



The City of Bellevue, Washington

A Report to Our Citizens



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

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

Organizational Core Values

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

Innovation—encourage and reward creative ideas and solutions

Integrity—trustworthy, truthful, and ethical

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

Exceptional Public Service—deliver outstanding service to the customer

Bellevue's vital signs point to a healthy city

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

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

In Bellevue, we measure our vital signs.

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

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

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

So just how healthy is Bellevue? Our most recent physical indicates we are in very good shape. Last year, Bellevue met its performance goals in 15 of the 16 vital signs - four more than in the previous year. Performance improved in 11 of 16 measures, remained the same in three, and decreased in two.

For example, almost 9 out of every ten citizens said they felt they are getting their money's worth for their tax dollar, while slightly more than 8 out of every ten said the city as a whole was headed in the right direction;

Obviously, a community's health depends on many factors. But a responsive city government is paramount. It listens to its citizens and consistently delivers high quality services at a reasonable cost. By taking our vital signs each year, we can tell if we are making the right decisions and delivering value to our citizens.

Managing a municipality the size of Bellevue is, in many ways, like managing a large for-profit corporation. Public entities must continually strive to provide their stakeholders with highly efficient, well-managed programs that meet citizen, stakeholder, and legislature expectations. Citizens and other stakeholders invest substantial resources in their government and rightfully expect the government will provide, in return, quality services at a reasonable cost that meet their needs.

Citizen-informed Bellevue Vital Signs are a small set of performance metrics that, when looked at together, provide a sense of the health or well-being of the community.

City of Bellevue Vital Signs

	2005 Actual	2006 Actual	2007 Actual	2007 Target	Target Met Or Exceeded
Public Safety					
Patrol response times to critical emergencies from dispatch to arrival	3.7 min	3.4 min	3.9 min	4.2 min	✓
Percent of fires confined to room of origin	90%	88%	82%	85%	
Cardiac arrest survival rate	50%	63%	64%	45%	✓
Number of violent & property crimes committed per 1,000 population	42	40	36.7	42	✓
Quality of Life					
Violations of state and federal drinking water standards	0	0	0	0	✓
Residents rating Bellevue as a good or excellent place to live	95%	93%	95%	95%	✓
Water service interruptions per 1000 service connections	1.57	2.6	1.6	3	✓
Residents' overall satisfaction with Parks and Recreation in Bellevue	92%	83%	89%	85%	✓
Neighborhood Vitality					
Residents rating their neighborhood as a good to excellent place to live	90%	90%	94%	92%	✓
Resident satisfaction rating for clean streets (fairly clean to very clean)	96%	95%	97%	95%	✓
Financial Excellence, Sustainability & Planning					
% of residents saying they are getting their money's worth when thinking about City of Bellevue services and facilities	88%	84%	87%	87%	✓
Moody's Investors Service Bond rating	Aaa	Aaa	Aaa	Aaa	✓
% of residents fairly satisfied to very satisfied with job City is doing in planning for the future	74%	69%	70%	65%	✓
Residents saying Bellevue is headed in the right direction	86%	77%	81%	80%	✓
Streets & Traffic					
Residential street average pavement rating	80	80	85	76	✓
Percent of Mobility Management Areas achieving concurrency	100%	100%	100%	100%	✓

2007 Accomplishments

- ◆ All city operating departments remained professionally accredited
- ◆ With extensive public engagement, the City continued to move forward on Bel-Red planning, one of the largest rezoning projects in its history
- ◆ Invested more than \$1 million to increase accessibility for the disabled including audible pedestrian signals and eliminating sidewalk barriers
- ◆ The Neighborhood Mediation Program provided conflict coaching and referral services for over 500 cases and achieved a settlement rate of 68% for its mediations
- ◆ The City's downtown central business district continues to flourish adding more than 3 million square feet of commercial office space and more than 4000 new residential units
- ◆ Maintained its record as one of the safest cities in the United States with both violent crimes and fatality collisions below the national averages for cities of its size
- ◆ Continued its public outreach efforts to diverse populations adding three foreign language sections to the City's website
- ◆ Developed a new 20-year long operating and capital planning forecast including detailed service delivery "drivers" that the City will likely face in the next 20 years
- ◆ Continued its record for strong fiscal stewardship — maintaining its triple A bond rating and outperforming targets and benchmarks for investment returns

All City of Bellevue

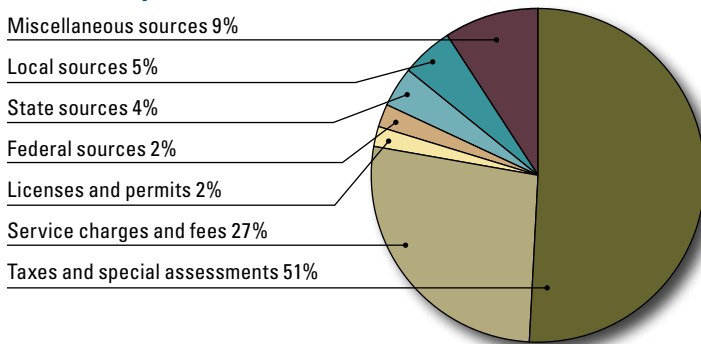
Revenue by Source

	2006	2007
Taxes and special assessments	\$151,499	\$172,472
Service charges and fees	91,252	92,687
Licenses and permits	7,140	5,198
Federal sources	4,335	7,048
State sources	13,829	14,763
Local sources	14,275	17,606
Miscellaneous sources	27,052	31,145
Total primary government revenues	\$309,382	\$340,919

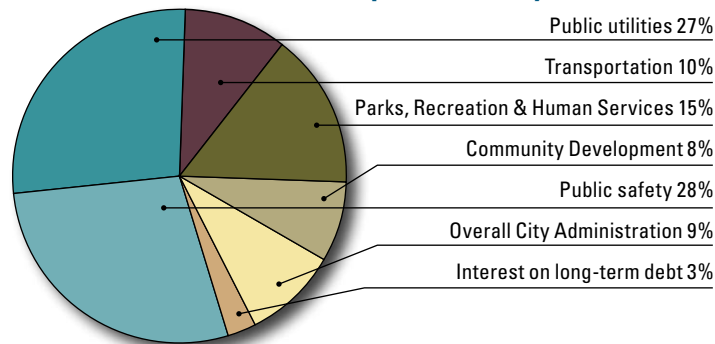
Expenditures by Service Area

	2006	2007
Parks, Recreation & Human Services	\$36,236	\$40,109
Community Development	17,207	20,737
Overall City Administration	15,471	24,712
Interest on long-term debt	7,734	7,796
Public safety	69,159	73,617
Public utilities	65,067	72,845
Transportation	31,769	26,449
Total primary government expenditures	\$242,643	\$266,265

Revenue by Source



Expenditures by Service Area



How the City Operates

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

City of Bellevue Characteristics

Bellevue, the fifth largest city in the state with a population of 118,000 in 2007, is located on the eastern shore of Lake Washington near the population and geographical center of the Puget Sound region. It is about 31.5 square miles in size and is a major and growing employment center and residential community. Bellevue is just 11 miles from Seattle with the Cascade Mountains to the east, and Mount Rainier to the south.

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



City Key Initiatives

Bellevue Mobility Initiative

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

Environmental Stewardship

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

Long-range Financial Planning

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

For additional information call or write:

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

Photos Courtesy of Big Picture.

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

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