once deposited the funds will accumulate with interest. The decision regarding when and how to utilize such accumulated funds for the replacement of utility facilities will be made as part of the Utility Comprehensive Plans and Utility Capital Investment Program approval process.

ORIGINAL

WP0459C-ORD
06/27/95

Section 2. The following new accounts are established in the Utility Capital Investment Fund:

Capital Facilities Replacement Account - Sewer
Capital Facilities Replacement Account - Water
Capital Facilities Replacement Account - Storm and Surface Water

Section 3. There is hereby authorized the 1995 transfer from the Water Utility Operating Fund to the Capital Facilities Replacement Account - Water the amount of \$600,000.

Section 4. This ordinance shall take effect and be in force five days after its passage and legal publication.

PASSED by the City Council this 24th day of July, 1995, and signed in authentication of its passage this 24th day of July, 1995.

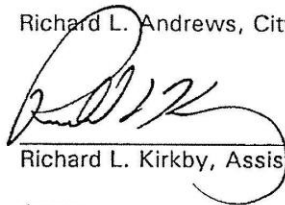
(SEAL)



Donald S. Davidson, DDS, Mayor

Approved as to form:

Richard L. Andrews, City Attorney



Richard L. Kirkby, Assistant City Attorney

Attest:


Myrna L. Basich, City Clerk

Published July 28, 1995

B. Funding Levels

Funding for capital investments shall be sustained at a level sufficient to meet the projected 20 year (or longer) capital program costs.

Funding from rate revenues shall fund current construction and engineering costs, contributions to the Capital Facilities Renewal and Replacement (R&R) Account, and debt service, if any.

Inter-generational equity will be assured by making contributions to and withdrawals from the R&R Account in a manner which produces smooth rate transitions over a 20 year (or longer) planning period.

On an annual basis, funding should not fall below the current depreciation of assets expressed in terms of historical costs less any debt principal payments.

Discussion:

These policies are based on the experience gained by developing a long-term Capital Replacement Funding Plan. In absence of such a plan, the range of capital investment funding should fall between the following minimum and maximum levels:

The minimum annual rate funding level would be based on the current depreciation of assets expressed in terms of historical costs, less any debt principal payments.

The maximum annual rate funding level would be based on the current depreciation of assets expressed in terms of today's replacement costs, less any debt principal payments.

The minimum level based on historical cost depreciation approximates the depletion of asset value. Some of the cost may already be in the rates in the form of debt service. Depreciation less debt principal repayment provides a minimum estimate of the cost of assets used. Any funding level below this amount defers costs to future rate payers and erodes the Utility's equity position, which puts the Utility's financial strength and viability at risk.

The maximum level based on replacement cost depreciation represents full compensation to the utility, in terms of today's value, for the depletion of assets. The replacement cost depreciation, again less debt principal repayment, provides a ceiling to an equitable definition of "cost of service".

The purpose of long-term capital reinvestment planning is to establish a target funding level which is based on need and to assure that funds will be available for projected capital costs in an equitable manner. The best projection of the needed capital reinvestment is based on a "survival curve" approach, approximating the timing and cost of replacing the entire system. This defines the projected financial needs and allows determination of equitable rate levels, funding levels for current capital construction and engineering, contributions to and withdrawals from the R&R Account, and the use of debt, if any. It also provides a means to project depreciation on both historical cost and replacement cost basis which are used to calculate minimum and maximum funding levels, debt to fixed asset ratios, and debt coverage levels, if debt is used. These later measures can be used to assure that the financial plan meets conventional standards.

C. Use of Debt

The Utilities should fund capital investment from rates and other revenue sources and should not plan to use debt except to provide rate stability in the event of significantly changed circumstances, such as disasters or external mandates.

Resolution No. 5759 states that the City Council will establish utility rates/charges and appropriations in a manner intended to achieve a debt service coverage ratio (adjusted by including City taxes as an expense item) of approximately 2.00". Please note that the Moody's Investor Services rating should be Aa2 (not Aa as stated in Resolution No. 5759).

Discussion:

The Utilities are in a strong financial position and have been funding the Utility Capital Investment Program from current revenues for a number of years. The current 20 year and 75 year capital funding plans conclude that the entire long-term renewal and replacement program can be funded without the use of debt if rates are planned and implemented uniformly over a sufficient period. Customers will pay less over the long-term if debt is avoided, unless it becomes truly necessary due to unforeseen circumstances such as a disaster or due to changes in external mandates. Having long-term rate stability also assures inter-generational equity without the use of debt because the rate pattern is similar to that achieved by debt service.

Use of low interest rate debt such as the Public Works Trust Fund loans, by offering repayment terms below market rates, investment earnings or even inflation, should be viewed as a form of grant funding. When available or approved, such sources should be preferred over other forms of rate or debt funding, including use of available resources. Since such reserves would generate more interest earnings than the cost of the loan, the City's customers would be assured to benefit from incurring such debt.

WP0254C-RES
03/03/94

CITY OF BELLEVUE, WASHINGTON

RESOLUTION NO. 5759

A RESOLUTION relating to financial policy for the Waterworks Utility and adopting a debt service coverage policy for the Waterworks Utility

WHEREAS, the City of Bellevue is consistently recognized for its prudent financial management; and

WHEREAS, the City of Bellevue's Water and Sewer Bonds are currently rated Aa by Moody's Investor Services and AA- by Standard & Poor's Corporation, which are considered to be excellent ratings; and

WHEREAS, these excellent ratings result in lower interest costs on the City's Water and Sewer bonds, which, in turn, may result in lower water, sewer and storm drainage costs; and

WHEREAS, it is important to the rating agencies and to the financial community that the City articulate its financial goals for its Waterworks Utility; and

WHEREAS, a desirable debt service coverage ratio, the ratio of revenues available for debt service to the annual debt service requirement, positively affects the Utility's bond ratings; and

WHEREAS, the City Council deems it in the City's best interest to establish a debt service coverage policy target for the purpose of protecting its current bond rating and to allow for the development of financial projections, NOW, THEREFORE,

THE CITY COUNCIL OF THE CITY OF BELLEVUE, WASHINGTON, DOES
RESOLVE AS FOLLOWS:

Section 1. The City Council hereby adopts the following debt service coverage policy for the bonds issued by the City's Waterworks Utility.


The City Council will establish utility rates/charges and appropriations in a manner intended to achieve a debt service coverage ratio (adjusted by including City taxes as an expense item) of approximately 2.00. The City Council authorizes the Waterworks Utility to utilize this policy in development of pro

WP0254C-RES
03/03/94

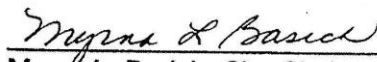
forma projections which will be disseminated to the bond rating agencies and to the financial community generally.

PASSED by the City Council this 7th day of March,
1994, and signed in authentication of its passage this 8th day of
March, 1994.

(SEAL)


Donald S. Davidson, DDS, Mayor

Attest:


Myrna L. Basich, City Clerk

D. Capital Facilities Renewal & Replacement (R&R) Account

1. Sources of Funds

Revenues to the R&R Account may include planned and one-time transfers from the operating funds, transfers from the CIP Funds above current capital needs, unplanned revenues from other sources, Capital Recovery Charges, Direct Facility Connection Charges and interest earned on the R&R Account.

2. Use of Funds

Funds from the R&R Account shall be used for system renewal and replacement as identified in the CIP. Because these funds are invested, they may be loaned for other purposes provided repayment is made consistent with the need for these funds and at appropriate interest rates. Under favorable conditions, these funds may be loaned to call or decrease outstanding debt.

3. Accumulation of Funds

The R&R Account will accumulate high levels of funds in advance of major expenses. These funds will provide rate stability over the long-term when used for this purpose and **should not be used for rate relief.**

Discussion:

Revenues from Capital Recovery Charges, Direct Facility Connection Charges and interest earned on the R&R Account are deposited directly into the R&R Account. Other transfers are dependent on the long-term financial forecast, current revenues and expenses, and CIP cash flows. The long-term financial forecast projects a certain funding level for the transfers to the CIP and the R&R Accounts. Rates should be established consistent with this long-term financial plan and will generate the funds for such transfers. Setting rates at lower levels may result in current rate payers contributing less than their fair share for long-term equity.

R&R Account funds must only be used for the purpose intended; that is, the long-term renewal and replacement of the utility systems. They may be used for other purposes if it is treated as a loan, which is repaid with appropriate interest in time for actual R&R needs for those funds.

These accounts are each projected to accumulate tens of millions of dollars in order to meet the anticipated costs for the actual projects at the time of construction. It is the intent of these policies that these reserve funds will not be used for other purposes or to provide rate relief because that would defeat the long-term equity and could lead to the need for the use of debt to fund the actual needs when they occur.

III. SYSTEM EXPANSION AND CONNECTION POLICIES

A. Responsibilities

Those seeking or who are required to have Utility service are responsible for extending and/or upgrading the existing Utility systems prior to connecting.

Discussion:

It is the responsibility of the party seeking Utility service to make and pay for any extensions and/or upgrades to the Utility systems that are needed to provide service to their property. The extensions or upgrades must be constructed to City standards and requirements. This is typically accomplished through a Developer Extension Agreement with the City wherein requirements are documented, standards are established, plans are reviewed and construction is inspected and approved. Service will not be provided until these requirements are met. The philosophical underpinning of this policy is that “growth pays for growth”. Historically, developers constructed much of the City’s utility infrastructure. If the infrastructure eventually would benefit more than the initial developer, the Utility signed a Latecomer Agreement to reimburse the original financier from charges to those connecting and receiving benefit at a later point in time. When the cost to extend and/or upgrade the system to accommodate development or redevelopment is beyond the means of a single developer, the Utility has employed a variety of methods to assist in the construction of the necessary infrastructure. Local Improvement Districts (LID’s) historically have been used to provide financing for infrastructure for new development, with the debt paid over time by the property owners. Most of the older Utilities infrastructure was financed by this method.

The Utility has in some cases up-fronted the infrastructure construction for new development or redevelopment from rate revenues which are later reimbursed with interest, in whole or in part, by subsequent development through direct facility connection charges (see Cost Recovery Policy). Examples are the water and sewer infrastructure for Cougar Mountain housing development and Central Business District (CBD) redevelopment. Another example is the use of the Utility’s debt capacity to provide for development infrastructure whereby the City sells bonds at lower interest rates than can private development, constructs the infrastructure, and collects a rate surcharge from the benefited area to pay off the bonds. Examples of this type of financing include the Lakemont development drainage infrastructure and the Meydenbauer Drainage Pipeline in the CBD.

B. Cost Recovery

The Utility shall establish fees and charges to recover Utility costs related to: (1) development services, and (2) capital facilities that provide services to the property.

The Utility may enter into Latecomer Agreements with developers for recovery of their costs for capital improvements, which benefit other properties in accordance with State law. The Utility will add an administrative charge for this service.

Discussion:

In general, Utility costs related to development services are recovered through a variety of fees and charges. There are fixed rates for some routine services based on historical costs and inflation. There are fixed plus direct cost charges and applicable overhead for developer extension projects to cover the lengthy but variable level of development review and inspection typically required to

implement these projects. These rates are reviewed periodically to ensure that the cost recovery is appropriate.

When the means of providing the infrastructure to serve a new development or redevelopment are beyond the means of a single developer, the Utility may elect to assist the developer by using: LID's, Latecomer Agreements, special debt (to be paid by special rate surcharges), up-fronting the costs from Utility rate revenues (to be reimbursed by future developers with interest through direct facility connection charges), or other lawful means. It is the intent of this policy to fully recover these costs, including interest, so as to reimburse the general rate payer.

Latecomer charges allow cost recovery for developers and private parties, for facilities constructed at their own expense and transferred to the Utility for general operation. Properties subsequently connecting to those systems will pay a connection charge that will be forwarded to the original individual or developer or the current owner depending on the terms of the Latecomer Agreement. The Utility collects an overhead fee on this charge for processing the agreements and repayments.

C. *Use of Revenues*

All capital-related revenues such as Capital Recovery Charges and Direct Facility Connection Charges should be deposited in the Capital Facilities Renewal & Replacement Accounts.

Discussion:

Capital Recovery Charges are collected from all newly developed properties in the form of monthly rate surcharges over a ten year period to reimburse the Utility for historical costs that have been incurred by the general rate base to provide the necessary facilities throughout the service area. These Capital Recovery Charges should be deposited in the Capital Facilities Renewal & Replacement Accounts.

Direct Facility Connection Charges are collected for capital improvements funded by the City as described above in Section 2 under Cost Recovery. The total cost of the improvement is allocated to the area of benefit and distributed on an equitable basis such as per residential equivalent unit. Interest is collected in accordance with State law.

D. *Affordable Housing Consideration*

The Utility shall base connection charges on the number of units allowed under the basic zoning. Only incremental cost increases will be charged to affordable housing units.

Discussion:

The City has adopted bonus density incentives for developers to build units specifically for affordable housing. Under historical practices these additional units would have been charged the same connection fee as all other units, resulting in a lower cost per unit for all units. While this is fair, it does not create any incentive to develop affordable housing. By charging only the incremental increased facility cost to the affordable housing units, all developers who include an affordable housing component will experience no increase in cost because of the affordable bonus density units. The cost per unit for affordable units is thereby reduced. The cost per unit for all other units, based on underlying land use zoning, remains unchanged.

IV. RATE POLICIES

A. Rate Levels

Rates shall be set at a level sufficient to cover current and future expenses and maintain reserves consistent with these policies and long-term financial forecasts.

Changes in rate levels should be gradual and uniform to the extent that costs (including CIP and R&R transfers) can be forecast.

Cost increases or decreases for wholesale services shall be passed directly through to Bellevue customers.

Local and/or national inflation indices such as the Consumer Price Index (CPI) shall be used as a basis for evaluating rate increases.

At the end of the budget cycle, fund balances that are greater than anticipated and other one-time revenues should be transferred to the R&R account until it is shown that projected R&R account funds will be adequate to meet long-term needs, and only then used for rate relief.

Discussion:

A variety of factors including rate stability, revenue stability, the encouragement of practices consistent with Utility objectives and these Waterworks Utility Financial Policies are considered in developing Utility rates. The general goal is to set rates as low as possible to accomplish the on-going operations, maintenance, repair, long-term renewal and replacement, capital improvements, debt obligations, reserves and the general business of the Utility.

Long-range financial forecast models have been developed for each of the Utilities, which include estimated operating, capital and renewal/replacement costs for a 75 year period in order to plan for funding long-term costs. Operating costs are assumed to remain at the same level of service and don't include impacts of potential changes due to internal, regional or federal requirements. Capital costs, including renewal/replacement, are projected based on existing CIP costs and approximated survival curves for the infrastructure. The models are used to project rate levels that will support the long-term costs and to spread rate increases uniformly over the period. This is consistent with the above policy that changes in rate levels should be gradual and uniform. Uniform rate increases help ensure that each generation of customers bears their fair share of costs for the long-term use and renewal/replacement of the systems.

The biennial budget process provides an opportunity to add to or cut current service levels and programs. The final budget, with the total authorized expenses including transfers to the CIP Fund and the R&R Account, establishes the amount of revenue required to balance the expenses. A balanced budget is required. The budgeted customer service revenue determines the level of new rates. For example, if the current rates do not provide sufficient revenues to meet the projected expenses, the costs have to be reduced or the rates are increased to make up the shortfall.

For purposes of these policies, wholesale costs are defined as costs to the Utilities from other regional agencies such as the Seattle Public Utilities and/or the Cascade Water Alliance (CWA), and King County Department of Natural Resources for sewer treatment and any agreed upon Storm & Surface Water programs. Costs which are directly based on the Utilities' revenues or budgets such

as taxes, franchise fees and reserve levels that increase proportionally to the wholesale increases are included within the definition of wholesale costs.

B. *Debt Coverage Requirements*

Utility rates shall be maintained at a level necessary to meet minimum debt coverage levels established in the bond covenants and to comply with Resolution No. 5759 which establishes a target coverage ratio of 2.00.

Discussion:

Existing revenue bond covenants legally require the City's combined Waterworks Utility, which includes the Water, Sewer and Storm & Surface Water Utilities, to maintain a minimum debt coverage ratio of 1.25 on a combined basis. In 1994, Council also adopted Resolution No. 5759 that established a policy, which mandates the Utilities to maintain a target combined debt coverage ratio of approximately 2.00, to further protect the City's historically favorable Utility revenue bond ratings. Water and Sewer Utility resources are counted in the official coverage calculation though Storm & Surface Water is responsible for the major portion of current outstanding Utility debt. Requiring Storm & Surface Water to separately maintain the minimum 1.25 legal debt coverage level and to move toward the 2.00 level will help ensure that necessary coverage requirements are met, and that customers of the other Utilities will not be unfairly burdened with the cost of meeting this obligation. It also ensures that sufficient coverage is available to the Water and Sewer Utilities if they need to incur debt.

C. *Frequency of Rate Increases*

Utility rates shall be evaluated annually and adjusted as necessary to meet budgeted expenses including wholesale cost increases and to achieve financial policy objectives.

Discussion:

In 1996, the City changed to a biennial budget process and adopted a two-year Utilities budget including separate rates for 1997 and 1998. This practice will continue on a biennial basis. However, Utility rates will be evaluated on an annual basis and adjusted as necessary to ensure that they are effectively managed to achieve current and future financial policy objectives. Annual rate reviews will include preparation of forecasts covering a twenty-year period for Utility revenues, expenditures, reserve balances and analysis of the impact of various budgetary elements (i.e. CIP transfers, R&R Account transfers, debt service costs, debt coverage levels, operating expenses, and reserves) on both current and future rate requirements.

D. *Rate Structure - Sewer*

The Sewer Utility rate structure will be based on a financial analysis considering cost-of-service and other policy objectives, and will provide for equity between customers based on use of the system and services provided.

Discussion:

In 1993, a Sewer Rate Study was performed that resulted in Council approval of a two-step, volume-based rate structure for single-family customers based on winter average metered water volumes instead of the traditional flat rate structure. Flat rate structures were seen as inequitable to low-

volume customers who paid the same amount as high volume customers. Rates are based on the level of service used, rather than the availability of service.

The revenue requirements are based on the "average" single-family winter average volume calculated annually from the billing database. The charge for an individual customer is based on their winter average and then charged at that level each bill for the entire year to avoid charging for irrigation use. The customer's winter average is based upon the prior year's three winter bills because the current year's bills include winter months, which would result in the average constantly changing. Customers without prior winter averages to use for a basis are charged at the "average" volume until they establish a "winter-average" or sufficient evidence that their use is significantly different than the "average".

E. Rate Structure - Storm & Surface Water

The Storm & Surface Water Utility rate structure will be based on a financial analysis considering cost-of-service and other policy objectives, and will provide adjustments for actions taken under approved City standards to reduce related service impacts.

Discussion:

In the existing Storm & Surface Water rate structure, customer classes are defined by categories of development intensity, i.e., *undeveloped*, *lightly developed*, *moderately developed*, *heavily developed* and *very heavily developed*. Based on theoretical run-off coefficients for each of these categories, higher rates are charged for increasing degrees of development to reflect higher run-off resulting from that development. Under this structure, billings for both residential and non-residential customers are determined by total property area and rates assigned to applicable categories of development intensity. Customers providing on-site detention to mitigate the quantity of run-off from their property receive a credit equal to a reduction of one rate level from their actual development intensity. Property classified as "wetlands" is exempt from Storm & Surface Water service charges.

Large properties, over 35,000 square feet, with significantly different levels of intensity of development may be subdivided for rate purposes in accordance with Ordinance No. 4947. In addition, properties with no more than 35,000 square feet of developed area in the light and moderate intensity categories may, at the option of the owner, defer charges for that portion of the property in excess of 66,000 square feet. The property owner may apply for a credit against the Storm & Surface Water charge when they can demonstrate that the hydrologic response of the property is further mitigated through natural conditions, on-site facilities, or actions of the property owner that reduce the City's costs in providing Storm & Surface Water quantity or quality services.

Future design of a water quality rate component will also use cost-of-service principles to assign defined water quality costs to customer classes, according to their proportionate contribution to Utility service demand. It is anticipated that these rate structure revisions will also provide financial incentives to customers taking approved actions to mitigate related water quality impacts.

F. Rate Structures - Water

The water rate structure will be based on a financial analysis considering cost-of service and other policy objectives, and shall support water conservation and wise use of water resources.

Discussion:

The water rate structure consists of fixed monthly charges based on the size of the customer's water meter and volume charges, which vary according to customer class and the actual amount of water that the customer uses. There are three different meter rate classifications: domestic, irrigation and fire standby. The different charges are based on a cost-of-service study.

State law and the wholesale water supply contract require the Utility to encourage water conservation and wise use of water resources. Seattle first established a seasonal water volume rate structure for this purpose in 1989 with higher rates in the summer than in the winter. In 1990, based on a water rate study and the desire to provide a conservation-pricing signal to our customers, the City adopted an increasing block rate structure for local volume rates. The rate structure was revised in 1991 to pass through an increase in wholesale water costs, which also included a higher seasonal water rate for summer periods. The block water rate structure was revised again in 1997, to incorporate new cost-of-service results from a 1996 water rate study.

An increasing block rate structure, charges higher unit rates for successively higher water volumes used by the customer. The current rate structure has four rate steps for single-family and three rate steps for multi-family customers, based on metered water volumes. All irrigation-metered water is charged at a separate, higher rate. Because non-residential classes do not fit well in an increasing block rate approach due to wide variations in their size and typical water use requirements, seasonal rates, with and without irrigation, were established for these customers. This rate structure will be thoroughly reviewed, as more historical information is available on the effect of the increasing block and seasonal rate structure.

In 1997, an additional category of fire protection charges was added for structures and facilities that benefit from the City water system but are not otherwise being charged for water service. For example, a number of homes are on private wells but are near a City-provided fire hydrant and enjoy the additional benefit of fire protection yet didn't pay for the benefit on a water bill. The charge is based on an equivalent meter size that would normally serve the facility. It also applies to facilities that have terminated water service but still stand and require fire protection, such as homes or buildings that are not occupied.

G. Rate Equity

The rate structure shall fairly allocate costs between the different customer classes. Funding of the long-term Capital Investment Program also provides for rates that fairly spread costs over current and future customers.

Discussion:

As required under State law, Utility rates will provide equity in the rates charged to different customer classes. In general, rates by customer class are designed to reflect the contribution by a customer group to system-wide service demand, as determined by cost-of-service analysis. The RCW also authorizes utility rates to be designed to accomplish "any other matters, which present a reasonable difference as a ground for distinction". For example, increasing water rates for irrigation and higher levels of use is allowed to encourage the wise use and conservation of a valuable resource. Formal rate studies are periodically conducted to assure ongoing rate equity between customer classes and guide any future rate modifications necessary to support changing Utility program or policy objectives.

Contributions from current rates to the R&R Account also provide equity between generations of rate payers by assuring that each user pays their fair share of capital improvements, including renewal and replacement, over the long-term. (See sections B and D under the Capital Investment Program Policies).

H. Rate Uniformity

Rates shall be uniform for all utility customers of the same class and level of service throughout the service area. However, special rates or surcharges may be established for specific areas, which require extraordinary capital investments and/or maintenance costs. Revenues from such special rates or surcharges and expenses from capital investments and/or extraordinary maintenance shall be accounted for in a manner to assure that they are used for the intended purposes.

Discussion:

The City Water and Sewer Utilities originally formed by assuming ownership of three separate operating water districts and two sewer districts. In the assumption agreements, each included a provision that requires the Utility to uniformly charge all customers of the same class throughout the entire service area. The basic rates are set for all customers, inside and outside of the City, except for local utility taxes in Bellevue, and franchise fees in Clyde Hill, Hunts Point, Medina, and Yarrow Point. Unlike the Water and Sewer Utilities, the Storm & Surface Water Utility only serves areas within the City limits.

Under state law, Utilities are required to charge uniform rates to all customers in a given customer class, regardless of property location within the service area. The only exception permitted is for certain low-income customers (see below).

However, when conditions in particular service areas require extraordinary capital improvement or maintenance costs to be incurred, special rates or surcharges may be adopted to recover those costs directly from properties contributing to the specific service demand, instead of assigning that cost burden to the general Utility rate base. This will only apply for costs above and beyond normal operations, maintenance and capital improvements. For example, rate surcharges are being used to recover debt service costs for capital facilities in Lakemont and the CBD. An additional rate surcharge for Lakemont properties is being collected for extraordinary maintenance costs of the storm water treatment facility.

I. Rate Assistance

Rate assistance programs shall be provided for specific low-income customers as permitted by State law.

Discussion:

Continual increases in all utility rates have had a significant impact on low-income customers. The City has adopted a rate discount or rebate program for disabled customers and senior citizens over 62 years old and with income below certain levels as permitted under State law and defined in Ordinance No. 4458. It has two levels, one discounting Utility rates by 40 percent and the other level by 75 percent, based on the customer's income level. Customers that indirectly pay for Utility

charges through their rent can obtain a rebate for the prior year's Utility charges on the same criteria. The City also rebates 100 percent of the Utility Tax for these customers. The cost of this program is absorbed in the overall Utility expenses and is recovered through the rate base. The General Fund provides for the Utility tax relief.

There are other low-income customers who are less than 62 years old and currently receive no Utility rate relief. However, the City has instituted a separate rebate of Utility taxes for qualified low-income citizens.

V. OPERATING RESERVE POLICIES

A. *Operating Reserve Levels*

The Utilities' biennial budget and rate recommendations shall provide funding for working capital, operating contingency, and plant emergency reserve components on a consolidated basis in accordance with the attached Summary of Recommended Consolidated Reserve Levels table and as subsequently updated.

Discussion:

Utility resources not spent for operations remain in the fund and are referred to as reserves. At the end of each year, these funds are carried forward to the next year's budget and become a revenue source for funding future programs and operations. Under the terms of this policy, the Utility budget is targeted to include a balance of funds for the specific purposes stated above. While included in the total operating budget, these reserves will only be available for use pursuant to these reserve policies. Setting aside these budget resources in the reserve balance will help to ensure continued financial rate stability in future Utility operations and protect Utility customers from service disruptions that might otherwise result from unforeseen economic or emergency events.

The working capital reserve is maintained to accommodate normal cyclical fluctuations within the two month billing cycle and during the budget year. These are higher for Water than for Sewer and Storm & Surface Water due to more variable revenues and expenditures. They are described in terms of a number of days of working capital as a percentage of a full-year's budget.

The operating contingency reserve protects against adverse financial performance or budget performance due to variations in revenues or expenses. Again, the Water Utility is most susceptible to year-to-year variations in water demand. They are described in terms of percentages of budgeted wholesale costs and operations and maintenance (O&M) costs.

The plant emergency contingency reserve provides protection against a system failure at some reasonable level. The Storm & Surface Water Utility requires the largest reserve due to the risk of major flood damage to Utility facilities. Water and Sewer Utilities protect against the cost of a major main break or failure. These do not protect against the loss of facilities that are covered by the City's Self-Insurance to which the Utilities pay annual premiums nor are they sufficient to respond to a major disaster, such as a major earthquake.

The reserves of the three utilities have historically been treated separately. This protects against cross-subsidy, thereby retaining rate equity for each utility, each of which has different customers. However, it results in higher reserve targets, with more funds retained than otherwise may be needed. Sharing risks among utilities can reduce reserves. This does not require that reserves actually be consolidated into a single fund, but simply that individual reserve targets reflect the strength provided by the availability of cross-utility support. Under the "consolidated" scenario, cash shortfalls in one reserve could be funded through inter-utility loans, to be repaid from future rates. The likelihood that a serious shortfall would occur in more than one fund at the same time is slight and the benefits of lower overall reserve levels will benefit rate payers. Also, the rate policies and the debt coverage policy will ensure that there will be a strong financial response to any significant shortfall. The risk is considered a prudent financial policy.

City of Bellevue

Summary of Recommended Consolidated Reserve Levels*

Type of Reserve	Water		Wastewater		Storm Drainage	
	Basis	Level	Basis	Level	Basis	Level
Working Capital – Reserves against revenue and expense fluctuations within the 2 month billing cycle and during the budget year.	48 days of budgeted O&M costs (excludes debt service, capital funding).	\$5,574,900	30 days of Metro costs and 20 days of City O&M costs (excludes debt service, capital funding).	\$3,598,100	29 days of budgeted O&M costs (excludes debt service, capital funding).	\$1,021,500
Operating Contingency – Reserves against annual budget shortfalls due to poor financial performance.	7.5% of water purchase costs and 11.0% of other water O&M costs.	\$3,984,400	2.0% of Metro costs and 5.0% of other wastewater O&M costs.	\$1,433,200	2.5% of O&M costs.	\$321,400
Plant Emergency Contingency – Reserves against failure of a major facility or piece of equipment.	Cost for repair of water main break.	\$100,000	Cost of repair for wastewater main break.	\$100,000	Based on potential net cost of flood damage.	\$500,000
Less: Allowance for duplicating or offsetting reserves	None.	\$0	Working Capital and Operating Contingency include offsetting reserves equal to 2.0% of all O&M.	(\$977,000)	None.	\$0
Less: Allowance for consolidating reserves	2.5% of O&M expenses for interfund charges between utilities.	(\$575,000)	1.0% City O&M for interfund charges between utilities.	(\$152,100)	1.0% of City O&M for interfund charges between utilities.	(\$128,600)
	Share of reduced plant emergency reserve.	(\$15,000)	Share of reduced plant emergency reserve.	(\$15,000)	Share of reduced plant emergency reserve.	(\$70,000)
	Lesser of min. working capital or plant emergency reserves.	(\$85,000)	Lesser of min. working capital or plant emergency reserves.	(\$85,000)	Lesser of min. working capital or plant emergency reserves.	(\$220,000)
Total		\$8,984,300		\$3,902,200		\$1,424,300

* - Reserve levels based on proposed 2017 Utility budgets.

For this purpose, O&M costs are the entire annual operating budget of the Utility less the annual debt service, Capital Investment Program transfers and R&R Account transfers. Independent reserve levels are the levels that would be required by an individual Utility Fund (Water, Sewer and Storm & Surface Water) at any point in time to cover financial obligations if any one of the three reserve components were called for; i.e., working capital, operating contingency or plant emergency. At any single time, the full independent reserve levels should be available for the individual stated purpose, again because it is unlikely that all three components would be called for at once. For example, the Water Utility needs \$100,000 available for an emergency repair but it is not likely that the Sewer Utility will need \$100,000 and the Storm & Surface Water Utility will need \$500,000 all at the same point in time.

The consolidated basis is for budget and rate setting purposes only, to reduce the total revenue requirement by considering the reserve risk shared between the three utilities. The dual reserve levels should be considered as circumstances evolve.

In 2004, the Financial Consulting Solution Group (FCSG) performed an analysis of recommended changes to the Water Utility's working capital and operating contingency reserves to reflect the new wholesale water contract with CWA and to update reserve levels for current conditions. Under the new contract, billing practices for wholesale costs have changed as follows:

1. CWA payment occurs before the associated revenues are collected, resulting in a greater lag between wholesale expense and when revenues are collected.
2. CWA payments are distributed over the whole year based on predetermined percentages and not based on actual consumption during the year. Due to seasonal revenue variation, there is an accumulative deficit in revenues prior to the peak revenue period.

In addition, the total costs to Bellevue are now largely fixed for the year due to the "take or pay" nature of the contract between CWA and Seattle Public Utilities. This shifts the risk during a poor water sales year to the City since there will not be a corresponding reduction in water purchase costs when water sales are down.

Changes in both billing practices as well as the fixed nature of the wholesale costs will result in an increase in required reserves for working capital and operating contingency for the Water Fund.

As part of their 2004 analysis, FCSG recommended increasing working capital operating reserve requirements for the Water fund from 48 days of budgeted O&M costs (excluding debt service and capital funding) to 70 days. The change was primarily related to an expected increase in seasonal revenue variation resulting from Cascade's fixed monthly billing percentages. However, our experience has been that since implementing the change in 2005 there has been essentially no increase in seasonal revenue variation. As a result, beginning in 2011, working capital operating reserve requirements for the Water fund will be reduced from 70 days of budgeted O&M costs (excluding debt service and capital funding) to the original level of 48 days.

B. *Management of Operating Reserves*

Related to the recommended target reserve levels, a working range of reserves is established with minimum and target levels. Management of reserves will be based on the level of reserves with respect to these thresholds, as follows:

Above target - Reserve levels will be reduced back to the target level by transferring excess funds to the R&R Accounts in a manner consistent with the long-range financial plan.

Between Minimum and Target - Rate increases would be imposed sufficient to ensure that: 1) reserves would not fall below the minimum in an adverse year; and 2) reserves would recover 50% of the shortfall from target levels in a normal year. Depending on the specific circumstances, either of these may be the constraint, which defines the rate increase needed.

Below Minimum - Rate increases would be imposed sufficient to ensure that even with adverse financial performance, reserves would return at least to the minimum at the end of the following year. To meet this "worst case" standard, a year of normal performance would be likely to recover reserve levels rapidly toward target levels.

Negative Balance - Reserves would be borrowed from another utility to meet working capital needs. Similar to the "below minimum" scenario, rate increases would be imposed sufficient to ensure that even with adverse financial performance, reserves would return from the negative balance to at least the minimum target at the end of the following year, which would allow for loan repayment within that time frame.

Discussion:

"Adverse financial performance" or "worst case" are defined by the 95% confidence interval based on historical patterns. The worst case year is currently defined as a year with sales volumes 15% below the sales volume for a normal year. This was determined by using statistical measurements of sales volumes for 18 years with a 95% confidence interval. That is, in any given year there is only a 5% chance that the worst case year would be more than 15% below the normal year. Another way to say the same thing is that in 19 out of 20 years the worst case year would not be more than 15% below the normal year.

Maintaining the 95% confidence interval, as more and more data becomes available, a worst case year could change upward or downward from the 15% variation from a normal year.

The recommended reserve policies are premised on the vital expectation that reserves are to be used and reserve-levels will fluctuate. Although budget and rate planning are expected to use the target reserve number, reserve levels planned to remain static are by definition unnecessary. It is therefore important to plan for managing the reserves within a working range between the minimum and target levels as stated in the above policies. There may be situations in short-range financial planning where reserves are maintained above target levels to overcome peaks in actual expenses.

In the event of an inter-utility loan, the balance for the borrowing utility would essentially be any cash balance less the amount owed. The lending utility would count the note as a part of its reserves, so that it does not unnecessarily increase rates to replenish reserves that are loaned.

In this management approach, there is still a risk that a major plant emergency could exceed the amount reserved. Such a major shortfall would require rate action to assure a certain level of replenishment in one year. To avoid rate spikes due to this type of action, they should be considered on a case-by-case basis. This will provide the flexibility to use debt or capital reserves in lieu of operating reserves to cover the cost and allow a moderated approach to replenishing reserves out of rates.

C. *Asset Replacement Reserves*

Utility funds will maintain separate Asset Replacement Accounts to provide a source of funding for future replacement of operating equipment and systems.

Anticipated replacement costs by year for the upcoming 20-year period, for all Utility asset and equipment items, will be developed as a part of each biennial budget preparation process. Budgeted contribution to the Asset Replacement Account will be based on the annual amount needed to maintain a positive cash flow balance in the Asset Replacement Account over the 20-year forecast period. At a minimum, the ending Asset Replacement Account balance in each Utility will equal, on average, the next year's projected replacement costs for that fund.

The Utilities Department will observe adopted Equipment Rental Fund (ERF) and Information Services budget policies and procedures in formulating recommendations regarding specific equipment items to be replaced.

Discussion:

Providing reserves for equipment and information technology systems replacement allows monies to be set aside over the service life of these items to pay for their eventual replacement and alleviate one-time rate impacts that these purchases might otherwise require. Annual revenues set aside for this purpose will be based on aggregate Utility asset replacement cash flow needs over the long-term forecast period, instead of individual asset replacement amounts. This strategy will allow Utilities to minimize the progressive build-up of excess Asset Replacement Account balances that would result from creating and funding separate reserve accounts for individual Utility asset and equipment items.