

# RESPONSIBLE GOVERNMENT

*I WANT A CITY GOVERNMENT THAT IS RESPONSIBLE AND  
RESPONSIVE TO ITS RESIDENTS AND BUSINESSES*

## REQUEST FOR OFFERS

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### TEAM MEMBERS

**Team Lead: Kelley Wood, Finance & Information Services**

**Team Member: Nick Almquist, Police**

**Team Member: Ken Wong, Parks**

**Team Member: Mary Ellen Hart, Human Resources**

**Team Member: Tricia Thomson, Public Works**

**Team Member: Ray Smalling, Citizen**

### PRIORITY

I want a city government that is responsible and responsive to its residents and businesses.

### RESULTS INDICATORS

**Indicator 1: Percentage of community responding positively to specific City-provided services.**

This indicator will allow for tracking customer satisfaction through many areas of the City via surveys or through other means.

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**Indicator 2: Percentage of policy benchmarks included in the City's fiscal policy that are met and significantly contribute to the maintenance of an excellent credit rating.**

The intent of this indicator is to demonstrate fiscal responsibility by following approved policies. When determining a credit rating for a City, the rating agencies look at financial and management characteristics, as well as the economic strength of the entity. The City's Fiscal Policy is a document that plays an important role towards maintaining a high credit rating by its specific financial guidelines and requirements. The policy demonstrates compliance with laws, good stewardship, and responsible management of the City's assets and resources. Some of the specific statements within the Policy that demonstrate a fiscally responsible government are shown by maintaining that:

- The price of government is maintained within the five to six percent (5-6%) range which is a calculation of revenues as a percent of aggregate household income to determine what residents are willing to pay for government services.
- One-hundred percent (100%) of the quarterly expenditure and revenue reports are presented to Council.
- The City's general operating reserves and economic contingencies are budgeted to plan for future financial stability.
- User fee reviews are performed as scheduled.
- Six year forecasts for expenditures and revenues are prepared.

- The City has, at least, annual contact with the rating agencies to report on the City’s current financial condition.

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**Indicator 3: Number of programs or projects that seek and/or obtain relevant funding contributions from outside sources.**

This indicator will allow for tracking how/when the City requests funding from outside its tax base to supplement existing funding, implement new or maintain existing programs, or provide for project collaboration with others.

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**INTRODUCTION/SUMMARY OF CAUSE & EFFECT MAP**

The process for developing the Cause and Effect Map for this budget priority included citizen input and team brainstorming. The team also relied upon the good work of the previous team as a resource and guide. The list of factors were consolidated into four general, but inclusive categories that best represent the elements of a responsible and responsive government. The team believes the factors not only stand alone, but support each other. Overall, we believe this budget priority of “Responsible Government” may form the foundation for successful outcomes in the other budget priorities.

The factors listed below are prioritized based on the belief that one factor provides the foundation for success of the following factors. The team believes all factors combined are important in achieving the priority of a responsible and responsive government.

**Factor 1: Effective Leadership**

Leadership can be demonstrated through all levels of the municipal organization by demonstrating vision, engaging in cross-department alliances, and providing opportunities for the professional development of staff. Effective leadership is proactive in generating regional partnerships that foster cooperation and yield benefits across city boundaries or jurisdictional borders. Effective Leadership provides the foundation for a responsible and responsive government.

**Factor 2: Fiscal Responsibility**

The City has a responsibility to manage its resources in a conservative and transparent manner so that our citizens and business community can be assured we are properly administering their contributions. Planning for the future by forecasting future revenues and expenditures, developing a budget that allows for economic fluctuations, and managing the condition of our assets all play an important role towards being a responsive and responsible government.

**Factor 3: Quality Service**

Quality services can be assured through the provision of effective and efficient systems, operated by highly-qualified staff that is committed to providing timely response to the community. Reliable and responsive customer service is a priority. Staff meets or exceeds the community expectations through proactive and innovative approaches to their daily work.

## **Factor 4: Community Connections**

A community is inclusive of its residents, businesses, partners, and visitors. Community connections demonstrates responsible government through the ability of the community to have access to information/transparency, create opportunities for involvement and sharing of ideas and opinions, offers outreach services and education that contributes to a sense of connectivity, and that information/education is readily available and up-to-date.

### **PURCHASING STRATEGIES**

#### **WE ARE LOOKING FOR OFFERS THAT:**

**Strategy 1: Maintain and enhance the quality of the Redmond work force through successful recruitment and retention of experienced and well-trained personnel, as well as innovative approaches to employee training and professional development.**

Offers will be favored that are goal based and consider all areas of employee development.

**Strategy 2: Focus on financial strategies and systems that reinforce credibility with the community.**

Offers will be favored that demonstrate good stewardship, transparent budgeting practices, compliance with city policies and/or mandates, and show ways to leverage resources through matching grants or other outside funding sources. Any mandates or changes in government laws must be clearly defined within the offer.

**Strategy 3: Incorporate technology with a focus toward providing online access to services, allowing for information exchange, providing opportunities for community feedback, and increasing employee productivity.**

Technology is just one of many important tools the City can use to provide community connections and excellent customer service. Offers will be favored that enhance services provided to customers, both internal and external, as well as eliminate or reduce redundancies.

**Strategy 4: Creatively engage the community through a variety of avenues to provide information, gather concerns, and include others in the development of viable solutions.**

Offers will be considered that provide for both the sharing and gathering of information with our community, and opportunities for involvement or participation.

**Strategy 5: Encourage regional and intra-city collaboration and partnerships.**

We cannot do everything alone. What really matters to our residents requires City departments to work together and requires us to work with other governments in the region and the private sector. Offers will be favored that consider the opportunities regional cooperation gives us and that build on and involve regional and community based organizations and initiatives.

**Strategy 6: Improve or enhance customer service.**

Our customers are important to us. Any experience a customer has with the City may potentially define their perception or view of the organization as a whole. In order to improve or enhance customer service it is first important to consider who we serve. Offers will be considered that define the customer and provide a clear description of the proposed improvements.

**CIP Purchasing Strategies**

**Strategy 7: Accomplish the vision for our urban centers.**

We favor offers that fund needed facilities, services and improvements within Downtown and Overlake. In particular, we favor offers that deliver improvements identified in the Comprehensive Plan for these locations.

**Strategy 8: Achieve high value for the dollars invested.**

We favor offers that demonstrate efficiency in cost, timing, and approach, as well as leverage actions and resources by others.

**Strategy 9: Contribute to meeting the City's level of service standards.**

We favor offers that meet growth-related needs, as well as those offers that keep existing facilities and equipment reliable and safe.

**Strategy 10: Carry out the Comprehensive Plan, including adopted functional plans.**

We favor offers that support Redmond's vision and land use plan with special regard to specific projects and priorities identified in the Comprehensive Plan.

**NOTES/PRACTICES/SUPPORTING EVIDENCE**

The team believes that Responsible Government provides the underlying foundation for the success of the other identified priorities. It was a challenge to concentrate a focus for this priority in order to identify the areas that might be most essential and effective in providing this strong foundation. Our recognition of the importance of effective leadership, good stewardship, professional staff, quality customer service, and community interaction provided guidance in the development of this Request for Offers.

# Responsible Government

## 1. Effective Leadership

### Promote...

- A vision for Redmond
- Regional & local collaborations
- Cross-department partnerships
- Professional development of City staff

## 2. Fiscal Responsibility

### Ensure...

- Good stewardship
- Comprehensive economic plan
- Transparent budget process
- Sustainable resources & assets
- Appropriate fee structures

## 3. Quality Service

### Provide...

- Reliable & responsive customer service
- High quality City staff
- Effective & efficient systems
- Innovative & proactive approach

## 4. Community Connections

### Encourage...

- Accessible information & sharing
- Outreach & education
- Opportunities for involvement

## RESPONSIBLE GOVERNMENT

### 2011-2012 OFFER SUMMARY

Page No	Offer #	Offer	Department	Ranking	2011-2012 Adopted Budget <sup>1</sup>
163	EXE2261	City Administration and Management	Executive	1	\$770,939
165	EXE2163	City Council	Executive	2	416,105
166	FIN2161	Outstanding Debt Obligations	Finance	3	6,110,078
168	FIN2164	Financial and Treasury Management	Finance	4	642,818
170	HUM2132	Labor Relations, Compensation and Policy Admin	Human Resources	5	1,061,076
172	FIN2111	Information Services	Finance	6	6,664,046
174	FIN2156	Budgeting and Forecasting Services	Finance	7	1,088,165
176	FIN2260	Accounting and Auditing	Finance	8	1,098,026
178	EXE2280	Regional Policy and Services	Executive	9	1,211,010
180	FIN2154	Utility Billing/Cashier	Finance	10	1,515,907
182	EXE2159	Civil Legal Services	Executive	11	663,200
183	FIN2157	Payroll Administration	Finance	12	918,003
185	FIN2279	Clerk's Office Division - Records and Election	Finance	13	819,744
187	HUM2293	Benefits Program Development & Administration	Human Resources	14	406,689
189	HUM2294	Employee Recruitment & Selection Program	Human Resources	15	602,153
191	FIN2213	Purchasing Services	Finance	16	552,707
193	FIN2212	Accounts Payable & Fixed Asset Services	Finance	17	593,854
194	FIN2284	Risk Management	Finance	18	1,881,257
195	HUM2131	Safety & Workers' Compensation Program	Human Resources	19	1,914,895
197	FIN2272	Citywide Reserves	Finance	20	8,851,865
198	FIN2271	Citywide Contingencies	Finance	21	4,798,784
199	FIN2268	Capital Equipment Replacement Reserve	Finance	22	5,115,989
200	FIR2273	Fire Equipment Reserve	Fire	23	1,292,000
201	PW2180	Provide Dependable Vehicles & Equipment	Public Works	24	5,827,261
203	FIR2101	Fire Apparatus Maintenance Division	Fire	25	986,420
204	HUM2288	Training and Organizational Development Program	Human Resources	26	403,083
	FIN2307	24/7 Technology Support <sup>2</sup>	Finance	27	0
	FIR2258	Paperless Reporting <sup>2</sup>	Fire	28	0
206	EXE2297	Eastside Public Safety Communications Agency-EPSCA	Executive	29	952,447
207	EXE2281	Animal Care & Control Program & Licensing Services	Executive	30	46,000
209	FIN2278	Citywide Studies & Updates	Finance	31	60,000
210	FIN2211	Citywide Mail Services	Finance	32	176,300
212	FIN2265	Hearing Examiner Services	Finance	33	52,025
	FIN2277	The Open Data Initiative <sup>2</sup>	Finance	34	0
	FIR2286	Public Safety Fleet Maintenance <sup>2</sup>	Fire	35	0
	FIR2310	Dedicated Fire Department Information Services Tech Position <sup>2</sup>	Fire	36	0
	FIR2255	Fire Department Recruitment <sup>2</sup>	Fire	37	0
					\$57,492,846

**Notes:**

1. Adopted Operating Budget totals may not include ending fund balances and fund transfers for all offers.
2. Offers with zero budget were submitted for consideration through the budget process, but not funded or approved.

**SCALABILITY SUMMARY  
RESPONSIBLE GOVERNMENT**

<b>Offer No.</b>	<b>Offer Description</b>	<b>Offer Total</b>	<b>Changes to New Request</b>	<b>Changes due to Efficiencies</b>	<b>Changes due to Service Demand</b>	<b>Changes to Service Levels</b>	<b>Total Funded Offer</b>	<b>Comments</b>
EXE2261	City Administration and Management	\$ 811,150		\$ (40,211)			\$ 770,939	Reduced one external survey per biennium
EXE2163	City Council	351,005	90,000	(24,900)			416,105	Reduced Council contingency
FIN2161	Outstanding Debt Obligations	6,110,078					6,110,078	No change in program
FIN2164	Financial and Treasury Management	660,293		(17,475)			642,818	Right-sized administrative costs.
HUM2132	Labor Relations, Compensation and Policy Administration	1,121,652		(60,576)			1,061,076	Right-sized administrative costs.
FIN2111	Information Services	7,122,005	(18,000)	(288,110)		(151,849)	6,664,046	Denied request for additional internet service provider; reduced capacity of professional technology staff requiring the engage in administrative work rather than providing direct customer service; right-sized administrative costs.
FIN2156	Budgeting and Forecasting Services	1,118,160		(29,995)			1,088,165	Right-sized administrative costs.
FIN2260	Accounting and Auditing	1,159,803		(61,777)			1,098,026	Innovations and reorganization among accounting, utility billing and accounts payable functions
EXE2280	Regional Policy and Services	1,228,767		(17,757)			1,211,010	Right-sized administrative costs.

**SCALABILITY SUMMARY  
RESPONSIBLE GOVERNMENT**

Offer No.	Offer Description	Offer Total	Changes to New Request	Changes due to Efficiencies	Changes due to Service Demand	Changes to Service Levels	Total Funded Offer	Comments
FIN2154	Utility Billing	2,025,645	(300,000)	(209,738)			1,515,907	Denied request for new utility billing system; innovations and reorganization among accounting, utility billing and accounts payable functions.
EXE2159	Civil Legal Services	913,200		(250,000)			663,200	Right-sized legal based on current case load, greater reliance on Human Resources staff for labor/disciplinary issues versus contract attorney and departments will need to closely monitor use of legal services.
FIN2157	Payroll Administration	935,986		(17,983)			918,003	Right-sized administrative costs.
FIN2279	City Clerk's Office/Records and Elections	933,972	(3,500)	(17,153)		(93,575)	819,744	Denied request for new shelving; reduced capacity for citywide records management tasks
HUM2293	Benefits Administration	527,297		(12,917)		(107,691)	406,689	Reduction in internal customer support for benefits administration.
HUM2294	Employee Recruitment and Selection	628,783		(26,630)			602,153	Right-sized administrative costs.
FIN2213	Purchasing Services	748,434		(195,727)			552,707	Innovations and reorganization among accounting, utility billing and accounts payable functions
FIN2212	Accounts Payable & Fixed Assets	767,458		(18,026)		(155,578)	593,854	Reduced level of service requiring greater oversight by departments over fixed assets.



**SCALABILITY SUMMARY  
RESPONSIBLE GOVERNMENT**

<b>Offer No.</b>	<b>Offer Description</b>	<b>Offer Total</b>	<b>Changes to New Request</b>	<b>Changes due to Efficiencies</b>	<b>Changes due to Service Demand</b>	<b>Changes to Service Levels</b>	<b>Total Funded Offer</b>	<b>Comments</b>
FIN2284	Risk Management	1,885,214		(3,957)			1,881,257	Reduction in reserve requirements by \$500,000 due to risk management review (savings occurs in the General Fund and utility transfers into the Risk Management Fund).
HUM2131	Safety and Workers' Compensation	1,958,454		(10,793)		(32,766)	1,914,895	Reduced administrative support
FIN2272	Citywide Reserves	9,492,581		(640,716)			8,851,865	Right-sized insurance and reduced Workers' Compensation reserves due to positive claims experience in past years
FIN2271	Citywide Contingencies	5,885,010		(220,000)		(866,226)	4,798,784	Eliminate jail contingency and vacation payout contingency; adjusted economic contingency
FIN2268	Capital Equipment Replacement	5,115,989					5,115,989	No change in program
FIR2273	Fire Equipment Reserve	1,292,000					1,292,000	No change in program
PW-2180	Provide Dependable Vehicles and Equipment	6,010,373	(346,986)	(36,126)	200,000		5,827,261	Denied request for new inventory support; added fuel island retrofit for the Maintenance and Operations Center and Fire Station #11

**SCALABILITY SUMMARY  
RESPONSIBLE GOVERNMENT**

<b>Offer No.</b>	<b>Offer Description</b>	<b>Offer Total</b>	<b>Changes to New Request</b>	<b>Changes due to Efficiencies</b>	<b>Changes due to Service Demand</b>	<b>Changes to Service Levels</b>	<b>Total Funded Offer</b>	<b>Comments</b>
FIR2101	Fire Apparatus Maintenance Division	1,228,195	(182,761)	(59,014)			986,420	Denied request for new fire maintenance support and right-sized overtime through monitoring and management
HUM2288	Training and Organizational Development	471,408		(68,325)			403,083	Innovations in delivering training and organizational development services
FIN2307	24/7 Technology Support	70,000	(70,000)				0	Denied request for new program
FIR2258	Paperless Reporting	180,000	(180,000)				0	Denied request for new program
EXE2297	Eastside Public Safety Communications Agency	974,298		(21,851)			952,447	Right-sized administrative costs.
EXE2281	Animal Care and Control	46,000					46,000	No change in program
FIN2278	Citywide Studies and Updates	120,000	(60,000)				60,000	Denied a portion of new request for professional support
FIN2211	Citywide Mail Services	176,300					176,300	No change in program
FIN2265	Hearing Examiner Services	52,025					52,025	No change in program
FIN2277	Open Data Initiative	38,800	(38,800)				0	Denied request for new program
FIR2286	Public Safety Fleet Maintenance	357,860	(357,860)				0	Denied request for new program
FIR2310	Dedicated Fire Dept IS Position	225,479	(225,479)				0	Denied request for new program

**SCALABILITY SUMMARY  
RESPONSIBLE GOVERNMENT**

Offer No.	Offer Description	Offer Total	Changes to New Request	Changes due to Efficiencies	Changes due to Service Demand	Changes to Service Levels	Total Funded Offer	Comments
FIR2255	Fire Department Recruitment	92,733	(92,733)				0	Denied request for new program
	Total	\$ 62,836,407	\$ (1,786,119)	\$ (2,349,757)	\$ 200,000	\$ (1,407,685)	\$ 57,492,846	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** EXECUTIVE  
**Type of Offer:** OFFER - ONGOING  
**O&M/CIP:**

**Id:** EXE2261

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### CITY ADMINISTRATION & MANAGEMENT

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#### Description:

**What:** The Mayor's Office serves as the executive branch of Redmond's government whose mission is to assess community needs, propose policies, develop strategies responsive to those needs, as well as coordinate and support implementation by the departments. This is accomplished through day-to-day management of the City, strategic planning for the future, as well as regional and intra-city collaboration and partnerships.

**Why:** This offer responds to the Responsible Government Priority and provides for the executive branch's continued administration, management, and coordination of City activities to advance citizens' priorities and address community needs.

**How:** Funding of this offer will maintain the current level of Mayor's Office responsibilities in advancing the mission stated above. Measures for this offer include the "dashboard" indicators for each Budgeting by Priority's priority since the Mayor's Office plays a prime leadership role in ensuring that citywide functions and services are coordinated to advance these key indicators, as well as the related performance measures and outcomes from departmental offers.

#### Performance Measures:

1. Percentage of Community responding positively regarding satisfaction with City services. In the City's 2009 citizen survey, 82% were "satisfied" or "very satisfied" with City services, comparable to the 86% satisfaction rating from the City's 2006 survey.
2. Percentage of Community responding positively regarding the future direction of the City. The 2009 citizen survey indicated that three out of four residents (76%) feel the City is headed in the right direction for the future.

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#### Budget Offer Summary:

##### Expenditure Summary

	2011	2012	Total
<b>Ongoing-Sal/Ben</b>	\$316,836	\$320,693	\$637,529
<b>Ongoing-Others</b>	\$51,695	\$51,715	\$103,410
<b>OneTime-Sal/Ben</b>	\$0	\$0	\$0
<b>OneTime-Others</b>	\$30,000	\$0	\$30,000
<b>TOTAL</b>	<u>\$398,531</u>	<u>\$372,408</u>	<u>\$770,939</u>
<b>FTEs</b>	2.250	2.250	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** EXECUTIVE

**Id:** EXE2163

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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### CITY COUNCIL

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#### **Description:**

**What:** The City Council serves as the legislative branch of our government and consists of seven members directly elected by the people for staggered four-year terms. Redmond has a non-partisan form of government. All council members represent the community at large.

**Why:** Council sets policy based on input from residents, businesses, and staff. The intent is to provide a government that is responsive to the needs of the community in a fiscally sound manner. Citizens and businesses expect and deserve a legislative body that listens and responds to their needs.

**How:** The Council serves the residents and businesses of Redmond by establishing city laws and policies through the passage of ordinances and resolutions. The Council also adopts the City budget, approves appropriations, contracts in the City's name, levies taxes, and grants franchises.

#### **Performance Measures:**

The Council conducted a qualitative review of its performance measures on September 8 and October 27, 2009, and concluded that it has satisfactorily met all its goal measures. With the departure of Council President McCormick at the end of 2009, a final review was conducted at the Council's December 15, 2009 meeting and a 2010 evaluation update has yet to be scheduled.

1. Committees working effectively:

- Agendas are published three days in advance of committee meetings;
- A goal of 70% of committee meetings attended by all committee members; and
- Committee reports given at follow-up meeting 100% of the time.

2. Regional affairs:

- Redmond's official position shared/emphasized 90% of the time; and
- Expend 20 hours preparing and attending regional committee meetings by combined Councilmembers per month.

3. Ombudsman:

- Email ombudsman issues responded to within 48 hours, 100% of the time;
  - Councilmembers copied on email exchange 100% of the time; and
  - During regular business meetings, report on ombudsman issues 100% of the time.
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# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** EXECUTIVE  
**Type of Offer:** OFFER - ONGOING  
**O&M/CIP:**

**Id:** EXE2163

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### CITY COUNCIL

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#### Budget Offer Summary:

##### Expenditure Summary

	2011	2012	Total
<b>Ongoing-Sal/Ben</b>	\$99,703	\$101,302	\$201,005
<b>Ongoing-Others</b>	\$62,550	\$152,550	\$215,100
<b>OneTime-Sal/Ben</b>	\$0	\$0	\$0
<b>OneTime-Others</b>	\$0	\$0	\$0
<b>TOTAL</b>	<u>\$162,253</u>	<u>\$253,852</u>	<u>\$416,105</u>
<b>FTEs</b>	0.805	0.805	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** FINANCE & INFORMATION SERVICES

**Id:** FIN2161

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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### OUTSTANDING DEBT OBLIGATIONS

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#### Description:

**What:** Meet the City's obligation to repay outstanding debt in order to stay compliant with bond covenants, contracts, and regulations.

The City has one outstanding unlimited tax (voted) General Obligation (GO) Bond. The original debt for this refunding was issued in 1994 for the purpose of constructing Fire Station 16, repaying an interfund loan, and to advance refund two other GO bonds which were outstanding at the time. This debt issue matures in 2013. The total of outstanding principal and interest to maturity is \$858,312. Included in this offer is \$573,412. The remainder of \$284,900 is due in 2013.

The City also has one limited tax (non-voted) General Obligation (GO) Bond issued in 2008 for the Bear Creek Parkway project. The 2011 and 2012 principal and interest payments are included in this offer at a cost of \$5,301,925.

**Why:** The City agreed contractually to make payments on outstanding debt. Non-compliance with bond documents and covenants would result in lawsuits enforcing payment and would significantly injure the City's credit standing and financial outlook.

**How:** GO debt payments are scheduled and paid through the City's fiscal agent, Bank of New York. These transactions are managed by the Finance Administration Division.

#### Performance Measures:

1. Payments are made on time.

2010 Target: 100%

2010 Actual: 100%

2. Maintain compliance with secondary market disclosure.

2010 Target: 100%

2010 Actual: 100%

3. Maintain communication with bond rating agencies.

2010 Target: 100%

2010 Actual: 100%

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# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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Department Name: FINANCE & INFORMATION SERVICES

Id: FIN2161

Type of Offer: OFFER - ONGOING

O&M/CIP:

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### OUTSTANDING DEBT OBLIGATIONS

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#### Budget Offer Summary:

##### Expenditure Summary

	2011	2012	Total
Ongoing-Sal/Ben	\$0	\$0	\$0
Ongoing-Others	\$2,938,438	\$2,936,900	\$5,875,338
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$0	\$234,740	\$234,740
<b>TOTAL</b>	<u>\$2,938,438</u>	<u>\$3,171,640</u>	<u>\$6,110,078</u>
FTEs	0.000	0.000	



# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** FINANCE & INFORMATION SERVICES

**Id:** FIN2164

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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### FINANCIAL & TREASURY MANAGEMENT

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#### Description:

**What:** The Financial and Treasury Management offer covers financial and treasury management that is performed within the Administration Division of the Finance and Information Services Department. Financial management consists of oversight of the entire Finance Department and its functions while treasury management deals primarily with the City's daily cash and investment needs both of which are detailed in the "how" section of this offer. The Financial and Treasury Management offer consists of the Finance and Information Services Director (0.40 FTE), a Treasury Manager (1.00 FTE), and a Department Administrative Coordinator (0.40 FTE).

**Why:** To proactively and collaboratively lead the City on finance and information technology subjects so that we maintain the City's fiscal health, compliance with contracts and laws, and allow for the City to serve its citizens, community, and business partners in the best possible manner.

**How:** The Finance Administration Division provides oversight and support for all fiscal and technology services to ensure proactive management and maintenance of the City's financial integrity and information systems. This offer incorporates responsible management of the City's revenues and expenditures, assets, technology infrastructure and systems, fiscal health, program solvency, and compliance with applicable laws.

The Finance Director plays a key role in the leadership of the City as part of the Director's Team, as well as managing the many functions of the Finance Department which include technology services and systems, utility billing, business licensing, accounting, city clerk and hearing examiner services, financial planning and budgeting, treasury management, purchasing, fixed assets and accounts payable services. In addition to the .40 FTE of the Director's time included in this offer, .10 FTE is included in the Risk Management Offer (FIN2284), and .50 FTE is divided equally between Accounting & Auditing Offer (FIN2260), Information Services Offer (FIN2111), and Budgeting & Forecasting Offer (FIN2156).

The Treasury Manager's primary role includes daily cash management, investing, contracting and managing banking services, debt issuance and reporting, and assistance with the retirement plan investment program.

The Department Administrative Coordinator (DAC) provides administrative support to the Finance Director and serves as back-up to the Cashier and Treasury Manager. The DAC also manages the Department's web page content and regularly posts updates for the Purchasing Division (Requests for Proposals and Bids), financial report updates and other information as needed. In addition to the .40 FTE of the DAC's time included in this offer, .40 FTE is included in the Risk Management Offer (FIN2284), .10 FTE is included in the Accounting & Auditing Offer (FIN2260) for preparation of the annual report document, and the remaining .10 FTE is included in the Utility Billing/Cashier Offer (FIN2154) for assistance with front counter coverage and cashiering.

#### Performance Measures:

1. Obtaining an average rating of "satisfied" or "very satisfied" on annual Finance & Information Services Department surveys.

2010 Target: 80% or better

2010 Actual: 69%; Survey response showed 69% of respondents are "satisfied" or "very satisfied" with the overall customer service and quality of the department; 65% of the respondents were "satisfied" with the timeliness.

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** FINANCE & INFORMATION SERVICES

**Id:** FIN2164

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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### FINANCIAL & TREASURY MANAGEMENT

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2. Maintaining a rate of return on the City's investment portfolio that meets or exceeds its benchmark. Annual Average: the benchmark is directly affected by the volatility in the market. In extreme volatility, yields may take time to balance out.

2010 Target: 100%

2010 Actual: 100%

3. Providing transparency to the City's fiscal management and credit health by ensuring timely and accurate documents and reports which meet customer needs, are accessible. *Development of data to track this information is in process.*

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### Budget Offer Summary:

#### Expenditure Summary

	2011	2012	Total
<b>Ongoing-Sal/Ben</b>	\$244,039	\$246,993	\$491,032
<b>Ongoing-Others</b>	\$75,049	\$76,737	\$151,786
<b>OneTime-Sal/Ben</b>	\$0	\$0	\$0
<b>OneTime-Others</b>	\$0	\$0	\$0
<b>TOTAL</b>	<u>\$319,088</u>	<u>\$323,730</u>	<u>\$642,818</u>
<b>FTEs</b>	1.800	1.800	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** HUMAN RESOURCES

**Id:** HUM2132

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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#### LABOR RELATIONS, COMPENSATION & POLICY ADMIN

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##### **Description:**

**What:** Responsible Government includes retaining quality employees, improving customer service, and practicing fiscal responsibility. Essential to achieving these results is close coordination between the intricately linked areas of Labor Relations, Compensation, and Human Resources Policy Administration. Human Resources administration ensures that personnel programs and policies support the vision, goals, and initiatives of the City. Development and oversight of the City's Customer Service Initiative is a primary focus.

The labor relations program develops, implements, and oversees the City's relations with its non-represented employees and six represented employee groups. Program staff (labor and compensation) develop economic and non-economic bargaining proposals; manage and negotiate the City's labor agreements; oversee contract administration; facilitate resolution of employee conflicts; and ensure Citywide compliance with state and federal labor and employment laws. In addition, staff foster positive communications between employees and management; advise and assist with employee complaints and performance issues.

The compensation and classification program ensures the effective management of general fund dollars that are allocated to employee compensation. The program ensures that costs are supported by sound labor market data and that compensation is competitive. This is done through ongoing research and updating of the City's compensation and classification plans and policies. Further responsibilities of the compensation program include employee recognition programs, as well as oversight and development of performance management programs.

**Why:** These programs contribute to the City's efforts to ensure a positive, productive city workforce. Effective human resources program oversight, labor relations, and compensation programs are critical to the City's efforts to attract, retain, and motivate talented and productive employees. In addition, the program ensures that all economic and non-economic proposals affecting employee groups are thoroughly researched; thereby ensuring that implemented wages, benefits and working conditions are cost-effective and competitive. These programs also ensure compliance with federal, state, and local labor laws, such as laws regulating wages, hours, and working conditions.

**How:** Goals are accomplished by implementing the results of market surveys and analysis; developing and administering employment policies; analyzing economic and non-economic data; and presenting proposals to stakeholders. Staff research and apply labor and employment laws; meet with individuals and employee groups to discuss issues; resolve conflicts in labor negotiations or through other venues; and conduct formal investigations of complaints. In addition, staff advise managers toward successful resolution of employee issues that is consistent with City policies, as well as federal and state laws. A critical component of the compensation program is ongoing job analysis to ensure that job descriptions and classifications are current and reliable.

In coordination with the Executive Office, Human Resources has been able to reduce legal costs through the use of in-house expertise on labor related issues. Included in this offer is elimination of a .56 full-time-employee and reallocation to support increased hours for a Senior Labor Analyst and Chief Policy Advisor.

It is important to note that over 80% of Redmond's employees are represented by labor unions. The City is legally obligated to bargain with its unions over changes to wages, hours, and working conditions (Revised Code of Washington 41.56). For many City employees, (i.e. police and fire personnel), if the City fails to reach agreement in contract negotiations, the City is required to submit unresolved issues to interest arbitration. Arbitration is a costly and

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** HUMAN RESOURCES

**Id:** HUM2132

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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#### LABOR RELATIONS, COMPENSATION & POLICY ADMIN

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time-consuming procedure. The City is further legally obligated to abide by any contracts reached with its unions. Beyond state labor laws, the City is obligated to comply with state and federal employment laws covering both employees represented by unions and those that are not represented. These laws are constantly changing and, as such, the City must monitor developments and revise its policies accordingly. Among the applicable laws are the Fair Labor Standards Act, Family Medical Leave Act, Americans with Disabilities Act, Age Discrimination in Employment Act, Washington Minimum Wage Act, Title 7 of the Civil Rights Act, Health Insurance Portability and Accountability Act (HIPAA) Privacy Regulations, Washington Family Care Act, the U.S. Constitution, Washington Law Against Discrimination, Washington State Human Rights Commission Regulations and various state and federal equivalents.

#### Performance Measures:

1. One-hundred percent (100%) of contracts settled consistent with applicable policies and relevant market data.  
Target: 100%  
2009 Actual: 100%  
2010 Actual: 100%
  2. Voluntary turnover rate of City employees that is lower than benchmarks as defined by the Bureau of Labor Statistics and other publications.  
2009 Target: 1.60%  
2009 Actual: 1.23%  
2010 Target: 1.52%  
2010 Actual: 1.57%
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#### Budget Offer Summary:

##### Expenditure Summary

	2011	2012	Total
<b>Ongoing-Sal/Ben</b>	\$437,588	\$446,424	\$884,012
<b>Ongoing-Others</b>	\$88,528	\$88,536	\$177,064
<b>OneTime-Sal/Ben</b>	\$0	\$0	\$0
<b>OneTime-Others</b>	\$0	\$0	\$0
<b>TOTAL</b>	<u>\$526,116</u>	<u>\$534,960</u>	<u>\$1,061,076</u>
<b>FTEs</b>	4.400	4.400	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** FINANCE & INFORMATION SERVICES

**Id:** FIN2111

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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### INFORMATION SERVICES

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#### Description:

**What:** As the home of the largest software development company in the world, Redmond has the unique opportunity to be the "City of the Future", a City that uses its information and technology to effectively deliver high quality services to its citizens and customers. Information Services brings to the table the knowledge and expertise to ensure the City's systems can support the delivery of those services by providing highly reliable, available and state of the art systems.

**Why:** Technology is an indispensable tool for conducting the business of the City and as time goes by, it becomes more integral to everything we touch: phones, automobiles, building air conditioning systems, etc. The availability, reliability and cost-effectiveness of the City's technical resources directly effects staff's ability to deliver high quality services to the community.

**How:** Keeping our systems state of the art requires Information Services to experiment with emerging technology and partnering with the organization to find ways to leverage these tools that make delivering service to our customers more efficient and effective. It also requires keeping our existing system up-to-date ensuring cost-effective maintenance agreements are in place which allow for timely upgrades.

Information Services is always mindful of selecting and implementing systems that offer a high return on our investment and bring business value to the City. Information Services leverages volume purchasing agreements and standardizes hardware and software to keep support costs low. Information Services will continue to seek and/or initiate regional partnerships for selecting software in order to take advantage of the favorable pricing agreements when several Cities participate in addition to fostering business partnerships that offer reduced costs for participating in early adoption programs.

By the end of the 2009-2010 biennium, the City will have a new website which will facilitate the creation of a "Virtual City Hall" where the majority of services provided by the City will be available at any time of the day or night. The new website will incorporate and expand the use of social media tools such as: blogs, wikis, Facebook, Twitter, etc., allowing for greater interaction with citizens and businesses via the web. The City's web assistants will enjoy streamlined processes for posting, which will allow more information to be delivered via the web, creating greater transparency and information that is timely, relevant, and fresh.

State of the art technology provides no benefit without staff who can use it effectively to deliver services. In partnership with Human Resources, Information Services will help develop minimum technical competencies required for new hires and training programs for existing employees, so they can take advantage of all the technology has to offer them and their customers.

#### Performance Measures:

1. Surveying customers to make sure that Information Services provides City staff and all City customers with the tools they need to conduct the business of the City.

Target: 80% "satisfied" or "very satisfied"

2009 Actual Rating: 74%

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** FINANCE & INFORMATION SERVICES

**Id:** FIN2111

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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#### INFORMATION SERVICES

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2010 Actual: Two-thirds (63%) of respondents (286) who use Information Services (IS) are "satisfied" or "very satisfied" with their overall customer service. A little over half of the respondents are "satisfied" or "very satisfied" with the overall timeliness (55%) and 60% are "satisfied" or "very satisfied" with the quality of the work. While over half of the respondents are satisfied with overall timeliness, it should be noted that 18% are "dissatisfied" or "very dissatisfied" with overall timeliness.

2. Information Services strives to limit unplanned downtime of all City technology resources to no more than one (1) hour in any given month.

Target: One (1) hour or less.

2009 Actual Rating: 2.8 hours

2010 Actual: Waiting for results.

3. Information Technology projects are delivered within scope and on time; benchmarks are being developed in order to have the ability to track this measure. *(New Measure)*

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#### Budget Offer Summary:

##### Expenditure Summary

	2011	2012	Total
<b>Ongoing-Sal/Ben</b>	\$2,047,823	\$2,081,754	\$4,129,577
<b>Ongoing-Others</b>	\$1,265,436	\$1,269,033	\$2,534,469
<b>OneTime-Sal/Ben</b>	\$0	\$0	\$0
<b>OneTime-Others</b>	\$0	\$0	\$0
<b>TOTAL</b>	<u>\$3,313,259</u>	<u>\$3,350,787</u>	<u>\$6,664,046</u>
<b>FTEs</b>	17.167	17.167	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** FINANCE & INFORMATION SERVICES

**Id:** FIN2156

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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### BUDGETING & FORECASTING SERVICES

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#### Description:

**What:** Encouraging fiscal stewardship, promoting financial accountability, and ensuring fiscal compliance with state and federal laws is a part of the Financial Planning vision. On behalf of the community and City departments, Financial Planning leads the biennial Budgeting by Priorities (BP) process and development of the six-year Capital Improvement Program (CIP). The Division also provides fiscal review and monitoring of the City's economic climate by preparing the City's six-year financial forecast, reviewing revenue conditions, tracking revenue impacts from governmental legislation, promoting and protecting Redmond's interest on a regional level, as well as regularly updating and identifying appropriate fees and charges for service.

Financial Planning is made up of three Financial Analysts and one Manager that act as fiscal consultants to the various City departments. Analysts are called on to lead studies, participate on regional committees, and troubleshoot Citywide issues and challenges.

**Why:** Financial Planning services speak to leadership and fiscal responsibility in the Responsible Government priority by providing elected officials, the Mayor, Department Directors and City staff with tools and information to make timely and informed decisions. Through assessments and analysis, Financial Planning focuses on emerging trends, performance indicators and financial policy issues to recommend course corrections, if warranted, and monitor the overall fiscal health of the City. Financial Planning also serves on regional committees to promote and protect Redmond's interests.

**How:** Through budgeting, long-range forecasting, policy analysis, model development and systematic assessment of operating plans, Financial Planning analyzes how to meet the needs of a vibrant community. Examples of Financial Planning's work include playing a lead role in the City's Budgeting By Priorities process, collaborating with the Executive Office and the Fire Department to develop a Fire Cost Management Plan, and assessing the City's fleet to determine the adequacy of vehicle replacement reserves.

#### Performance Measures:

1. Rating of survey respondents' satisfaction with timeliness and quality of Financial Planning services as measured by an internal survey.

Target: Eighty percent (80%) quality and timeliness.

2009 Actual: Sixty percent (60%) quality and fifty-eight percent (58%) timeliness.

2010 Actual: Seventy percent (70%) quality and seventy-two percent (72%) timeliness.

2. One hundred percent (100%) of budget coordinators trained to use new budget/performance measure system allowing them to train their staff to participate in budget development.

Target: One hundred percent (100%) complete in 2010.

2010 Actual: 100%

3. Internal customer satisfaction with overall budget information resources as measured by an internal survey.

Target: Eighty percent (80%) satisfaction

2009 Actual: Fifty-nine percent (59%)

2010 Actual: Seventy-five percent (75%)

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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Department Name: FINANCE & INFORMATION SERVICES

Id: FIN2156

Type of Offer: OFFER - ONGOING

O&M/CIP:

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### BUDGETING & FORECASTING SERVICES

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#### Budget Offer Summary:

##### Expenditure Summary

	2011	2012	Total
Ongoing-Sal/Ben	\$516,403	\$525,710	\$1,042,113
Ongoing-Others	\$27,976	\$18,076	\$46,052
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$0	\$0	\$0
<b>TOTAL</b>	<u>\$544,379</u>	<u>\$543,786</u>	<u>\$1,088,165</u>
FTEs	4.166	4.166	



# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** FINANCE & INFORMATION SERVICES

**Id:** FIN2260

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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### ACCOUNTING & AUDITING

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#### Description:

**What:** Accounting and Auditing manages the City's financial systems including integration of the auxiliary systems, i.e. Accounts Receivable, Accounts Payable, Quadrant Cash Receipting, Payroll, Business License Database, etc. This includes managing the chart of accounts to ensure proper coding to meet Washington State requirements and ensure accurate financial data is available timely for City leaders to use in managing the City operations. These tasks culminate in the preparation of the annual financial report which is required to be submitted to the state each year along with many schedules detailing non-financial data. The City chooses to prepare a Comprehensive Annual Financial Report (CAFR) which incorporates the annual financial report along with other data used by rating agencies and others. The CAFR is a "best practice" that has contributed to the City's strong bond rating.

**Why:** Financial information and the CAFR produced by Accounting Services meet several requirements for the City. It provides the transparency to the community and elected officials to measure the current financial health of the City, as well as projections so adjustments can be made to minimize downturns and capitalize on upswings. The State requires submission of an annual report in two separate formats each year for statistical purposes. The State Auditor's Office performs a single audit each year which is a requirement for receipt of Federal Grants. Passing this audit each year is imperative to continue receiving federal money, which the City received in excess of \$8.3 million in 2009 for various programs, such as transportation and public safety. The CAFR is also submitted to Municipal Securities Rulemaking Board (MSRB) as part of the continuing disclosure requirements for the City's outstanding general obligation and revenue bonds, as well as other special assessment debt. If the continuing disclosure requirements are not met, it would have a negative impact on the City's bond rating.

**How:** By constantly staying current in accounting regulations and reporting requirements, Accounting and Auditing can work proactively with other City departments to maintain accurate, dependable financial data that City Leaders can have confidence in using for both long range and short term planning. Accounting and Auditing leads efforts to keep the City running efficiently as it develops and supports key business management systems.

#### Performance Measures:

1. Timeliness and accuracy in the monthly close process, so information can be available to customers by the tenth working day of each month.

2010 Target: Ten (10) months (December is left open until receipt of audit letter from the State Auditor's Office which is sometime in early July. January is not closed until mid February due to prior year-end close).

2010 Actual: Ten (10) months; met 100% of target.

2. Accuracy of the Financial Statements which are free from material misstatements as interpreted by the State Auditor's Office each year.

2009 Target: No findings.

2009 Actual: No findings; met 100% of target. (This is the 5th year without any findings on the Financial Statements.)

2010 Actual: Data will be available after the 2010 audit is complete; approximately August-September 2011.

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** FINANCE & INFORMATION SERVICES

**Id:** FIN2260

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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### ACCOUNTING & AUDITING

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3. High quality presentation of the Comprehensive Annual Financial Report as measured by receipt of the Award of Excellence in Financial Reporting from a peer review process through the Government Finance Officers Association of the United States and Canada.

2009 Target: Receive award.

2009 Actual: Submission for the 2009 award is complete - waiting for results; the award was received in 2009 for the 2008 fiscal year.

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### Budget Offer Summary:

#### Expenditure Summary

	2011	2012	Total
<b>Ongoing-Sal/Ben</b>	\$473,083	\$483,023	\$956,106
<b>Ongoing-Others</b>	\$70,625	\$70,625	\$141,250
<b>OneTime-Sal/Ben</b>	\$0	\$0	\$0
<b>OneTime-Others</b>	\$670	\$0	\$670
<b>TOTAL</b>	<u>\$544,378</u>	<u>\$553,648</u>	<u>\$1,098,026</u>
<b>FTEs</b>	4.267	4.267	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** EXECUTIVE

**Id:** EXE2280

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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### REGIONAL POLICY & SERVICES

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#### **Description:**

**What:** The Mayor's Office provides leadership and is involved on a day-to-day basis in policy development, strategic planning for the future, and intra-city and regional collaboration and partnerships. Many city interests extend beyond city boundaries and may be advanced strategically in the regional and state legislative arena, impacting all departments and the work of the City. Council, Mayor, and staff advocacy at the regional and state level are all necessary to address City interests and influence the future of the City and region.

**Why:** Regional cooperation, with the City as a leader and active partner, provides opportunities to develop solutions that meet City interests. The City Council adopted a Regional Agenda for the City of Redmond in the spring of 2008, expressing the City's expectation for active participation and leadership in regional issues by the City, and management of City involvement in regional issues by the Mayor's Office. The Mayor's Office support for regional and state policy and services fulfills the Responsible Government priorities of promoting effective leadership, proactively participating in regional solutions, and encouraging regional and intra-city collaboration and partnerships, all the while ensuring fiscal responsibility.

**How:** The Mayor's Office provides staff and elected official support, and coordinates city involvement on regional and state policy and services. This work includes developing programs, policies, and solutions that address city interests; advising City Council and staff, as well as elected officials and senior-level staff from other cities and our state legislators, on a broad array of policy and service issues; and managing the work of the City's lobbyist to advance City interests at the State Legislature. The Mayor's Office budget includes funding for the City's state lobbyist, as well as regional membership dues which enable City elected officials to "have a seat at the table" and participate in regional forums involved in policy setting and advocacy, such as the Puget Sound Regional Council, Association of Washington Cities, Suburban Cities Association, and the Greater Redmond Chamber of Commerce. The Mayor's Office also manages the negotiation of agreements between the City and other jurisdictions for the provision of services for the City, especially when numerous cities are negotiating together for services.

#### **Performance Measures:**

1. Percent of Redmond citizens who believe the City is providing leadership in the region and participating in regional discussions and solutions to issues impacting the City. (The City will include an inquiry in this regard in its next citizen survey.) *(New Measure)*

2. City Council satisfaction with implementation of the City's Regional Agenda. *(New Measure)*

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# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** EXECUTIVE  
**Type of Offer:** OFFER - ONGOING  
**O&M/CIP:**

**Id:** EXE2280

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### REGIONAL POLICY & SERVICES

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#### Budget Offer Summary:

##### Expenditure Summary

	2011	2012	Total
<b>Ongoing-Sal/Ben</b>	\$366,003	\$371,701	\$737,704
<b>Ongoing-Others</b>	\$233,848	\$239,458	\$473,306
<b>OneTime-Sal/Ben</b>	\$0	\$0	\$0
<b>OneTime-Others</b>	\$0	\$0	\$0
<b>TOTAL</b>	<u>\$599,851</u>	<u>\$611,159</u>	<u>\$1,211,010</u>
<b>FTEs</b>	2.750	2.750	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** FINANCE & INFORMATION SERVICES

**Id:** FIN2154

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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#### UTILITY BILLING/CASHIER

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##### Description:

**What:** Utility Billing is a part of the Revenue Division within the Finance and Information Services Department. Utility Billing provides billing, customer service, and collection of the City's water, wastewater, stormwater, and King County's wastewater treatment charges. In 2009, Utility Billing billed over \$39 million and mailed approximately 130,000 statements/late notices. Fees collected support the administration, maintenance, and capital improvements of the City's utility services.

The Cashier provides customer service, receives a wide variety of payments, audits and balances deposits from all cashiering stations, and issues advance travel and petty cash.

**Why:** The Utility Billing/Cashier section supports the community by fostering public trust through the correct and accurate accounting of all monies billed and received, efficient collection of revenues, and providing accurate and timely information to elected officials, rate consultants and City staff to ensure reasonable rates and desired services.

Providing excellent customer service is an integral mission of the Revenue Division and as such, the focus is on providing accurate billings, prompt and fair resolutions and responses to billing, service requests and general customer inquiries, as well as ensuring strong internal controls over receipting activities.

**How:** The collection of utility and other receivables are accomplished through monthly billings and servicing accounts, invoicing and collections of other general receivables, preparing receipts and daily balancing of all revenues, accounting for and reporting of all monies received, collecting, auditing and analyzing revenues and statistical reports, and providing customer service (Purchasing Strategy 2).

##### Performance Measures:

1. Bad debt ratio is less than .05% of total utility revenues billed during a calendar year.

Target: .01%

2009 Actual: .04%

2010 Actual: .14%

2. Via a survey mechanism, percent of utility customers that rate customer service as satisfied or better.

Target: High level of customer satisfaction rating (4 out of 5 or better) from both internal and external customers.

2009 Actual: 79% of internal customers rated Cashier Services 4 or better; 67% of customers rated Utility Billing Services 4 or better.

2010 Actual: Based on our recent internal customer service survey results for Utility Billing, combined with Cashiering, the overall percentage of customers satisfied with their service was 81%.

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# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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Department Name: FINANCE & INFORMATION SERVICES

Id: FIN2154

Type of Offer: OFFER - ONGOING

O&M/CIP:

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### UTILITY BILLING/CASHIER

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#### Budget Offer Summary:

##### Expenditure Summary

	2011	2012	Total
Ongoing-Sal/Ben	\$567,340	\$577,957	\$1,145,297
Ongoing-Others	\$170,155	\$186,885	\$357,040
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$6,785	\$6,785	\$13,570
<b>TOTAL</b>	<u>\$744,280</u>	<u>\$771,627</u>	<u>\$1,515,907</u>
FTEs	7.660	7.660	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** EXECUTIVE

**Id:** EXE2159

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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### CIVIL LEGAL SERVICES

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#### Description:

**What:** Civil legal services provide legal counsel to the Mayor, City Council, Boards and Commissions, and City staff. These services are a critical element in supporting effective leadership, a key factor of the Responsible Government Priority. Currently, civil legal services are provided on contract by the law firm of Ogden Murphy Wallace (OMW). OMW also represents the City in civil and criminal proceedings and negotiates labor contracts, which demonstrates fiscal responsibility.

**Why:** Civil legal services ensure City business is conducted legally and that litigation risks are minimized.

**How:** Prudent use of civil legal services safeguards public resources and City interests in matters of litigation, labor relations, and risk management.

#### Performance Measures:

1. Client satisfaction rating (to be determined pending an internal customer service survey). Per the Internal Customer Service Survey results, over two-thirds of respondents who use the City Attorney are "satisfied" or "very satisfied" with the service they receive.

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#### Budget Offer Summary:

##### Expenditure Summary

	2011	2012	Total
Ongoing-Sal/Ben	\$0	\$0	\$0
Ongoing-Others	\$325,000	\$338,200	\$663,200
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$0	\$0	\$0
<b>TOTAL</b>	<u>\$325,000</u>	<u>\$338,200</u>	<u>\$663,200</u>
FTEs	0.000	0.000	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** FINANCE & INFORMATION SERVICES

**Id:** FIN2157

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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### PAYROLL ADMINISTRATION

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#### Description:

**What:** The Payroll Office processes semi-monthly payrolls that include benefit processing for all City employees. The City has six labor unions, as well as non-represented employees, and more than 100 supplemental/seasonal employees. The payroll process requires knowledge of every labor contract to ensure that all special pays for overtime, longevity, education, hazmat, etcetera are accurate. In addition to ensuring that wages are accurate, Payroll is responsible for ensuring that medical benefits, retirement, deferred compensation, and various employee reimbursement programs are filed and paid in a timely manner.

**Why:** Timely, accurate, predictable compensation is a fundamental part of maintaining a motivated workforce. In addition, we must comply with several legal, contractual and regulatory requirements as a large employer.

**How:** Through diligent work with the Human Resource Department, Payroll ensures updates to employee records are made timely and accurately. With attention to detail, Payroll reviews timesheets for completeness to identify problems prior to processing. Upon completion of each payroll the Office reconciles all benefits and taxes prior to filing returns and initiating payments.

#### Performance Measures:

1. Complete processing of all 36 regular payrolls two days before pay day with an error rate of less than 1.5%.  
Target: All payrolls are completed two days before payday and with less than 1% error rate per pay period.  
2010 Actual: All payrolls in 2009 were completed two days before payday and with less than 1% error rate per pay period.
  2. Post employee contributions to the Municipal Employees' Benefit Trust (MEBT) by payday and Department of Retirement Services (DRS) within five days of payday.  
Target: Employee contributions to MEBT are posted on payday and DRS contributions are posted within five business days to employee's accounts.  
2010 Actual: In 2010, employee contributions to MEBT were posted on payday and DRS contributions were posted within five business days to employee's accounts.
  3. Percentage of employees satisfied with Payroll Services as measured by the Department annual survey.  
2008 Actual: In 2008, 80% of the respondents were "satisfied" with Payroll Services.  
2009 Actual: In 2009, 82% of the respondents were "satisfied" with Payroll Services.  
2010 Actual: The majority (82%) of the respondents (298) who use Payroll services are "satisfied" or "very satisfied" with their overall customer service. The responses to satisfaction with quality at 83% and satisfaction with timeliness at 85%.
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# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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Department Name: FINANCE & INFORMATION SERVICES

Id: FIN2157

Type of Offer: OFFER - ONGOING

O&M/CIP:

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### PAYROLL ADMINISTRATION

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#### Budget Offer Summary:

##### Expenditure Summary

	2011	2012	Total
Ongoing-Sal/Ben	\$447,578	\$456,825	\$904,403
Ongoing-Others	\$6,800	\$6,800	\$13,600
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$0	\$0	\$0
<b>TOTAL</b>	<u>\$454,378</u>	<u>\$463,625</u>	<u>\$918,003</u>
FTEs	4.000	4.000	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** FINANCE & INFORMATION SERVICES

**Id:** FIN2279

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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#### CLERK'S OFFICE DIVISION - RECORDS & ELECTION

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##### Description:

**What:** The City Clerk's Office, a Division of the Finance & Information Services Department, serves as the liaison between the City Council and the Mayor, as well as the City Council and the public. The City Clerk's Office leads the City in all aspects of legislative support (council/committee agenda and meeting management, legislative drafting and codification, legislative tracking, website updates), records services, public disclosure requests, Volunteer Reception Desk Program, special projects, and elections. The City Clerk also prepares and administers the budget for the City Clerk's Office, Office of the Hearing Examiner, Public Defender/Screeners, and Elections.

**Why:** To assure that these processes are more easily understood by, and are available to, all customers at all times. This offer addresses: Indicator 1; Factors 1, 3, and 4; Strategies 2, 3, 4, and 6 of the Results Team Request for Offers.

**How:** Through communication and work flow processes, the City Clerk's Office facilitates the duties outlined above by being a citywide resource and providing one-on-one interaction with members of the public, members of Council, and all departmental staff. This is done with a neutral, citywide perspective in order to meet the needs of all customers.

##### Performance Measures:

Public participants, internal City employees, and elected officials respond with a four (4) out of five (5) or better rating in the delivery of services from the City Clerk's Office regarding:

1. The accessibility of information or the response of the status of the information (either immediately or within the timeline prescribed by law, but no more than five business days from receipt of request).

Target: 80%

Data Collected to Date: 97%

2. The open accessibility to meeting locations and current meeting information of the public body within the mandated statutory time prescribed by law (public notice).

Target: 80%

Data Collected to Date: 89%

3. Assistance received from the Clerk's Office in the daily operations of other departments.

Target: 80%

Data Collected to Date: 89%

Results of the internal survey show the majority of users of the City Clerk's services are "satisfied" or "very satisfied" with the service they receive (89%). Almost all (97%) agreed the functions are performed within the mandated statutory time prescribed by law.

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# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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Department Name: FINANCE & INFORMATION SERVICES

Id: FIN2279

Type of Offer: OFFER - ONGOING

O&M/CIP:

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#### CLERK'S OFFICE DIVISION - RECORDS & ELECTION

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#### Budget Offer Summary:

##### Expenditure Summary

	2011	2012	Total
Ongoing-Sal/Ben	\$283,812	\$289,812	\$573,624
Ongoing-Others	\$112,510	\$133,610	\$246,120
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$0	\$0	\$0
<b>TOTAL</b>	<u>\$396,322</u>	<u>\$423,422</u>	<u>\$819,744</u>
FTEs	3.000	3.000	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** HUMAN RESOURCES

**Id:** HUM2293

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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#### BENEFITS PROGRAM DEVELOPMENT & ADMINISTRATION

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##### **Description:**

**What:** The City maintains a self-insured healthcare plan as part of its employee benefit package. Self-insuring is less costly than purchasing from an outside insurance provider and allows greater opportunity to customize the plan and manage costs. Self-insurance also requires significantly more oversight and staff resource allocation than purchasing insurance from an outside provider. This offer funds management and administration of the self-insured healthcare plan, along with management and administration of other employee benefit plan components. These include the Municipal Employees' Benefit Trust (MEBT), the 457 Deferred Compensation Plan, life insurance, disability insurance, flexible-spending accounts and wellness-related programs. The Human Resources Department ensures these programs are cost-effective, legally compliant, and inline with market trends.

**Why:** The value and attractiveness of the employee benefits package is a key component in recruiting and retaining qualified staff in a competitive job market. Self-insuring is a cost-effective option for providing a competitive program.

**How:** Management, development, on-going evaluation and implementation of plan components are achieved through the following:

- Design and administration of health, wellness and retirement programs
- Management of program costs and implementation of cost containment strategies
- Monitoring of healthcare trends and legislation
- Employee communications and benefit orientation
- Employee support and customer service in resolving benefits related issues
- Legal compliance of healthcare plans with the Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA), Health Insurance Portability and Accountability Act of 1996 (HIPAA), Family and Medical Leave Act of 1993 (FMLA), Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA), Americans with Disabilities Act of 1990 (ADA), the 2010 Patient Protection and Affordable Care Act, and state audit rules for self-funded medical plans
- Management and oversight of healthcare broker services and a third party administrator
- Oversight of the Law Enforcement Officers and Fire Fighters (LEOFF) I Disability Board and the Employee Benefits Advisory Committee
- Oversight of disability and leave issues
- Management of medical records

##### **Performance Measures:**

1. The five-year cost trend of the RedMed Plan is lower than trends in costs as identified by the ArlenGroup's trend surveys and other publications.

Target: 12.7% or less

2009 Actual: 8.1%

2010 Actual: 5.5%

2. Less than 10% of employees leaving who specify benefits as a contributing factor.

Target: 10% or less

2009 Actual: 0%

2010 Actual: 0%

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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Department Name: HUMAN RESOURCES

Id: HUM2293

Type of Offer: OFFER - ONGOING

O&M/CIP:

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### BENEFITS PROGRAM DEVELOPMENT & ADMINISTRATION

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#### Budget Offer Summary:

##### Expenditure Summary

	2011	2012	Total
Ongoing-Sal/Ben	\$161,733	\$164,349	\$326,082
Ongoing-Others	\$40,303	\$40,304	\$80,607
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$0	\$0	\$0
<b>TOTAL</b>	<u>\$202,036</u>	<u>\$204,653</u>	<u>\$406,689</u>
FTEs	1.500	1.500	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** HUMAN RESOURCES

**Id:** HUM2294

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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#### EMPLOYEE RECRUITMENT & SELECTION PROGRAM

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##### **Description:**

**What:** Quality provision of government service, including excellent customer service, is a cornerstone of the Responsible Government Priority. The employee recruitment and selection program provides the City with the resources to recruit and select highly skilled employees in order to deliver excellent service to its citizens. The full scope of the services offered enables the City to recruit and select well-qualified applicants, ensure diversity within the workforce, and comply with multi-faceted legal and policy requirements.

**Why:** Recruitment and selection programs ensure that the best people are hired to carry out the functions of the City. The more effective a person is in their job, the better the quality of customer service to the citizens of Redmond. This program ensures that the City hires high quality employees who will be successful in achieving the goals of its Customer Service Initiative.

The City has developed an in-house recruiting program to reduce cost and to develop the most effective processes and tools. Over the last two years, the program has saved money by substantially limiting the use of outside test development and recruitment firms. The cost of using an outside firm could be from \$10,000 to \$20,000 or more. This in-house program assists Managers in effectively evaluating applicants and assessing job related skills. In a tight economy, this assistance is of greater significance to managers who receive a far greater number of applicants for every job opening and must defend their hiring practices on a more frequent basis.

An in-house program achieves cost savings by increasing the number of employees successfully completing their initial evaluation period; thereby reducing the need to repeat the recruiting process. The centralization of recruitment and selection activities ensures the most efficient use of City resources by effectively utilizing the "experts" in the field, while streamlining the hiring process. Using in-house recruiting experts, rather than specialized outside recruiters, is fiscally responsible. The City's recent successful Police Chief recruitment was done completely in-house. In contrast, the prior Fire Chief recruitment was done, in part, by outside executive recruiting firms.

City employees in the Police and Fire Departments are required by law to be covered by a Civil Service system. Civil Service activities are mandated by State law, Redmond Municipal Code, and Civil Service Rules. Selection processes for other positions must comply with bargaining unit agreements for filling vacancies, Equal Employment Opportunity requirements, City policy and public expectation of an "open and competitive" hiring process. When in-house expertise is available, Human Resources staff work with department staff to develop in-house promotional tests, decreasing our reliance on more costly Police and Fire testing consultants.

**How:** With an eye toward successfully recruiting the highest quality City employees, Human Resources staff develop selection processes, create application screening criteria and interview questions, and provide testing and assessment tools. These actions also help minimize delays in filling positions and ensure all appropriate screenings have been completed. Recruitment and selection staff ensure that City rules and policies regarding recruitment and selection are correctly and consistently applied. Recruitment processes include the hiring of seasonal, supplemental, regular, Civil Service and Department Director level employees, in addition to regular and Civil Service promotional processes. Staff provide the expertise needed to guide supervisors and managers through the hiring process by developing and implementing advertising and marketing strategies, overseeing the implementation of screening tools, and maintaining the City's employment webpage and online application system.

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** HUMAN RESOURCES

**Id:** HUM2294

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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### EMPLOYEE RECRUITMENT & SELECTION PROGRAM

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While performing these duties, staff must be aware of Civil Service activities that are mandated by State law (Revised Code of Washington - RCWs 41.08 and 41.12), Redmond Municipal Code, and Civil Service Rules. The selection process for other positions must comply with bargaining unit agreements for filling vacancies, Equal Employment Opportunity (EEO) requirements (per Title 7 of the Civil Rights Act of 1964), City policy and public expectation of an "open and competitive" hiring process.

#### Performance Measures:

1. High percentage (90% or greater) of Managers and Supervisors indicating satisfaction with the hiring process.  
Target: 90% or greater  
2009 Actual: 100%  
2010 Actual: 66.6%  
(Recruiting for many open positions in 2010 was on hold due to pending budget/layoff issues.)
  2. High percentage (85% or greater) of new employees that successfully complete their probationary period.  
Target: 85% or greater  
2009 Actual: 89%  
2010 Actual: 95%
- 

#### Budget Offer Summary:

##### Expenditure Summary

	2011	2012	Total
<b>Ongoing-Sal/Ben</b>	\$291,573	\$297,251	\$588,824
<b>Ongoing-Others</b>	\$6,664	\$6,665	\$13,329
<b>OneTime-Sal/Ben</b>	\$0	\$0	\$0
<b>OneTime-Others</b>	\$0	\$0	\$0
<b>TOTAL</b>	<u>\$298,237</u>	<u>\$303,916</u>	<u>\$602,153</u>
<b>FTEs</b>	3.373	3.373	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** FINANCE & INFORMATION SERVICES

**Id:** FIN2213

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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### PURCHASING SERVICES

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#### Description:

**What:** The Purchasing Division contracts for supplies, services, materials and equipment required and/or used by all service areas and agencies of the City including enterprises where Redmond acts as the lead agency. Services include purchasing goods and services for City departments, advertising and managing invitation for bids and requests for proposals, providing guidance and assistance to other City staff in helping to define needs (developing a scope of work), evaluating and understanding supplier contracting terms and conditions, conducting price negotiations, promoting the use of sustainable purchasing practices, ensuring compliance with applicable bid laws, and providing for fair and equitable treatment of City suppliers. Centralization of purchasing authority provides for adequate internal control of City expenditures while still affording City staff the ability to specify the products and services they want, as well as determine when to have them delivered.

**Why:** Competitive purchases reduce the cost of government. Fair and equal treatment of the many suppliers who conduct business with the City is ensured by eliminating inconsistent practices and procedures that confuse and frustrate City suppliers and discourage them from bidding. Further, duplication of staff effort is minimized and creates a basic infrastructure for making City purchases that integrates into the City's payment processing system timely, efficient, and effective. Staff in this area are well versed in the numerous and ever changing state bidding laws, i.e. Revised Code of Washington (RCW) and City purchasing policies and procedures to ensure bid compliance on purchases made on behalf of various City departments. This offer is staff's recommendation for best business practices to meet City requirements.

**How:** Through consolidated order placement by this Division, staff is able to benefit from competitive purchases made by trained and experienced buyers who capitalized on price discounts achieved through, bulk purchasing, piggybacking onto other state and city contracts, and direct price concessions that are negotiated directly with suppliers. The Division provides a central, consistent, accurate and efficient flow of information regarding purchases to the Accounts Payable Division. By working in conjunction with the Accounts Payable Division, Purchasing staff can aid in assuring accurate and timely payments are made to suppliers.

#### Performance Measures:

1. City Purchasing is handled in a consistent and transparent manner, purchases are fiscally responsible ensuring the best value for the tax dollar is achieved, purchases exceeding \$5,000 are offered for competitive bid to the supplier community on a routine basis, and bid awards are documented 90% of the time.

2010 Target: 90%

2010 Actual: Ninety-four percent (94%); a random sample of 10% of purchase orders, where the total dollar amount exceeded minimum bidding threshold of \$5,000 from mid-December 2008 through June 2009 was audited for evidence of competitive or best value pricing. Only one purchase noted that initial staff estimated its total expenditure to be less than bidding threshold, actual demand was above bidding threshold, so Purchasing staff added it to their list of commodities for on-going review.

2. When surveyed, suppliers acknowledge that they have had opportunity to know about and participate in bid offerings and respond that they are treated fairly and equitably in City bidding processes.

2010 Target: 90%

2010 Actual: Ninety-six percent (96%); an external survey of 154 active suppliers was conducted, 30 responses were received, with a 19% response rate. Of the survey respondents, 87% responded they participated in at least one City bidding process and that it was both clear (100%) and fair (96%).



# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** FINANCE & INFORMATION SERVICES

**Id:** FIN2213

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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### PURCHASING SERVICES

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3. When surveyed, City staff rank the effectiveness and efficiency of Purchasing staff with a three (3) out of five five (5) rating or better. *(New measure; no actual data yet.)*

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### Budget Offer Summary:

#### Expenditure Summary

	2011	2012	Total
Ongoing-Sal/Ben	\$236,417	\$244,115	\$480,532
Ongoing-Others	\$35,505	\$36,670	\$72,175
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$0	\$0	\$0
<b>TOTAL</b>	<u>\$271,922</u>	<u>\$280,785</u>	<u>\$552,707</u>
FTEs	3.500	3.500	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** FINANCE & INFORMATION SERVICES

**Id:** FIN2212

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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### ACCOUNTS PAYABLE & FIXED ASSET SERVICES

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#### Description:

**What:** The Accounts Payable Division ensures accurate and timely payment of City invoices. The Fixed Asset Division provides for management of City owned and controlled assets while incorporating generally accepted accounting principals and practices.

**Why:** Centrally coordinated payment of the City's bills occur in a timely manner to avoid incurring late payment/finance charges and in accordance with contracted payment terms with external customers to the City. Centralized tracking, monitoring and safeguarding of City assets (including proper surplus/disposal efforts) provides the necessary internal controls to maximize salvage (cost recovery) and the useful life of City assets while minimizing risk and exposure.

**How:** Consolidated accounts payable provides for central payment of bills and ensures the placement and practice of internal controls surrounding the payment of City funds with minimum duplication of staff effort. Consolidated Fixed Asset record keeping and depreciation calculations ensures consistent, accurate records are established, maintained and City assets depreciated efficiently and effectively minimizing duplication of staff effort.

The Accounts Payable and Fixed Asset functions are both a legal and core requirement for the payment of City bills and to account for and properly surplus/dispose of City owned assets as required by the Revised Code of Washington (RCW). This offer is staff's recommendation for best business practice to accomplish these requirements.

#### Performance Measures:

1. City bills are paid within 30 days (net 30 day payment terms). Payments are accurate and complete. No audit findings. Department budgets reflect actual dollar expenditures in the proper month incurred. Invoices are paid accurately within 30 days from date of invoice or performance of service, whichever is later, 90% of the time.

2010 Target: 90%

2010 Actual: Eighty-eight percent (88%); data represents a random sample of actual invoices received and paid for the month of April 2009, including 2,699 invoices, 2,377 paid within 30 days of invoice date.

2. When surveyed, City staff rank the effectiveness and efficiency of Accounts Payable staff with a rating of four out of five or better. (*New measure; no actual data yet.*)

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#### Budget Offer Summary:

##### Expenditure Summary

	2011	2012	Total
<b>Ongoing-Sal/Ben</b>	\$271,678	\$280,031	\$551,709
<b>Ongoing-Others</b>	\$20,805	\$21,340	\$42,145
<b>OneTime-Sal/Ben</b>	\$0	\$0	\$0
<b>OneTime-Others</b>	\$0	\$0	\$0
<b>TOTAL</b>	<u>\$292,483</u>	<u>\$301,371</u>	<u>\$593,854</u>
<b>FTEs</b>	4.000	4.000	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** FINANCE & INFORMATION SERVICES

**Id:** FIN2284

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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### RISK MANAGEMENT

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#### Description:

**What:** Risk Management staff review and advise programs, as well as assess policies for their potential financial risk to the City, implements policies and strategies to mitigate risks to City assets, finances risks mitigation through the purchase of insurance, assess the level of risk retention, as well as calculate and recommend appropriate fee structures.

**Why:** The Risk Management program protects and preserves City assets (including buildings, vehicles, employees, property and monetary funds). The programs protect the City from catastrophic loss, prevent avoidable injuries and claims, ensure compliance with related state and federal laws, as well as enhance employee and citizen confidence in the City's ability to responsibly manage resources.

**How:** Protection of assets is accomplished by risk assessment, loss prevention, loss control, and risk financing. Loss prevention and control measures include policy and program review for enterprise risk, contract review for adequate insurance, as well as state and federal mandates. Proactive programs are also used to help mitigate losses.

#### Performance Measures:

1. Amount of preventable damages and claims costs (initially decrease to sustainable, acceptable level). *(New Measure)*
  2. The stability of the total cost of the risk management program as a percent of payroll. *(New Measure)*
- 

#### Budget Offer Summary:

##### Expenditure Summary

	2011	2012	Total
Ongoing-Sal/Ben	\$52,974	\$53,607	\$106,581
Ongoing-Others	\$887,201	\$887,475	\$1,774,676
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$0	\$0	\$0
<b>TOTAL</b>	<u>\$940,175</u>	<u>\$941,082</u>	<u>\$1,881,257</u>
FTEs	0.500	0.500	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** HUMAN RESOURCES

**Id:** HUM2131

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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### SAFETY & WORKERS COMPENSATION PROGRAMS

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#### Description:

**What:** Ensuring workplace safety is an important part of being a Responsible Government. The Safety and Workers' Compensation programs ensure the safety of City employees and the public in and around City facilities. It also provides oversight and management of the City's self-funded Workers' Compensation program. Staff members have responsibility for developing and implementing internal safety programs and training, maintaining safety related records, participating on and facilitating safety committees, and ensuring that safety and workers' compensation programs comply with state and federal requirements. Programs are customer-focused with Human Resources staff members acting as the first point of contact for employees involved in accidents; resolving individual issues related to workers' compensation; and proactively assessing employee needs when developing and implementing safety training.

**Why:** These programs ensure the safety of employees in the workplace and the safety of the public; ensure that avoidable injuries and claims are prevented; ensure compliance with related state and federal laws; and enhance employee and citizen confidence in the City's ability to responsibly manage resources. Prevention of accidents and injuries is fiscally responsible as it reduces the likelihood of costly damage claims against the City. A safe workplace also limits employee absences resulting in the City saving money on employee replacement costs (e.g. overtime) and ensuring that quality and experienced workers are available to provide excellent customer service.

**How:** Staff members develop and administer a comprehensive safety training program as determined by needs assessments, as well as state and federal mandates. Staff is also responsible for comprehensive accident/injury reporting and review. Work station evaluations and work practice reviews are conducted for program development and to prevent injuries. Oversight of workers' compensation is accomplished through appropriate accident investigation, benefits administration, management of a third party provider, and coordination of modified duty and return-to-work programs.

#### Performance Measures:

1. Redmond's incident rate is lower in comparison to available and relevant benchmarks, as defined by Washington State Department of Labor and Industries and other publications.

Target: 6.80 - Washington State's incident rate per year

2009 Actual: 6.53 - Redmond's incident rate for 2009

2010 Actual: 6.02 - Redmond's incident rate for 2010

2. Redmond's cost per incident is lower in relation to the statewide average as defined by Washington State Department of Labor & Industries and other publications.

Target: \$5,513

2009 Actual: \$2,655

2010 Actual: \$2,514

Please note that there is a lag time of 6 to 9 months; as a result, 2010 statistics regarding workplace injuries have not yet been compiled by either the State or the Federal governments.

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# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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Department Name: HUMAN RESOURCES

Id: HUM2131

Type of Offer: OFFER - ONGOING

O&M/CIP:

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### SAFETY & WORKERS COMPENSATION PROGRAMS

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#### Budget Offer Summary:

##### Expenditure Summary

	2011	2012	Total
Ongoing-Sal/Ben	\$166,202	\$170,015	\$336,217
Ongoing-Others	\$789,312	\$789,366	\$1,578,678
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$0	\$0	\$0
<b>TOTAL</b>	<u>\$955,514</u>	<u>\$959,381</u>	<u>\$1,914,895</u>
FTEs	1.600	1.600	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

**Department Name:** FINANCE & INFORMATION SERVICES

**Id:** FIN2272

**Type of Offer:** OFFER - ONE TIME ONLY

**O&M/CIP:**

### CITYWIDE RESERVES

**Description:**

**What:** Reserve funds are set aside to provide sufficient cash flow to meet the City's daily needs and support an acceptable level of City services in the event of a catastrophic incident. Citywide reserves include General Fund, Building Permit, Law Enforcement Officers and Firefighters (LEOFF 1), and insurance reserves. All other reserves, such as fleet and utility depreciation reserves appear as part of other offers.

**Why:** Adequate levels of reserves allow the City to mitigate current and future financial risk and at the same time promote responsible government through upholding sound fiscal policies while addressing short and long-term budgetary goals. Appropriate reserves also contribute to sound financial strategies that are comprehensive in nature and reinforce credibility with the community by complying with fiscal mandates.

**How:** Major reserves are policy driven mandates. For example, General Fund reserves are maintained at a level of 8.5% of total General Fund budgeted revenues, excluding beginning fund balance, development review, and significant one-time revenue. Depending upon size, General Fund reserves in other jurisdictions range from 5% to 12% of General Fund revenues. The City's policy for the Building Permit Reserve requires a reserve equal to 25% of the annual building inspection and review expenses to allow sufficient funds to complete building permit responsibilities in the event of a decline in development activity. Due to a decline in development activity, the City will use approximately \$800,000 of the Building Permit Reserve to fund core services in the development review function.

Other reserves are held to mitigate future liabilities. The LEOFF 1 reserve will be used to fund future medical costs associated with LEOFF 1 participants. Under the State of Washington LEOFF 1 plan the City is obligated to fund medical costs for the lifetime of public safety officers who participate in the plan. Insurance reserves mitigate the City's higher than anticipated insurance expenses.

**Performance Measures:**

Reserves are policy driven mandates and the City is obligated to maintain reserves at proscribed levels, therefore no specific measures are set up for these programs.

**Budget Offer Summary:**

**Expenditure Summary**

	2011	2012	Total
<b>Ongoing-Sal/Ben</b>	\$0	\$0	\$0
<b>Ongoing-Others</b>	\$0	\$0	\$0
<b>OneTime-Sal/Ben</b>	\$0	\$0	\$0
<b>OneTime-Others</b>	\$7,349,981	\$1,501,884	\$8,851,865
<b>TOTAL</b>	<u>\$7,349,981</u>	<u>\$1,501,884</u>	<u>\$8,851,865</u>
<b>FTEs</b>	0.000	0.000	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

**Department Name:** FINANCE & INFORMATION SERVICES

**Id:** FIN2271

**Type of Offer:** OFFER - ONE TIME ONLY

**O&M/CIP:**

### CITYWIDE CONTINGENCIES

**Description:**

**What:** Each biennium, the Finance & Information Services Department proposes putting in place contingencies to respond to needs and opportunities that typically emerge during the two-year budget cycle. Adequate contingency funding benefits the community by reserving flexible funds to respond to situations that are imminent, but the details of which are currently unknown. The contingencies proposed in the 2011-2012 biennium include:

1. Salary and Benefit Contingency: Used to respond to increases in labor contracts over and above those projected in the budget;
2. Economic Contingency: Used to respond to unforeseen economic changes that place a hardship on the budget. This contingency was first established in the 2005-2006 budget, with one-time funds, to create a hedge against an economic downturn in the Puget Sound Region. Since that time the funds have been carried over each biennium with the understanding that expenditures from the contingency must be approved by Council; and
3. North East King County Public Safety Communication Agency (NORCOM) Dispatch Contingency: Used to continue the work of analyzing the impact of the new subscriber agreement with the newly created regional dispatch consortium and impacts to Fire Department dispatch services.

**Why:** Maintaining adequate contingencies continues the City's commitment to proactive management of the City's resources and systems by being able to quickly respond to increases in contractual obligations or regional situations while maintaining core operations. Reserving contingencies also demonstrate a fiscal plan that is comprehensive in nature, as well as address both short and long-term budgetary goals.

**How:** Through assessment of regional and economic issues and contractual obligations, the Finance and Information Services Department reserves funds to respond to fiscal liabilities that will emerge during the biennium.

**Performance Measures:**

Contingencies are driven by prudent financial management to mitigate unexpected costs that are predicted, but the exact dollar amounts are unknown, therefore no specific measures are set up for these programs.

**Budget Offer Summary:**

**Expenditure Summary**

	2011	2012	Total
<b>Ongoing-Sal/Ben</b>	\$0	\$0	\$0
<b>Ongoing-Others</b>	\$0	\$0	\$0
<b>OneTime-Sal/Ben</b>	\$0	\$0	\$0
<b>OneTime-Others</b>	\$2,851,619	\$1,947,165	\$4,798,784
<b>TOTAL</b>	<u>\$2,851,619</u>	<u>\$1,947,165</u>	<u>\$4,798,784</u>
<b>FTEs</b>	0.000	0.000	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** FINANCE & INFORMATION SERVICES

**Id:** FIN2268

**Type of Offer:** OFFER - ONE TIME ONLY

**O&M/CIP:**

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### CAPITAL EQUIPMENT REPLACEMENT RESERVE

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#### Description:

**What:** The Capital Equipment Replacement Reserve provides funding for equipment in need of replacement within all City departments. This ensures departments have the resources needed to provide quality service to the community. Funding is specifically set aside to provide for the replacement of equipment (not the purchase of new equipment or the purchase of vehicles).

**Why:** In order to provide quality service to our citizens (a factor in the Responsible Government Priority), City equipment needs to be functional and safe. The equipment requested in this offer includes items, such as fire hoses, police radios, copiers, and desktop computers. Whether fire fighters are on the line putting out fires or Finance is issuing a Business License, the City needs to have reliable and dependable equipment in order to provide a comprehensive level of service.

**How:** Equipment that has been requested to be replaced within this offer has met the threshold of the City's fixed asset policies. Fixed Asset services track existing equipment to monitor its useful life, as well as minimize risk and liability exposure to the City and employees. The Capital Equipment Replacement Fund is restricted to replacement equipment that has a value of \$5,000 or more. Smaller equipment is replaced through department budgets.

#### Performance Measures:

This offer meets the City's Fiscal Policy to maintain the Capital Equipment Reserve Fund at a level sufficient to meet scheduled equipment replacement to sustain an acceptable level of municipal services and prevent a physical deterioration of City assets. Performance of the Capital Equipment Reserve will be measured through:

1. Maintaining adequate fund balances to meet the needs of scheduled equipment replacement and future replacement of larger systems.

2010 Target: Maintain adequate reserves.

2010 Actual: Based on a ten year cash flow analysis reserve is adequate.

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#### Budget Offer Summary:

##### Expenditure Summary

	2011	2012	Total
Ongoing-Sal/Ben	\$0	\$0	\$0
Ongoing-Others	\$0	\$0	\$0
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$2,443,904	\$2,672,085	\$5,115,989
<b>TOTAL</b>	<u>\$2,443,904</u>	<u>\$2,672,085</u>	<u>\$5,115,989</u>
FTEs	0.000	0.000	



# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** FIRE  
**Type of Offer:** OFFER - ONGOING  
**O&M/CIP:**

**Id:** FIR2273

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### FIRE EQUIPMENT REPLACEMENT

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#### Description:

**What:** The Fire Equipment Reserve Fund provides for the replacement of all fully depreciated vehicles. At the time of purchase, all fire department vehicles are set up on a replacement schedule to track their useful life and ensure funds are available when it is necessary to purchase these high-cost apparatus.

**Why:** To ensure the community is safe, the Fire Department needs to provide appropriate, efficient, and reliable vehicles available for response to calls for help from a citizen, addressing the needs stated in the **Safety Factor of Emergency Services and Purchasing Strategy 2**. The Department exists to serve citizens, as well as protect the community and its firefighters. This is accomplished by providing vehicles and equipment that are up-to-date and fulfill the mandated requirements of both state and federal laws.

**How:** The City sets aside a guaranteed amount every year to provide funds for the replacement of fire vehicles at the end of their useful lives, providing efficiency in costs and resources as stated in **CIP Purchasing Strategy 8**.

#### Performance Measures:

1. Timely replacement of emergency response vehicles with equipment installed necessary to handle emergency situations. *(New Measure)*

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#### Budget Offer Summary:

##### Expenditure Summary

	2011	2012	Total
Ongoing-Sal/Ben	\$0	\$0	\$0
Ongoing-Others	\$0	\$0	\$0
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$1,200,000	\$92,000	\$1,292,000
<b>TOTAL</b>	<u>\$1,200,000</u>	<u>\$92,000</u>	<u>\$1,292,000</u>
FTEs	0.000	0.000	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** PUBLIC WORKS  
**Type of Offer:** OFFER - ONGOING  
**O&M/CIP:**

**Id:** PW-2180

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#### PROVIDE DEPENDABLE VEHICLES & EQUIPMENT

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##### **Description:**

**What:** Fleet Services is required to provide and deliver safe, dependable, cost effective maintenance on all of the City-owned vehicles (with the exception of the Fire Department), as well as large and small equipment. The Fleet Division maintains each of Redmond's 279 vehicles and heavy equipment for Police, Parks, Planning and Public Works plus approximately 200 pieces of small equipment valued at \$10 million.

**Why:** The ability to respond to a life threatening emergency or conduct City business depends heavily on the reliability of the equipment and vehicles utilized. Without an efficient and proactive fleet maintenance program, services to the citizens of Redmond provided by City staff would be compromised. Fleet Services also strives to increase financial efficiencies.

**How:** Fleet Services is an experienced team of highly-qualified staff, knowledgeable on all types of vehicles ranging from emergency, motorcycles, heavy-duty construction, sedans, and sport utility vehicles (SUV). Staff members are trained on all new and upcoming technologies resulting in quality service on the vehicles and timely response to their customers. Fleet Services performs vehicle maintenance inspections as suggested by the manufacturers; follows a preventive maintenance program that results in reducing the risk of premature failures and minimizes breakdowns; procures and maintains its inventory of necessary and frequently used parts and supplies; purchases vehicles and large equipment specific to individual department's needs; maintains all aspects of the City's fuel-dispensing system; performs emergency generators maintenance and repair; maintains a vehicle wash facility; and disposes of surplus equipment.

##### **Performance Measures:**

1. Based on a Citywide survey, the percentage of customers who rate Fleet Services as "satisfied" or "very satisfied".  
Target: Ninety-five percent (95%) rate experience overall as "satisfied" or "very satisfied".  
2009 Actual: 75% Overall Rating (Customer Service: 75%, Professionalism: 75%, Quality of Work Performed: 74%; Response Time to Unscheduled Service Requests: 77%).  
2010 Actual: Survey not completed in 2010.
  2. Based on a Citywide survey, the percentage of customers who are "satisfied" or "very satisfied" with Fleet's response time to scheduled service requests.  
Target: Ninety-five percent (95%) rate experience overall as "satisfied" or "very satisfied".  
2009 Actual: Eighty-one percent (81%) were "satisfied" or "very satisfied".  
2010 Actual: Survey not completed in 2010.
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# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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Department Name: PUBLIC WORKS  
Type of Offer: OFFER - ONGOING  
O&M/CIP:

Id: PW-2180

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### PROVIDE DEPENDABLE VEHICLES & EQUIPMENT

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#### Budget Offer Summary:

##### Expenditure Summary

	2011	2012	Total
Ongoing-Sal/Ben	\$627,026	\$636,667	\$1,263,693
Ongoing-Others	\$2,168,184	\$2,195,384	\$4,363,568
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$200,000	\$0	\$200,000
<b>TOTAL</b>	<u>\$2,995,210</u>	<u>\$2,832,051</u>	<u>\$5,827,261</u>
FTEs	6.500	6.500	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

**Department Name:** FIRE  
**Type of Offer:** OFFER - ONGOING  
**O&M/CIP:**

**Id:** FIR2101

#### FIRE APPARATUS MAINTENANCE DIVISION

**Description:**

**What:** The Fire Apparatus Maintenance Division consists of two mechanics that are responsible for all service, maintenance, and repairs of the 65 vehicles in the Redmond Fire/Medic One fleet, addressing the **Responsible Government Factor of Quality Service** and **Purchasing Strategy 6**. Most apparatus in the fleet are emergency response vehicles that must remain available for emergency response 24 hours per day, seven days per week. The Division also has service contracts with the Bothell and Mercer Island Fire Departments to maintain their fleets of emergency vehicles, reflecting the asset management and regional partnerships requested in the **Responsible Government Factor of Fiscal Responsibility** and **Purchasing Strategy 5**. Bothell has 12 vehicles and Mercer Island has 15 vehicles.

**Why:** Redmond must maintain its fire apparatus in order to provide the citizens and businesses of Redmond and its partners with a fire department fleet that will reliably serve and protect them, as reflected in **Purchasing Strategy 6**. Fire apparatus is maintained in accordance with National Fire Protection Association (NFPA) requirements at a standard far higher than any other sector in the country, including trucking or automotive. The NFPA also requires that certified fire mechanics perform maintenance duties on fire apparatus due to the complexity and reliability demands of the vehicles. As stated in **Purchasing Strategy 1**, the mechanics must be experienced and well-trained in the latest engine technology to ensure safe vehicles and effective emergency response.

**How:** This offer recognizes the need to properly maintain the City's fire apparatus. Emergency, safety and service equipment maintenance on heavy duty vehicles, such as fire engines, take four times the hours as common sedans. The Fire Apparatus Maintenance Division strives to maintain an exceptional level of service with the two mechanics currently on staff and will continue that effort in this difficult economy through increased efficiencies and experience.

**Performance Measures:**

1. Reduce work backlog by 15% per quarter, increasing responsiveness to internal (Redmond Fire) and external customers (Bothell & Mercer Island). *(New Measure)*

**Budget Offer Summary:**

**Expenditure Summary**

	2011	2012	Total
<b>Ongoing-Sal/Ben</b>	\$168,945	\$172,505	\$341,450
<b>Ongoing-Others</b>	\$318,153	\$326,517	\$644,670
<b>OneTime-Sal/Ben</b>	\$0	\$0	\$0
<b>OneTime-Others</b>	\$300	\$0	\$300
<b>TOTAL</b>	<u>\$487,398</u>	<u>\$499,022</u>	<u>\$986,420</u>
<b>FTEs</b>	1.800	1.800	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** HUMAN RESOURCES

**Id:** HUM2288

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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### TRAINING & ORGANIZATIONAL DEVELOPMENT PROGRAM

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#### **Description:**

**What:** The training and organizational development program ensures the development, implementation, and maintenance of strategic, citywide employee development programs. The program addresses a variety of training needs such as customer service, communication, diversity, supervisory, senior management, sexual harassment prevention, safety-related, and other employee development programs. Training funds in other departments differ in that they are focused on specialized and technical training for the professions in the department. The program also ensures employee access to the Eastside Cities Training Consortium (ECTC) for courses offered through Bellevue College, as well as the City's Tuition Reimbursement Program which supports higher education.

**Why:** The program enables the City to provide employees with the knowledge, skills and abilities to create a progressive and dynamic culture, and to achieve the City's vision and goals. In addition, the program enables employees to provide a high level of customer service while efficiently, competently and safely performing their jobs. The program is also a key component of the City's efforts to recruit and retain.

**How:** Human Resources staff conduct needs assessments, evaluate and select providers, develop and deliver specialized training using skilled in-house staff, and act as resources to managers and employees in recommending and implementing individual employee development plans. Additionally, staff oversee the scheduling and delivery of training, maintain tracking and notification systems, and facilitate customer service focus groups. With implementation of a new Human Resources Information System, Human Resources staff will work with Departments to develop and maintain a centralized tracking system, enabling the maintenance and monitoring of individual development plans for all employees.

**Customer Service Initiative:** In 2008, the Mayor identified six initiatives for the City: Developing Two Urban Centers, Permit Processing and Zoning Code Revisions, Performance Management, Information Technology, Innovation and Efficiency, and Customer Service. The Human Resources Department was selected to lead the Customer Service Initiative. One of our first objectives was to identify the model of customer service that would be right for the City. A Customer Service Committee was initiated to research different models of customer service. With direction from the Mayor, a "Process Improvement" model was selected, where the primary focus is on continual process improvement to ensure City programs and systems are productive, efficient and most importantly, customer service oriented. We then selected a training consultant, and planned and implemented a five-day Process Improvement Facilitator training for 22 City staff. Training covered the principles of Process Improvement, group facilitation skills, and problem solving techniques. Trained staff are now working as facilitators on five different Process Improvement projects across the City (this model also supports the City's Innovation and Efficiency Initiative). Human Resources monitors the progress of these projects, and with input from each of the teams, developed an intranet site as a communication piece profiling each of the projects underway. Human Resources is currently planning a second round of training for a new group of facilitators and projects.

In addition to Process Improvement, the Human Resources Department has planned and implemented Customer Service training for City staff. This training, along with our Process Improvement training and projects, are a critical part of the Citywide effort to continually develop and enhance the delivery of City services. Funding for this Initiative currently is in the Mayor's budget, but will not be included for the 2011-2012 budget. Any continuation of customer service or process improvement related training efforts will now be absorbed by Human Resources through this budget offer - Training and Organizational Development.

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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Department Name: HUMAN RESOURCES

Id: HUM2288

Type of Offer: OFFER - ONGOING

O&M/CIP:

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### TRAINING & ORGANIZATIONAL DEVELOPMENT PROGRAM

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#### Performance Measures:

1. Ninety-percent (90%) or more of employees that rate the training and development programs they participate in as relevant to their current or future performance goals.  
Target: 90% or greater  
2009 Actual: 97.90%                      2010 Actual: 99.64%
  2. Seventy-Five percent (75%) or more employees have had access during the year to one or more in-house trainings that are relevant to their current or future performance goals. *(New Measure)*
- 

#### Budget Offer Summary:

##### Expenditure Summary

	2011	2012	Total
Ongoing-Sal/Ben	\$100,648	\$102,435	\$203,083
Ongoing-Others	\$100,000	\$100,000	\$200,000
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$0	\$0	\$0
<b>TOTAL</b>	<u>\$200,648</u>	<u>\$202,435</u>	<u>\$403,083</u>
FTEs	0.750	0.750	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** EXECUTIVE  
**Type of Offer:** OFFER - ONGOING  
**O&M/CIP:**

**Id:** EXE2297

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#### EASTSIDE PUBLIC SAFETY COMMUNICATIONS AGENCY-EPSCA

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##### Description:

**What:** The Eastside Public Safety Communication Agency (EPSCA) is a separate legal entity created by an interlocal agreement among the cities of Redmond, Bellevue, Kirkland, Issaquah and Mercer Island. The purpose of EPSCA is to develop, own, operate and manage an 800MHz Eastside radio communication system by and among these government agencies. Redmond assumed responsibility for this public safety communications agency in May 2009, and this offer covers this function, which is managed by Redmond on behalf of the member cities.

**Why:** EPSCA was formed to address Eastside regional radio communication system needs of area police/fire service providers in a more cost-effective way than any one agency could do alone.

**How:** EPSCA has 4.5 full time employees (FTEs), as well as the associated facilities and equipment, which are based out of the Redmond Public Safety Building to provide the services noted above to member law enforcement and fire departments. While the City of Redmond provides oversight and day-to-day support, policy decisions for EPSCA are made by a Board comprised of the city managers/mayors of each respective city, as advised by the operational police/fire representatives of the participating jurisdictions.

##### Performance Measures:

1. Radio system downtime will not exceed 0.5% of annual operation time (all day/every day of the year) with "Site Trunking" kept to a minimum acceptable level. *(New Measure)*
  2. Customer satisfaction among member cities based on monthly meetings of the operations committee (consists of police and fire chiefs/designees of all principals). *(New Measure)*
- 

##### Budget Offer Summary:

###### Expenditure Summary

	2011	2012	Total
<b>Ongoing-Sal/Ben</b>	\$436,370	\$445,823	\$882,193
<b>Ongoing-Others</b>	\$34,998	\$35,256	\$70,254
<b>OneTime-Sal/Ben</b>	\$0	\$0	\$0
<b>OneTime-Others</b>	\$0	\$0	\$0
<b>TOTAL</b>	<u>\$471,368</u>	<u>\$481,079</u>	<u>\$952,447</u>
<b>FTEs</b>	4.000	4.000	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** EXECUTIVE

**Id:** EXE2281

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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#### ANIMAL CARE & CONTROL PROGRAM & LICENSING SERVICES

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##### **Description:**

**What:** Animal Services consist of animal care and control services for pets of Redmond residents, as well as licensing of pets. Animal care consists of a full range of care for animals brought to the King County animal shelter, including spay/neuter services, medical exams, vaccinations and adoption services. Animal control or field services include responding to calls from City residents or Redmond police, either with information provided over the phone or a response in the field from a King County animal control officer. Animal licensing services include the sale of animal licenses at county and city facilities, on-line or at partner private businesses, as well as reminder notices of upcoming license expiration and mailing of tags for new and renewed licenses.

**Why:** A fundamental purpose of an animal care and control program is to protect the health and safety of the public. Another primary purpose of the program is to provide for the humane care and treatment of animals in the community. Animal control service provides protection for the public from dangerous animals and reduces animal nuisances in neighborhoods while also protecting animals from animal cruelty. Shelter services help to reduce pet homelessness, overpopulation and diseases by providing spay and neutering, vaccinations and other medical services, as well as adoption and rescue services. Animal licensing helps ensure lost pets can be re-united with their owners and provides revenue for animal care and control services.

**How:** The City of Redmond recently entered a full-cost recovery contract with King County whereby the County will continue to provide animal control, shelter and licensing services for the City from July 1, 2010 - December 31, 2012. The County operates a call center for calls received regarding animals and responds over the phone and/or via dispatch of an Animal Control Officer. The County operates a shelter and provides a full range of care and treatment for animals brought to the shelter from pet owners, individuals and animal control officers. The County's licensing program provides for the sale and marketing of animal licenses throughout the County. Revenue generated from the sale of animal licenses within the City will help offset the cost of services provided within the City. Cost for services are shared by King County and all of the cities participating in the regional model for animal services. There is no termination clause in the contract, as termination would impact the costs of all of the other participating cities, as well as King County. Therefore cities contracting with King County for animal services can not terminate the contract.

##### **Performance Measures:**

1. Responsiveness of King County to calls for services from within the City, including from Redmond police.
  2. City satisfaction with animal care, control and licensing services provided by King County.
  3. Cost effectiveness of animal care, control and licensing services provided by King County.
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# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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Department Name: EXECUTIVE

Id: EXE2281

Type of Offer: OFFER - ONGOING

O&M/CIP:

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#### ANIMAL CARE & CONTROL PROGRAM & LICENSING SERVICES

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#### Budget Offer Summary:

##### Expenditure Summary

	2011	2012	Total
Ongoing-Sal/Ben	\$0	\$0	\$0
Ongoing-Others	\$18,000	\$28,000	\$46,000
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$0	\$0	\$0
<b>TOTAL</b>	<u>\$18,000</u>	<u>\$28,000</u>	<u>\$46,000</u>
FTEs	0.000	0.000	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** FINANCE & INFORMATION SERVICES

**Id:** FIN2278

**Type of Offer:** OFFER - ONE TIME ONLY

**O&M/CIP:**

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### CITYWIDE STUDIES & UPDATES

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#### Description:

**What:** Every biennium, Financial Planning is asked to conduct large studies on particular subjects. In 2011-2012, a fleet operational review study is proposed as described below:

Fleet Operational Review (\$60,000): Currently the City has two fleet operations; a general and a fire fleet. During 2009, Financial Planning did an analysis on the adequacy of the reserves to replace vehicles over time. The next step in the study is to look at both fleets to see if there is a savings in combining the fleet operations. The study would include analyzing both fleet operations looking for duplication and efficiencies, reviewing personnel and job classifications needed and identifying changes to fleet policies and procedures. A one-time cost of \$60,000 is estimated to pay for legal and consultant costs to carry out this work.

**Why:** As a part of providing leadership to the region, as well as promoting quality services, Redmond continually looks at ways to be more innovative and efficient. Studies provide the framework for potential changes to Redmond's levels of service and identify efficiencies and where the City may have duplication of effort. Preparation and completion of studies speak to the fiscal responsibility and quality service factors by assuring the provision of effective and efficient systems, as well as managing the City's resources in a prudent and responsible manner.

**How:** Through employee time, consultant and legal help, the Financial Planning Division will analyze and assess fleet services to gain efficiencies, and promote quality through potential consolidation of services.

#### Performance Measures:

The fleet study has longer term performance measures assuming that service changes are made as a result of recommendations on efficiency and effectiveness. The specific performance measure for this study is:

1. Fleet Operational Review: Finish study by the end of 2011 with recommended changes approved by Council for implementation in 2012. (*New Measure*)
- 

#### Budget Offer Summary:

##### Expenditure Summary

	2011	Total
Ongoing-Sal/Ben	\$0	\$0
Ongoing-Others	\$0	\$0
OneTime-Sal/Ben	\$0	\$0
OneTime-Others	\$60,000	\$60,000
<b>TOTAL</b>	<b>\$60,000</b>	<b>\$60,000</b>
FTEs	0.000	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** FINANCE & INFORMATION SERVICES

**Id:** FIN2211

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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#### CITYWIDE MAIL SERVICES

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##### **Description:**

**What:** Outsourcing Citywide mail services with an outside firm provides service to 42 City mail stop locations at 15 City buildings and includes metering for 18 separate budget account codes. It provides for the pick up, sorting, delivering, metering, and processing of incoming and outgoing United States mail. Further, it provides for the pick up, sorting, and delivery of the City's interdepartmental mail, delivery of photocopied and other printed related jobs produced by the City's Reprographics Division, as well as outgoing and incoming United Parcel Service (UPS) packages to various City departments.

**Why:** The City has found it cost effective and beneficial to contract out its mail service needs with an outside agency since 1994. Prior to this time, services were provided in-house using City staff and equipment. Further, having City mail metered and co-mingled with mail from other city's under contract with this supplier has resulted in a 5% savings on first class postage. This U.S. postage savings is reflected in the offers of the individual departments as a reduced "postage" cost and is thus, not reflected in this particular offer.

**How:** The City's U.S. mail is centrally picked up from and delivered to the Redmond Post Office, it is sorted and distributed daily (Monday - Friday) to all City locations by an external supplier. Additionally, this supplier provides a basic communications service for internal City staff and customers, external to the City through the delivery of interdepartmental along with the U.S. mail which is a critical communications tool to the success of daily City operations.

##### **Performance Measures:**

U.S. mail and interoffice mail pick-up and delivery to the seven largest City locations occurs daily (Monday - Friday), two to three times per day; additionally pick-up and delivery to eight outlying locations occurs daily (Monday - Friday), once per day. All mail is sorted and delivered daily to the various City mail stop locations. City mail services occur with minimal City staff interruption and mail/packages arrive timely and accurately to the intended "addressee" with a 90% frequency when surveyed.

City staff respond positively that they receive U.S. mail and interoffice mail timely and accurately with a survey score of four out of five or better. Any misaddressed mail goes to the City Clerk to be opened and re-directed.

2010 Target: 80%

2010 Actual: 91%

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# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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Department Name: FINANCE & INFORMATION SERVICES

Id: FIN2211

Type of Offer: OFFER - ONGOING

O&M/CIP:

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### CITYWIDE MAIL SERVICES

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#### Budget Offer Summary:

##### Expenditure Summary

	2011	2012	Total
Ongoing-Sal/Ben	\$0	\$0	\$0
Ongoing-Others	\$86,850	\$89,450	\$176,300
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$0	\$0	\$0
<b>TOTAL</b>	<u>\$86,850</u>	<u>\$89,450</u>	<u>\$176,300</u>
FTEs	0.000	0.000	

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** FINANCE & INFORMATION SERVICES

**Id:** FIN2265

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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### HEARING EXAMINER SERVICES

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#### Description:

**What:** The City Clerk's Office, a Division of the Finance & Information Services Department, serves as direct support to the City's Hearing Examiner regarding quasi-judicial appellate recommendations and decisions of land use, code violations, and false alarm matters in accordance with City code. This budget offer supports the contracted function of the Hearing Examiner and directly relates to Factors 3 (Quality Service) and 4 (Community Connections) of the Results Team Request for Offers, by providing expeditious and formal due process administered through a Hearing Examiner who possesses the legal expertise to address matters that come before them.

**Why:** To provide recourse and access to land use processes of the City and to meet the legal mandates as established by Revised Code of Washington (RCW) Section 35A.63.170, Hearing Examiner System, and Redmond Community Development Guide (RCDG) Section 20F, which sets forth the authority and duties of the Hearing Examiner.

**How:** Through management of the Hearing Examiner docket, the City Clerk's Office schedules matters before the Hearing Examiner, provides all public notice legally required, assists the Hearing Examiner in the administration of the processes (pre-hearing, during the hearing, and post-hearing), and coordinates all information between the departments, the Hearing Examiner, and parties to the appeal. The City Clerk's Office also manages all administrative aspects of the Office of the Hearing Examiner (mailings, compact discs for recording, pens, paper, etc.).

#### Performance Measures:

1. Were timelines prescribed by code adhered to?

Target: 80%

Data Collected to Date: 96%

2. Was information regarding specific appeals/applications available to staff/the applicant/appellant/the public in a timely fashion?

Target: 80%

Data Collected to Date: 92%

3. Was the decision/recommendation of the Hearing Examiner distributed in a timely manner (within 14 days of the close of the record) and made available for public viewing online?

Target: 80%

Data Collected to Date: 96%

Only 10% of internal survey respondents have used the services of the Hearing Examiner; however, almost all agreed timelines are adhered to (96%), timely information is available (92%) and distributed (100%) and the decision/recommendation is available online within 14 days (96%).

Outside survey attempts to collect data have yielded a very low response rate from participants. Ninety surveys were mailed to the various participants of the hearing examiner process. Eighteen responses have been received, resulting in a 20% response rate. Of those responding, the majority of all respondents felt that they received timely information and were clearly informed of Hearing Examiner procedures (providing a rating from four to five, with five being the highest possible rating). One appeal matter yielded four responses that rated between two and three in these same areas (timeliness and clear explanation of procedure). As the City has low influence in capturing response from participants in

# BUDGETING BY PRIORITIES

## BUDGET OFFER

### RESPONSIBLE GOVERNMENT

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**Department Name:** FINANCE & INFORMATION SERVICES

**Id:** FIN2265

**Type of Offer:** OFFER - ONGOING

**O&M/CIP:**

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### HEARING EXAMINER SERVICES

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this area, the performance measure to capture outside reporting will be modified in the coming biennium to reflect "complaints received" regarding timeliness of information and clear explanation of procedure due to the difficulty in receiving data.

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### Budget Offer Summary:

#### Expenditure Summary

	2011	2012	Total
Ongoing-Sal/Ben	\$0	\$0	\$0
Ongoing-Others	\$25,650	\$26,375	\$52,025
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$0	\$0	\$0
<b>TOTAL</b>	<u>\$25,650</u>	<u>\$26,375</u>	<u>\$52,025</u>
FTEs	0.000	0.000	