

2008 Parks Levy

Department Description

In November 2008, Seattle voters approved the 2008 Parks and Green Spaces Levy (2008 Parks Levy), a \$145.5 million, six-year Levy lid lift for park and recreation purposes. A 16-member Citizen Oversight Committee reviews expenditures, advises on allocations for upcoming budget years, makes recommendations on Opportunity Fund expenditures, and performs other duties.

The 2008 Parks Levy Fund chapter of the budget is an administrative tool for summarizing the approved uses of the Levy. Proceeds from the 2008 Parks Levy are used mainly to support property acquisition, as well as capital expansion, development, and renovation of Department of Parks and Recreation (DPR) facilities. In addition, the Levy funds three projects in the Seattle Department of Transportation Capital Improvement Program (CIP). Appropriations for the Levy are more specifically described in the 2011-2016 Proposed CIP document.

The annual cost to property owners for this Levy is approximately \$0.20 per \$1,000 assessed value. DPR manages the 2008 Parks Levy projects and the Levy's fund. With these Levy resources the City will acquire new neighborhood park and green spaces; develop new and existing parks, playgrounds, trails, boulevards, playfields, and cultural facilities; and perform environmental restoration at various DPR properties. The 2008 Parks Levy also includes a development opportunity fund for citizen-initiated projects.

The 2008 Parks Levy is structured to fund the following major functions:

- Park and Green Space Acquisition: The Levy provides \$36 million for neighborhood park and green space acquisitions. To date, DPR has appropriated over \$9 million for property acquisition.
- Park Development Projects: The Levy provides \$87 million for 62 named park development projects. Through 2010, \$42.1 million was appropriated for 58 development projects.
- Environmental Projects: The Levy provides \$8 million for environmental projects, including forest and stream restoration, community garden and P-Patch development, and expanded shoreline access. To date, DPR has appropriated over \$4.8 million for environmental projects.
- Opportunity Fund: The Levy provides \$15 million for citizen-initiated park projects to be recommended by the Oversight Committee. Planning for the opportunity fund process is currently underway.

Proposed Policy and Program Changes

In 2010, the Park Levy Oversight Committee approved transferring an additional \$1 million from the Acquisition Category to the Development Category for the Bell Street Park Boulevard Project. This project will transform Bell Street between 1st Avenue and 5th Avenue into a park boulevard and new park space for the Belltown neighborhood. The new park boulevard will provide usable park space while continuing to provide one traffic lane and reduced parking.

The following tables describe anticipated revenues and appropriations to the 2008 Parks Levy Fund for 2011 and 2012. As is typical with many capital programs, appropriations for the individual projects are made up-front and resulting expenditures span several years after the budget authority is approved. This front-loaded pattern of appropriations creates the temporary appearance of a large negative fund balance in the early years of the Levy period. However, the Fund's cash balance is projected to remain positive throughout the life of the Levy. Fund balance estimates are computed using values for anticipated capital expenditures, rather than budgeted capital expenditures.

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	Summit	2009	2010	2011	2012
Appropriations	Code	Actual	Adopted	Proposed	Proposed
Support to Multi-Purpose Trails	T2000	0	3,500,000	0	0
Budget Control Level					
Department Total		0	3,500,000	0	0
		2009	2010	2011	2012
Resources		Actual	Adopted	Proposed	Proposed
Other		0	3,500,000	0	0
Department Total		0	3,500,000	0	0

Support to Multi-Purpose Trails Budget Control Level

Purpose Statement

The purpose of the Support to Multi-Purpose Trails Budget Control Level (BCL) is to appropriate funds from the 2008 Parks Levy Fund to the Transportation Operating Fund to support specific trail projects. This BCL is funded by the 2008 Parks Levy Fund (Fund 33860).

Expenditures	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Support to Multi-Purpose Trails	0	3,500,000	0	0

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2011 - 2012 Estimated Revenues for the 2008 Parks Levy Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2011 Proposed	2012 Proposed
411100	Real & Personal Property	23,780,804	23,947,000	24,098,000	24,174,000
461110	Inv Earn-Residual Cash	114,695	5,000	100,000	50,000
461320	Unreald Gns/Losses-Inv GA	57,428	0	0	0
Total Revenues		23,952,927	23,952,000	24,198,000	24,224,000
379100	Use of (Contribution to) Fund Balance	0	(4,722,000)	(5,975,000)	(9,611,000)
Total Resources		23,952,927	19,230,000	18,223,000	14,613,000

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2008 Parks Levy Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Proposed	2012 Proposed
Beginning Fund Balance	0	4,203,000	16,246,000	16,440,000	7,860,000
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	23,953,000	23,952,000	24,692,000	24,198,000	24,224,000
Appropriations – Capital (DPR)	26,229,000	15,730,000	22,656,000	18,223,000	14,613,000
Less: Actuals/Forecast of Expenses (DPR)	7,707,000	25,535,000	24,348,000	30,563,000	17,415,000
Appropriations – Capital (SDOT)	3,750,000	3,500,000	3,500,000	0	0
Less: Actuals/Forecast of Expenses (SDOT)	0	3,500,000	150,000	2,215,000	4,410,000
Ending Fund Balance	16,246,000	(880,000)	16,440,000	7,860,000	10,259,000
Continuing Appropriations	22,272,000	2,885,000	23,930,000	9,375,000	2,163,000
Total Reserves	22,272,000	2,885,000	23,930,000	9,375,000	2,163,000
Ending Unreserved Fund Balance	(6,026,000)	(3,765,000)	(7,490,000)	(1,515,000)	8,096,000

Office of Arts and Cultural Affairs

Michael Killoren, Director

Contact Information

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On the Web at: <http://www.seattle.gov/arts/>

Department Description

The mission of the Office of Arts and Cultural Affairs (OACA) is to promote the value of arts and culture in communities throughout Seattle. The Office promotes Seattle as a cultural destination and invests in Seattle's arts and cultural sector to ensure the city has a wide range of high-quality programs, exhibits, and public art. The Office has four programs: Public Art; Cultural Partnerships; Community Development and Outreach; and Administrative Services. These programs are supported by two funding sources: the Arts Account, which is derived from 75% of the City's admission tax revenues; and the Municipal Arts Fund (MAF), which is derived from the One Percent for Arts program.

The Public Art Program integrates artists and the ideas of artists in the design of City facilities, manages the City's portable artworks collection, and incorporates art in public spaces throughout Seattle. This is funded through the One Percent for Art program, which by ordinance requires eligible City capital projects contribute one percent of their budgets to the Municipal Arts Fund for the commission, purchase, and installation of public artworks.

The Cultural Partnerships Program offers technical assistance and invests in cultural organizations, youth arts programs, individual artists, and community groups to increase residents' access to arts and culture, and to promote a healthy cultural sector in the city. Prior to 2010, funding for the program came from the General Subfund and the Arts Account, a fund established in order to reinvest 20% of the City's admission tax revenues in arts and culture. Beginning in 2010, an additional 55% of the admissions tax that previously went to the General Fund was diverted to the Arts Account and was designated specifically for Arts programming, including Cultural Partnerships, Community Development and Outreach and Administrative Services.

The Community Development and Outreach Program works to ensure greater community access to arts and culture by promoting opportunities for Seattle's arts and culture community through annual forums and award programs, by showcasing community arts exhibits and performances at City Hall, and by developing communication materials to promote Seattle as a "creative capital."

The Administrative Services Program provides executive management and support services for the Office; supports the Seattle Arts Commission, a 15-member advisory board, which advises the Office, the Mayor, and the City Council on arts programs and policy; and promotes the role of the arts in economic development, arts education for young people, and cultural tourism.

Proposed Policy and Program Changes

The City of Seattle's General Fund is facing a \$67 million shortfall in 2011. The 2011-2012 Proposed Budget includes reductions for all General Fund-dependent functions. While not a direct recipient of General Fund dollars, OACA receives revenues that just one-year ago were considered part of the General Fund. In the face of the General Fund's significant financial challenges, the 2011-2012 Proposed Budget expands the definition of qualifying arts programming in the City to include arts-related programming in the Department of Parks and Recreation (DPR) to preserve a broad array of arts programming while easing the pressure on the General Fund. With this strategy in mind, the 2011-2012 Proposed Budget includes reductions to the Arts program, as well as

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the Arts Account fund balance, in order to create funding capacity to support arts programming in DPR, including downtown parks arts programming, arts activation in outdoor neighborhood parks, and the operating costs for the Langston Hughes Performing Arts Center. The realignment of funding in this manner will ensure the continuation of programming that provides a wide variety of arts experiences to the public throughout the City. These programs include concerts, art installations, street performers, ballroom dancing, performing arts training, and music exploration opportunities. These innovative programs are designed to serve all ages and all ethnic groups, and to make our parks creative, fun community spaces. They particularly emphasize youth involvement and the transformation of young lives through participation in creating art.

The Office of Arts and Cultural Affairs identified a series of programming and administrative reductions in order to create capacity to support the DPR programs. In identifying reductions, OACA sought to preserve funding for community grants and for programs that serve children and youth, and those who do not have the financial means to access to other forms of art enrichment and programming.

Funding for the Seattle Presents concert series will be reduced from weekly to once a month in 2011. The "on-hold" music programming for City phones is eliminated, and City Hall community art exhibitions will be produced 3-4 times per year instead of monthly. Staffing is reduced by a half of a position commensurate with this programming reduction.

Funding for external contracts is reduced, resulting in the elimination of City funding to the Seattle Convention and Visitors Bureau and One Reel. This reduction results in the loss of funding to the Seattle Convention and Visitors Bureau for an online calendar of events at 'seeseattle.org' and to One Reel for the Mayor's Arts Award event.

The 2011-2012 Proposed Budget eliminates two administrative staff positions which will impact customer service, contract coordination and will curtail assistance to the Arts Commission and Public Art Advisory Committee. Administrative responsibilities will be distributed among the existing staff.

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Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Arts Account Budget Control Level					
Administrative Services - AT		0	462,515	342,609	348,962
Arts Account		1,668,443	1,207,454	0	0
Community Development and Outreach - AT		0	507,297	1,471,780	1,495,373
Cultural Partnerships - AT		0	1,502,209	2,608,686	2,657,102
Arts Account Budget Control Level	VA140	1,668,443	3,679,474	4,423,075	4,501,437
General Subfund Budget Control Level					
Administrative Services - GF		583,858	0	0	0
Community Development and Outreach - GF		720,081	0	0	0
Cultural Partnerships - GF		1,735,818	0	0	0
General Subfund Budget Control Level	VA400	3,039,757	0	0	0
Municipal Arts Fund Budget Control Level	2VMAO	1,760,153	2,754,882	2,693,359	2,788,342
Department Total		6,468,352	6,434,356	7,116,435	7,289,779
Department Full-time Equivalents Total*		23.10	23.10	20.60	20.60
<i>* FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.</i>					
		2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Resources					
General Subfund		3,039,757	0	0	0
Other		3,428,595	6,434,356	7,116,435	7,289,779
Department Total		6,468,352	6,434,356	7,116,435	7,289,779

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Arts Account Budget Control Level

Purpose Statement

The purpose of the Arts Account Budget Control Level (BCL) is to invest in Seattle's arts and cultural community to keep artists living and working in Seattle, to build community through arts and cultural events, and to increase arts opportunities for youth. The BCL appropriates the Office's admission tax set-aside, which is 75 percent of Admission Tax revenues.

Program Expenditures

	2009	2010	2011	2012
	Actual	Adopted	Proposed	Proposed
Administrative Services - AT	0	462,515	342,609	348,962
Arts Account	1,668,443	1,207,454	0	0
Community Development and Outreach - AT	0	507,297	1,471,780	1,495,373
Cultural Partnerships - AT	0	1,502,209	2,608,686	2,657,102
Total	1,668,443	3,679,474	4,423,075	4,501,437
Full-time Equivalents Total *	13.00	13.00	10.50	10.50

**FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

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Arts Account: Administrative Services - AT

Purpose Statement

The purpose of the Administrative Services Program is to provide executive management and support services to the Office and to support the Seattle Arts Commission, a 15-member advisory board that advises the Office, the Mayor, and the City Council on arts programs and policy.

Program Summary

Reduce budget by \$135,000 and abrogate 1.0 FTE Administrative Secretary and 1.0 FTE Administrative Specialist I. This action eliminates front desk coverage and will curtail contract coordination and assistance to the Arts Commission and Public Art Advisory Committee. Administrative responsibilities will be distributed among the existing staff.

Reduce budget by \$3,000 eliminating the budget for travel and training. This results in department staff not attending two annual art conferences.

Reduce budget by \$5,000 in accordance with Executive Order 2010-01, which directed departments to withhold base salary increases for City officers and employees in certain classifications.

The Mayor and the Council engaged in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. When negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the Administrative Services Program will achieve \$3,000 in savings.

Increase budget by \$30,000 to reflect a transfer from the Arts Account Program resulting from the reorganization of the Arts Account Program activities into the Administrative Services, Civic Partnership and Community Development and Outreach programs.

Reduce budget by \$4,000 for citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$120,000.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
Administrative Services - AT	0	462,515	342,609	348,962
Full-time Equivalents Total*	5.50	5.50	3.50	3.50

** FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

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Arts Account: Arts Account

Purpose Statement

The purpose of the Arts Program is to invest in Seattle's arts and cultural community to keep artists living and working in Seattle, to build community through arts and cultural events, and to increase arts opportunities for youth.

Program Summary

These funds will transfer internally and are now respectively reflected under the Arts Account: Administrative Services, Cultural Partnerships, and Community Development and Outreach Programs.

	2009	2010	2011	2012
Expenditures	Actual	Adopted	Proposed	Proposed
Arts Account	1,668,443	1,207,454	0	0

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Arts Account: Community Development and Outreach - AT

Purpose Statement

The purpose of the Community Development and Outreach Program is to promote arts and culture through arts award programs, cultural events, City Hall exhibits and performances, and communication materials that recognize Seattle as a "creative capital."

Program Summary

Reduce budget by \$76,000 in program funding and reduce 1.0 FTE Events Booking Representative position to 0.50 FTE. This action will reduce the Seattle Presents Concert Series programming to performances held once a month. Additionally, community art exhibitions at City Hall will be reduced and OnHold programming for City phones will be eliminated.

Reduce budget by \$2,000 in accordance with Executive Order 2010-01, which directed departments to withhold base salary cost of living increases for City officers and employees in certain classifications.

The Mayor and the Council engaged in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. When negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the Community Development and Outreach Program will achieve \$3,000 in savings.

Increase budget by \$1.02 million for contracting of arts programming within the Department of Parks and Recreation (DPR). These funds will be used for Downtown Parks Arts Programming, the Outdoor Neighborhood Parks Activation projects, and the Langston Hughes Performing Arts Center operations.

Increase budget by \$29,000 to reflect a transfer from the Arts Account Program resulting from the reorganization of the Arts Account Program activities into the Cultural Partnership, Administrative Services and Community Development and Outreach programs.

Reduce budget by \$4,000 for citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$964,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Community Development and Outreach - AT	0	507,297	1,471,780	1,495,373
Full-time Equivalents Total*	3.00	3.00	2.50	2.50

** FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

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Arts Account: Cultural Partnerships - AT

Purpose Statement

The purpose of the Cultural Partnerships Program is to invest in arts and culture. The program increases Seattle residents' access to arts and cultural opportunities, provides arts opportunities for youth, and enhances the economic vitality of Seattle's arts and cultural community by investing in arts organizations and emerging artists.

Program Summary

Reduce budget by \$39,000 eliminating contract funding for the Seattle Convention & Visitors Bureau and One Reel.

Reduce budget by \$120,000 for Core Programming grants to organizations throughout the city. This represents an 8% cut to a \$1.6 million program budget.

Reduce budget by \$3,000 eliminating the budget for travel and training. This results in department staff not attending two annual art conferences.

Reduce budget by \$2,000 in accordance with Executive Order 2010-01, which directed departments to withhold base salary increases for City officers and employees in certain classifications.

The Mayor and the Council engaged in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. When negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the Cultural Partnerships Program will achieve \$3,000 in savings.

Increase budget by \$1.3 million to reflect a transfer from the Arts Account Program resulting from the reorganization of the Arts Account Program activities into the Cultural Partnership, Administrative Services and Community Development and Outreach Programs.

Reduce budget by \$3,000 for citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$1.1 million.

Expenditures/FTE	2009	2010	2011	2012
	Actual	Adopted	Proposed	Proposed
Cultural Partnerships - AT	0	1,502,209	2,608,686	2,657,102
Full-time Equivalents Total*	4.50	4.50	4.50	4.50

** FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

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Municipal Arts Fund Budget Control Level

Purpose Statement

The purpose of the Municipal Arts Fund Budget Control Level (BCL) is to fund the Public Art program which develops engaging art pieces and programs for City facilities, and maintains the City's existing art collection. The BCL appropriates revenues from the Municipal Arts Fund (MAF), of which most come from the City's One Percent for Art program, a program that invests one percent of eligible capital funds in public art.

Summary

Reduce budget by \$2,000 in accordance with Executive Order 2010-01, which directed departments to withhold base salary cost of living increases for City officers and employees in certain classifications.

The Mayor and the Council engaged in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. When negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the Municipal Arts Fund Budget Control Level will achieve \$7,000 in savings.

Reduce budget by \$129,000 to reflect revised Municipal Arts Fund estimated revenues due to reduce capital program budgets across the City.

Increase budget by \$77,000 for departmental city adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$61,000.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
Municipal Arts Fund	1,760,153	2,754,882	2,693,359	2,788,342
Full-time Equivalents Total*	10.10	10.10	10.10	10.10

** FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

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2011 - 2012 Estimated Revenues for the Arts Account

Summit Code	Source	2009 Actuals	2010 Adopted	2011 Proposed	2012 Proposed
461100	Interest Earnings	19,257	0	10,000	10,000
461320	Interest Increase (Decrease)	(3,970)	0	0	0
587001	Interfund Transfers	1,180,530	3,761,449	4,176,143	4,769,464
431110	ARRA Federal Grant	104,583	0	0	0
	Total Arts Account	104,583	0	0	0
	Total Revenues	1,300,400	3,761,449	4,186,143	4,779,464
379100	Use of (Contribution To) Fund Balance	0	(81,975)	236,932	(278,027)
	Total Resources	1,300,400	3,679,474	4,423,075	4,501,437

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2011 - 2012 Estimated Revenues for the Municipal Arts Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2011 Proposed	2012 Proposed
441990	Public Art Management Fees	165,964	185,864	185,864	185,864
461110	Interest Earnings	96,932	170,000	100,000	100,000
461320	Investment Increase	(8,273)	0	0	0
469990	Miscellaneous Revenues	30,024	8,500	8,500	8,500
541190	Interfund Transfers (1% for Art)	2,166,985	2,498,516	2,407,357	2,282,507
	Total Revenues	2,451,632	2,862,880	2,701,721	2,576,871
379100	Use of (Contribution To) Fund Balance	0	(107,998)	(8,362)	211,471
	Total Resources	2,451,632	2,754,882	2,693,359	2,788,342

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Arts Account

	2009 Actuals	2010 Adopted	2010 Revised	2011 Proposed	2012 Proposed
Beginning Fund Balance	1,116,715	210,014	745,951	833,376	596,444
Accounting and Technical Adjustments	(2,721)	0	0	0	0
Plus: Actual and Estimated Revenue	1,300,400	3,761,449	3,761,499	4,186,143	4,779,464
Less: Actual and Budgeted Expenditures	1,668,443	3,679,474	3,674,074	4,423,075	4,501,437
Ending Fund Balance	745,951	291,989	833,376	596,444	874,471
Continuing Appropriations	536,860	0	0	0	0
Total Reserves	536,860	0	0	0	0
Ending Unreserved Fund Balance	209,091	291,989	833,376	596,444	874,471

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Municipal Arts Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Proposed	2012 Proposed
Beginning Fund Balance	4,753,444	4,121,147	5,428,392	5,536,390	5,544,751
Accounting and Technical Adjustments	(16,532)	0	0	0	0
Plus: Actual and Estimated Revenue	2,451,632	2,862,880	2,862,880	2,701,721	2,576,871
Less: Actual and Budgeted Expenditures	1,760,153	2,754,882	2,754,882	2,693,359	2,788,342
Ending Fund Balance	5,428,392	4,229,145	5,536,390	5,544,751	5,333,280
Continuing Appropriations	624,969	0	0	0	0
Total Reserves	624,969	0	0	0	0
Ending Unreserved Fund Balance	4,803,423	4,229,145	5,536,390	5,544,751	5,333,280

The Seattle Public Library

Susan Hildreth, City Librarian

Contact Information

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Department Description

The Seattle Public Library (SPL), founded in 1891, includes the Central Library, 26 neighborhood libraries, the Center for the Book, and a robust "virtual library" available on a 24/7 basis through the Library's web site. The Central Library provides systemwide services including borrower services, outreach and public information, specialized services for children, teens and adults as well as immigrant and refugee populations, and public education and programming. The neighborhood branches provide library services, materials, and programs close to where people live, go to school and work, and serve as a focal point for community involvement and lifelong learning.

The Library is governed by a five-member citizen Board of Trustees, who are appointed by the Mayor and confirmed by the City Council. Board members serve five-year terms and meet monthly. The Revised Code of Washington (RCW 27.12.240) and the City Charter (Article XII, Section 5) grant the Board of Trustees "exclusive control of library expenditures for library purposes." The Library Board adopts an annual operation plan in December after the City Council approves the Library's budget appropriation.

Over 14 million people visited The Seattle Public Library, in-person or virtually, in 2009. As the center of Seattle's information network, the Library provides a vast array of resources and services to the public (2009 usage noted), including:

- print and electronic books, magazines, newspapers (12 million items checked out);
- online catalog and web site (www.spl.org) - 6.7 million visits;
- assisted information services in-person, virtual and telephone (over one million responses);
- Internet access and classes (1.8 million patron internet sessions);
- CDs, DVDs, books on tape and downloadable (126,000 downloads);
- sheet music and small practice rooms;
- electronic databases (365,000 users);
- an extensive multilingual collection;
- English as a Second Language (ESL) and literacy services;
- outreach and accessible services and resources for people with disabilities or special needs;
- more than 6,500 literary programs for children, teens, and adults;
- Homework Help (9,000 sessions);
- podcasts of public programs (550,000 downloads);
- 23 neighborhood meeting rooms;
- a large Central library auditorium and 12 meeting rooms (nearly 900 meetings);
- Quick Information Center telephone reference service (386-INFO).

Proposed Policy and Program Changes

The City of Seattle's General Fund is facing a \$67 million shortfall for 2011. In order to help address this gap, the 2011-2012 Proposed Budget for the Seattle Public Library reflects both reductions in expenditures and new revenues from fees and increased collections of outstanding fines. The Library shares the Mayor's desire to preserve direct public services as much as possible. The following changes in Library operations are made to support this goal.

For 2011, the Library is continuing to adjust its operations to streamline its service-delivery model in the face of reduced resources. The Library is consolidating management of the branches, removing one level of management, and strengthening support for service development and outreach. In 2010, the branch management structure consists of three regional managers and 13 branch manager and assistant manager pairs who each manage two branches. In 2011, the branch library manager classification will be eliminated. Three regional managers will be added, for a total of six regional managers, who will be based at a branch and oversee 4-5 branches within a region. Six positions will be added to provide a total of 19 assistant managers to coordinate building operations. Two assistant managing librarians located at the Central Library will assist with centralized services and system-wide programming. The Library is also consolidating services in the Central Library to maximize program coordination, customer service, and staffing efficiencies.

The Library will convert eight of its smallest, least-used branches into non-reference or circulating libraries and reduce on-site librarian reference service in order to achieve operational efficiencies and staff savings. These branches (Delridge, Fremont, International District/Chinatown, Madrona-Sally Goldmark, Montlake, New Holly, South Park, and Wallingford) will continue to be open 35 hours per week and serve as "gateways" to the resources of the entire library system. These branches will offer collections, holds-pickup, and computer access. Access to specialized reference or collection services will be provided on-line or by telephone access to staff at the Central Library. Programming will be primarily focused on youth and provided by librarians from other locations.

The Library will integrate the operation of its Mobile Services, which currently is a free-standing operation, with the Outreach Services unit based at the Central Library, which currently includes specialized services for patrons with disabilities or special needs and for patrons for who English is a second language. The current array of program services will be maintained and better aligned with other Outreach Services programming. This change will achieve efficiencies by integrating Mobile staff supervision and scheduling with Outreach Services, and integrating the Mobile Services collections, mail services, and materials processing with systems located at the Central Library.

As in previous years, the Library will close the entire Library system for one week in 2011, a budget savings step also taken in 2009 and 2010. This temporary closure results in savings for the Library through a salary reduction to Library employees. The Library anticipates again scheduling the closure just before the Labor Day holiday as this time period has the lowest utilization for SPL, allowing it to minimize impacts to patrons. As with previous closures, the Library will manage public information and education to prepare patrons for the closure.

The Library's materials budget will be reduced to 2009 levels. With this reduction, the Library will restructure its collections processing unit and eliminate three staff positions associated with this function. This reduction brings the materials budget to \$5 million and will result in fewer copies of popular titles, longer waiting times for books and materials by customers, and less breadth and depth in the collection.

The Library will also implement a restructuring of its Information Technology division in order to maximize work flow and collaboration. Specifically, the Library will integrate its Web services within the Information Technology division for staff efficiencies. Web content will be developed by a collaborative team comprised of staff from Library Services, Communications, Information Technology, and other divisions as needed.

The Library will implement a variety of fine and fee adjustments to help offset the General Fund budget shortfall. The Library will increase the daily fine rate on a variety of loaned materials including print materials, DVDs, inter-library loans, and reference materials. The Library will also increase the fees for patrons to print from Library personal computers. Additionally, the Library will authorize the Library's collection recovery agency to send fine notices to parents of juveniles under the age of 13 years who owe fines. This latter action is a one-time revenue offset and will not be sustained once the past due fines have been collected.

Library

Finally, the 2011-2012 Proposed Budget identifies other administrative savings and operational efficiencies which avoid direct service reductions. This includes reducing expenditures for travel and training, janitorial services, human resources program costs and technical adjustments including a reduction in inflationary adjustment to non-personnel costs. The Proposed Budget also reflects an anticipated negotiated reduction in the cost of living adjustment for most Library employees from 2% to 0.6%, which will result in a savings of \$440,000 and will be used to prevent a comparable budget reduction in 2011. Non-represented management-level personnel in the Library will see their wages frozen in 2011.

Library

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Administrative Services					
Administrative Services Director		269,042	324,284	748,036	770,588
Facilities Maintenance and Materials		5,547,183	5,459,978	5,763,275	5,947,655
Distribution Services					
Finance Services		1,440,058	1,609,237	1,482,392	1,510,408
Safety and Security Services		1,017,813	1,042,125	1,077,850	1,109,494
Administrative Services	B1ADM	8,274,096	8,435,625	9,071,553	9,338,145
City Librarian's Office					
City Librarian		517,689	415,552	419,074	431,016
Communications		773,425	870,572	566,826	586,060
City Librarian's Office	B2CTL	1,291,114	1,286,124	985,900	1,017,077
Human Resources	B5HRS	1,117,738	1,195,074	1,017,651	1,031,126
Information Technology	B3CTS	2,538,589	3,287,691	3,220,932	3,216,298
Library Services					
Central Library Services		10,996,284	11,128,960	11,375,246	11,749,053
Library Services Director		889	178,695	0	0
Mobile Services		822,109	745,396	0	0
Neighborhood Libraries		16,314,711	16,284,068	16,470,968	17,040,971
Technical and Collection Services		9,113,738	8,428,307	8,010,557	7,999,668
Library Services	B4PUB	37,247,732	36,765,426	35,856,772	36,789,692
Department Total		50,469,269	50,969,940	50,152,808	51,392,337
		2009	2010	2011	2012
Resources		Actual	Adopted	Proposed	Proposed
General Subfund		48,164,128	49,205,188	47,299,078	48,630,097
Other		2,305,141	1,764,752	2,853,729	2,762,241
Department Total		50,469,269	50,969,940	50,152,808	51,392,337

Administrative Services

Purpose Statement

The purpose of Administrative Services is to support the delivery of library services to the public.

Program Expenditures	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Administrative Services Director	269,042	324,284	748,036	770,588
Facilities Maintenance and Materials	5,547,183	5,459,978	5,763,275	5,947,655
Distribution Services				
Finance Services	1,440,058	1,609,237	1,482,392	1,510,408
Safety and Security Services	1,017,813	1,042,125	1,077,850	1,109,494
Total	8,274,096	8,435,625	9,071,553	9,338,145

Administrative Services: Administrative Services Director

Purpose Statement

The purpose of the Administrative Services Director Program is to administer the financial, facilities, materials distribution, event services, and safety and security operations of the Library system so that library services are provided effectively and efficiently.

Program Summary

Reduce personnel budget by \$6,000 as part of a one-week Library closure.

Transfer \$400,000 into the Administrative Services BCL from the Library Bunn Fund as part of the operation of the Event Services program. The Bunn Fund is a Library gift fund that supported the development of an Event Services function when the new Central Library opened. Event Services manages the Central Library room rental program as well as the logistics for public programs provided by Library staff in the auditorium and meeting rooms. This is a budget neutral transfer as room rental fees will now be reported within the Library's fines and fees revenue. This adjustment will result in no programmatic or service change for the existing program.

Increase budget by \$30,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$424,000.

Expenditures	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Administrative Services Director	269,042	324,284	748,036	770,588

**Administrative Services: Facilities Maintenance and Materials
Distribution Services**

Purpose Statement

The purpose of the Facilities Maintenance and Materials Distribution Services Program is to manage the Library's materials distribution system and maintain buildings and grounds so that library services are delivered in clean and comfortable environments, and materials are readily available to patrons.

Program Summary

Reduce budget by \$52,000 and abrogate 1.0 FTE Janitor. The Library will mitigate the impact of this reduction by implementing systematic service level efficiencies and reductions.

Reduce personnel budget by \$66,000 associated with a one-week Library closure.

Increase budget by \$421,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$303,000.

Expenditures	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Facilities Maintenance and Materials	5,547,183	5,459,978	5,763,275	5,947,655
Distribution Services				

Administrative Services: Finance Services

Purpose Statement

The purpose of the Finance Services Program is to provide accurate financial, purchasing, and budget services to, and on behalf of, the Library so that it is accountable for maximizing its resources in carrying out its mission.

Program Summary

Reduce budget by \$76,000 associated with the mailing of patron account notices. Patrons will be notified about account activity via e-mail or automated phone services only. Additionally, all cardholders have free access to e-mail at the Library, which should ease the transition to e-mail notification.

Reduce personnel budget by \$9,000 as part of a one-week Library closure.

Exchange \$650,000 in general fund budget with increased library fee revenue generated from new increases in daily fine rates and printing fees as well as the collection of past due fines from juvenile patron accounts. No new budget authority needed.

Decrease budget by \$42,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$127,000.

	2009	2010	2011	2012
Expenditures	Actual	Adopted	Proposed	Proposed
Finance Services	1,440,058	1,609,237	1,482,392	1,510,408

Administrative Services: Safety and Security Services

Purpose Statement

The purpose of the Security Program is to provide safety and security services so that library services are delivered in a safe and comfortable atmosphere.

Program Summary

Reduce personnel budget by \$16,000 associated with a one-week Library closure.

Increase budget by \$52,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$36,000.

	2009	2010	2011	2012
Expenditures	Actual	Adopted	Proposed	Proposed
Safety and Security Services	1,017,813	1,042,125	1,077,850	1,109,494

City Librarian's Office

Purpose Statement

The purpose of the City Librarian's Office is to provide leadership for the Library in the implementation of policies and strategic directions set by the Library Board of Trustees.

Program Expenditures

	2009	2010	2011	2012
	Actual	Adopted	Proposed	Proposed
City Librarian	517,689	415,552	419,074	431,016
Communications	773,425	870,572	566,826	586,060
Total	1,291,114	1,286,124	985,900	1,017,077

City Librarian's Office: City Librarian

Purpose Statement

The purpose of the City Librarian's Office Program is to provide leadership for the Library in implementing the policies and strategic direction set by the Library Board of Trustees, and in securing the necessary financial resources to operate the Library in an effective and efficient manner. The City Librarian's Office serves as the primary link between the community and the Library, and integrates community needs and expectations with Library resources and policies.

Program Summary

Reduce personnel budget by \$13,000 as part of a one-week Library closure.

Increase budget by \$17,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$4,000.

	2009	2010	2011	2012
Expenditures	Actual	Adopted	Proposed	Proposed
City Librarian	517,689	415,552	419,074	431,016

City Librarian's Office: Communications

Purpose Statement

The purpose of the Communications Program is to ensure that the public and Library staff are fully informed about Library operations, which includes 6,000 annual public programs. The office contributes to the Library's web site, a 24/7 portal to library services, and provides timely and accurate information through a variety of other methods.

Program Summary

Reduce budget by \$311,000, abrogate 1.0 FTE Web Manager and transfer 2.0 FTE Web Developers positions to the Information Technology division. The Library will integrate the Library's web services within the Information Technology division to improve work flow and collaboration.

Reduce personnel budget by \$4,000 as part of a one-week Library closure.

Increase budget by \$11,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$304,000.

	2009	2010	2011	2012
Expenditures	Actual	Adopted	Proposed	Proposed
Communications	773,425	870,572	566,826	586,060

Human Resources

Purpose Statement

The purpose of Human Resources is to provide responsive and equitable services, including human resources policy development, recruitment, classification and compensation, payroll, labor and employee relations, volunteer services, and staff training services so that the Library maintains a productive and well-supported work force.

Summary

Reduce budget by \$140,000 and abrogate 1.0 FTE Administrative Assistant and 0.75 FTE Training Program Coordinators in the Human Services division. This sustained 2010 mid-year reduction eliminated receptionist services for the administrative floor of the Central Library and required closing direct access to the public. The training staff reduction required the division to restructure remaining human resources positions into more generalist classifications so that a small number of staff can continue to provide essential services.

Reduce personnel budget by \$17,000 as part of a one-week Library closure.

Reduce travel and training budget by \$35,000, including eliminating the Library's tuition reimbursement fund. This action will result in a 15% reduction to training resources.

Increase budget by \$15,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$177,000.

Expenditures	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Human Resources	1,117,738	1,195,074	1,017,651	1,031,126

Information Technology

Purpose Statement

The purpose of Information Technology is to provide quality data processing infrastructure and services so that Library patrons and staff have free and easy access to a vast array of productivity tools, ideas, information, and knowledge.

Summary

Reduce budget by \$72,000 and abrogate a 1.0 FTE Technology Operations Assistant. The division will restructure responsibilities within the Information Technology division to provide essential services.

Increase budget by \$191,000 and transfer in 2.0 FTE Web Developers from the Communications office as part of the Library's Web services reorganization which integrates the Web management within the Information Technology division to improve work flow and collaboration.

Reduce personnel budget by \$33,000 as part of a one-week Library closure.

Decrease budget by \$153,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$67,000.

Expenditures	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Information Technology	2,538,589	3,287,691	3,220,932	3,216,298

Library Services

Purpose Statement

The purpose of Library Services is to provide services, materials and programs that benefit and are valued by Library patrons. Library Services provides technical and collection services in order to provide information access and Library materials to all patrons.

Program Expenditures

	2009	2010	2011	2012
	Actual	Adopted	Proposed	Proposed
Central Library Services	10,996,284	11,128,960	11,375,246	11,749,053
Library Services Director	889	178,695	0	0
Mobile Services	822,109	745,396	0	0
Neighborhood Libraries	16,314,711	16,284,068	16,470,968	17,040,971
Technical and Collection Services	9,113,738	8,428,307	8,010,557	7,999,668
Total	37,247,732	36,765,426	35,856,772	36,789,692

Library Services: Central Library Services

Purpose Statement

The purpose of the Central Library Services Program is to operate the Central Library and to provide systemwide services including borrower services, outreach services, specialized services for children, teens and adults as well as immigrant and refugee populations; and public education and programming. Central Library Services also provides in-depth information, extensive books and materials, and service coordination to patrons and staff at branches so they have access to more extensive resources than would otherwise be available at a single branch.

Program Summary

Reduce budget by \$52,000 in personnel funding allocated to responding to unanticipated demands resulting from a change in branch hours implemented in February 2010. No library staff will be impacted by this reduction.

Reduce budget by \$387,000 associated with the abrogation of the following: 1.675 FTE Librarians, 0.5 FTE Librarian Assistant IV, 1.0 FTE Coordinating Library Technician, 1.825 FTE Librarian Associate III, 0.5 FTE Librarian Associate II. This reduction is offset by adding 0.5 FTE Coordinating Librarian Associate and 0.6 FTE Librarian Associate IV positions to continue essential services. A recent restructuring of services and management of the Central Library to reflect current use patterns will enable the Library to minimize impacts to patrons.

Reduce budget by \$292,000 associated with the abrogation of 2.25 FTE Librarian, 0.5 FTE Library Associate II, a 0.8 FTE Library Resource Specialist and 0.6 FTE Student Librarian, and the restructure of Central Library operations. This includes moving or consolidating staffing of different programs, reducing the Genealogy program assistance to appointment only and reducing the Seattle Room's hours of operation.

Reduce personnel budget by \$181,000 as part of a one-week Library closure.

Increase budget by \$631,000 allocated to mobile Services as a result of integrating Mobile Services into Outreach Services. This is an internal Department transfer and is budget neutral.

Increase budget by \$527,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$246,000.

Expenditures	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Central Library Services	10,996,284	11,128,960	11,375,246	11,749,053

Library Services: Library Services Director

Purpose Statement

The purpose of the Library Services Director Program is to provide leadership for the Library services division and insure that patrons have access to relevant and current collections, services, and resources in a rapidly changing information and technology environment.

Program Summary

The Library has not filled the director position since it became open in 2009 in order to provide a new City Librarian an opportunity to directly lead the development of services and programs and achieve budget savings. The intent is to fill the position when resources become available.

Decrease budget by \$178,000 to reflect departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$178,000.

Expenditures	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Library Services Director	889	178,695	0	0

Library Services: Mobile Services

Purpose Statement

The purpose of the Mobile Services Program is to provide access to library books, materials, and services for patrons who are unable to come to the Library.

Program Summary

Reduce budget by \$213,000 and abrogate a 1.0 FTE Branch Library Manager 2, and a 0.5 FTE Coordinating Library Associate and transfer the operation of Mobile Services to the Outreach Services unit based at the Central Library. This includes the integration of staff supervision and scheduling with Outreach Services as well as integrating the Mobile Services collections, mail services, materials processing and delivery with systems located at the Central Library. The current array of mobile services will be maintained and better aligned with other outreach services.

Reduce personnel budget by \$12,000 as part of a one-week Library closure.

Increase budget by \$36,000 associated with the elimination of four Central Library librarian and paraprofessional positions and the transfer of part of that work into Mobile Services. The department will reprioritize workloads throughout the Central Library in order to absorb critical functions. A recent restructuring of service departments and management of the Central Library to reflect current use patterns will enable the Library to avoid significant impacts to services.

Transfer \$631,000 from the Mobile Services division to the Central Library Services division to support the consolidation of Mobile Services in the Library's Outreach Services unit.

Increase budget by \$75,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$745,000.

	2009	2010	2011	2012
Expenditures	Actual	Adopted	Proposed	Proposed
Mobile Services	822,109	745,396	0	0

Library Services: Neighborhood Libraries

Purpose Statement

The purpose of the Neighborhood Libraries Program is to provide services, materials, and programs close to where people live and work to support independent learning, cultural enrichment, recreational reading, and community involvement.

Program Summary

Reduce budget by \$318,000 and abrogate 13.0 FTE Branch Library Managers eliminating one layer of branch management. This reduction is offset by the addition of 3.0 FTE Regional Managers, 6.0 FTE Assistant Managers and 2.0 FTE Assistant Managing Librarians to take over operational and supervising responsibilities formerly provided by the branch managers. Management of 26 branches will be consolidated under the regional managers and will result in a net reduction of two positions. The new management structure will support the Library's regional service structure and provide consistency and efficiency across the system.

Reduce budget by \$69,000 associated with converting the system's eight smallest and least-used branches to circulating branches. These branches - Delridge, Fremont, International District/Chinatown, Madrona-Sally Goldmark, Montlake, NewHolly, South Park, and Wallingford - will continue to offer collections, holds-pickup and computer access. These libraries will no longer provide on-site librarian reference service and will focus on programming for children and teens. The Central Library will provide reference service at these locations on-line or by telephone. This will result in the elimination of the equivalent of 1.8 FTE Librarian positions at the affected branches and the addition of 1.5 FTE Library Associate II positions to provide additional staffing support in branch libraries. Additional programming will be offered at nearby branches that have the necessary building capacity and staffing resources.

Reduce personnel budget by \$254,000 as part of a one-week Library closure.

Increase budget by \$828,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$187,000.

Expenditures	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Neighborhood Libraries	16,314,711	16,284,068	16,470,968	17,040,971

Library Services: Technical and Collection Services

Purpose Statement

The purpose of the Technical and Collection Services Program is to make library books, materials, databases, downloadable materials, and the library catalog available to patrons.

Program Summary

Reduce budget by \$882,000 and abrogate 3.0 FTE Library Technicians associated with the Library's collections budget. \$182,000 of this reduction is personnel costs and \$700,000 is the reduction in the materials funding. This will result in a 2011 materials budget of \$5 million.

Reduce personnel budget by \$40,000 as part of a one-week Library closure.

Increase budget by \$504,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$418,000.

Expenditures	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Technical and Collection Services	9,113,738	8,428,307	8,010,557	7,999,668

Library

2011 - 2012 Estimated Revenues for the Library Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2011 Proposed	2012 Proposed
441610	Copy Services	76,103	60,000	75,000	75,000
441610	Pay for Print	101,237	99,000	159,000	159,000
459700	Fines and Fees	1,112,010	982,432	1,673,730	1,570,240
459700	Misc. Revenue	0	0	0	0
462300	Parking Revenue	298,018	377,320	300,000	300,000
462400	Space Rentals	0	0	400,000	412,000
462800	Coffee Cart	5,618	3,000	3,000	3,000
469112	Sale of fixed Assets	59,685	50,000	50,000	50,000
469990	Misc. Revenue	5,003	3,000	3,000	3,000
542810	Cable Franchise	150,000	190,000	190,000	190,000
587001	General Subfund Support	48,164,128	49,205,188	47,299,078	48,630,097
Total Revenues		49,971,802	50,969,940	50,152,808	51,392,337

Library

Library Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Proposed	2012 Proposed
Beginning Fund Balance	1,120,781	446,345	616,514	333,514	333,514
Accounting and Technical Adjustments	(6,800)	0	0	0	0
Plus: Actual and Estimated Revenue	49,971,802	50,969,940	50,047,940	50,152,808	51,392,337
Less: Actual and Budgeted Expenditures	50,469,269	50,969,940	50,330,940	50,152,808	51,392,337
Ending Fund Balance	616,514	446,345	333,514	333,514	333,514

Capital Improvement Program Highlights

In 2008, The Seattle Public Library completed the final building projects of a system-wide capital program, "Libraries for All" (LFA). The \$290.7 million program was funded by \$196.6 million in bonds approved by the voters in 1998, \$46.8 million in private funding, \$22.6 million in bond interest earnings, \$19.1 million in other public resources and \$5.6 million in property sale proceeds. As a result of LFA, each of the 22 branch libraries in the system as of 1998 has been renovated, expanded or replaced. Four new branch libraries are open to the public, at Delridge, International District/Chinatown, Northgate and South Park. Seattle citizens have a new Central Library.

With the conclusion of the LFA program, the Library is determined to preserve the generous public and private sector investment that the citizens of Seattle have made in their library facilities. The overall condition of Library facilities is very good, but as the majority of buildings cross the five-to-ten year mark from the completion of their LFA construction projects, it is important to continue to invest in facility maintenance to extend the useful life of these community assets. Capital work in 2011-12 focuses on safety and building integrity, including improvements to the Central Library HVAC and security systems, walkway and handrail restoration at several branches to ensure safe access, ventilation and boiler improvements at branch libraries, and the continuation of phased repairs to roofs and building envelopes.

The Library's ongoing CIP projects address asset preservation throughout the Library system. In 2009 the Library's capital budget was reduced midyear from \$1.646 million to \$694,000 as a result of the sharp drop in City REET revenue. Funding in 2010 totaled \$1,031,000 in combined REET and CRS Unrestricted funding. The proposed 2011 budget is \$830,000 in REET funding, which is reduced to \$600,000 in the 2012 proposed budget. Since mid-year 2009, Library capital resources have been consolidated in two BCLs (Library Major Maintenance and Preliminary Engineering and Planning) to provide more flexibility under these difficult budget conditions. No funding is provided for Preliminary Engineering and Planning under the proposed budget. With 27 very heavily-used buildings, careful management of the capital budget is required. The Library is committed to doing the best job possible with limited resources to try to keep all facilities in excellent condition.

Capital Improvement Program Appropriation

	2011 Proposed	2012 Proposed
Library Major Maintenance: B301111		
Cumulative Reserve Subfund - REET I Subaccount (00163)	830,000	600,000
Subtotal	830,000	600,000
Total Capital Improvement Program Appropriation	830,000	600,000

Department of Parks and Recreation

Christopher Williams, Acting Superintendent

Contact Information

Department Information Line: (206) 684-4075

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On the Web at: <http://www.seattle.gov/parks/>

Department Description

The Department of Parks and Recreation (DPR) works with all residents to be good stewards of the environment, and to provide safe, welcoming opportunities to play, learn, contemplate, and build community.

DPR manages a 6,200-acre park system comprised of 430 developed parks, featuring 204 athletic fields, 130 children's play areas, 11 off-leash areas, nine swimming beaches, 18 fishing piers, five golf courses, and 25 miles of boulevards. Other facilities include 151 outdoor tennis courts, 26 community centers, eight indoor and two outdoor swimming pools, 22 wading pools, 5 spray features, a nationally recognized Rose Garden, and more. The Woodland Park Zoological Society operates the zoo with City financial support and the Seattle Aquarium Society operates the City-owned Seattle Aquarium. Hundreds of thousands of residents and visitors use Parks and Recreation facilities to pursue their passions from soccer to pottery, kite flying to golf, swimming to community celebrations, or to sit in quiet reflection.

Department employees work hard to develop partnerships with park neighbors, volunteer groups, non-profit agencies, local businesses, and the Seattle School District to effectively respond to increasing requests for use of Seattle's park and recreation facilities. Many Parks facilities have advisory councils associated with them. These volunteer citizen groups advise Parks' staff on programming of community centers and other facilities. The advisory councils, in turn, are part of the Associated Recreation Councils (ARC), a non-profit partner with the DPR in providing childcare and recreation programs at City facilities.

In 1999, Seattle voters approved a renewal of the 1991 Seattle Center and Community Centers Levy, continuing DPR's commitment to renovate and expand facilities and provide new recreation centers. The 1999 Levy totaled \$72 million spread over eight years. Nine community centers received a total of \$36 million from the Levy. In 2000, Seattle voters approved the 2000 Neighborhood Parks, Green Spaces, Trails and Zoo Levy (2000 Parks Levy), which enabled the Department to complete more than 100 park acquisition and development projects, improve maintenance, boost environmental programs and practices, and expand recreation opportunities for young people and seniors. The Parks Levy ended in 2008, but funds for some specific projects approved under the levy remain and will be completed in later years.

In 2008, Seattle voters approved the 2008 Parks and Green Spaces Levy (2008 Parks Levy), which provides \$145.5 million for improving and expanding the city's parks and green spaces. This 2008 Levy provides for acquisition of new parks and green spaces; development and improvements of various parks; renovation of cultural facilities; and funding for an environmental category which includes the Green Seattle Partnership, community gardens, trails, and improved shoreline access at street ends.

While the Seattle voters have consistently chosen to expand their park and recreation system, there is a limited, dedicated source of revenue to operate and maintain the new facilities that the public have authorized. The Parks operating budget is \$121 million, \$81 million of which comes from the General Fund. The other \$40 million comes from user fees, rental charges, and payments from capital funds for the time staff spend working on capital projects. Over the years, the City of Seattle Parks Department has been challenged to maintain a growing number of Parks assets while the funding available to support these activities has not kept pace. The 2011-2012 Proposed Budget is no exception to this trend. That said, as the economy recovers and the City's funding situation

Parks and Recreation

improves, addressing the long-standing funding imbalances in Parks is a top priority. Assuming the economy recovers as forecast, beginning in 2013, the City should have resources to begin funding Parks more comprehensively. In addition, the City will continue to explore opportunities to enhance Parks funding through partnerships and non-traditional revenue generation prospects.

Proposed Policy and Program Changes

The City of Seattle's General Fund is facing a \$67 million shortfall. The 2011-2012 Proposed Budget includes reductions for all General Fund-dependent functions. The Proposed Budget for the Department of Parks and Recreation's (DPR) reflects both General Fund expenditure reductions and enhanced revenues in order to close the gap.

In developing its 2011-2012 Proposed Budget, DPR sought where ever possible to protect direct services and access to facilities and programming by emphasizing administrative and maintenance reductions, increased partnerships with community groups and enhanced revenue opportunities. Where direct service impacts were unavoidable, DPR attempted where ever possible protect access to facilities and programs that serve the City's children and youth and those residents with the fewest options for obtaining alternate parks and recreation services. Public safety is also a priority. The 2011-2012 Proposed Budget maintains funding for all City-funded swimming pools and maintains lifeguards on all of the City's public beaches.

When considering service reductions, the Department also sought geographic equity and to preserve the City's assets. Nevertheless, in order to achieve General Fund savings, DPR is taking a number of reductions that will have a direct service impact on the public. In order to address this shortfall, DPR followed a number of strategies in identifying 2011 and 2012 budget reductions.

As DPR attempts to preserve as many direct services as possible, it will reduce funding in 2011 for routine maintenance. These changes include a reduction in the frequency of mowing, trash pick-up and weeding, among other services. Further, reductions in facilities maintenance for painting, metal fabrication and fence repair will result in less painting, preventative maintenance and general upkeep of the Department's facilities. As park and facility maintenance is reduced, the Department will strive to preserve its infrastructure and sustain a basic level of park cleaning. The Department will focus remaining maintenance resources on the most intensively used facilities. The City's financial challenges will also result in Parks reducing the level of natural resource management staffing. DPR will reduce its crew staffing at Kubota Gardens and the Arboretum, as well as tree-trimming and natural area crews. These changes will reduce the frequency of maintenance activities at specialty gardens, increase the pruning cycle for trees in developed parks and limit Parks' ability to maintain restored forests. While the full effects of these reductions may not be immediately apparent, over time the public will see a reduction in the general standard of upkeep of our parks and recreation facilities. Another reduction in this category is related to the lining of ballfields before games. DPR will no longer provide this service. Instead, it will require ballfield users to handle this responsibility as they currently do in other recreation systems nationally.

The Department will utilize its past efficiency with investments in order to achieve budget savings and to preserve core programs. Specifically, DPR maintained a healthy fund balance surplus at the 2009 year-end by reducing spending wherever possible. Part of the excess fund balance was used to offset 2010 cost increases. The remaining balance contributes to reducing the 2011 budget shortfall. Conservation efforts at DPR facilities will also help reduce utility bills for 2011-2012. These include installation of efficient showerheads and toilets at pools and community centers, installation of more efficient lighting, better calibration of existing and new irrigation controls, and prompt identification of leaks or other causes of unusually high bills.

As part of the citywide effort to examine opportunities to preserve direct services all departments developed options for achieving cost savings through changes in management structure and administrative efficiencies. The 2011-2012 Proposed Budget for DPR reduces administrative expenditures consistent with the reduced size and

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complexity of the Department. These include reducing staff capacity, reducing travel and training expenses, reducing staff for the Neighborhood Matching Fund program, reducing human resources and accounting personnel expenses and eliminating the apprenticeship program in the facilities division.

Although the Department made significant reductions mid-year 2010, Parks was able to keep open 15 of the 22 wading pools throughout the city. In the 2011-2012 Proposed Budget, the Department will continue to maintain the 2010 level of wading pool operations by keeping the Green Lake, Lincoln, Magnuson, Van Asselt, Volunteer Park wading pools open seven days per week, and the South Park, East Queen Anne, Cal Anderson, Dahl, Delridge, Wallingford, Hiawatha, Bitter Lake, E. C. Hughes, and Soundview wading pools open three days per week. These wading pools were chosen to remain open due to their attendance levels, size and geographic distribution throughout the City system. Wading pools that will remain closed for 2011 are Ravenna, Beacon Hill, Powell Barnett, Peppi's Playground, View Ridge, Gilman, and Sandel. The Department will also continue to transition wading pools to spray features that are more cost effective and water efficient. During 2011-2012, three conversions to spray parks are currently funded via the 2008 Parks Levy, including the Georgetown Playfield Spray Park, the Northacres Spray Park, and the Highland Spray Park.

DPR will also recognize savings from planned construction closures of several parks facilities in the 2011-2012 Proposed Budget. The Rainier Beach Community Center and Pool will close for two years to allow for construction of a new community center and pool - a commitment made to the community in the 2010 Adopted Budget. Also closed for seismic upgrades, electrical system modernization and other major maintenance work in 2011 is the Langston Hughes Performing Arts Center which plans its grand re-opening in 2012.

Staffing reductions in the Planning and Development Program are due in part to a reduction in revenues for capital projects. As a result of a lower volume of capital work, four capital-supported positions will be eliminated. In addition to these reductions, one position will be abrogated and another reduced resulting in a reduction in capacity to handle property issues and a delay in the implementation of the Department's Asset Management System Enhancement project. Also reduced are the projected revenues for the Seattle Conservation Corps that provides employment opportunities and access to housing for homeless individuals. The reduced revenues are now closer to those actually earned in recent years.

The Office of Arts and Cultural Affairs (OACA) will contract with DPR using existing admissions tax resources to fund arts programming currently offered by Parks, including Downtown Parks Arts Programming, Outdoor Neighborhood Parks Activation projects, and Langston Hughes Performing Arts Center operations. This will ensure the continuation of programming that provides a wide variety of arts experiences to the public throughout the City while relieving pressure on the General Fund. These programs include concerts, art installations, street performers, ballroom dancing, performing arts training, and music exploration opportunities. These innovative programs are designed to serve all ages and all ethnic groups, and to make City parks creative, fun community spaces. They particularly emphasize youth involvement and the transformation of young lives through participation in creating art. They also emphasize activation of open space to create safe and vibrant gathering areas for neighborhoods.

The 2011-2012 Proposed Budget assumes \$1 million in new revenue from increases fees and charges. The fees and charges set in this budget are based on DPR's new fees and charges policy. This policy bases fees on the cost of providing the service. A higher percentage costs are charged where benefits of the service accrue primarily to the individual and a lower percentage where society also benefits. In addition to considering the cost of providing a service, the Department has analyzed comparable fees charged by other public agencies and recreation service providers. As a result of this analysis, the following fees will be increased in the 2011-2012 Proposed Budget: Japanese Garden, Camp Long, Amy Yee Tennis Center, Swimming Pools, Athletic fields, Boat Ramps, Community Meeting Rooms and Gymnasiums, Special Events - Ceremonies, Picnics, and Langston Hughes Performing Arts. A new fee for Plan Review is also proposed.

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Even after these changes, the magnitude of the General Fund financial challenges leaves limited choices but to consider difficult changes to direct services in the 2011-2012 Proposed Budget. The 2011-2012 Proposed Budget recommends limiting the use of five out of 26 community centers, including Alki, Ballard, Laurelhurst, Queen Anne, and Green Lake. In addition, operating hours at the Green Lake and Mount Baker Small Craft Centers will be reduced. In all cases, the Associated Recreation Council (ARC), the organization currently responsible for childcare and recreational classes and programming at community centers, will play a more active role in maintaining limited services at these facilities.

The drop-in hours for the Alki, Ballard, and Laurelhurst community centers will be significantly curtailed in the face of the City's financial challenges. Currently these facilities offer 53 hours of drop-in access during the school year and 46 hours in the summer. Beginning in 2011, drop-in hours at these facilities will be limited to 15-20 hours per week. In conjunction with the facility advisory council, Parks will choose the drop-in hours that maximize the number of people served. These three community centers were selected because other near-by community centers are available to residents. Additionally, these three sites offer less programming relative to other community centers in the City. To mitigate the impact of this difficult decision, DPR will partner with ARC to continue services at the three community centers. For example, ARC will continue to operate the childcare and pre-school programs currently offered at the Alki and Ballard Community Centers. They will attempt to move as much recreation programming as possible to other sites. In addition, all of the facilities will continue to be available for private rental.

The programming and availability at the Queen Anne Community Center will change in 2011 to welcome a new, temporary partnership with BizKid\$, a national public television series for children that focuses on financial literacy, entrepreneurship and life skills. BizKid\$ will use the Queen Anne Community Center gym as a production studio until at least the end of 2011 and provide the City additional revenue. The Queen Anne Community Center will continue to provide significant programming in the upper portion of the community center including childcare, preschool and senior adult activities; however, the gym will be closed. Staff will be reduced commensurate with the space reduction. To mitigate the impacts of the loss of the gym space, DPR will maintain some staffing for teen program development and continue its partnership with the Community Learning Center at McClure Middle School.

The functionality of the Green Lake Community Center will also be transformed in 2011. Starting in 2011, the Museum of History and Industry (MOHAI) will occupy the Lake Union Armory resulting in the closure of the Armory as MOHAI begins construction to renovate the building. Due to the closure, DPR, Seattle Parks Foundation and ARC staff that currently work out of the Armory will be relocated. These staff will be dispersed to other Parks facilities, including the Green Lake Community Center. To make room for the staff, the Green Lake Community Center will offer reduced public drop-in access to the gym. In addition, DPR will create a Visitor's Center for Green Lake Park and one-stop location for event and athletic field scheduling at the Green Lake Community Center.

While the 2011-2012 Proposed Budget reduces access to five community centers, funding for the 20 community centers, including Bitter Lake, Delridge, Garfield, Hiawatha, High Point, International District / Chinatown, Jefferson, Loyal Heights, Magnolia, Magnuson, Meadowbrook, Miller, Montlake, Northgate, Rainier, Ravenna-Eckstein, South Park, Southwest, Van Asselt, and Yesler Community Centers, will continue in 2011 and 2012, offering residents access to wide variety of recreational opportunities.

The 2011-2012 Proposed Budget begins to transition the operations of the Rowing and Sailing Centers at Green Lake and Mount Baker to a self-sufficient program operated by ARC. Beginning in 2011, the full-time Recreation Leader at each site would be abrogated, and a part-time Recreation Attendant would be created at each site. Public office hours of operation would be reduced to approximately three hours per day, Monday through Friday, and some changes in programming will occur. Due to the reduction in office staff and their availability to assist in a boating emergency, the boating programs would be required to operate as "paired programs" to meet minimum safety standards. The popular afterschool program for teens will continue, but fees

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will increase. In addition, ARC will also increase their contribution to DPR and pay for some program related expenses. These changes in programming and operations will keep both centers open and operating.

The 2011-2012 Proposed Budget will also reduce the current programming at the Environmental Learning Centers (ELCs) and DPR will look for new partners to help mitigate the change. Specifically, DPR is eliminating the public programs at the ELCs, which includes nature walks and treks, bird programs, and beach/tideland programs. DPR will continue to provide school-based programs which offer field trip programming for school-aged children to learn about nature and the environment in a structured, classroom-type manner. ARC will also still run the Nature Day Camps and Nature Pre-School (day care) at the Discovery Park ELC. The Carkeek ELC will only be available for rentals. However, it will still run the SPU-funded Salmon & School Program.

While the 2011-2012 Proposed Budget includes a number of difficult reductions to the DPR budget, it also includes some modest funding increases. In 2009 and 2010, the Department proceeded to build projects identified in the 2008 Parks Levy as quickly as possible. This preserved construction jobs in the region and also enabled DPR to take advantage of a very good bid climate resulting in many of the projects being built for less than estimated. In addition, several major parks (i.e. Lake Union Park and Phase I of Jefferson Park) are coming on-line in late 2010 or early 2011. With these projects nearing completion, Parks must begin incurring operation and maintenance costs for these new facilities and parks. The Department will also be creating some flexibility and efficiency in the maintenance work force with the addition of 11 new Installation Maintenance Worker (IMW) positions funded by these new facility cost allocations. DPR will assign semi-skilled work to new IMW positions to achieve efficiency and free journey level workers for skilled work.

Also, in keeping with the Mayor's Seattle Jobs Initiative and his emphasis on services for youth, a small amount of additional funding is provided to DPR to expand three job readiness programs for youth: Youth Engaged in Services, Student Teen Employment, and Lifeguard Training Team. This will allow an additional 105 youth to participate annually in these programs.

In the 2011-2012 Proposed Budget, a modest amount of money is invested in Parks to allow the Department to hire a half-time Economist and to cover half of the salary of a Strategic Advisor. The addition of these resources is intended to allow Parks to identify strategies to enhance Parks funding opportunities by preparing economic analyses, researching grant opportunities and developing new partnerships.

Finally, the 2011-2012 Proposed Budget makes a technical adjustment in the funding for the Seattle Aquarium. Prior to 2010, DPR managed and staffed the Seattle Aquarium operations. During 2010, the Seattle Aquarium transitioned to management by the Seattle Aquarium Society (SEAS). Existing City staff will have five years to transition to SEAS employment. During the transition period, SEAS will reimburse the City for all costs associated with the pay and benefits for City employees who work at the Aquarium. The remaining expenditures cover the salaries of the City employees who still work at the Seattle Aquarium.

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Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Environmental Learning and Programs Budget Control Level	K430A	2,060,426	3,660,042	3,521,559	3,675,933
Facility and Structure Maintenance Budget Control Level	K320A	12,216,881	12,902,755	13,004,973	13,522,326
Finance and Administration Budget Control Level	K390A	5,207,040	7,668,203	8,876,240	8,207,056
Golf Budget Control Level	K400A	8,163,317	8,971,596	9,017,500	9,677,101
Golf Capital Reserve Budget Control Level	K410A	814,186	447,531	435,000	11,000
Judgment and Claims Budget Control Level	K380A	1,641,680	1,641,680	1,143,365	1,143,365
Natural Resources Management Budget Control Level	K430B	6,055,552	6,217,624	6,323,581	6,487,033
Park Cleaning, Landscaping, and Restoration Budget Control Level	K320B	25,604,086	24,976,577	24,679,043	26,164,076
Planning, Development, and Acquisition Budget Control Level	K370C	5,873,677	6,987,283	6,718,698	6,880,003
Policy Direction and Leadership Budget Control Level	K390B	7,861,623	4,194,897	3,735,384	3,927,909
Recreation Facilities and Programs Budget Control Level	K310D	22,021,164	23,085,635	21,699,070	22,790,557
Seattle Aquarium Budget Control Level	K350A	9,427,499	10,723,934	4,713,222	4,822,436
Seattle Conservation Corps Budget Control Level	K320C	3,310,059	4,207,028	4,073,257	4,152,111
Swimming, Boating, and Aquatics Budget Control Level	K310C	7,815,523	7,954,102	7,266,567	7,478,176
Woodland Park Zoo Budget Control Level	K350B	6,467,764	6,386,314	6,483,698	6,587,726
Department Total		124,540,476	130,025,201	121,691,156	125,526,809
Department Full-time Equivalents Total*		1,002.49	1,002.49	888.27	888.27

** FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

Resources	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
General Subfund	82,619,507	84,244,481	81,045,007	84,678,645
Other	41,920,969	45,780,720	40,646,149	40,848,163
Department Total	124,540,476	130,025,201	121,691,156	125,526,809

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Environmental Learning and Programs Budget Control Level

Purpose Statement

The purpose of the Environmental Learning and Programs Budget Control Level is to deliver and manage environmental stewardship programs and the City's environmental education centers at Discovery Park, Carkeek Park, Seward Park, and Camp Long. The programs are designed to encourage Seattle residents to take actions that respect the rights of all living things and environments, and to contribute to healthy and livable communities.

Summary

Decrease budget by \$78,000, reclassify a 1.0 FTE Admin Spec II-BU to a 1.0 FTE Volunteer Programs Coordinator and transfer in a 1.0 FTE Recreation Leader from Recreation Facilities and Programs BCL related to technical adjustments to better align department services and programs.

Increase budget by \$13,000 to cover expenses for a temporary cashier during peak times and increase customer service at the Japanese Garden.

Reduce budget by \$191,000, abrogate 2.0 FTE Naturalist and 0.50 Public Education Program Specialist to reflect a reduction in public programs and eliminating public hours at the Carkeek Visitor Center except for rentals.

The Mayor and the Council are in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. If negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the Environmental Learning and Programs BCL will achieve \$20,000 in savings. If negotiations with the Coalition of City Labor Unions do not result in an agreement that allows the City to achieve these savings, the Mayor will transmit additional reductions to the Council in order to replace this adjustment.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$2,000 is saved in the Environmental Learning and Programs BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by \$140,000 for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$138,000.

Expenditures/FTE	2009	2010	2011	2012
	Actual	Adopted	Proposed	Proposed
Environmental Learning and Programs	2,060,426	3,660,042	3,521,559	3,675,933
Full-time Equivalents Total*	33.94	33.94	32.44	32.44

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Facility and Structure Maintenance Budget Control Level

Purpose Statement

The purpose of the Facility and Structure Maintenance Budget Control Level is to repair and maintain park buildings and infrastructure so that park users can have structurally sound and attractive parks and recreational facilities.

Summary

Increase budget by \$1,000 related to departmental technical adjustments to better align department services.

Abrogate 0.51 FTE Heat Plant Technician, and transfer funds in order to more accurately reflect the expenditures and staffing needs for HVAC repair.

Reclassify 0.63 FTE General Laborer to 1.0 FTE Maintenance Laborer to reflect current use and need for the Special Support Crew.

Reduce budget by \$119,000, and abrogate 1.0 FTE Strategic Advisor 2, General Government, shifting the work of the Parks Division liaison with the Department's Human Resources Unit to other staff.

Reduce budget by \$355,000, and abrogate 4.0 Painters, resulting in less preventative maintenance painting on department facilities.

Reduce budget by \$106,000, and abrogate 2.0 FTE Metal Fabricators, resulting in deferred maintenance for metal repair and fabrication projects.

Reduce budget by \$73,000, and abrogate 1.0 FTE Drainage and Wastewater Collection Worker, due to increased efficiency locating and documenting work with a hand-held GPS data logging device.

Reduce budget by \$58,000, and abrogate 1.0 FTE Facilities Maintenance Worker and 1.0 FTE Maintenance Laborer, resulting in deferred gate and fence repair.

Increase budget by \$491,000, and add 3.0 FTE Installation Maintenance Workers as part of the new facilities costs related to the 2008 Parks Levy, the Lake Union Park, and Neighborhood Matching Fund projects.

Reduce budget by \$18,000, and reduce 1.0 FTE Delivery Worker to 0.63 FTE, reducing the frequency of interdepartmental mail delivery as part of an administrative efficiency.

Reduce budget by \$180,000, and abrogate 1.0 FTE Carpenter apprentice, 1.0 FTE Electrician apprentice, and 1.0 FTE Plumber apprentice, resulting in the elimination of the apprenticeship program in the Carpenter, Electric and Plumbing shops.

Reduce budget by \$38,000 to reflect reductions in expenditures for administrative efficiencies including travel and training.

The Mayor and the Council are in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. If negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the Facility and Structure Maintenance

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BCL will achieve \$87,000 in savings. If negotiations with the Coalition of City Labor Unions do not result in an agreement that allows the City to achieve these savings, the Mayor will transmit additional reductions to the Council in order to replace this adjustment.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$12,000 is saved in the Facility and Structure Maintenance BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by \$656,000 for a net increase from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$102,000.

Expenditures/FTE	2009	2010	2011	2012
	Actual	Adopted	Proposed	Proposed
Facility and Structure Maintenance	12,216,881	12,902,755	13,004,973	13,522,326
Full-time Equivalents Total*	117.25	117.25	107.74	107.74

** FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

Finance and Administration Budget Control Level

Purpose Statement

The purpose of the Finance and Administration Budget Control Level is to provide the financial, technological, and business development support necessary to provide effective delivery of the Department's services.

Summary

Decrease budget by \$26,000, and reclassify 1.0 FTE Recreation Center Coordinator position to an Administrative Specialist II-BU related to departmental technical adjustments to better align department services.

Increase budget by \$51,000 in 2011 and by \$649,000 to reflect changes in the utility budget for the Department.

Reduce budget by \$229,000 reflecting the relocation of the Museum of History and Industry (MOHAI) into the Lake Union Armory in 2011. This reduction removes the one-time costs added in 2010 for moving staff from the Armory to another facility.

Increase budget by \$18,000 to cover the accrued sick leave, vacation and workers' compensation for Seattle Aquarium employees that have not transferred from City employment to the Seattle Aquarium Society employment.

Increase budget by \$60,000, and add 0.5 FTE Economist, Sr. to assist in economic analysis for setting fees and negotiating partnerships.

Reduce budget by \$29,000 to reflect reductions in expenditures for administrative efficiencies including travel and training.

Reduce budget by \$285,000 as part of administrative cuts, abrogate 1.0 FTE Accounting Tech II-BU and 1.0 FTE Personnel Specialist, Sr., and reduce an Information Technology Systems Analyst from 1.0 FTE to 0.5 FTE.

Reduce budget by \$77,000, and reduce 1.0 FTE Administrative Staff Assistant to 0.75 FTE, 1.0 FTE Personnel Specialist to 0.5 FTE, and 1.0 FTE Safety and Health Specialist to 0.75 FTE, which may impact support to the Divisions for hiring training and safety.

The Mayor and the Council are in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. If negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the Finance and Administration BCL will achieve \$39,000 in savings. If negotiations with the Coalition of City Labor Unions do not result in an agreement that allows the City to achieve these savings, the Mayor will transmit additional reductions to the Council in order to replace this adjustment.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$22,000 is saved in the Finance and Administration BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by \$1.78 million for a net increase from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$1.2 million.

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Expenditures/FTE	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Finance and Administration	5,207,040	7,668,203	8,876,240	8,207,056
Full-time Equivalents Total*	57.00	57.00	54.00	54.00

** FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

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Golf Budget Control Level

Purpose Statement

The purpose of the Golf Budget Control Level is to efficiently manage the City's four golf courses at Jackson, Jefferson, West Seattle, and Interbay to provide top-quality public golf courses and maximize earned revenues.

Summary

Reduce budget by \$70,000 to reflect the decrease in revenues to the Parks and Recreation Fund.

The Mayor and the Council are in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. If negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the Golf BCL will achieve \$21,000 in savings. If negotiations with the Coalition of City Labor Unions do not result in an agreement that allows the City to achieve these savings, the Mayor will transmit additional reductions to the Council in order to replace this adjustment.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$2,000 is saved in the Golf BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by \$139,000 for a net increase from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$46,000.

Expenditures/FTE	2009	2010	2011	2012
	Actual	Adopted	Proposed	Proposed
Golf	8,163,317	8,971,596	9,017,500	9,677,101
Full-time Equivalents Total*	25.00	25.00	25.00	25.00

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Golf Capital Reserve Budget Control Level

Purpose Statement

The purpose of the Golf Capital Reserve Budget Control Level is to transfer resources from the Parks and Recreation Fund to the Cumulative Reserve Subfund to provide for previously identified Golf Program capital projects. There are no staff and no program services delivered through this program.

Summary

Reduce budget by \$12,000 related to a change in the anticipated revenue for Golf capital projects.

Citywide adjustments to labor and other operating costs decrease the budget by \$1,000 for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$13,000.

	2009	2010	2011	2012
Expenditures	Actual	Adopted	Proposed	Proposed
Golf Capital Reserve	814,186	447,531	435,000	11,000

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Judgment and Claims Budget Control Level

Purpose Statement

The Judgment and Claims Budget Control Level pays for judgments, settlements, claims, and other eligible expenses associated with legal claims and suits against the City. Premiums are based on average percentage of Judgment/Claims expenses incurred by the Department over the previous five years.

Summary

The Department's portion of the City's Judgment and Claims contribution is reduced by \$547,000 for the 2011-2012 Proposed Budget.

Citywide adjustments to labor and other operating costs increase the budget by \$49,000 for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$498,000.

	2009	2010	2011	2012
Expenditures	Actual	Adopted	Proposed	Proposed
Judgment and Claims	1,641,680	1,641,680	1,143,365	1,143,365

Natural Resources Management Budget Control Level

Purpose Statement

The purpose of the Natural Resources Management Budget Control Level is to provide cost efficient and centralized management for the "living inventories" of the Department of Parks and Recreation. Direct management responsibilities include greenhouses, nurseries, the Volunteer Park Conservatory, landscape and urban forest restoration programs, sport field turf management, water conservation programs, pesticide reduction and wildlife management, and heavy equipment support for departmental operations and capital projects.

Summary

Increase budget by \$151,000, reclass 2.0 FTE Truck Driver to Truck Driver, Heavy, and reclass 1.0 FTE Forest Maintenance CC to an Arboriculturist position, related to departmental technical adjustments to better align department services.

Increase budget by \$137,000 to reflect a transfer in of 1.0 FTE Gardener Sr and 1.0 FTE Gardener from the Park Cleaning, Landscaping and Restoration BCL.

Reduce budget by \$150,000, and abrogate 1.0 FTE Tree Trimmer and 1.0 FTE Tree Trimmer, Lead, eliminating the third tree trimmer crew resulting in longer pruning cycles.

Decrease budget by \$122,000, and abrogate 1.0 FTE Maintenance Laborer and 1.0 FTE Utility Laborer, reducing work by the Natural Area Crew by 28%.

Decrease budget by \$42,000, and reduce two 1.0 FTE Gardener to two 0.75 FTE, resulting in reduced maintenance at the Kubota Gardens.

Decrease budget by \$98,000, and abrogate 1.0 FTE Gardener and 0.5 FTE Laborer, resulting in reduced maintenance at the Arboretum Park.

The Mayor and the Council are in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. If negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the Natural Resources Management BCL will achieve \$43,000 in savings. If negotiations with the Coalition of City Labor Unions do not result in an agreement that allows the City to achieve these savings, the Mayor will transmit additional reductions to the Council in order to replace this adjustment.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$2,000 is saved in the Natural Resources Management BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by \$275,000 for a net increase from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$106,000.

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Expenditures/FTE	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Natural Resources Management	6,055,552	6,217,624	6,323,581	6,487,033
Full-time Equivalents Total*	62.74	62.74	58.74	58.74

** FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

Parks and Recreation

Park Cleaning, Landscaping, and Restoration Budget Control Level

Purpose Statement

The purpose of the Park Cleaning, Landscaping, and Restoration Budget Control Level is to provide custodial, landscape, and forest maintenance and restoration services in an environmentally sound fashion to provide park users with safe, useable, and attractive park areas.

Summary

Increase budget by \$8,000, and reclass 2.0 FTE Utility Laborers into 2.0 FTE Maintenance Laborers related to departmental technical adjustments to better align department services.

Decrease budget by \$137,000, transfer out 1.0 FTE Gardener and 1.0 FTE Gardener Sr to the Natural Resources Management BCL, and reclassify 1.0 FTE Gardener position to a Sr. Gardener, to support necessary advanced gardener tasks in the North Central Parks District.

Decrease the drainage utility budget by \$295,000 to account for changes in the rate for the Department's permeable surface properties.

Reduce budget by \$147,000, abrogate 5.0 FTE Utility Laborers, and transfer in 2.0 FTE Recreation Program Coordinators from the Recreation Facilities and Programs BCL, as part of the overall Parks maintenance reduction which will reduce ballfield maintenance and transfer the duties of lining of fields for games and practices to the ballfield users.

Reduce budget by \$557,000, abrogate 12.0 FTE Utility Laborers, change 19 Utility Laborers from 1.0 FTE to 0.75 FTE, and add seven 1.0 FTE Maintenance Laborers, as part of the overall Parks maintenance reduction which will result in a 5% reduction in park cleaning and landscaping.

Reduce budget by \$510,000, change 21 General Laborers from 1.0 FTE to 0.75 FTE, change 28 General Laborer positions from 0.67 FTE to 0.5 FTE, and change two General Laborer positions from 0.66 FTE to 0.5 FTE, as part of the overall Parks maintenance reduction which will result in an additional 5% reduction in park cleaning and landscaping.

Increase budget by \$1.14 million, and add eight 1.0 FTE Installation Maintenance Workers, as part of the new facilities costs related to projects in the 2008 Parks Levy, the Lake Union Park, and Neighborhood Matching Fund projects.

Reduce budget by \$287,000, and abrogate eight 0.5 FTE General Laborers, as part of the overall Parks maintenance reduction which will result in an additional 2% reduction in park cleaning and landscaping.

Reduce budget by \$146,000, and abrogate 2.0 FTE Grounds Maintenance Lead Workers, as part of the overall Parks maintenance reduction which will result in less evening and weekend supervision commensurate with line staff reductions.

Reduce budget by \$94,000, and abrogate three 0.5 FTE Laborers, as part of the overall Parks maintenance reduction resulting less maintenance staff for the summer peak season.

Reduce budget by \$125,000, and abrogate three 0.75 FTE Utility Laborers, as part of the overall Parks maintenance reduction which will result in an additional 1% reduction in park cleaning and landscaping.

Reduce budget by \$58,000 due to the closure of 10 wading pools including those that are being converted to spray Parks.

Parks and Recreation

The Mayor and the Council are in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. If negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the Park Cleaning, Landscaping and Restoration BCL will achieve \$143,000 in savings. If negotiations with the Coalition of City Labor Unions do not result in an agreement that allows the City to achieve these savings, the Mayor will transmit additional reductions to the Council in order to replace this adjustment.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$4,000 is saved in the Park Cleaning, Landscaping and Restoration BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by \$1.06 million for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$3,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Park Cleaning, Landscaping, and Restoration	25,604,086	24,976,577	24,679,043	26,164,076
Full-time Equivalents Total*	230.67	230.67	203.84	203.84

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Parks and Recreation

Planning, Development, and Acquisition Budget Control Level

Purpose Statement

The purpose of the Planning, Development, and Acquisition Budget Control Level is to acquire, plan, design, develop and coordinate the construction of new, and the improvement of existing, parks and related facilities to benefit the citizens of Seattle and the City's guests. This includes providing engineering and technical services to solve maintenance and operational problems, and preserving open spaces through a combination of direct purchases, transfers and consolidations of City-owned lands, voluntary conservation measures, and developing resolutions to property encroachment issues.

Summary

Increase budget by \$6,000 related to departmental technical adjustments to better align department services.

Decrease budget by \$123,000, reduce a 0.75 FTE Real Property Agent, Sr. to 0.5 FTE, and abrogate 1.0 FTE Strategic Advisor 1, resulting in a reduction in ability to handle property requests and asset management enhancements.

Decrease budget by \$310,000, abrogate 1.0 FTE Capital Projects Coordinator Supervisor, 0.5 FTE Capital Projects Coordinator, 0.5 FTE Planning and Development Specialist II, and 0.75 FTE Management Systems Analyst Sr., due to a reduction in workload in the project management division.

Reduce budget by \$8,000 to reflect reductions in expenditures for administrative efficiencies including travel and training.

Reduce budget by \$94,000 resulting in a decrease of project management of Neighborhood Matching Fund projects in the Parks Department.

The Mayor and the Council are in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. If negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the Planning, Development and Acquisition BCL will achieve \$49,000 in savings. If negotiations with the Coalition of City Labor Unions do not result in an agreement that allows the City to achieve these savings, the Mayor will transmit additional reductions to the Council in order to replace this adjustment.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$23,000 is saved in the Planning, Development and Acquisition BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by \$331,000 for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$269,000.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
Planning, Development, and Acquisition	5,873,677	6,987,283	6,718,698	6,880,003
Full-time Equivalents Total*	57.60	57.60	53.60	53.60

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Policy Direction and Leadership Budget Control Level

Purpose Statement

The purpose of the Policy Direction and Leadership Budget Control Level is to provide guidance within the Department and outreach to the community on policies that enable the Department to offer outstanding parks and recreation opportunities to Seattle residents and our guests.

Summary

Decrease budget by \$189,000 related to departmental technical adjustments to better align department services.

Reduce budget by \$234,000 reflecting the relocation of the Museum of History and Industry (MOHAI) into the Lake Union Armory in 2011. This reduction removes the O&M costs provided to MOHAI for their McCurdy Park location until late 2012 when MOHAI will be fully operational at the Amory.

Increase budget by \$25,000 as part of the new facilities costs related to the 2008 Parks Levy, the Lake Union Park and Neighborhood Matching Fund projects.

Increase budget by \$189,000, and transfer in 1.0 Concession Coordinator from Recreation Facilities and Programs BCL, in order to assist in developing partnerships and researching grants for recreation programs. Transfer in 1.0 FTE Executive 3 from the Aquarium, and underfill the position as a Strategic Advisor, to work on the Central Waterfront project and developing major partnerships.

Reduce budget authority by approximately \$13,000 to reflect reductions in expenditures for administrative efficiencies including travel and training.

Decrease budget by \$75,000 as part of administrative reductions, and change an Administrative Specialist III-BU from 1.0 FTE to 0.75 FTE, a Parks Concession Coordinator from 1.0 to 0.5 FTE, and a Strategic Advisor 1, General Government from 1.0 FTE to 0.75 FTE.

Reduce budget by \$137,000, and abrogate 1.0 FTE Strategic Advisor 3, Exempt, resulting in diminished capacity in the department for analyzing property, real estate planning and land use issues.

The Mayor and the Council are in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. If negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the Policy Direction and Leadership BCL will achieve \$12,000 in savings. If negotiations with the Coalition of City Labor Unions do not result in an agreement that allows the City to achieve these savings, the Mayor will transmit additional reductions to the Council in order to replace this adjustment.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$26,000 is saved in the Policy Direction and Leadership BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by \$11,000 for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$460,000.

Parks and Recreation

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Policy Direction and Leadership	7,861,623	4,194,897	3,735,384	3,927,909
Full-time Equivalents Total*	24.50	24.50	23.50	23.50

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Parks and Recreation

Recreation Facilities and Programs Budget Control Level

Purpose Statement

The purpose of the Recreation Facilities and Programs Budget Control Level is to manage and staff the City's neighborhood community centers and Citywide recreation facilities and programs, which allow Seattle residents to enjoy a variety of social, athletic, cultural, and recreational activities.

Summary

Increase budget by \$62,000, reclass a 1.0 FTE Management Systems Analyst to a Management Systems Analyst, Sr., and transfer out a 1.0 FTE Recreation Leader to Environmental Learning and Programs BCL, related to departmental technical adjustments to better align department services.

Increase budget by \$33,000, and add 1.0 FTE Events Service Representative, Sr. to provide supervision and support to the Parks Special Event/Scheduling Office.

Reduce budget by \$80,000 resulting in less programming in the downtown parks.

Decrease budget by \$529,000, and abrogate 1.0 FTE Maintenance Laborer, 1.0 FTE Recreation Attendant, 1.0 FTE Recreation Center Coordinator, 1.0 FTE Recreation Center Coordinator, Assistant, and 1.0 FTE Recreation Leader, due to the closure of the Rainier Beach Community Center and Pool during construction of a new facility.

Reduce budget by \$378,000, and abrogate 1.0 FTE Recreation Center Coordinator, 1.0 FTE Recreation Center Coordinator, Assistant, 0.75 FTE Recreation Leader, 1.5 FTE Recreation Attendant, and 1.0 Maintenance Laborer, due to the limited use of the Laurelhurst Community Center.

Reduce budget by \$27,000, and reduce the 1.0 FTE Parks Special Events Scheduler position to 0.5 FTE, due to decreased workload during the non-peak season.

Increase budget by \$30,000 in 2011 and \$414,000 in 2012 due to the reopening the Langston Hughes Performing Arts Center after 2 years of closure for construction.

Reduce budget by \$166,000, and transfer out 2.0 FTE Recreation Program Coordinators to the Park Cleaning, Landscaping and Restoration BCL, as part of the overall Parks maintenance reduction which will reduce ballfield maintenance and transfer the duties of lining of fields for games and practices to the ballfield users.

Reduce budget by \$440,000, and abrogate 1.0 FTE Recreation Center Coordinator, 1.0 FTE Recreation Center Coordinator, Assistant, 1.0 FTE Recreation Leader, 1.5 FTE Recreation Attendant, and 1.5 Maintenance Laborer, due to the limited use of the Green Lake Community Center.

Reduce budget by \$90,000, and transfer out a 1.0 FTE Parks Concession Coordinator position to the Policy Direction and Leadership BCL, to assist in developing partnerships and writing grants for recreation programs.

Reduce budget by \$7,000, and reclass a Manager 1 to a Recreation Program Coordinator, Sr., as part of the changes in the span of control exercise.

Increase budget by \$41,000 to expand funding for jobs readiness programs for youth that include Engaged in Service and Student Teen Employment Preparation.

Reduce budget by \$23,000, and change a Strategic Advisor 1 from 1.0 FTE to 0.75 FTE, due to a transfer of responsibilities for Golf related budget analysis and development to the Golf manager.

Parks and Recreation

Reduce budget by \$186,000, and abrogate 1.0 FTE Manager 2 and 1.0 FTE Recreation Specialist, due to the closure and/or limited use of six facilities within the Parks Department.

Reduce budget by \$174,000, reduce 1.0 FTE Recreation Leader to 0.5 FTE, and reduce 1.0 FTE Maintenance Laborer to 0.5 FTE, due to the limited use of the Queen Anne Community Center.

Reduce budget by \$436,000, and abrogate 2.0 FTE Recreation Center Coordinator, 2.0 FTE Recreation Center Coordinator, Assistant, 2.0 FTE Recreation Attendant, 1.0 Maintenance Laborer, and change 1.0 FTE Utility Laborer to 0.5 FTE, due to the limited use of the Alki and Ballard Community Centers.

The Mayor and the Council are in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. If negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the Recreation Facilities and Programs BCL will achieve \$162,000 in savings. If negotiations with the Coalition of City Labor Unions do not result in an agreement that allows the City to achieve these savings, the Mayor will transmit additional reductions to the Council in order to replace this adjustment.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$22,000 is saved in the Recreation Facilities and Programs BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by \$1 million for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$1.5 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Recreation Facilities and Programs	22,021,164	23,085,635	21,699,070	22,790,557
Full-time Equivalents Total*	238.29	238.29	207.79	207.79

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Seattle Aquarium Budget Control Level

Purpose Statement

The purpose of the Seattle Aquarium Budget Control Level is to provide exhibits and environmental educational opportunities that expand knowledge of, inspire interest in, and encourage stewardship of the aquatic wildlife and habitats of Puget Sound and the Pacific Northwest.

Summary

Decrease budget by \$6.32 million, abrogate 21.75 FTE, and transfer out one position, due to the July 2010 management transition of the Aquarium to the Seattle Aquarium Society.

The Mayor and the Council are in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. If negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the Seattle Aquarium BCL will achieve \$39,000 in savings. If negotiations with the Coalition of City Labor Unions do not result in an agreement that allows the City to achieve these savings, the Mayor will transmit additional reductions to the Council in order to replace this adjustment.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$16,000 is saved in the Seattle Aquarium BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by \$365,000 for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$6 million.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
Seattle Aquarium	9,427,499	10,723,934	4,713,222	4,822,436
Full-time Equivalents Total*	73.25	73.25	50.50	50.50

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Seattle Conservation Corps Budget Control Level

Purpose Statement

The purpose of the Seattle Conservation Corps Budget Control Level is to provide training, counseling, and employment to homeless and unemployed people so that they acquire skills and experience leading to long-term employment and stability.

Summary

Reduce budget by \$209,000, and abrogate 0.80 FTE Seattle Conservation Corps Supervisor and related temporary labor budget, due to the decrease in available capital work.

The Mayor and the Council are in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. If negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the Seattle Conservation Corps BCL will achieve \$31,000 in savings. If negotiations with the Coalition of City Labor Unions do not result in an agreement that allows the City to achieve these savings, the Mayor will transmit additional reductions to the Council in order to replace this adjustment.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$2,000 is saved in the Seattle Conservation Corps BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by \$109,000 for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$134,000.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
Seattle Conservation Corps	3,310,059	4,207,028	4,073,257	4,152,111
Full-time Equivalents Total*	20.35	20.35	19.55	19.55

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Swimming, Boating, and Aquatics Budget Control Level

Purpose Statement

The purpose of the Swimming, Boating, and Aquatics Budget Control Level is to provide a variety of structured and unstructured water-related programs and classes so participants can enjoy and develop skills in a range of aquatic activities.

Summary

Decrease budget by \$86,000 related to departmental technical adjustments to better align department services.

Decrease budget by \$766,000, abrogate 1.0 FTE Pool Maintenance Worker, 1.0 FTE Aquatic Center Coordinator, 0.5 FTE Lifeguard, 1.5 FTE Lifeguard Sr., 1.0 FTE Aquatic Center Coordinator Assistant, and 1.0 FTE Cashier, due to the closure of the Rainier Beach Community Center and Pool during construction of a new facility.

Decrease budget by \$67,000, and change 2.0 FTE Recreation Leaders to 1.2 FTE Recreation Attendants, due to reduced public office hours at the Green Lake Small Craft Center and Mount Baker Rowing and Sailing Center.

Increase budget by \$79,000 as part of the new facilities costs related to the 2008 Parks Levy, the Lake Union Park and Neighborhood Matching Fund projects.

Decrease budget by \$36,000, change a 1.0 FTE Aquatic Center Coordinator to 0.5 FTE, and reduce programming work for aquatics.

Increase budget by \$12,000 to replace the boat ramp electronic fee machines each year.

Reduce 0.3 FTE Cashier and 2.73 FTE Lifeguard, Sr., to provide standardization of the part-time FTE at all indoor swimming pools.

Increase budget by \$10,000 to expand funding for a jobs readiness programs for Youth Engaged in Service and for the Lifeguard Training Team.

Reduce budget by \$143,000 due to the closure of 10 wading pools including those that are being converted to spray Parks.

The Mayor and the Council are in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. If negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the Swimming, Boating and Aquatics BCL will achieve \$55,000 in savings. If negotiations with the Coalition of City Labor Unions do not result in an agreement that allows the City to achieve these savings, the Mayor will transmit additional reductions to the Council in order to replace this adjustment.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$2,000 is saved in the Swimming, Boating and Aquatics BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by \$366,000 for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$687,000.

Parks and Recreation

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Swimming, Boating, and Aquatics	7,815,523	7,954,102	7,266,567	7,478,176
Full-time Equivalents Total*	61.90	61.90	51.57	51.57

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Woodland Park Zoo Budget Control Level

Purpose Statement

In December 2001, the City of Seattle, by Ordinance 120697, established an agreement with the non-profit Woodland Park Zoological Society to operate and manage the Woodland Park Zoo beginning in March 2002. The Department's budget includes the City's support for Zoo operations. The purpose of the Zoo is to provide care for animals and offer exhibits, educational programs, and appealing visitor amenities so Seattle residents and visitors have the opportunity to enjoy and learn about animals and wildlife conservation.

Summary

Increase budget by \$97,000 to cover drainage utility costs associated with the Zoo.

Citywide adjustments to labor and other operating costs increase the budget by \$1,000 for a net increase from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$98,000.

	2009	2010	2011	2012
Expenditures	Actual	Adopted	Proposed	Proposed
Woodland Park Zoo	6,467,764	6,386,314	6,483,698	6,587,726

Parks and Recreation

2011 - 2012 Estimated Revenues for the Park and Recreation Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2011 Proposed	2012 Proposed
433010	Federal Grants	66,960	0	0	0
434010	State Grants	51,507	0	0	0
437010	Interlocal Grants	148,494	0	0	0
439090	Private Contributions	497,746	1,386,400	440,000	440,000
441710	Sales of Merchandise	122,658	5,000	5,000	5,000
441990	Miscellaneous Charges and Fees	288,077	1,131,445	1,109,329	1,109,329
443870	Resource Recovery Revenues	868,077	1,399,917	1,372,169	1,351,579
447300	Recreational Activity Fees	17,400,248	18,202,915	19,035,226	19,734,410
447400	Event Admission Fees	0	35,000	0	0
447500	Exhibit Admission Fees	8,781,840	9,271,654	4,988,151	5,097,381
447600	Program Fees	91,813	116,000	0	0
462300	Parking Fees	0	0	59,900	59,900
462400	ST Space Facilities Rentals	81,478	308,420	372,420	392,420
462500	LT Space/Facilities Leases	1,293,606	1,168,672	42,874	42,874
462800	Concession Proceeds	601,248	599,767	637,143	637,143
462900	Rents and Use Charges	1,726,867	329,349	323,349	323,349
469100	Salvage Sales	10,454	0	0	0
469400	Judgments & Settlements	9,868	0	0	0
469970	Telephone Commission Revenue	1,668	3,183	3,183	3,183
541490	Miscellaneous Revenue	87,745	99,098	901,087	1,001,673
543970	Charges to Other City Departments	943,468	417,000	270,590	270,590
587001	General Subfund Support	82,619,508	84,244,481	81,045,007	84,678,646
587165	Transfer from Neighborhood Matching Subfund	95,397	0	0	0
587637	Transfer from Donations Fund	24,967	0	0	0
587900	Transfers from CRS & Parks Levy	10,561,191	11,306,900	10,263,228	10,379,332
Total Revenues		126,374,885	130,025,201	120,868,656	125,526,809
379100	Use of Fund Balance	0	0	822,500	0
Total Resources		126,374,885	130,025,201	121,691,156	125,526,809

Parks and Recreation

Park and Recreation Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Proposed	2012 Proposed
Beginning Fund Balance	2,902,933	2,090,217	3,828,905	3,006,405	2,183,905
Accounting and Technical Adjustments	(908,441)	0	0	0	0
Plus: Actual and Estimated Revenue	126,374,889	130,025,201	128,324,725	120,868,656	125,526,809
Less: Actual and Budgeted Expenditures	124,540,476	130,025,201	129,147,225	121,691,156	125,526,809
Less: Capital Improvements	0	732,000	0	0	0
Ending Fund Balance	3,828,905	1,358,217	3,006,405	2,183,905	2,183,905
Westbridge Debt Service	829,299	829,300	829,300	829,300	829,300
Transfer to Gold Capital Reserve	376,651	0	0	0	0
Total Reserves	1,205,950	829,300	829,300	829,300	829,300
Ending Unreserved Fund Balance	2,622,955	528,917	2,177,105	1,354,605	1,354,605

Parks and Recreation

Capital Improvement Program Highlights

With \$57 million appropriated in 2011, Parks will continue to have a robust capital improvement program, despite the economic downturn. The 2008 Parks Levy provides \$18 million of this funding, in addition to the \$42 million appropriated from the Levy in 2009 and 2010. The Cumulative Reserve Subfund (CRS) appropriation for the Department is approximately \$12 million in 2011.

Capital maintenance is a vital component of Parks' Capital Improvement Program, with \$8 million funded in 2011. This funding addresses basic infrastructure across the Parks system, such as ballfield lighting replacement, environmental remediation, landscape restoration, irrigation system replacement, and replacing major roof and HVAC systems. Work at the Seattle Aquarium will continue to address Pier 60 corrosion and pier piling problems.

Of the 60 development projects funded by the 2008 Levy, 51 will be in progress through 2011, and 14 will have been completed by the end of 2010. Most of these projects are play area renovations and neighborhood park developments. In 2011, approximately \$4 million will fund environmental projects; restoration of forests, trails, wetlands and shorelines; and development for P-Patches and shoreline access.

Restoration of the Capehart site at Discovery Park is expected to begin in 2011. Park development continues on reservoir lids at Jefferson Park, Myrtle, Maple Leaf, and West Seattle. In addition, construction on the new Rainier Beach Community Center and Pool will begin in 2011. Also on 2011, the City will continue implementation of the Golf Master Plan which will provide major improvements at the four City-owned golf courses (Interbay, Jackson, Jefferson and West Seattle), including building replacements, driving ranges, cart path improvements, and course and landscaping renovation. Future revenue from the golf courses will cover associated debt service payments. These improvements will be phased over 6+ years.

One remaining 2000 Pro Parks Levy acquisition is expected to be completed in 2011, and acquisition of new neighborhood parks and green spaces continues with 2008 Parks Levy funding.

Capital Improvement Program Appropriation

	2011 Proposed	2012 Proposed
Budget Control Level		
2000 Parks Levy - Development Opportunity Fund: K723008		
2000 Parks Levy Fund	1,000,000	0
Subtotal	1,000,000	0
2008 Parks Levy - P-Patch Development: K720031		
2008 Parks Levy Fund	500,000	0
Subtotal	500,000	0
2008 Parks Levy- Cultural Facilities: K720021		
2008 Parks Levy Fund	4,521,000	4,500,000
Subtotal	4,521,000	4,500,000
2008 Parks Levy- Forest & Stream Restoration: K720030		
2008 Parks Levy Fund	700,000	100,000
Subtotal	700,000	100,000

Parks and Recreation

Capital Improvement Program Highlights

	2011 Proposed	2012 Proposed
Budget Control Level		
2008 Parks Levy- Green Space Acquisition: K720011		
2008 Parks Levy Fund	750,000	750,000
Subtotal	750,000	750,000
2008 Parks Levy- Major Parks: K720023		
2008 Parks Levy Fund	2,371,000	1,018,000
Subtotal	2,371,000	1,018,000
2008 Parks Levy- Neighborhood Park Acquisition: K720010		
2008 Parks Levy Fund	2,275,000	1,800,000
Subtotal	2,275,000	1,800,000
2008 Parks Levy- Neighborhood Parks and Playgrounds: K720020		
2008 Parks Levy Fund	7,031,000	6,370,000
Subtotal	7,031,000	6,370,000
2008 Parks Levy- Shoreline Access: K720032		
2008 Parks Levy Fund	75,000	75,000
Subtotal	75,000	75,000
Ballfields/Athletic Courts/Play Areas: K72445		
Cumulative Reserve Subfund - REET II Subaccount (00161)	758,000	200,000
Subtotal	758,000	200,000
Building Component Renovations: K72444		
2009 Multipurpose LTGO Bond Fund	2,500,000	0
2011 Multipurpose LTGO Bond Fund	4,978,000	0
2012 Multipurpose LTGO Bond Fund	13,326,000	0
Cumulative Reserve Subfund - REET I Subaccount (00163)	120,000	120,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	2,419,000	1,330,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	140,000	140,000
Subtotal	23,483,000	1,590,000
Citywide and Neighborhood Projects: K72449		
Cumulative Reserve Subfund - REET I Subaccount (00163)	325,000	325,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	660,000	630,000
Subtotal	985,000	955,000
Debt Service and Contract Obligation: K72440		
Cumulative Reserve Subfund - REET I Subaccount (00163)	814,000	814,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	1,633,000	1,644,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	905,000	1,095,000
Park and Recreation Fund	40,000	40,000
Subtotal	3,392,000	3,593,000

Parks and Recreation

Capital Improvement Program Highlights

	2011 Proposed	2012 Proposed
Budget Control Level		
Docks/Piers/Floats/Seawalls/Shorelines: K72447		
Beach Maintenance Trust Fund	25,000	25,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	881,000	2,546,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	27,000	75,000
Subtotal	933,000	2,646,000
Forest Restoration: K72442		
Cumulative Reserve Subfund - REET II Subaccount (00161)	1,381,000	2,081,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	593,000	95,000
Subtotal	1,974,000	2,176,000
Gas Works Park Remediation: K72582		
Gasworks Park Contamination Remediation Fund	20,000	20,000
Subtotal	20,000	20,000
Golf Projects: K72253		
2011 Multipurpose LTGO Bond Fund	4,149,000	0
2012 Multipurpose LTGO Bond Fund	0	2,146,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	504,000	440,000
Golf Subfund	582,000	882,000
Subtotal	5,235,000	3,468,000
Parks Infrastructure: K72441		
Cumulative Reserve Subfund - REET I Subaccount (00163)	120,000	120,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	514,000	405,000
Subtotal	634,000	525,000
Parks Upgrade Program: K72861		
Cumulative Reserve Subfund - REET II Subaccount (00161)	508,000	508,000
Subtotal	508,000	508,000
Pools/Natatorium Renovations: K72446		
Cumulative Reserve Subfund - REET II Subaccount (00161)	309,000	0
Subtotal	309,000	0
 Total Capital Improvement Program Appropriation	 57,454,000	 30,294,000

Seattle Center

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Department Description

Seattle Center is home to cultural and education organizations, sport teams, festivals, community programs, and entertainment facilities. Millions of people visit the 74-acre Seattle Center campus annually. Consistently rated as one of the City's top attractions, Seattle Center's mission is to be the nation's best gathering place, to delight and inspire the human spirit, and to bring people together as a rich and varied community.

The history of Seattle Center dates back to a time well before the organization existed as a City department in its current form. Prior to the 1850's, the land on which Seattle Center sits was a part of a Native American Trail and was later homesteaded by the David Denny family, who donated the land to the City of Seattle. In 1927, the new Civic Auditorium and Arena were constructed with funding from a levy and a contribution from a local business owner, and in 1939, a large Military Armory, now the Center House, was constructed in the same general area. Later in 1948, the Memorial Stadium was added to the site, and the Memorial Wall was added in 1952. Finally in 1962, the community pulled together these facilities, and added new structures, to create a campus to host the Seattle World's Fair/Century 21 Exposition. At the conclusion of the Fair, the City took ownership of most of the remaining facilities and campus grounds to create what is now the Seattle Center Department. Since its creation in 1963, Seattle Center has nurtured artistry and creativity by providing a home for and technical assistance to a wide variety of cultural organizations.

In 2012, Seattle will celebrate the 50th Anniversary of one of the most significant events in the history of Seattle and the Pacific Northwest region - the 1962 Seattle World's Fair/Century 21 Exposition. The Fair was a turning point in the City's history, bringing Seattle to the attention of the world as a center of innovation and culture. In 2012, Seattle Center, in partnership with the Seattle Center Foundation and a broad array of partners from the public, private and non-profit sectors, will host a six-month celebration of the 1962 World's Fair, spanning the exact dates of the Fair - April 21 to October 21.

The Department is financed by a combination of tax dollars from the City's General Fund and revenue earned from commercial operations. Major sources of commercial revenues include charges to private clients for facility rentals, parking fees, long term leases to nonprofit organizations, sponsorships, and monorail fares.

Due to its heavy reliance on commercial revenues, Seattle Center faces many of the same financial challenges confronting other businesses. Consumer preferences, fluctuating demand, and competition for customer discretionary spending all influence the financial performance of the department. Over the next biennium, the Department will face financial pressures in several areas including market competition with competing facilities, financial challenges of long term nonprofit tenants on campus, and balancing the mix of public and private uses on the campus.

Proposed Policy and Program Changes

The City of Seattle's General Fund is facing a \$67 million shortfall in 2011. The 2011 Proposed Budget includes reductions for all General Fund-dependent functions. As a result of this shortfall, Seattle Center proposed reductions based on criteria which attempt to keep community services whole and also aligned with City priorities.

The Department implements a variety of administrative staffing reductions that achieve General Fund savings and result in internal and administrative efficiencies. Redevelopment staff working on implementation of the Century 21 Master Plan, the Center's long-range strategic plan, are fully funded with Capital Improvement Program (CIP) funds instead of partial funding from the General Fund. Human Resource and Accounting staff are reduced to reflect the Department's review and subsequent realignment of these two internal functions. The Department also abrogates a Manager 2 position and shifts the management of the Center House concession agreements to remaining staff.

The Department achieves significant savings by implementing a new automated workforce management system to manage the scheduling, billing, and dispatching of staff. The new system allows the Department to reduce staff time in three operational areas including admissions, sound, and stage.

The Department continues to evaluate the KeyArena management model and implements changes that reduce overall facility expenditures and help streamline administration of the facility. First, the Director of Commercial Events position is eliminated and an Operating Board is established to oversee the sales and operation functions. Second, an Event Services Representative is reduced to part-time and the workload is absorbed by remaining staff. Finally, the Department reduces the KeyArena maintenance budget to bring expenses in-line with historical spending patterns on non-critical maintenance needs.

The Department also eliminates non event-related overhead costs at KeyArena associated with emergency services, administrative support, and intermittent stage staffing. These reductions in staff hours create operating efficiencies without significantly impacting service levels at the facility. Impacted positions include a Emergency Service Technician, an Administrative Staff Assistant, and intermittent stage maintenance staff.

The Department implements several non-labor reductions that achieve General Fund savings and result in internal and programming efficiencies. Costs in the Technical Facilities Management unit are reduced by lowering temperature settings in campus buildings, and turning off the fountains during the winter months.

Direct and front-line services have been prioritized in the 2011-2012 Proposed Budget. To achieve this goal, every department was asked to critically evaluate funding needs for departmental travel and training to determine which items were essential to include and those that could be forgone. As a result of this evaluation, Seattle Center reduces its travel and training budget by \$10,000. This amount is captured within the administrative efficiencies descriptions detailed in the following pages.

The Department maximizes revenue streams to help offset General Fund support. An increase in daily parking rates generates additional parking revenues in 2011. Similarly, increased Monorail ridership levels based on both trains being fully operational starting in 2009 provides additional Monorail revenues for Seattle Center. Finally, the Proposed Budget includes several new sponsorship and advertising initiatives for the skate park and Monorail. The Department plans to sell naming rights to the skate park and advertising at the Monorail Station.

As part of the overall budget reduction strategy, the Department also reduces service levels in several areas including Public Programming, Technical Facilities Management, and McCaw Hall. First, the retirement of an Administrative Specialist in the Customer Service Unit and a Stage Technician in Public Programs creates budget savings without significant service level impacts. The Department also decreases non-labor related costs in Public Programs by reducing funds for updates to the Winterfest Décor scheme, reducing the amount of seasonal lighting used during the event, reducing the number of professional entertainment programs provided, and eliminating the Winterfest Train in 2011, due to anticipated renovations of the Center House food court. Funding for the train is restored in 2012.

Seattle Center

Within the Technical Facilities Management Unit, the Department abrogates a vacant Electrician position and eliminates intermittent Painter hours. Additional reductions include the abrogation of one Laborer, and one Janitor. Potential service level impacts of these reductions include increased response time for preventive maintenance, decreased preventative maintenance primarily on KeyArena risers, and a reduction in overall cleanliness of campus facilities.

Finally, the Department reduces a full-time Event Services Representative position to part-time. The position works on McCaw Hall events to better align with planned workloads in the facility.

The 2011-2012 Proposed Budget includes several technical adjustments that better reflect actual expenditures across programs. Several Budget Control Levels (BCLs) are adjusted to reflect budget neutral changes that align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival deployment and other public programming expenditures across BCLs. In addition, the salaries for management level staff in Seattle Center will continue to hold their salaries at 2008 levels and the salaries for IT Professional staff will be held at 2009 levels. This Executive Order will continue in 2011 creating additional sustainable salary savings, and those reductions are also reflected in this Proposed Budget.

Seattle Center

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Access Budget Control Level	SC670	1,187,984	1,241,278	1,102,649	1,129,818
Administration-SC Budget Control Level	SC690	7,789,580	6,910,891	6,963,309	7,031,216
Campus Grounds Budget Control Level	SC600	11,802,246	11,857,974	11,542,599	11,657,274
Commercial Events Budget Control Level	SC640	912,619	712,120	922,826	945,139
Community Programs Budget Control Level	SC620	2,313,180	2,140,366	1,979,210	2,070,340
Cultural Facilities Budget Control Level	SC630	243,987	276,238	147,940	212,439
Debt Budget Control Level	SC680	134,150	136,350	139,194	135,994
Festivals Budget Control Level	SC610	721,956	758,396	822,596	843,437
Judgment and Claims Budget Control Level	SC710	607,968	607,968	931,564	931,564
KeyArena Budget Control Level	SC660	4,731,485	6,101,043	5,489,519	5,809,062
McCaw Hall Budget Control Level	SC650	3,685,288	3,835,308	3,936,463	4,071,946
Department Total		34,130,442	34,577,931	33,977,869	34,838,228
Department Full-time Equivalents Total*		257.77	257.77	245.12	245.12

** FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

Resources	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
General Subfund	14,699,842	13,056,898	13,229,236	13,305,083
Other	19,430,600	21,521,033	20,748,633	21,533,145
Department Total	34,130,442	34,577,931	33,977,869	34,838,228

Access Budget Control Level

Purpose Statement

The purpose of the Access Budget Control Level is to provide the services needed to assist visitors in coming to and traveling from the campus, while reducing congestion in adjoining neighborhoods. Program services include operating parking services, maintaining parking garages, managing the Seattle Center Monorail, and encouraging use of alternate modes of transportation.

Summary

Increase Monorail revenue by \$50,000 to reflect anticipated higher ridership levels in 2011 based on the completed renovation of both trains in late 2009. This change reduces the amount of General Fund (GF) support provided to the Department, thereby generating GF savings for the City. However, this change in revenue sources has zero net impact on Seattle Center's operating budget.

Increase advertising revenue for the Monorail by \$50,000 to reflect anticipated new signage advertisements on the Monorail or Monorail platform. This change reduces the amount of GF support provided to the Department, thereby generating GF savings for the City. However, this change in revenue sources has zero net impact on Seattle Center's operating budget.

Increase daily parking fees for Seattle Center's parking lots and garages from \$7.00 to \$9.00 to generate \$275,000 in additional parking revenues. This change reduces the amount of GF support provided to the Department, thereby generating GF savings for the City. However, this change in revenue sources has zero net impact on Seattle Center's operating budget.

Reduce budget by \$66,000 and hold vacant 0.9 FTE Parking Attendant, Sr. position based on the addition of the Automated Parking Management System at the Mercer Street and 5th Avenue garages.

Reduce appropriation authority by \$123,000 to reflect a technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

The Mayor and the Council are in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. If negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the Access BCL will achieve \$13,000 in savings. If negotiations with the Coalition of City Labor Unions do not result in an agreement that allows the City to achieve these savings, the Mayor will transmit additional reductions to the Council in order to replace this adjustment.

Citywide adjustments to labor and other operating costs increase the budget by \$63,000 for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$139,000.

Seattle Center

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Access	1,187,984	1,241,278	1,102,649	1,129,818
Full-time Equivalents Total*	11.23	11.23	11.23	11.23

** FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

Administration-SC Budget Control Level

Purpose Statement

The purpose of the Administration Budget Control Level is to provide the financial, human resource, technology, and business support necessary to provide effective delivery of the department's services. Program services include administrative oversight and support to all other department programs, financial management of the Department's operating funds, and management of the department's Capital Improvement Program.

Summary

Reduce General Fund support by \$121,000 and transfer approximately one-half of the costs of two 1.0 FTE Strategic Advisor positions to Seattle Center's 2011-2016 Capital Improvement Program (CIP). The positions are responsible for implementation of the Seattle Center Century 21 Master Plan. Ongoing funding for these positions is contingent on the amount of billable CIP hours for projects developed as part of Century 21 Master Plan.

Reduce budget authority by \$166,000 and abrogate 1.0 FTE Administrative Staff Assistant and 1.0 FTE Personnel Specialist Senior positions. This change results from the Department's reorganization of the Human Resources unit to achieve program efficiencies and budget savings.

Reduce budget by \$57,000 and abrogate 0.5 FTE Accounting Technician II-BU and 0.5 FTE Finance Analyst positions that were each budgeted at 1.0 FTE. While this change may increase the turnaround time for certain transactions, this will not compromise the integrity of Seattle Center's accounting procedures.

Reduce budget by \$141,000 and abrogate 1.0 FTE Executive 1 position overseeing KeyArena operations. To mitigate impacts of this reduction, the Department will restructure the facility's management model by establishing an Operating Board to provide the needed oversight of the sales and operations functions at KeyArena.

Reduce budget by \$45,000 and unfund 0.5 FTE Senior Event Sales Representative responsible for securing rental events for McCaw Hall to the McCaw Hall Budget Control Level (BCL). This change achieves budget savings without creating significant impacts to McCaw Hall programming.

Reduce budget by \$70,000 and abrogate 0.5 FTE Manager 2 position overseeing the Center House food merchants and providing internal administrative support to the Department. The work associated with this position transfers to remaining staff.

In 2012, the annual amount of funding provided to the Seattle Center Foundation is reduced by \$80,000. This change represents a 40% reduction in the amount of support provided to the Foundation for a number of services including volunteer management and the solicitation of private funding opportunities at Seattle Center.

Reduce budget authority by approximately \$10,000 to reflect reductions in expenditures for administrative efficiencies for travel and training.

Increase appropriation authority by \$217,000 to reflect a technical adjustment across the Department's BCLs to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$54,000 is saved in Administration BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

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The Mayor and the Council are in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. If negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the Administration BCL will achieve \$36,000 in savings. If negotiations with the Coalition of City Labor Unions do not result in an agreement that allows the City to achieve these savings, the Mayor will transmit additional reductions to the Council in order to replace this adjustment.

Citywide adjustments to labor and other operating costs increase the budget by \$414,000 for a net increase from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$52,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Administration-SC	7,789,580	6,910,891	6,963,309	7,031,216
Full-time Equivalents Total*	27.11	27.11	22.61	22.61

** FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

Campus Grounds Budget Control Level

Purpose Statement

The purpose of the Campus Grounds Budget Control Level is to provide gathering spaces and open-air venues in the City's urban core. The grounds knit together the whole of the campus and are Seattle Center's biggest asset. Program services include landscape maintenance, security patrols and lighting, litter and garbage removal, recycling operations, hard surface and site amenities maintenance, and management of revenues associated with leasing outdoor spaces.

Summary

Increase revenue by \$178,000 to reflect anticipated new rent and concession fees from the vacant site on the south side of Center House. This change reduces the amount of General Fund (GF) support provided to the department, thereby generating GF savings for the City. However, this change in revenue sources has zero net impact on Seattle Center's operating budget.

Beginning in 2012, reduce budget by \$35,000 to reflect utility savings achieved through the CIP projects included in the Municipal Energy Efficiency Program. The projects will generate ongoing savings to Seattle Center's operating budget by reducing utility costs across campus.

Reduce budget by \$83,000 and abrogate a 1.0 FTE Administrative Specialist II-BU position. To mitigate the impacts of this reduction, the Department redistributes the workload among staff.

Reduce budget by \$96,000 and abrogate 1.0 FTE Electrician position. This reduction may slow the response time for routine and preventative maintenance.

Reduce budget by \$25,000 and eliminate approximately 650 intermittent Painter hours. This reduction is roughly equivalent to a 0.4 FTE reduction in staffing capacity, and results in staffing adjustments within the Painter work unit as the Department re-prioritizes maintenance activities.

Reduce budget by \$44,000 to reflect the reduction of 1.0 FTE Lock Technician position to 0.6 FTE. This change will not result in significant impacts to service levels at campus facilities

Reduce budget by \$230,000 and abrogate 1.0 FTE Janitor and 1.0 FTE Laborer to achieve budget savings in facility maintenance costs. In addition, funding for intermittent janitors working off-peak shifts is reduced. Impacts may include longer cleaning cycles for restrooms, the Center House dining area, and other public places.

Reduce budget by \$123,000, abrogate 0.5 FTE Painter position, and unfund 1.0 FTE Gardner, 1.0 FTE Janitor, and 1.0 Dining Room Attendant. This change in maintenance staff capacity may impact overall grounds maintenance and Center House cleanliness during the summer months, however Seattle Center will mitigate this impact by transferring work to remaining staff where possible and using intermittent staff if necessary.

Reduce budget by \$130,000 by holding vacant 1.0 FTE Administrative Specialist II-BU and 1.0 Utility Laborer working at KeyArena. The Department will continue to hold the positions vacant in the event that demand for the positions' services requires that they be filled outside of the budget process.

Reduce budget by \$83,000 in the Technical Facilities Management (TFM) division to reflect reductions in expenditures for administrative efficiencies including, operating supplies, professional services and fleet management.

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Reduce budget by \$55,000 to reflect utility reductions across campus including better management of temperature settings in all facilities, and the reduction of water flow at the International Fountain from January-March.

Reduce budget by \$111,000, abrogate 0.5 FTE Administrative Specialist II-BU position, and fund 1.0 FTE Admissions Personnel Dispatcher and 1.0 FTE Sound and Video Equipment Technician positions at 0.5 FTE. The Department achieves this savings through the development and implementation of a new automated workforce management system which streamlines the dispatch function for staff at Seattle Center, thereby decreasing the number of staff required to perform scheduling work.

Increase appropriation authority by \$112,000 to reflect a technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

The Mayor and the Council are in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. If negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the Campus Grounds BCL will achieve \$85,000 in savings. If negotiations with the Coalition of City Labor Unions do not result in an agreement that allows the City to achieve these savings, the Mayor will transmit additional reductions to the Council in order to replace this adjustment.

Citywide adjustments to labor and other operating costs increase the budget by \$638,000 for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$315,000.

Expenditures/FTE	2009	2010	2011	2012
	Actual	Adopted	Proposed	Proposed
Campus Grounds	11,802,246	11,857,974	11,542,599	11,657,274
Full-time Equivalents Total*	84.37	84.37	78.97	78.97

** FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

Commercial Events Budget Control Level

Purpose Statement

The purpose of the Commercial Events Budget Control Level is to provide the spaces and services needed to host a wide variety of commercial events, both for profit and not for profit, sponsored and produced by private and community promoters.

Summary

Increase appropriation authority by \$169,000 to reflect a technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

The Mayor and the Council are in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. If negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the Commercial Events BCL will achieve \$11,000 in savings. If negotiations with the Coalition of City Labor Unions do not result in an agreement that allows the City to achieve these savings, the Mayor will transmit additional reductions to the Council in order to replace this adjustment.

Citywide adjustments to labor and other operating costs increase the budget by \$53,000 for a net increase from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$211,000.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
Commercial Events	912,619	712,120	922,826	945,139
Full-time Equivalents Total*	7.48	7.48	7.48	7.48

** FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

Community Programs Budget Control Level

Purpose Statement

The purpose of the Community Programs Budget Control Level is to produce free and low-cost programs that connect diverse cultures, create learning opportunities, honor community traditions, and nurture artistry and creativity.

Summary

Reduce budget by \$121,000 and abrogate 1.0 FTE Stage Technician, Lead position to assist in balancing the overall General Fund. Elimination of the position will result in a reduction in the quality of support for public programming and in the number of community groups performing in Center House.

Reduce budget by \$74,000 and reduce funding for Winterfest activities. This reduction shortens the Winterfest programming from 5 weeks to 3 or 4 weeks in length, delays updates to the Winterfest Décor by 1-2 years to 2011 or 2012, and reduces the amount of seasonal lighting used during the event. In addition, the reduction achieves savings by eliminating the Winterfest Train in 2011 only due to anticipated renovations of the Center House food court. Funding for the train is restored in 2012.

Reduce budget by \$57,000 and abrogate 0.25 FTE Administrative Specialist II-BU and 0.50 FTE Management Systems Analyst. Both positions work in the Seattle Center Productions Unit (SCP). Impacts of this reduction are mitigated by redistributing some scheduling and contracting functions to existing staff in the SCP unit.

Reduce budget by \$39,000 to reflect reduced funding for contractors who support the Department's public programs. There will be less outreach work on the Teen Tix program.

Increase appropriation authority by \$46,000 to reflect a technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

Increase revenue by \$100,000 to reflect a potential new title sponsorship for the skate park at Seattle Center. This change reduces the amount of GF support provided to the Department, thereby generating GF savings for the City. However, this change in revenue sources has zero net impact on Seattle Center's operating budget.

The Mayor and the Council are in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. If negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the Community Programs BCL will achieve \$15,000 in savings. If negotiations with the Coalition of City Labor Unions do not result in an agreement that allows the City to achieve these savings, the Mayor will transmit additional reductions to the Council in order to replace this adjustment.

Citywide adjustments to labor and other operating costs increase the budget by \$99,000 for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$161,000.

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Expenditures/FTE	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Community Programs	2,313,180	2,140,366	1,979,210	2,070,340
Full-time Equivalents Total*	13.63	13.63	11.88	11.88

** FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

Cultural Facilities Budget Control Level

Purpose Statement

The purpose of the Cultural Facilities Budget Control Level is to provide spaces for performing arts and cultural organizations to exhibit, perform, entertain, and create learning opportunities for diverse local, national, and international audiences.

Summary

Reduce appropriation authority by \$138,000 to reflect a technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

Citywide adjustments to labor and other operating costs increase the budget by \$10,000 for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$128,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
Cultural Facilities	243,987	276,238	147,940	212,439
Full-time Equivalents Total*	3.26	3.26	3.26	3.26

** FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

Debt Budget Control Level

Purpose Statement

The purpose of the Debt Budget Control Level is to provide payments and collect associated revenues related to the debt service for McCaw Hall.

Summary

There are no substantive changes from the 2010 Adopted Budget to the 2011 Proposed Budget.

	2009	2010	2011	2012
Expenditures	Actual	Adopted	Proposed	Proposed
Debt	134,150	136,350	139,194	135,994

Festivals Budget Control Level

Purpose Statement

The purpose of the Festivals Budget Control Level is to provide a place for the community to hold major festival celebrations. This program includes the revenue and expenses related to the Giant Magnet, Northwest Folklife Festival, Bite of Seattle, and Bumbershoot events.

Summary

Increase appropriation authority by \$51,000 to reflect a technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

The Mayor and the Council are in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. If negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the Festivals BCL will achieve \$9,000 in savings. If negotiations with the Coalition of City Labor Unions do not result in an agreement that allows the City to achieve these savings, the Mayor will transmit additional reductions to the Council in order to replace this adjustment.

Citywide adjustments to labor and other operating costs increase the budget by \$22,000 for a net increase from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$64,000.

Expenditures/FTE	2009	2010	2011	2012
	Actual	Adopted	Proposed	Proposed
Festivals	721,956	758,396	822,596	843,437
Full-time Equivalents Total*	8.72	8.72	8.72	8.72

** FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

Judgment and Claims Budget Control Level

Purpose Statement

The Judgment/Claims Budget Control Level pays for judgments, settlements, claims, and other eligible expenses associated with legal claims and suits against the City. Premiums are based on average percentage of Judgment/Claims expenses incurred by the Department over the previous five years.

Summary

Based on an increased Seattle Center share of settlements and claims over the past five years, the Judgment and Claims premium increases the 2011 Proposed Budget by approximately \$324,000.

	2009	2010	2011	2012
Expenditures	Actual	Adopted	Proposed	Proposed
Judgment and Claims	607,968	607,968	931,564	931,564

KeyArena Budget Control Level

Purpose Statement

The purpose of the KeyArena Budget Control Level is to manage and operate the KeyArena as the premier entertainment venue in the Seattle region. Included in this category are all operations related to sports teams playing in the arena, along with concerts, family shows, and private meetings.

Summary

Reduce budget by \$54,000 and abrogate 0.5 FTE Event Services Representative, Sr. position that was budgeted at 1.0 FTE. Responsibilities of this position will be transferred to the remaining 2.0 FTE Event Services staff, and impacts are anticipated to be minimal.

Reduce budget by \$100,000 to reflect service and maintenance reductions at KeyArena. This change reduces the contract for preventative maintenance of the electronic signage in the bowl of KeyArena and reduces a portion of the facility's overall maintenance budget which is earmarked for addressing periodic and/or unforeseen maintenance issues. This increases the time it takes the Department to address non critical maintenance needs, however the Department is retaining sufficient funding to repair items on an as-needed basis.

Reduce budget by \$70,000 to reflect reduced intermittent hours for stage maintenance. Stage hours worked for events are reimbursed by the client, while maintenance hours are not. The Department will reduce preventative maintenance hours worked by intermittent staff to maintain stage equipment. This change will help the Department make KeyArena operations more efficient without significantly impacting service levels at the facility.

Reduce budget by \$37,000 and reduce 1.0 FTE Administrative Staff Assistant position to 0.5 FTE. This change will help make KeyArena operations more efficient by reducing administrative costs, and they will not impact service levels at the facility.

Reduce appropriation authority by \$558,000 to reflect a technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

The Mayor and the Council are in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. If negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the KeyArena BCL will achieve \$54,000 in savings. If negotiations with the Coalition of City Labor Unions do not result in an agreement that allows the City to achieve these savings, the Mayor will transmit additional reductions to the Council in order to replace this adjustment.

Citywide adjustments to labor and other operating costs increase the budget by \$261,000 for a net decrease from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$612,000.

Seattle Center

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Proposed	2012 Proposed
KeyArena	4,731,485	6,101,043	5,489,519	5,809,062
Full-time Equivalents Total*	66.99	66.99	65.99	65.99

** FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

McCaw Hall Budget Control Level

Purpose Statement

The McCaw Hall Budget Control Level includes funds for the operation and maintenance of the McCaw Hall as the premier performing arts venue in the Seattle region. In cooperation with Seattle Opera and Pacific Northwest Ballet, Seattle Center manages and operates McCaw Hall as the home of the Opera and Ballet. The Seattle International Film Festival also holds its annual festival and many other film screenings in this facility.

Summary

Reduce appropriation authority by \$46,000 to reflect a budget neutral technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

The Mayor and the Council are in talks with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. Savings in labor costs has the dual benefit of allowing the City to preserve funding for important direct services and to save jobs. If negotiations with the Coalition of City Labor Unions result in a ratified agreement and commensurate savings for non-represented positions in 'step-in-grade' classifications are applied, the McCaw Hall BCL will achieve \$32,000 in savings. If negotiations with the Coalition of City Labor Unions do not result in an agreement that allows the City to achieve these savings, the Mayor will transmit additional reductions to the Council in order to replace this adjustment.

Citywide adjustments to labor and other operating costs increase the budget by \$179,000 for a net increase from the 2010 Adopted Budget to the 2011 Proposed Budget of approximately \$101,000.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
McCaw Hall	3,685,288	3,835,308	3,936,463	4,071,946
Full-time Equivalents Total*	34.98	34.98	34.98	34.98

** FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

Seattle Center

2011 - 2012 Estimated Revenues for the Seattle Center Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2011 Proposed	2012 Proposed
587001	Seattle Center Fund	0	0	0	0
462300	Parking	3,891,127	3,622,602	4,392,314	4,551,943
462800	Monorail	394,171	350,000	450,000	450,000
	Total Access	4,285,298	3,972,602	4,842,314	5,001,943
441960	Seattle Center Fund	84,217	100,894	100,000	100,000
462900	Administration	90,310	46,839	7,500	7,000
481500	Lease Settlement	394,000	1,371,000	0	0
541490	CIP	1,262,662	1,413,403	1,521,010	1,550,085
	Total Administration	1,831,189	2,932,136	1,628,510	1,657,085
462500	Leases - Campus Grounds	831,072	1,049,130	1,242,208	1,269,679
462800	Amusement Park Concessions	335,000	0	0	0
462800	Center House Concessions	841,950	951,200	879,539	901,899
	Total Campus Grounds	2,008,022	2,000,330	2,121,747	2,171,578
462400	Campus Commercial Events	1,089,296	1,232,457	1,274,821	1,301,664
	Total Commercial Events	1,089,296	1,232,457	1,274,821	1,301,664
439090	Campus Sponsorships	159,175	300,000	350,000	350,000
441960	Seattle Center Productions	71,212	53,600	60,000	60,800
	Total Community Programs	230,387	353,600	410,000	410,800
462500	Leases - Cultural Facilities	1,345,556	1,245,365	1,349,173	1,360,556
	Total Cultural Facilities	1,345,556	1,245,365	1,349,173	1,360,556
462500	McCaw Hall Tenant Use Fees - Debt	70,096	68,175	69,597	67,997
587001	General Fund - McCaw Hall Debt	67,075	68,175	69,597	67,997
	Total Debt	137,171	136,350	139,194	135,994
441960	Festivals	402,303	543,147	518,744	528,079
	Total Festivals	402,303	543,147	518,744	528,079
587001	General Subfund Support	13,516,250	11,860,001	11,699,144	11,766,188
	Total General Subfund Support	13,516,250	11,860,001	11,699,144	11,766,188
587001	Judgment and Claims Allocation	607,968	607,968	931,564	931,564
	Total Judgment and Claims Allocation	607,968	607,968	931,564	931,564

Seattle Center

2011 - 2012 Estimated Revenues for the Seattle Center Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2011 Proposed	2012 Proposed
441710	KeyArena Miscellaneous	351,759	129,478	94,735	115,366
441960	KeyArena Reimbursables	1,384,967	1,674,689	1,569,683	1,711,414
462400	KeyArena Premium Seating	143,871	366,000	320,000	380,000
462400	KeyArena Rent	861,538	2,332,779	1,322,722	1,354,418
462800	KeyArena Concessions	32,472	193,719	504,854	504,854
462800	KeyArena Sponsorship	300,000	300,000	300,000	300,000
462800	KeyArena Ticketing	591,100	770,137	1,153,396	1,283,363
	Total KeyArena	3,665,707	5,766,802	5,265,390	5,649,415
441960	McCaw Hall Reimbursables	1,387,609	1,338,124	1,338,006	1,350,661
462400	McCaw Hall Rent	257,808	368,905	397,400	426,677
462500	McCaw Hall Tenant Use Fees	1,219,951	1,250,249	1,023,383	1,089,069
462800	McCaw Hall Catering & Concessions	322,782	270,033	335,000	335,000
462800	McCaw Hall Miscellaneous	170,931	179,108	174,548	182,974
587001	General Fund - McCaw Hall	508,549	520,754	528,931	538,981
	Total McCaw Hall	3,867,630	3,927,173	3,797,268	3,923,362
	Total Revenues	32,986,777	34,577,931	33,977,869	34,838,228

Seattle Center

Seattle Center Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Proposed	2012 Proposed
Beginning Fund Balance	2,351,213	963,206	1,207,548	1,207,548	1,207,548
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	32,986,777	34,577,931	34,455,053	33,977,869	34,838,228
Less: Actual and Budgeted Expenditures	34,130,442	34,577,931	34,455,053	33,977,869	34,838,228
Ending Fund Balance	1,207,548	963,206	1,207,548	1,207,548	1,207,548
Inventories	271,861		271,861	271,861	271,861
McCaw Hall Reserves	843,433	910,000	843,433	843,433	843,433
Total Reserves	1,115,294	910,000	1,115,294	1,115,294	1,115,294
Ending Unreserved Fund Balance	92,254	53,206	92,254	92,254	92,254

Seattle Center

McCaw Hall Capital Reserve Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Proposed	2012 Proposed
Beginning Fund Balance	0	0	100,000	341,000	0
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	100,000	400,000	400,000	400,000	400,000
Less: Actual and Budgeted Expenditures	0	400,000	159,000	741,000	400,000
Ending Fund Balance	100,000	0	341,000	0	0

Seattle Center

KeyArena Settlement Proceeds Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Proposed	2012 Proposed
Beginning Fund Balance	6,646,000	2,610,000	3,907,000	820,000	0
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	0	0	0	0	0
Less: Actual and Budgeted Expenditures	394,000	1,371,000	1,492,000	0	0
Less: Capital Improvements	2,345,000	1,239,000	1,595,000	820,000	0
Ending Fund Balance	3,907,000	0	820,000	0	0

Capital Improvement Program Highlights

Seattle Center's 2011-2016 Capital Improvement Program (CIP) is at the heart of Seattle Center's vision to be the premier urban park. Seattle Center's CIP repairs, renovates, and redevelops the facilities and grounds of Seattle Center's 74-acre campus to provide a safe and welcoming place for millions of visitors and 5,000 events each year.

The 2011-2016 CIP includes public and private funding for renovation of the Center House food court to support increased revenues and realize the first phase of implementation of the vision for Center House in the Seattle Center Century 21 Master Plan. Funding is also included for energy saving retrofit projects in multiple facilities on campus, as well as for replacement of the roof on the Park Place Building, concrete and structural repairs at the Mercer Garage, and asset preservation investments in Seattle Center's two largest public assembly facilities, KeyArena and McCaw Hall.

In 2011, Seattle Center continues implementation of the Seattle Center Century 21 Master Plan. Adopted by the City Council in August 2008, the Century 21 Master Plan will guide development of the Seattle Center campus over the next 20 years. Seattle Center also completes the third and final phase of campus signage renovation with the replacement of hand operated reader boards with two new digital reader boards at the perimeter of the campus.

The costs of managing Seattle Center's CIP, including project management and administration, are presented in Seattle Center's operating budget. These costs are offset by revenues to the Seattle Center Fund from the funding sources of the CIP projects. Funding for Seattle Center's 2011-2016 Proposed CIP comes primarily from the Cumulative Reserve Subfund, LTGO Bonds, property sale proceeds, federal grant funds, and private sources.

Capital Improvement Program Appropriation

Budget Control Level	2011 Proposed	2012 Proposed
Campuswide Improvements and Repairs: S03P01		
Cumulative Reserve Subfund - REET I Subaccount (00163)	367,000	208,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	35,000	30,000
Subtotal	402,000	238,000
Center House Rehabilitation: S9113		
2011 Multipurpose LTGO Bond Fund	3,400,000	0
Cumulative Reserve Subfund - REET I Subaccount (00163)	180,000	432,000
Subtotal	3,580,000	432,000
Facility Infrastructure Renovation and Repair: S03P02		
Cumulative Reserve Subfund - REET I Subaccount (00163)	980,000	784,000
Subtotal	980,000	784,000
Fisher Pavilion: S9705		
Cumulative Reserve Subfund - REET I Subaccount (00163)	0	35,000
Subtotal	0	35,000
Key Arena: S03P04		
Cumulative Reserve Subfund - REET I Subaccount (00163)	400,000	0
Subtotal	400,000	0

Seattle Center

Capital Improvement Program Highlights

Budget Control Level	2011 Proposed	2012 Proposed
KeyArena: S03P04		
KeyArena Settlement Proceeds Fund	46,000	0
Subtotal	46,000	0
McCaw Hall Maintenance Fund: S0303		
McCaw Hall Capital Reserve	400,000	400,000
Subtotal	400,000	400,000
Monorail Improvements: S9403		
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	1,318,000	1,319,000
Subtotal	1,318,000	1,319,000
Parking Repairs and Improvements: S0301		
Cumulative Reserve Subfund - REET I Subaccount (00163)	230,000	0
Subtotal	230,000	0
Public Gathering Space Improvements: S9902		
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	50,000	50,000
Subtotal	50,000	50,000
Utility Infrastructure: S03P03		
2011 Multipurpose LTGO Bond Fund	510,000	0
Subtotal	510,000	0
Total Capital Improvement Program Appropriation	7,916,000	3,258,000

