

Appendix

Summary of Position and Full-Time Equivalent (FTE) Changes by Department:

This table provides a summary of total position and FTE changes by department for 2010, 2011, and 2012. Position counts for a department may exceed FTE counts as position counts tally part-time positions as discrete items.

Summary of Position and Full-Time Equivalent (FTE) Changes by Department

Department	2010 Authorized *		2011 Authorized *		2011-12 Change **		2012 Estimate	
	Position Count	FTE Count	Position Count	FTE Count	Position Count	FTE Count	Position Count	FTE Count
Office of Arts and Cultural Affairs	25	23.10	23	20.60	(1)	(0.75)	22	19.85
Office of City Auditor	8	8.00	8	8.00	1	1.00	9	9.00
Department of Finance	37	36.00						
City Budget Office	-	-	29	28.50	(1)	(1.00)	28	27.50
Seattle Center	280	263.23	264	245.12	-	-	264	245.12
Civil Service Commissions	-	-	-	-	3	2.60	3	2.60
Civil Service Commission	2	1.80	2	1.80	(2)	(1.80)	-	-
Department of Information Technology	213	210.00	199	195.00	(5)	(4.75)	194	190.25
Department of Neighborhoods	95	87.50	81	74.75	(36)	(33.25)	45	41.50
Department of Planning and Development	417	413.00	402	397.75	(7)	(6.75)	395	391.00
Department of Parks and Recreation	1,106	1,011.16	993	890.89	(13)	(26.80)	980	864.09
Educational and Developmental Services Levy	-	-	-	-	8	8.00	8	8.00
Ethics and Elections Commission	6	5.20	6	5.20	1	1.00	7	6.20
Fleets and Facilities Department ***	317	314.50	-	-	-	-	-	-
Department of Executive Administration ***	251	248.50	-	-	-	-	-	-
Department of Finance & Administrative Services***	-	-	529	523.75	(1)	(2.00)	528	521.75
Human Services Department	339	331.35	331	323.10	(6)	(7.00)	325	316.10
Office of the Hearing Examiner	5	4.63	5	4.63	-	-	5	4.63
Office of Immigrant and Refugee Affairs	-	-	-	-	2	2.00	2	2.00
Law Department	161	156.10	160	155.10	6	5.50	166	160.60
Legislative Department	89	89.00	86	86.00	1	1.00	87	87.00
Office of the Mayor	29	28.50	29	28.50	-	-	29	28.50
Neighborhood Matching Subfund	-	-	-	-	6	6.00	6	6.00
Seattle Office for Civil Rights	24	22.50	23	21.50	1	1.00	24	22.50
Office of Economic Development	20	20.00	22	22.00	2	2.00	24	24.00
Office of Housing	42	40.50	40	38.50	(1)	(1.00)	39	37.50
Office of Intergovernmental Relations	12	11.50	12	11.50	(1)	(1.00)	11	10.50
Office of Sustainability and Environment	8	8.00	11	11.00	4	3.75	15	14.75
Personnel Department	119	116.50	107	104.25	(1)	(1.00)	106	103.25
Public Safety Civil Service Commission	1	1.00	1	1.00	(1)	(1.00)	-	-

NOTES:

* Budgeted Positions/FTEs are based on 2010/2011 Position Authorization Ordinances 123308/123626.

** 2011-12 Changes represent Supplemental Ordinances, 2012 Endorsed Changes, and the 2012 Adopted Budget changes.

*** The Department of Executive Administration and the Fleets and Facilities Department were merged into the Department of Finance and Administrative Services in 2011.

Summary of Position and Full-Time Equivalent (FTE) Changes by Department

Department	2010 Authorized *		2011 Authorized *		2011-12 Change **		2012 Estimate	
	Position Count	FTE Count	Position Count	FTE Count	Position Count	FTE Count	Position Count	FTE Count
Employees' Retirement System	16	15.50	16	15.50	2	2.50	18	18.00
Seattle City Light	1,881	1,872.10	1,818	1,810.75	-	-	1,818	1,810.75
Seattle Department of Transportation	797	792.50	771	768.50	(48)	(48.50)	723	720.00
Seattle Fire Department	1,178	1,156.55	1,173	1,151.55	1	1.00	1,174	1,152.55
Seattle Municipal Court	238	226.10	226	214.10	-	-	226	214.10
Seattle Police Department	1,943	1,930.25	1,951	1,938.35	(2)	(2.00)	1,949	1,936.35
Seattle Public Utilities	1,460	1,451.25	1,428	1,420.75	(8)	(7.70)	1,420	1,413.05
Total Budgeted Positions / FTEs	11,119	10,895.82	10,746	10,517.94	(96)	(108.95)	10,650	10,408.99
The Seattle Public Library ****	638	527.40	617	509.95	(1)	(1.20)	616	508.75
CityWide Positions / FTEs	11,757	11,423.2	11,363	11,027.9	(97)	(110.15)	11,266	10,918

NOTES:

* Budgeted Positions/FTEs are based on 2010/2011 Position Authorization Ordinances 123308/123626.

** 2011-12 Changes represent Supplemental Ordinances, 2012 Endorsed Changes, and the 2012 Adopted Budget changes.

*** The Department of Executive Administration and the Fleets and Facilities Department were merged into the Department of Finance and Administrative Services in 2011.

**** Personnel figures for The Seattle Public Library are for informational purposes only. The Library's position list is established by the Library Board of Trustees.

Fund Financial Plans:

A six-year financial plan is included for major City funds. The six-year financial plans include information about fund revenues, expenditures, reserves and fund balances, covering the following milestones: 2010 actual results, 2011 adopted, 2011 revised, 2012 adopted, and projections for 2013 – 2015. These funds allow the reader to see trends for major City funds.

Fund Financial Plans

Fund #	Fund Name	Page
00100	General Subfund	793
00140	Arts Account	794
00160	Cable Television Franchise Sub-Fund	795
00161	Cumulative Reserve Subfund, Real Estate Excise Tax II Subaccount	796
00163	Cumulative Reserve Subfund, Real Estate Excise Tax I Subaccount	797
00164	Cumulative Reserve Subfund, Unrestricted Subaccount	798
00165	Neighborhood Matching Subfund	799
00166	Cumulative Reserve Subfund - Revenue Stabilization Account	800
00168	Cumulative Reserve Subfund, - Asset Preservation Subaccount	801
00169	Cumulative Reserve Subfund, Street Vacation Subaccount	802
00185	Emergency Subfund	803
10200	Park and Recreation Fund	804
10300	Transportation Master Fund	805
10410	Library Fund	807
10810	Streetcar Fund	808
11410	Seattle Center Fund	809
15700	Planning and Development Fund	810
16200	Human Services Operating Fund	811
17856	2004 Families and Education Subfund of the Educational and Developmental Services Fund	812
17857	2012 Families and Education Subfund of the Educational and Developmental Services Fund	813
34440	2003 Fire Facilities Fund	814
41000	City Light Fund	815
43000	Water Fund	817
44010	Drainage and Wastewater Fund	819
45010	Solid Waste Fund	821
46010	Parking Garage Operations Fund	823
50300	Fleets and Facilities Fund	824
50410	Information Technology Fund	825
60200	Firemen's Pension Fund	826
60400	Police Relief and Pension Fund	827
62600	Municipal Arts Fund	828

Fund Financial Plans

2012 Adopted Budget Financial Plan General Subfund (Subfund 00100)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
Beginning Fund Balance	8,775,037	368,269	7,283,444	6,464,713	8,240,550	21,446,149	34,804,125
Technical Adjustments	(11,199,247)	0	(4,771,654)	0	0	0	0
<i>Beginning Unreserved Fund Balance</i>	(2,424,210)	368,269	2,511,790	6,464,713	8,240,550	21,446,149	34,804,125
Revenues							
Property Taxes	250,430,354	253,655,000	252,086,000	257,624,000	259,938,000	264,862,000	271,462,900
Sales Tax	145,340,599	149,470,807	155,077,927	157,380,835	162,546,153	170,925,943	180,322,022
Business and Occupation Tax	158,212,727	166,635,915	167,583,367	175,344,460	183,705,723	197,783,971	212,764,611
Utility Tax	171,649,277	173,867,214	170,630,499	177,073,492	184,377,684	187,964,824	188,450,127
Other Taxes	11,988,747	10,628,558	10,597,957	10,122,176	11,193,730	11,370,819	11,553,645
Parking Meters	27,547,183	36,502,000	30,628,000	33,524,000	34,328,000	35,314,000	36,503,000
Court Fines and Forfeitures	29,847,168	34,147,500	30,964,000	36,080,000	36,843,000	36,592,000	36,597,000
Revenue from Other Public Entities	26,600,830	11,230,039	11,270,744	11,059,015	10,208,000	10,208,000	10,208,000
Service Charges & Reimbursements	54,647,778	35,903,070	34,367,568	36,541,757	36,514,466	37,305,015	37,900,534
Fund Balance Transfers (ERF, RSA, J&C, CRS-U)	22,032,693	9,809,250	9,796,251	9,806,818	898,150	725,000	725,000
Licenses, Permits, Interest Income and Other	17,246,294	15,566,504	16,158,237	15,181,437	15,579,972	16,447,972	17,425,945
<i>Total Revenues</i>	915,543,652	897,415,857	889,160,550	919,737,990	936,132,878	969,499,544	1,003,912,784
Expenditures							
Arts, Culture & Recreation	(147,253,821)	(140,804,818)	(140,804,818)	(143,883,961)	(156,064,526)	(162,259,753)	(168,087,971)
Health and Human Services	(52,273,866)	(51,962,950)	(51,962,950)	(54,352,239)	(55,629,616)	(57,463,669)	(59,282,449)
Neighborhoods & Development	(31,475,196)	(29,086,141)	(29,086,141)	(26,390,179)	(27,357,702)	(28,423,024)	(29,422,160)
Public Safety	(516,962,249)	(516,896,547)	(516,896,547)	(521,930,562)	(550,243,976)	(571,041,328)	(595,002,069)
Utilities and Transportation	(38,941,376)	(40,137,598)	(40,137,598)	(38,841,087)	(42,146,512)	(43,566,462)	(44,952,257)
Administration (1)	(113,446,055)	(101,570,537)	(101,570,537)	(115,446,500)	(111,146,189)	(115,515,784)	(119,756,991)
Debt Service	(10,138,686)	(11,151,647)	(11,151,647)	(13,091,563)	(13,203,054)	(14,839,681)	(14,130,979)
GF Subfunds, Judgement & Claims	(6,543,996)	(1,941,062)	(1,941,062)	(4,026,062)	(7,785,704)	(7,847,368)	(9,250,422)
Other			(733,900)				
Mid-Year Reductions			8,742,579				
Mid-Year Credits			(1,166,905)				
Carryforward Supplemental			(380,000)				
First Quarter Supplemental			(420,000)				
Second Quarter Supplemental			(348,100)				
Fourth Quarter Supplemental			(175,000)				
Anticipated Underspend	0		2,825,000	0			
Future Reductions Needed					41,800,000	46,000,000	50,700,000
<i>Total Expenditures</i>	(917,035,245)	(893,551,300)	(885,207,626)	(917,962,154)	(922,927,279)	(956,141,568)	(990,405,334)
Technical Adjustments	11,199,247						
<i>Ending Fund Balance</i>	7,283,444	4,232,826	6,464,713	8,240,550	21,446,149	34,804,125	48,311,575
Reserves							
Reserves for Future Deficit Reduction				0			
Reserve for FS 39 Housing Services					(950,000)	(950,000)	(950,000)
Reserves Against Fund Balance	(268,526)	(1,681,036)	(869,094)	(8,212,670)	(20,444,804)	(33,819,651)	(47,341,494)
Reserves - Technical (Carryforward)	(4,771,654)						
<i>Ending Unreserved Fund Balance</i>	2,243,264	2,551,790	5,595,619	27,879	51,345	34,474	20,081

Fund Financial Plans

2012 Adopted Budget Financial Plan Arts Account (Fund 00140)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
Beginning Fund Balance	749	296	716	220	150	927	1,046
Accounting Adjustments	0	0	0	0	0	0	0
<i>Beginning Unreserved Fund Balance</i>	749	296	716	220	150	927	1,046
Revenues							
Interest Earnings	9	10	10	12	15	20	20
Interest Increase / (Decrease)	(2)	0	0	0	0	0	0
Admissions Tax Allocation to OACA	3,761	4,176	4,176	4,967	4,527	3,977	4,500
ARRA Grant	145						
<i>Total Revenues</i>	3,914	4,186	4,186	4,979	4,542	3,997	4,520
Expenditures							
Administrative Services	(517)	(343)	(330)	(384)	(396)	(408)	(420)
Arts Account	0	0	0	0	0	0	0
Cultural Partnerships	(2,873)	(2,609)	(3,003)	(3,043)	(2,877)	(2,963)	(3,052)
Community Development and Outreach	(450)	(451)	(415)	(478)	(492)	(507)	(522)
Contract with DPR for Arts Programming	0	(1,020)	(934)	(1,144)	0	0	0
Q1 Supplemental/Carryforward	(108)						
<i>Total Expenditures</i>	(3,947)	(4,423)	(4,682)	(5,049)	(3,765)	(3,878)	(3,994)
<i>Ending Fund Balance</i>	716	59	220	150	927	1,046	1,571
Reserves							
Operating Reserve	0	0	0	(150)	(400)	(400)	(400)
Encumbrances	(409)	0	0	0	0	0	0
<i>Total Reserves</i>	(409)	0	0	(150)	(400)	(400)	(400)
<i>Ending Unreserved Fund Balance</i>	307	59	220	0	527	646	1,171

Fund Financial Plans

2012 Adopted Budget Financial Plan Cable Television Franchise Subfund (00160)

Amounts in \$1,000s	2010	2011	2011	2012	2013	2014	2015
	Actuals	Adopted	Revised	Adopted	Projected ³	Projected ³	Projected ³
Beginning Fund Balance	6,079	4,780	5,068	4,697	3,994	3,434	2,782
Accounting & Technical Adjustments	(5)						
<i>Beginning Unreserved Fund Balance</i>	6,074	4,780	5,068	4,697	3,994	3,434	2,782
Revenues							
Franchise Fees ¹	6,902	6,987	7,313	7,423	7,608	7,798	7,993
Misc. Revenues/Rebates ⁵				9			
Interest Earnings ²	36	61	49	46	40	31	21
<i>Total Revenues</i>	6,938	7,048	7,362	7,478	7,648	7,830	8,015
Expenditures³							
Finance and Administration	(284)	(290)	(290)	(300)	(312)	(324)	(337)
Technology Leadership and Governance	(306)	(276)	(276)	(265)	(272)	(283)	(294)
Technology Infrastructure	(916)	(1,426)	(1,426)	(1,412)	(909)	(945)	(983)
Cable Funding -- Email					(560)	(582)	(605)
Office of Electronic Communication	(6,247)	(5,369)	(5,456)	(6,014)	(5,966)	(6,157)	(6,408)
Support to Library	(190)	(190)	(190)	(190)	(190)	(190)	(190)
Other Supplemental Ordinances			(95)				
<i>Total Expenditures</i>	(7,944)	(7,551)	(7,733)	(8,181)	(8,209)	(8,481)	(8,818)
<i>Ending Fund Balance</i>	5,068	4,276	4,697	3,994	3,434	2,782	1,979
Reserves							
Designation for Cable Programs	(2,995)	(2,318)	(2,311)	(1,614)	(1,082)	(544)	0
Cash Float & Revenue Projection Reserves ⁴	(1,192)	(1,133)	(1,160)	(1,227)	(1,231)	(1,272)	(1,323)
Equipment Replacement for Capital Acquisitions	(600)	(600)	(600)	(600)	(600)	(600)	(600)
<i>Total Reserves</i>	(4,786)	(4,051)	(4,070)	(3,441)	(2,913)	(2,416)	(1,923)
<i>Ending Unreserved Fund Balance</i>	282	225	627	553	521	366	56

Assumptions:

¹ Cable Franchise Fees for Revised 2011 based on YTD Jan-Jun Actuals in 2011. For future years, the model assumes Franchise Fee revenue increases 1.5% in 2012 and 2.5% thereafter.

² Interest rate on cash revised down to 1.0% from the 1.5% used when building the 2011 adopted/2012 endorsed budget.

³ Estimated Expenditures for 2013, 2014 and 2015 assume a 4% inflation rate. Exceptions to this are spending of "Designation for Cable Programs" (Comcast Grant Obligations, spending finite grant funding), annual \$190K Library contributions, and Office of Electronic Communication's budgeted CIP spending

⁴ Cash Float and Revenue Projections Reserve calculated as 15% of Expenditures.

⁵ Represents Impact from 2012 GS-72-1-A-2.

Fund Financial Plans

2012 Adopted Budget Financial Plan Cumulative Reserve Subfund - REET II (Fund 00161)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
Beginning Fund Balance	13,794	10,577	10,246	11,840	9,308	14,408	21,333
Accounting & Technical Adjustments							
<i>Beginning Unreserved Fund Balance</i>	13,794	10,577	10,246	11,840	9,308	14,408	21,333
Revenues							
Real Estate Excise Taxes	11,842	11,897	14,550	14,462	16,994	19,931	22,336
<i>Total Revenues</i>	11,842	11,897	14,550	14,462	16,994	19,931	22,336
Expenditures							
Direct CRS Spending	(8,707)	(5,819)	(5,819)	(5,600)	(4,071)	(4,072)	(4,072)
CIP Supported Projects	(6,682)	(7,138)	(7,138)	(11,069)	(7,822)	(8,934)	(8,307)
ADA Projects				(325)			
<i>Total Expenditures</i>	(15,389)	(12,957)	(12,957)	(16,994)	(11,893)	(13,006)	(12,379)
<i>Ending Fund Balance</i>	10,246	9,517	11,840	9,308	14,408	21,333	31,290
Reserves							
Continuing Appropriation	(7,857)	(8,487)	(7,916)	(7,846)	(7,846)	(7,846)	(7,846)
Reserve for American Disabilities Act					(1,925)	(2,000)	(4,000)
Reserve for Neighborhood (NSF)					(1,000)	(2,000)	(3,000)
Reserve for Asset Preservation (SCA)						(2,675)	(2,675)
Reserve for Major Maintenance					(1,600)	(1,800)	(8,750)
Fund Balance Target Reserve	(1,000)	(1,000)	(1,000)	(1,400)	(2,000)	(5,000)	(5,000)
<i>Total Reserves</i>	(8,857)	(9,487)	(8,916)	(9,246)	(14,371)	(21,321)	(31,271)
<i>Ending Unreserved Fund Balance</i>	1,389	30	2,924	62	38	12	19

Fund Financial Plans

2012 Adopted Budget Financial Plan Cumulative Reserve Subfund - REET I (Fund 00163)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
Beginning Fund Balance	29,729	28,015	21,186	21,405	19,666	20,928	31,437
Accounting & Technical Adjustments							
<i>Beginning Unreserved Fund Balance</i>	29,729	28,015	21,186	21,405	19,666	20,928	31,437
Revenues							
Real Estate Excise Taxes	11,804	11,897	14,550	14,462	16,994	19,931	22,336
<i>Total Revenues</i>	11,804	11,897	14,550	14,462	16,994	19,931	22,336
Expenditures							
Direct CRS Spending	(3,247)	(3,912)	(3,912)	(2,031)	(874)	(874)	(874)
CIP Supported Projects	(17,099)	(10,463)	(10,419)	(12,496)	(14,857)	(8,548)	(8,561)
ADA Projects				(1,675)			
<i>Total Expenditures</i>	(20,346)	(14,375)	(14,331)	(16,202)	(15,731)	(9,422)	(9,435)
<i>Ending Fund Balance</i>	21,186	25,537	21,405	19,666	20,928	31,437	44,337
Reserves							
Continuing Appropriation	(17,320)	(24,538)	(17,317)	(17,317)	(17,317)	(17,317)	(17,317)
Reserve for American Disabilities Act Projects					(1,075)	(5,500)	(6,500)
Reserve for Asset Preservation /Major Maintenance						(3,500)	(15,500)
Fund Balance Target Reserve	(1,000)	(999)	(1,000)	(2,250)	(2,500)	(5,000)	(5,000)
<i>Total Reserves</i>	(18,320)	(25,537)	(18,317)	(19,567)	(20,892)	(31,317)	(44,317)
<i>Ending Unreserved Fund Balance</i>	2,866	(0)	3,088	99	36	120	20

Fund Financial Plans

2012 Adopted Budget Financial Plan Cumulative Reserve Subfund - Unrestricted (Fund 00164)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
Beginning Fund Balance	(1,240)	21,549	(4,933)	(3,912)	(2,581)	4,648	2,560
Accounting & Technical Adjustments							
<i>Beginning Unreserved Fund Balance</i>	(1,240)	21,549	(4,933)	(3,912)	(2,581)	4,648	2,560
Revenues							
Grants/Levy/Donations/Other	6,389	4,321	4,244	4,431	4,617	3,182	3,024
Misc Revenues ¹	1,129	1,598	1,559	1,370	1,409	590	590
Property Sales	20,000		20,000		8,500		
General Fund Support				500	500	500	500
<i>Total Revenues</i>	27,517	5,919	25,803	6,301	15,025	4,272	4,114
Expenditures							
Direct CRS Spending	(1,135)	(1,187)	(1,187)	(1,148)	(1,100)	(74)	(74)
CIP Supported Projects	(10,075)	(3,595)	(3,595)	(3,822)	(4,196)	(3,787)	(3,632)
MOHAI Payment ²	(20,000)	(11,500)	(11,500)		(2,500)	(2,500)	(3,500)
Support to General Fund		(8,500)	(8,500)				
<i>Total Expenditures</i>	(31,210)	(24,782)	(24,782)	(4,970)	(7,796)	(6,361)	(7,206)
<i>Ending Fund Balance</i>	(4,933)	2,686	(3,912)	(2,581)	4,648	2,560	(532)
Reserves							
Continuing Appropriation	(6,087)	(7,825)	(6,087)	(6,087)	(6,087)	(6,087)	(6,087)
<i>Total Reserves</i>	(6,087)	(7,825)	(6,087)	(6,087)	(6,087)	(6,087)	(6,087)
<i>Ending Unreserved Fund Balance</i>	(11,020)	(5,139)	(10,000)	(8,669)	(1,439)	(3,527)	(6,619)

Assumptions:

1) Includes Interest Earnings, Street Vacations, Parking Fees

2) The CRS-Unrestricted Subaccount was used to facilitate the distribution of the proceeds from the sale of McCurdy Park facilities formerly occupied by the Museum of History and Industry (MOHAI). In accordance with the settlement agreement between the City of Seattle and MOHAI, the City received \$20 million of sale proceeds in 2010 from the State and transferred this full amount to MOHAI. An additional \$20 million of McCurdy Park facilities sale proceeds from the State was received in 2011. From this second \$20 million payment, \$11.5 million was transferred to MOHAI in 2011, with the remaining \$8.5 million to be paid from the City to MOHAI in three annual installments between 2013 and 2015. The 2013 through 2015 payments are anticipated to be supported by land sale proceeds.

Fund Financial Plans

2012 Adopted Budget Financial Plan Neighborhood Matching Subfund (Fund 00165)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
Beginning Fund Balance	4,198	3,860	4,284	4,085	3,771	3,451	3,124
Accounting Adjustments	0	0	0	0	0	0	0
<i>Beginning Unreserved Fund Balance</i>	4,198	3,860	4,284	4,085	3,771	3,451	3,124
Revenues							
Intergov. Transfer from Finance General	3,354	2,939	2,939	2,779	2,835	2,891	2,949
Mid Year Cut	(101)		(88)				
<i>Total Revenues</i>	3,253	2,939	2,851	2,779	2,835	2,891	2,949
Expenditures							
Large Project Fund	(1,116)	(1,182)	(1,031)	(1,198)	(1,221)	(1,246)	(1,271)
Community Granting Division	(866)	(744)	(716)	(710)	(724)	(738)	(753)
Small and Simple Fund	(1,105)	(1,308)	(1,288)	(1,171)	(1,194)	(1,218)	(1,243)
Small Sparks Fund	(58)	(15)	(15)	(15)	(15)	(16)	(16)
Tree Fund	(23)	0	0	0	0	0	0
<i>Total Expenditures</i>	(3,167)	(3,249)	(3,050)	(3,093)	(3,155)	(3,218)	(3,282)
<i>Ending Fund Balance</i>	4,284	3,550	4,085	3,771	3,451	3,124	2,791
Reserves							
Encumbrances	(1,551)	(1,628)	(1,628)	(1,628)	(1,628)	(1,628)	(1,628)
Other Reserves	(2,425)	(1,608)	(2,033)	(2,032)	(1,706)	(1,366)	(1,013)
<i>Total Reserves</i>	(3,976)	(3,236)	(3,661)	(3,660)	(3,334)	(2,994)	(2,641)
<i>Ending Unreserved Fund Balance</i>	309	314	424	111	117	130	150

Fund Financial Plans

2012 Adopted Budget Financial Plan

Cumulative Reserve Subfund - Revenue Stabilization (00166)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
Beginning Fund Balance	21,724	10,469	10,469	11,219	13,169	17,169	21,169
Accounting & Technical Adjustments							
<i>Beginning Unreserved Fund Balance</i>	21,724	10,469	10,469	11,219	13,169	17,169	21,169
Revenues							
General Fund Support	5,225	750	750	1,950	4,000	4,000	4,000
<i>Total Revenues</i>	5,225	750	750	1,950	4,000	4,000	4,000
Expenditures							
CY Actual / Budgeted Appropriations	(16,480)						
<i>Total Expenditures</i>	(16,480)	0	0	0	0	0	0
<i>Ending Fund Balance</i>	10,469	11,219	11,219	13,169	17,169	21,169	25,169
Reserves							
Continuing Appropriation							
<i>Total Reserves</i>	0	0	0	0	0	0	0
<i>Ending Unreserved Fund Balance</i>	10,469	11,219	11,219	13,169	17,169	21,169	25,169

Fund Financial Plans

2012 Adopted Budget Financial Plan Cumulative Reserve Subfund - Asset Preservation Fund (00168)

Amounts in \$1,000s	2010	2011	2011	2012	2013	2014	2015
	Actuals	Adopted	Revised	Adopted	Projected	Projected	Projected
Beginning Fund Balance	4,787	5,022	6,139	6,469	5,299	5,629	5,959
Accounting & Technical Adjustments							
<i>Beginning Unreserved Fund Balance</i>	4,787	5,022	6,139	6,469	5,299	5,629	5,959
Revenues							
Misc Revenue	4,064	4,040	4,050	4,050	4,050	4,050	4,050
<i>Total Revenues</i>	4,064	4,040	4,050	4,050	4,050	4,050	4,050
Expenditures							
Actual/Budgeted Spending	(2,711)	(3,720)	(3,720)	(5,220)	(3,720)	(3,720)	(3,720)
<i>Total Expenditures</i>	(2,711)	(3,720)	(3,720)	(5,220)	(3,720)	(3,720)	(3,720)
<i>Ending Fund Balance</i>	6,139	5,342	6,469	5,299	5,629	5,959	6,289
Reserves							
Continuing Appropriation	(4,977)	(3,968)	(4,977)	(4,977)	(4,977)	(4,977)	(4,977)
Large Expense Project Reserve	(1,162)	(1,373)	(1,492)	(322)	(652)	(982)	(1,312)
<i>Total Reserves</i>	(6,139)	(5,342)	(6,469)	(5,299)	(5,629)	(5,959)	(6,289)
<i>Ending Unreserved Fund Balance</i>	0	0	0	0	0	0	0

Fund Financial Plans

2012 Adopted Budget Financial Plan

Cumulative Reserve Subfund - Street Vacation Fund (00169)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
Beginning Fund Balance	1,332	712	86	955	747	1,765	1,965
Accounting & Technical Adjustments							
<i>Beginning Unreserved Fund Balance</i>	1,332	712	86	955	747	1,765	1,965
Revenues							
Misc Revenue	643	1,048	1,169	980	1,019	200	200
<i>Total Revenues</i>	643	1,048	1,169	980	1,019	200	200
Expenditures							
Actual/Budgeted Spending	(1,888)	(300)	(300)	(1,189)			
<i>Total Expenditures</i>	(1,888)	(300)	(300)	(1,189)	0	0	0
<i>Ending Fund Balance</i>	86	1,460	955	747	1,765	1,965	2,165
Reserves							
Continuing Appropriation	(624)	(624)	(624)	(624)	(624)	(624)	(624)
<i>Total Reserves</i>	(624)	(624)	(624)	(624)	(624)	(624)	(624)
<i>Ending Unreserved Fund Balance</i>	(537)	836	331	123	1,142	1,342	1,542

Fund Financial Plans

2012 Adopted Budget Financial Plan Emergency Fund - (Fund 00185)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
Beginning Fund Balance	45,533	45,286	45,501	43,921	44,306	44,746	46,121
Accounting & Technical Adjustments							
<i>Beginning Unreserved Fund Balance</i>	45,533	45,286	45,501	43,921	44,306	44,746	46,121
Revenue							
CY Actual/Budget Contributions				385	440	1,375	2,050
<i>Total Revenues</i>	0	0	0	385	440	1,375	2,050
Expenditures							
CY Actual / Budgeted Appropriations	(32)	(750)	(750)				
Supplementals			(595)				
2010 Carry Forward			(235)				
<i>Total Expenditures</i>	(32)	(750)	(1,580)	0	0	0	0
<i>Ending Fund Balance</i>	45,501	44,536	43,921	44,306	44,746	46,121	48,171
Reserves							
Continuing Appropriation	(235)						
Reserve for Asset Valuation Change							
<i>Total Reserves</i>	(235)	0	0	0	0	0	0
<i>Ending Unreserved Fund Balance</i>	45,266	44,536	43,921	44,306	44,746	46,121	48,171

Fund Financial Plans

2012 Adopted Budget Financial Plan

Parks and Recreation Operating Fund (10200)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
Beginning Fund Balance	5,541	2,630	8,110	3,784	2,148	2,148	2,148
Carry Forward / Encumbrances	0	0	0	0	0	0	0
<i>Beginning Unreserved Fund Balance</i>	5,541	2,630	8,110	3,784	2,148	2,148	2,148
Revenues							
Golf	9,516	9,950	9,960	9,914	10,112	10,314	10,520
Aquarium	7,227	4,713	4,346	3,883	3,494	3,145	2,830
Seattle Conservation Corps	2,838	4,073	4,088	3,916	3,995	4,074	4,156
Charges for Services	11,892	13,189	13,189	13,452	13,721	13,996	14,276
General Government Support	82,575	80,057	78,129	81,464	84,583	86,275	88,000
Intergovernmental Support	54	0	0	0	0	0	0
Miscellaneous Revenue	1,199	563	563	503	513	524	534
Transfers from City Funds	8,149	7,942	7,958	8,188	8,352	8,519	8,690
<i>Total Revenues</i>	123,450	120,487	118,234	121,320	124,770	126,846	129,006
Expenditures							
Enterprise	0	0	0	0	0	0	0
Environmental Learning and Programs	(3,654)	(3,518)	(3,546)	(3,747)	(3,827)	(3,903)	(3,981)
Facility and Structure Maintenance	(12,498)	(12,958)	(13,207)	(13,617)	(13,906)	(14,184)	(14,468)
Finance and Administration	(6,985)	(8,833)	(8,760)	(7,885)	(8,053)	(8,214)	(8,379)
Golf	(8,422)	(9,017)	(9,028)	(9,418)	(9,609)	(9,802)	(9,998)
Golf Capital Reserve	(824)	(435)	(435)	0	0	0	0
Judgment and Claims	(1,642)	(1,143)	(1,143)	(1,143)	(1,166)	(1,190)	(1,213)
Natural Resources Management	(6,169)	(6,318)	(6,472)	(6,599)	(6,740)	(6,875)	(7,012)
Park Cleaning, Landscaping, and Restoration	(23,429)	(24,666)	(24,564)	(26,357)	(26,911)	(27,450)	(27,999)
Planning, Development, and Acquisition	(6,003)	(6,714)	(7,219)	(6,251)	(6,387)	(6,514)	(6,645)
Policy Direction and Leadership	(3,747)	(3,735)	(3,628)	(5,000)	(5,106)	(5,209)	(5,313)
Recreation Facilities and Programs	(22,333)	(21,828)	(21,772)	(21,042)	(21,178)	(21,601)	(22,034)
Seattle Aquarium	(7,849)	(4,713)	(4,346)	(3,876)	(3,494)	(3,145)	(2,830)
Seattle Conservation Corps	(3,264)	(4,073)	(4,088)	(3,913)	(3,995)	(4,074)	(4,156)
Swimming, Boating, and Aquatics	(7,699)	(7,288)	(7,291)	(7,521)	(7,678)	(7,832)	(7,988)
Woodland Park Zoo	(6,363)	(6,484)	(6,484)	(6,588)	(6,719)	(6,854)	(6,991)
Q1 Supplemental			(511)				
Q2 Supplemental			(25)				
<i>Total Expenditures</i>	(120,880)	(121,724)	(122,520)	(122,956)	(124,770)	(126,846)	(129,006)
Less Capital Improvements (Westbridge Debt)		(40)	(40)				
<i>Ending Fund Balance</i>	8,110	1,353	3,784	2,148	2,148	2,148	2,148
Reserves							
Westbridge debt service payments	(829)	(829)	(829)	(829)	(829)	(829)	(829)
Golf Capital Reserve transfer in 1Q	0	0		0	0	0	0
Excess Charter/GF removed in 1Q	0	0	0	0	0	0	0
<i>Total Reserves</i>	(829)	(829)	(829)	(829)	(829)	(829)	(829)
<i>Ending Unreserved Fund Balance</i>	7,281	523	2,955	1,319	1,319	1,319	1,319

Fund Financial Plans

2012 Adopted Budget Financial Plan Transportation Master Fund Financial Plan (103XX)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
Beginning Fund Balance	34,155,520	29,620,644	33,136,065	0	0	0	0
Accounting/Technical Adjustments	(1,009,657)						
<i>Beginning Unreserved Fund Balance</i>	<i>33,145,863</i>	<i>29,620,644</i>	<i>33,136,065</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Revenues							
Interest Earnings	161,692						
BTG EHT	603,910						
IF Employee Hrs Tax Penalty	190,767						
BTG CPT	24,172,892	22,387,240	23,547,965	24,607,623	25,346,000	26,106,380	26,889,571
BTG Levy	39,611,574	40,141,000	39,982,000	40,694,000	41,487,000	42,221,000	43,005,000
CPT 2.5%		4,941,424	5,886,991	6,151,906	6,336,463	6,526,557	6,722,354
Vehicle License Fee		4,506,994	4,650,000	6,800,000	6,868,000	6,937,000	7,006,370
GF	37,723,452	38,913,576	38,723,576	37,635,725	37,927,160	39,444,246	41,022,016
Gas Tax	12,995,266	13,691,088	12,691,088	12,964,909	12,964,909	12,964,909	12,964,909
CRS - REET II	8,537,878	4,232,950	4,232,950	4,071,000	2,700,000	2,700,000	2,700,000
CRS - Street Vacation		300,000	300,000	1,188,500			
CRS - Unrestricted - Proposition 2			0	1,074,150	1,025,625	504,500	256,250
Other Street Use & Curb Permit	5,010,412	6,938,241	5,047,386	5,352,435	5,566,532	5,789,194	6,020,761
Other Non-Business Licenses/PE	625,377	805,506	805,506	917,418	917,418	917,418	917,418
Interlocal Grants	213,332			1,425,046			
Private Reimbursements		650,000	650,000	5,750,000	375,000		
Other Protective Inspection	1,088,978	900,234	933,173	959,606	997,990	1,037,910	1,079,426
Street Maintenance & Repair	826,038	934,231	803,961	954,366	992,541	1,032,242	1,073,532
Other Charges - Transportation	45,794,651	42,912,915	41,230,389	62,754,266	61,938,060	37,709,745	12,047,550
Federal Grants	30,208,425	14,148,801	29,283,081	16,868,153	7,048,000		
State Grants	6,698,663	24,435,797	24,835,797	21,389,519	24,420,135	27,824,159	27,627,394
LTGO Bond Proceeds	41,729,089	61,686,000	61,686,000	30,977,891	24,701,351	14,977,000	10,000
Local Improvement District Bond Proceeds							30,400,000
Long-Term Intergovernmental Loan Proceeds		4,200,000	4,200,000	1,800,000			
IF Architect/Engineering Services				354,000	690,338		
IF Other Charges - Transportation	12,512,965	13,411,892	9,039,315	6,602,429	6,857,758	7,132,068	7,417,351
IF Capital Contributions & Grants		1,364,550	1,364,550	2,000,000	12,500,000	10,400,000	
Seattle City Light Fund		800,000	800,000	2,207,000	3,531,000	1,000,000	1,000,000
Seawall Levy						81,800,000	91,200,000
To Be Determined: Capital					7,622,000	32,234,000	20,927,000
Other - Voter Approved Levies, etc.	962,007		150,000				
Loan from CPT Fund Balance	660,372						
Emergency Subfund			495,000				
Rubble Yard Property Proceeds			19,800,000				
Finance General: Rubble Yard Reserve					5,860,000	2,240,000	
Surplus Property Sales ²					27,900,000	8,645,000	

(Continued on next page)

Notes:

- Expenditures in the Department Management BCL in 2012 include an \$8.1 million appropriation which is necessary to transfer Rubble Yard proceeds to Finance General, per Council's direction.
- This plan assumes that certain specified property will be sold to repay the South Lake Union Streetcar Interfund capital loan in 2014, as authorized by Ordinances 122603 and 123748.
- This plan reflects the proposal to use Rubble Yard proceeds to cover core services in 2013 and 2014. Beginning in 2015, this gap will need to be addressed either with new revenues, expenditure reductions, or a combination of the two.

Fund Financial Plans

2012 Adopted Budget Financial Plan

Transportation Master Fund Financial Plan (103XX)

(Cont'd.)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
<i>Total Revenues</i>	270,327,740	302,302,439	331,138,728	295,499,942	326,573,281	370,143,328	340,286,903
Expenditures							
Bridges & Structures	(7,225,450)	(7,525,676)	(7,486,601)	(7,721,299)	(8,036,754)	(8,358,224)	(8,692,553)
Department Management ¹	1,321,511	(712,185)	(462,824)	(10,568,516)	(2,607,266)	(2,711,557)	(2,820,019)
Engineering Services	(2,320,942)	(1,891,726)	(1,861,726)	(1,624,523)	(1,690,946)	(1,758,584)	(1,828,928)
General Expense	(17,753,178)	(22,787,184)	(22,787,184)	(30,286,344)	(32,928,137)	(36,809,343)	(33,956,155)
Major Maintenance/Replacement (CIP)	(55,209,214)	(52,572,000)	(69,087,742)	(41,529,999)	(52,802,049)	(50,869,000)	(36,874,586)
Major Projects (CIP)	(78,393,237)	(105,133,979)	(105,159,455)	(99,351,944)	(136,293,318)	(157,951,273)	(164,781,239)
Mobility-Capital (CIP)	(42,967,917)	(32,634,416)	(44,835,722)	(46,482,389)	(16,478,476)	(21,259,950)	(19,744,875)
Mobility-Operations	(30,601,215)	(36,842,898)	(36,734,042)	(35,139,563)	(35,843,101)	(37,276,825)	(38,767,898)
ROW Management	(9,881,611)	(12,134,526)	(10,782,125)	(11,524,423)	(11,996,864)	(12,476,738)	(12,975,808)
Street Maintenance	(23,017,719)	(30,059,962)	(24,349,577)	(22,019,373)	(23,432,139)	(24,369,425)	(25,344,202)
Urban Forestry	(4,288,564)	(4,103,255)	(4,403,255)	(4,402,628)	(4,582,652)	(4,765,958)	(4,956,596)
<i>Total Expenditures</i>	(270,337,536)	(306,397,810)	(327,950,254)	(310,651,001)	(326,691,703)	(358,606,878)	(350,742,859)
TBD Revenue or Expenditure Reductions ³							2,359,550
<i>Ending Fund Balance</i>	33,136,067	25,525,273	36,324,539	21,173,480	21,055,058	32,591,509	24,495,103
Reserves							
Rubble Yard Reserve			(16,800,000)	(2,057,420)			
Continuing Appropriations	(32,446,057)	(30,000,000)	(22,929,902)	(23,000,000)	(23,000,000)	(23,000,000)	(23,000,000)
<i>Total Reserves</i>	(32,446,057)	(30,000,000)	(39,729,902)	(25,057,420)	(23,000,000)	(23,000,000)	(23,000,000)
<i>Ending Unreserved Fund Balance</i>	690,008	(4,474,727)	(3,405,363)	(3,883,940)	(1,944,942)	9,591,509	1,495,103

Notes:

- Expenditures in the Department Management BCL in 2012 include an \$8.1 million appropriation which is necessary to transfer Rubble Yard proceeds to Finance General, per Council's direction.
- This plan assumes that certain specified property will be sold to repay the South Lake Union Streetcar Interfund capital loan in 2014, as authorized by Ordinances 122603 and 123748.
- This plan reflects the proposal to use Rubble Yard proceeds to cover core services in 2013 and 2014. Beginning in 2015, this gap will need to be addressed either with new revenues, expenditure reductions, or a combination of the two.

Fund Financial Plans

2012 Adopted Budget Financial Plan The Seattle Public Library (10410)

Amounts in \$1,000s	2010	2011	2011	2012	2013	2014	2015
	Actuals	Adopted	Revised	Adopted	Projected	Projected	Projected
Beginning Fund Balance	623	334	926	473	473	473	473
Accounting Adjustments	(7)						
<i>Beginning Unreserved Fund Balance</i>	616	334	926	473	473	473	473
Revenues							
Copy Services	51	75	63	60	60	60	60
Pay for Print	148	159	146	159	159	159	159
Fines/Fees	1,299	1,674	1,498	1,564	1,564	1,564	1,564
Parking - Central Library	275	300	297	300	300	300	300
Space Rental		400	150	150	150	150	150
Concessions Proceeds	4	3	3	3	3	3	3
Salvage Sales/Materials	62	50	50	50	50	50	50
Misc Revenue	5	3	5	3	3	3	3
Cable Franchise Fees	190	190	190	190	190	190	190
General Subfund Support	48,032	47,299	47,149	49,325	51,298	53,350	55,483
<i>Total Revenues</i>	50,067	50,153	49,550	51,804	53,777	55,829	57,962
Expenditures							
Administrative Services	(8,446)	(9,072)	(9,072)	(9,376)	(9,477)	(9,856)	(10,250)
City Librarian's Office	(1,232)	(986)	(986)	(1,030)	(982)	(1,021)	(1,062)
Human Resource	(1,115)	(1,018)	(1,018)	(1,038)	(1,056)	(1,098)	(1,142)
Public Services		0	0				
Technology and Collection Services		0	0				
Library Services Division	(36,106)	(35,857)	(35,707)	(37,118)	(39,018)	(40,578)	(42,202)
Information Technology	(2,858)	(3,221)	(3,221)	(3,242)	(3,344)	(3,478)	(3,617)
Extension of Closure Week/Staff Furlough or replacement with an Equivalent Reduction					(638)	(664)	(690)
Information Technology Infrastructure					(400)	(416)	(433)
Potential Increased Facilities Maintenance					(688)	(716)	(744)
Balancing Reduction (for unfunded inflation)					99	202	310
Balancing Reduction (for potential items)					1,726	1,795	1,867
<i>Total Expenditures</i>	(49,757)	(50,153)	(50,003)	(51,804)	(53,777)	(55,828)	(57,962)
<i>Ending Fund Balance</i>	926	334	473	473	473	473	473
Reserves							
Encumbrances							
Known Liability	(372)		(372)	(372)	(372)	(372)	(372)
<i>Total Reserves</i>	(372)	0	(372)	(372)	(372)	(372)	(372)
<i>Ending Unreserved Fund Balance</i>	554	334	101	101	101	101	101

Notes:

1. The Library has not decided to continue a week furlough beyond 2012. If the funding for the furlough is not restored in 2013, the Library may be required to implement a replacement \$650,000 reduction in order to achieve the target savings.

2. The Balancing Reduction includes increments necessary to cover "Unfunded Inflation." The non-General fund revenue lines are not expected to increase from year to year, creating a gap with expenditures that are growing by 4% annually. The amounts are \$99k in 2013, \$202k in 2014, and \$310k in 2015.

Fund Financial Plans

2012 Adopted Budget Financial Plan Seattle Streetcar Fund (Fund 10810)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
Beginning Fund Balance	(3,241,592)	(3,023,967)	(3,465,169)	(3,510,533)	(3,646,034)	(3,649,222)	(3,645,893)
Accounting & Technical Adjustments	(308)						
<i>Beginning Unreserved Fund Balance</i>	<i>(3,241,900)</i>	<i>(3,023,967)</i>	<i>(3,465,169)</i>	<i>(3,510,533)</i>	<i>(3,646,034)</i>	<i>(3,649,222)</i>	<i>(3,645,893)</i>
Revenues							
Sponsorship Revenues	196,775	450,000	315,000	300,000	330,000	346,500	356,895
Farebox Recovery	86,304	0	90,619	95,150	98,004	100,945	103,973
FTA Funds	131,040	190,000	285,630	390,000	195,700	201,571	207,618
TBD Revenues					55,000	100,000	35,000
<i>Total Revenues</i>	<i>414,119</i>	<i>640,000</i>	<i>691,249</i>	<i>785,150</i>	<i>678,704</i>	<i>749,016</i>	<i>703,486</i>
Expenditures							
Streetcar Operations and Maintenance	(637,388)	(611,716)	(685,656)	(878,273)	(627,998)	(690,640)	(649,791)
<i>Total Expenditures</i>	<i>(637,388)</i>	<i>(611,716)</i>	<i>(685,656)</i>	<i>(878,273)</i>	<i>(627,998)</i>	<i>(690,640)</i>	<i>(649,791)</i>
<i>Pre-Adjustments Fund Balance</i>	<i>(3,465,169)</i>	<i>(2,995,683)</i>	<i>(3,459,576)</i>	<i>(3,603,656)</i>	<i>(3,595,328)</i>	<i>(3,590,846)</i>	<i>(3,592,198)</i>
Interest Expense	0	(46,983)	(50,957)	(52,378)	(53,894)	(55,047)	(56,045)
Anticipated Underspend				10,000			
<i>Ending Fund Balance</i>	<i>(3,465,169)</i>	<i>(3,042,666)</i>	<i>(3,510,533)</i>	<i>(3,646,034)</i>	<i>(3,649,222)</i>	<i>(3,645,893)</i>	<i>(3,648,243)</i>

Notes:

Interest Expense for 2010 was included in 2010 Actual Expenditures total of \$637,388, which is why the Interest Expense for 2010 shows as \$0.

Through an interfund loan from the City's Cash Pool, the Seattle Streetcar Fund is authorized by Ordinance 123102 to carry a negative balance of \$3.65 million.

Fund Financial Plans

2012 Adopted Budget Financial Plan Seattle Center Fund (11410)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
Beginning Fund Balance	1,208	1,208	1,874	1,874	1,898	1,923	1,949
Accounting Adjustments	(22)	0	0	0	0	0	0
<i>Beginning Unreserved Fund Balance</i>	<i>1,186</i>	<i>1,208</i>	<i>1,874</i>	<i>1,874</i>	<i>1,898</i>	<i>1,923</i>	<i>1,949</i>
Revenues							
Access (Monorail and Parking)	4,393	4,842	4,842	5,052	5,254	5,464	5,683
Administration	1,564	1,629	1,629	1,657	1,723	1,792	1,864
Campus Grounds (Rent & Leases)	1,796	2,122	2,122	2,109	2,193	2,281	2,372
Campus Commercial Events	1,100	1,275	1,275	1,302	1,354	1,408	1,465
Community Programs	73	410	410	411	427	445	462
Cultural Facilities (Rent & Leases)	1,335	1,349	1,349	1,265	1,316	1,368	1,423
Debt	137	139	139	136	141	147	153
Festivals	633	519	519	528	549	571	594
General Subfund Support	11,686	11,699	11,435	11,337	11,790	12,262	12,753
Judgment & Claims	608	932	932	932	969	1,008	1,048
KeyArena	7,067	5,265	5,265	5,807	6,039	6,281	6,532
McCaw Hall	3,766	3,797	3,797	3,950	4,108	4,272	4,443
<i>Total Revenues</i>	<i>34,158</i>	<i>33,978</i>	<i>33,714</i>	<i>34,486</i>	<i>35,865</i>	<i>37,300</i>	<i>38,792</i>
Expenditures							
Access (Monorail and Parking)	(1,057)	(1,103)	(1,103)	(1,135)	(1,181)	(1,228)	(1,277)
Administration	(6,894)	(6,963)	(6,878)	(6,921)	(7,198)	(7,486)	(7,785)
Campus Grounds	(11,763)	(11,543)	(11,414)	(11,560)	(12,023)	(12,503)	(13,004)
Campus Commercial Events	(700)	(923)	(913)	(942)	(980)	(1,019)	(1,060)
Community Programs	(2,090)	(1,979)	(1,979)	(2,037)	(2,119)	(2,204)	(2,292)
Cultural Facilities	(242)	(148)	(148)	(213)	(221)	(230)	(239)
Debt	(137)	(139)	(139)	(136)	(141)	(147)	(153)
Festivals	(750)	(823)	(823)	(715)	(744)	(774)	(805)
Judgment & Claims	(608)	(932)	(932)	(932)	(969)	(1,008)	(1,048)
KeyArena	(5,594)	(5,490)	(5,450)	(5,801)	(6,033)	(6,274)	(6,525)
McCaw Hall	(3,635)	(3,936)	(3,936)	(4,069)	(4,232)	(4,401)	(4,577)
<i>Total Expenditures</i>	<i>(33,470)</i>	<i>(33,978)</i>	<i>(33,714)</i>	<i>(34,462)</i>	<i>(35,841)</i>	<i>(37,274)</i>	<i>(38,765)</i>
<i>Ending Fund Balance</i>	<i>1,874</i>	<i>1,208</i>	<i>1,874</i>	<i>1,898</i>	<i>1,923</i>	<i>1,949</i>	<i>1,975</i>
Reserves							
McCaw Hall Reserves	(987)	(843)	(1,037)	(1,087)	(1,087)	(1,087)	(1,087)
Inventories	(259)	(272)	(259)	(259)	(259)	(259)	(259)
Capital Improvement	0	0	0	0	0	0	0
<i>Total Reserves</i>	<i>(1,246)</i>	<i>(1,115)</i>	<i>(1,296)</i>	<i>(1,346)</i>	<i>(1,346)</i>	<i>(1,346)</i>	<i>(1,346)</i>
<i>Ending Unreserved Fund Balance</i>	<i>628</i>	<i>92</i>	<i>578</i>	<i>552</i>	<i>577</i>	<i>603</i>	<i>629</i>
Cash Adjustments							
Leases in Arrears ¹	(1,000)	0	(1,300)	(1,300)	0	0	0
<i>Total Cash Adjustments</i>	<i>(1,000)</i>	<i>0</i>	<i>(1,300)</i>	<i>(1,300)</i>	<i>0</i>	<i>0</i>	<i>0</i>

Assumptions

¹ Through actively working to both increase revenues, and to manage expenditures in 2012, Seattle Center seeks to increase fund balance in order to move the fund out of a negative cash position, which exists due to several non-profit tenants having leases in arrears.

Fund Financial Plans

2012 Proposed Budget Financial Plan Planning and Development Fund (15700)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
Beginning Fund Balance	13,030	5,737	3,900	3,870	4,522	5,756	7,064
Accounting Adjustments	(2,312)						
<i>Beginning Unreserved Fund Balance</i>	10,717	5,737	3,900	3,870	4,522	5,756	7,064
Revenues							
Boiler	1,081	1,211	1,272	1,285	1,134	1,145	1,215
Building Development	15,314	16,945	18,708	18,716	20,322	22,031	23,757
Contingent Revenues - Unaccessed	0	6,199	0	6,620	6,620	6,620	6,620
Cum. Reserve Subfund-REET I - TRAO	61	150	150	155	159	164	169
Cum. Reserve Subfund-Unrestricted - Design Commission	278	370	300	303	312	321	331
Cum. Reserve Subfund-Unrestricted - TRAO	37	74	62	76	79	81	83
Electrical	3,606	4,464	4,370	4,694	5,067	5,117	5,428
Elevator	2,484	2,589	2,741	2,769	2,897	2,926	3,104
General Fund	9,728	9,120	8,905	9,196	9,472	9,756	10,048
Grants/MOAs - All Else	442	281	521	412	282	288	300
Grants/MOAs - Green Building Team - SPU & SCL	541	588	619	0	0	0	0
Grants/MOAs - SPU MOA for Side Sewer & Drainage	1,070	1,350	1,126	1,137	1,171	1,207	1,243
Interest	88	100	51	50	50	50	50
Land Use	3,724	3,664	3,416	3,656	4,218	4,261	4,307
Other	1,378	1,181	1,284	1,300	1,341	1,355	1,437
Site Review	1,176	1,260	1,363	1,377	1,497	1,512	1,604
<i>Total Revenues</i>	41,007	49,547	44,889	51,745	54,621	56,834	59,694
Expenditures							
Annual Certification and Inspection	(3,783)	(3,968)	(3,938)	(3,980)	(4,099)	(4,222)	(4,349)
Code Compliance	(4,660)	(4,622)	(4,518)	(4,796)	(4,940)	(5,089)	(5,241)
Construction Inspections	(12,075)	(13,308)	(11,326)	(13,750)	(14,163)	(14,588)	(15,025)
Construction Permit Services	(14,633)	(17,151)	(12,918)	(17,544)	(18,071)	(18,613)	(19,171)
Department Leadership	0	0	0	0	0	0	0
Land Use Services	(4,452)	(3,728)	(4,554)	(4,258)	(4,386)	(4,517)	(4,653)
Planning	(7,264)	(6,724)	(7,005)	(5,464)	(5,628)	(5,797)	(5,971)
Process Improvements and Technology	(957)	(776)	(660)	(1,300)	(2,100)	(2,700)	(2,000)
<i>Total Expenditures</i>	(47,825)	(50,277)	(44,919)	(51,093)	(53,387)	(55,526)	(56,411)
<i>Ending Fund Balance</i>	3,900	5,007	3,870	4,522	5,756	7,064	10,347
Reserves							
Core Staffing	(1,194)	(868)	(1,099)	(754)	(1,757)	(3,762)	(6,972)
Process Improvements and Technology	(81)	16	(35)	(30)	(29)	(55)	(60)
<i>Total Reserves</i>	(1,276)	(852)	(1,134)	(784)	(1,786)	(3,818)	(7,032)
<i>Ending Unreserved Fund Balance</i>	2,624	4,154	2,736	3,738	3,970	3,246	3,316

Fund Financial Plans

2012 Adopted Budget Financial Plan Human Services Operating Fund Financial Plan (16200)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
Beginning Fund Balance	6,698	5,169	6,438	4,274	2,815	1,327	44
Accounting Adjustments							
<i>Beginning Unreserved Fund Balance</i>	6,698	5,169	6,438	4,274	2,815	1,327	44
Revenues							
ARRA Grants	2,479	2,415	2,470	77	-	-	-
Contributions / Private Sources	209	169	169	92	-	-	-
Federal Grants	42,611	62,344	62,974	35,915	36,813	37,733	38,677
Fines & Penalties	51	25	50	25	50	50	50
General Fund	52,274	51,963	51,935	54,352	56,526	58,787	61,139
Housing Levy	-	-	-	850	850	850	850
Interlocal Grants	652	1,063	1,363	580	603	627	652
Investment Earnings	65	62	65	80	80	80	80
State Grants	15,147	15,887	14,597	15,276	15,887	16,523	17,183
Utility Funds	1,337	1,385	1,385	1,341	1,394	1,450	1,508
<i>Total Revenues</i>	114,824	135,357	135,007	108,588	112,204	116,100	120,139
Expenditures							
Self-Sufficiency	(1,976)	(1,810)	(1,810)				
Domestic and Sexual Violence Prevention	(4,646)	(4,583)	(4,670)				
Early Learning and Family Support	(13,947)	(13,673)	(13,196)				
Community Facilities	(639)	(591)	(591)				
Youth Development and Achievement	(10,438)	(10,477)	(10,598)				
Aging and Disability Services - AAA	(39,093)	(58,474)	(58,318)	(32,777)	(33,637)	(34,520)	(35,427)
Community Support and Self-Sufficiency	-	-	-	(11,850)	(12,286)	(12,738)	(13,207)
Leadership and Administration	(7,465)	(7,739)	(7,739)	(7,285)	(7,534)	(7,792)	(8,060)
Public Health Services	(11,149)	(11,142)	(11,142)	(11,870)	(12,422)	(12,919)	(13,436)
Transitional Living and Support	(25,731)	(28,430)	(29,105)	(28,820)	(29,769)	(30,750)	(31,766)
Youth and Family Empowerment	-	-	-	(17,445)	(18,043)	(18,663)	(19,306)
<i>Total Expenditures</i>	(115,085)	(136,920)	(137,170)	(110,047)	(113,692)	(117,383)	(121,201)
<i>Ending Fund Balance</i>	6,438	3,606	4,274	2,815	1,327	44	(1,018)
Reserves							
Continuing Appropriations (Non-Grant Funded)	(256)	-	(84)	(84)	(84)	(84)	(84)
Mandatory Reserve for Child Care Bonus Funds	(2,407)	(1,725)	(1,907)	(1,407)	-	-	-
Other Mandatory Restrictions	(2,443)	(1,663)	(1,599)	(1,066)	(1,066)	(1,066)	(1,066)
Reserve for Cash Flow and Benefits/Paid Leave	(200)	(200)	(200)	(200)	(200)	(200)	(200)
<i>Total Reserves</i>	(5,306)	(3,588)	(3,790)	(2,757)	(1,350)	(1,350)	(1,350)
<i>Ending Unreserved Fund Balance</i>	1,132	18	484	58	(23)	(1,306)	(2,368)

Note:

Figures beyond the 2012 adopted budget are merely projections and future adjustments will be required in order to balance.

Fund Financial Plans

2012 Adopted Budget Financial Plan

Families & Education Levy Financial Plan (17856)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected ⁴	2014 Projected ⁴	2015 Projected ⁴
Beginning Fund Balance	16,591	12,442	15,166	13,730	2,417	0	0
Accounting Adjustments	(18)						
<i>Beginning Unreserved Fund Balance</i>	16,573	12,442	15,166	13,730	2,417	0	0
Revenues							
Property Tax	16,575	16,620	16,620	349			
Investment Earnings	186	247	247	269			
Unrealized Gains/losses of Investments	(48)						
Medicaid Match Grant Rev	170						
Supplemental Revenue-Medicaid Match			250				
<i>Total Revenues</i>	16,883	16,867	17,117	618	0	0	0
Expenditures							
Early Learning	(4,252)	(4,209)	(4,210)	(2,518)	(783)		
Family Support & Involvement	(3,018)	(3,083)	(2,667)	(2,096)	(49)		
Support for High Risk Youth	(1,296)	(1,327)	(1,468)	(902)	(560)		
Out of School Time	(2,975)	(2,963)	(2,963)	(1,991)	(498)		
Student Health	(4,022)	(4,083)	(4,499)	(2,776)	(300)		
Crossing Guards	(264)		(149)				
Administration & Evaluation	(852)	(747)	(780)	(506)	(83)		
Middle School Support	(1,484)	(1,420)	(1,512)	(991)	(34)		
Academic Improvement	(126)	(55)	(55)	(150)	(110)		
Revenue Backed Contracts-Medicaid Match Grant							
Q1 Supplemental-Medicaid Match			(250)				
<i>Total Expenditures</i>	(18,290)	(17,887)	(18,552)	(11,931)	(2,417)	0	0
<i>Ending Fund Balance</i>	15,166	11,421	13,730	2,417	0	0	0
Reserves							
Encumbrances ¹	(415)	(415)	(415)				
Continuing Projects ²	(2,440)	(2,440)	(2,025)				
Reserve for out-year project spending ³	(12,311)	(8,566)	(11,290)	(2,417)			
<i>Total Reserves</i>	(15,166)	(11,421)	(13,730)	(2,417)	0	0	0
<i>Ending Unreserved Fund Balance</i>	0	0	0	0	0	0	0

Notes:

¹ Represents unspent balances on school-year contracts. The 2011 amount represents OFE's best estimate of future encumbrance balances based on prior year information.

² Funding allocated to projects that are not yet encumbered.

³ The 2004 Levy funding plan assumed excess revenue to be earned in the first year that would fund projects in the later years of the Levy.

⁴ Represents OFE's best estimate for Levy expenditures beyond 2012, the Levy's last year; however final expenditures from Fund 17856 may occur beyond 2013.

Fund Financial Plans

2012 Adopted Budget Financial Plan Families & Education Levy Financial Plan (17857)

Amounts in \$1,000s	2010	2011	2011	2012	2013	2014	2015
	Actuals	Adopted	Revised	Adopted	Projected	Projected	Projected
Beginning Fund Balance					24,383	32,571	36,878
Accounting Adjustments							
<i>Beginning Unreserved Fund Balance</i>	0	0	0	0	24,383	32,571	36,878
Revenues							
Property Tax				31,659	32,195	32,565	32,917
Investment Earnings				264	573	682	908
Unrealized Gains/losses of Investments							
Medicaid Match Grant Rev							
Supplemental Revenue							
<i>Total Revenues</i>	0	0	0	31,923	32,769	33,248	33,825
Expenditures							
Early Learning				(1,706)	(5,765)	(7,249)	(8,178)
Elementary				(1,394)	(4,610)	(5,759)	(6,965)
Middle Schools				(1,421)	(4,695)	(5,657)	(6,214)
High Schools				(831)	(2,547)	(2,605)	(2,719)
Health				(1,711)	(5,509)	(6,187)	(6,336)
Administration				(409)	(1,254)	(1,283)	(1,314)
Evaluation				(67)	(200)	(200)	(200)
<i>Total Expenditures</i>	0	0	0	(7,540)	(24,581)	(28,941)	(31,926)
<i>Ending Fund Balance</i>	0	0	0	24,383	32,571	36,878	38,777
Reserves							
Encumbrances							
Reserve for out-year project spending ¹				(24,383)	(32,571)	(36,878)	(38,777)
<i>Total Reserves</i>	0	0	0	(24,383)	(32,571)	(36,878)	(38,777)
<i>Ending Unreserved Fund Balance</i>	0	0	0	0	(0)	(0)	(0)

Notes:

¹The 2011 Levy funding plan assumed excess revenue to be earned in the first year that will fund projects in the later years of the Levy.

Fund Financial Plans

2012 Adopted Budget Financial Plan Fire Facilities Levy (Fund 34440)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
Beginning Fund Balance	31,245	22,150	24,442	32,083	6,891	2,764	2,764
Accounting & Technical Adjustments	(25)						
<i>Beginning Unreserved Fund Balance</i>	31,220	22,150	24,442	32,083	6,891	2,764	2,764
Revenue							
Real & Personal Property Tax ¹	11,782	11,750	11,750	7,659	209		
Interest Earnings	270	176	176	115	3		
Unrealized Gains/Losses-Inv GASB31	(85)						
Parking Revenues and Reimbursement for Federal Capital Contribution/Grant-Direct Property Sales (anticipated)		400	2,891	1,000	3,233	1,018	
<i>Total Revenues</i>	11,967	12,326	14,817	8,774	4,463	0	0
Expenditures							
Neighborhood Stations	(18,683)	(5,300)	(5,017)	(28,101)	(7,874)		
Support Facilities	(17)						
Emergency Preparedness Marine Program	(44)	(1,873)	(2,158)	(5,865)	(716)		
<i>Total Expenditures</i>	(18,744)	(7,173)	(7,176)	(33,966)	(8,590)	0	0
<i>Ending Fund Balance</i>	24,442	27,302	32,083	6,891	2,764	2,764	2,764
Reserves							
Continuing Appropriation	(31,383)	(30,084)	(30,569)	(5,835)			
Anticipated Future Appropriation					(2,764)	(2,764)	(2,764)
<i>Total Reserves</i>	(31,383)	(30,084)	(30,569)	(5,835)	(2,764)	(2,764)	(2,764)
<i>Ending Unreserved Fund Balance</i> ²	(6,941)	(2,782)	1,514	1,056	0	0	0

Notes:

¹ Revenues from the levy end in 2012.

² Ending Unreserved Fund Balance is negative as the Continuing Appropriation reserve includes up front budget authority for designated projects in future years.

Fund Financial Plans

2012 Adopted Budget Financial Plan Seattle City Light (Fund 41000)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
Beginning Cash Balance	64,334,520	183,548,957	197,132,840	303,937,379	257,437,954	282,313,428	252,580,422
Carry Forward / Encumbrances/Adjustments							
Revised Beginning Cash Balance	64,334,520	183,548,957	197,132,840	303,937,379	257,437,954	282,313,428	252,580,422
Revenues							
Retail Power Sales before Discounts	608,597,351	651,528,445	664,498,659	678,946,306	734,321,025	784,222,625	816,804,858
Revenue from RSA Surcharge	18,348,507	0	0	0	0	0	0
Wholesale Power, Net	54,151,397	96,823,607	110,552,086	60,470,941	104,253,869	101,040,761	99,096,699
Power Contracts	19,829,036	21,206,939	17,056,214	15,961,597	16,547,786	17,020,398	16,056,549
Power Marketing, Net	14,085,877	15,608,356	16,098,671	7,952,887	8,430,427	8,946,886	7,319,457
Other Outside Sources	31,379,069	30,139,990	31,306,752	34,511,897	30,380,957	31,167,967	32,236,978
Interest on Cash Accounts	3,846,132	4,514,248	5,187,343	5,377,885	6,721,373	8,188,127	10,278,225
Cash from (to) Rate Stabilization Account	(54,265,627)	(22,033,254)	(59,734,397)	41,619,061	48,053	(872,339)	(2,655,968)
Cash from Contributions	21,284,913	31,607,783	15,917,127	30,387,741	26,520,562	23,395,295	23,546,403
Cash from Bond Proceeds	175,847,865	188,296,538	153,725,502	212,761,537	235,529,652	217,765,195	162,982,681
Total Revenues	893,104,521	1,017,692,652	954,607,957	1,087,989,852	1,162,753,704	1,190,874,916	1,165,665,882
Expenditures							
Power Contracts	(268,865,453)	(272,929,250)	(257,391,495)	(266,098,516)	(295,328,398)	(307,695,370)	(317,231,130)
Production	(28,308,908)	(34,916,425)	(33,505,738)	(35,792,484)	(36,577,193)	(37,699,132)	(38,903,772)
Transmission	(7,616,076)	(9,467,918)	(8,771,647)	(9,658,979)	(9,873,939)	(10,095,015)	(10,322,566)
Distribution	(54,630,469)	(67,199,039)	(63,995,617)	(67,973,687)	(66,596,860)	(68,080,486)	(69,688,151)
Conservation	(3,215,344)	(11,031,407)	(7,183,713)	(11,572,455)	(8,247,906)	(8,455,982)	(8,646,602)
Customer Accounting	(28,106,370)	(29,999,327)	(30,034,299)	(30,600,515)	(31,239,418)	(31,935,684)	(32,689,337)
Administration	(47,557,606)	(70,222,686)	(66,166,037)	(64,926,425)	(79,789,443)	(75,591,315)	(72,422,485)
Rate Discounts	(6,410,293)	(6,826,147)	(6,948,869)	(7,011,266)	(7,604,547)	(8,078,656)	(8,403,816)
Uncollectable Accounts	(8,030,451)	(5,847,876)	(6,331,471)	(6,097,521)	(6,591,338)	(7,037,067)	(7,330,867)
Taxes and Franchise Payments	(70,380,947)	(73,622,669)	(74,900,059)	(78,044,094)	(85,107,550)	(90,315,545)	(92,694,819)
Debt Service	(118,371,944)	(142,658,754)	(142,079,534)	(172,814,672)	(177,824,443)	(196,653,223)	(206,317,621)
Capital Expenditures	(218,609,847)	(290,700,410)	(290,286,533)	(319,830,845)	(334,096,086)	(323,566,741)	(278,230,574)
Technical and Accounting Adjustments	99,797,507	40,205,971	139,791,595	(64,067,817)	998,892	(55,403,707)	7,243,794
Total Expenditures	(760,306,201)	(975,215,936)	(847,803,418)	(1,134,489,277)	(1,137,878,229)	(1,220,607,922)	(1,135,637,946)
Ending Cash Balance	197,132,840	226,025,673	303,937,379	257,437,954	282,313,428	252,580,422	282,608,358
Reserves							
Construction Account	(56,981,424)	0	(13,807,551)	0	(75,449,168)	(29,503,733)	(28,075,472)
Other Restricted Accounts	(3,954,122)	(13,966,061)	(15,822,821)	(28,026,748)	(48,811,767)	(72,538,765)	(98,276,780)
Operating Contingency Reserve	0	0	0	0	0	0	0
Rate Stabilization Account	(79,265,627)	(101,102,938)	(139,000,024)	(97,380,963)	(97,332,910)	(98,205,249)	(100,861,217)
Total Reserves	(140,201,173)	(115,068,999)	(168,630,396)	(125,407,711)	(221,593,846)	(200,247,747)	(227,213,469)
Unreserved Ending Cash Balance	56,931,666	110,956,674	135,306,982	132,030,242	60,719,582	52,332,674	55,394,889

NOTES:

The Financial Plan represents the forecasted cash flows used in the utility's Financial Planning Model (FPM) as of 8/12/11, which was used to develop the 2012 Proposed Budget. The FPM is used to evaluate City Light rate impacts, potential bond offerings, and the financial performance of the utility. The FPM is updated weekly and is expected to deviate from this Financial Plan over time.

The Financial Plan has been revised to reflect Council's budget action on the 2012 Adopted Budget. Council directed additional surplus funds into the RSA at the end of 2011 which is projected to bring the RSA to \$139 million and eliminate the need for an RSA Surcharge. The Financial Plan has been revised to show an increased drawdown of the RSA, no anticipated revenue from the RSA Surcharge, and reduced balances in the Light Fund.

The Financial Plan differs from the revenue and expenses shown in the 2011 Adopted and 2012 Adopted Budget in several ways, including:

- a) The Financial Plan shows Wholesale Revenue and Power Marketing Revenue as net of expenses, while the budget reflects the gross revenues and expenses of these functions.
- b) The Financial Plan shows retail revenue as gross revenue, while the budget's Revenue Table shows retail revenue net of rate discounts to low-income customers.
- c) The Financial Plan explicitly shows bond proceeds as a source of funds, while bond proceeds are embedded within the transfer line of the budget's Revenue Table.

(Continued on next page)

Fund Financial Plans

2012 Adopted Budget Financial Plan Seattle City Light (Fund 41000)

(Cont'd.)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
Unreserved Ending Cash Balance	56,931,666	110,956,674	135,306,982	132,030,242	60,719,582	52,332,674	55,394,889

NOTES:

d) The Financial Plan shows revenue from the Rate Stabilization Account (RSA) surcharge and transfer from/to the RSA, while the budget's Revenue Table shows revenues from the RSA surcharge only.

e) The Financial Plan projects 2012 net wholesale revenue based on the 8/12/11 FPM forecast, which is \$41.6 million lower than the RSA target amount of net wholesale revenue. The Fund Table and Revenue Table in the 2012 Adopted Budget use the RSA target amount for net wholesale revenue and assume that there will be no drawdown of the RSA in 2012.

Financial Performance	2010 Actuals	2011 Adopted	2011 Revised	2012 Proposed	2013 Projected	2014 Projected	2015 Projected
Average System Rate before Discounts (\$/MWh)	\$64.70	\$69.17	\$68.88	\$70.49	\$75.88	\$80.47	\$83.23
Rate Change from Prior Year (Systemwide)	13.8%	4.3%	4.3%	3.2%	7.6%	6.0%	3.4%
Retail Market Information							
Average Residential Monthly Bill (before discounts)	\$51.71	\$53.81	\$53.50	\$54.97	\$60.28	\$63.52	\$65.02
Percentage Change	17.5%	1.9%	3.5%	2.8%	9.7%	5.4%	2.4%
Cash Financing of CIP							
In-Year Percentage	20%	35%	47%	33%	30%	33%	41%
2011-2016 Average Percentage	n/a	41%	38%	38%	38%	38%	38%
Debt Service Coverage	1.78	1.80	2.09	1.79	1.80	1.80	1.80

NOTES

f) The data source for 2010 Actuals for all Financial Performance indicators except for Debt Service Coverage is the current rate forecast for 2011-2015

g) The Average Residential Monthly bill is reported as calculated in the financial forecast model Key Financial Indicators table, which assumes that average residential consumption is 710kWh

Fund Financial Plans

2012 Adopted Financial Plan Water Fund (Fund 43000)

Amounts in \$1,000s	2010	2011	2011	2012	2013	2014	2015
	Actuals	Adopted	Revised	Adopted	Projected	Projected	Projected
OPERATING CASH							
Beginning Operating Cash Balance	8,194	7,080	8,434	7,120	7,435	7,899	8,118
Sources							
Income Statement Items (in order of IS)							
Retail Water Sales	136,443	141,204	138,909	152,537	165,648	180,251	188,785
Wholesale Water Sales	44,830	47,200	45,902	47,574	47,268	47,103	46,794
Facilities Charges	242	173	242	2,199	2,199	2,747	2,747
Water Service for Fire Protection	5,958	6,659	6,635	7,052	7,658	8,333	8,728
Tap Fees	2,855	4,000	2,400	3,038	3,075	3,114	3,153
Other Operating Revenues	1,875	1,897	1,940	1,994	2,038	2,089	2,141
Build America Bond Interest Income	2,195	2,135	2,135	2,135	2,135	2,135	2,135
Rentals--Non-City	395	391	605	415	425	436	447
Other Non-Operating Revenue	385	243	508	379	384	389	394
Capital Grants and Contributions	1,605	3,143	1,709	1,854	1,883	1,916	1,964
Operating Grants	540	0	104	0	0	0	0
Transfers from Construction Fund	45,447	57,759	53,160	30,114	38,589	28,079	33,904
Investment Income (See Construction Fund)	0	0	0	0	0	0	0
Public Works Loan Proceeds	9,000	0	0	0	0	0	0
Inventory Purchased by SDOT	708	741	741	755	770	786	802
Op Transfer In - Rev Stab Subfund	3,000	1,434	1,434	0	0	0	0
Op Transfer In - Rev Stab Subfund - BPA Acct	680	81	0	0	0	0	0
Call Center Reimbursement from SCL	1,638	1,727	1,722	1,685	1,719	1,753	1,788
GF Reimb Abandoned Vehicles	53	54	54	0	56	57	58
Reimbursement for NS activities	39	180	40	41	42	43	44
Total Sources	257,888	269,022	258,240	251,773	273,891	279,230	293,883
Uses							
CIP							
Distribution	(17,525)	(20,492)	(20,492)	(15,194)	(19,778)	(20,394)	(22,751)
Habitat Conservation Program	(5,798)	(11,123)	(11,123)	(4,913)	(3,372)	(3,649)	(2,945)
Shared Cost Projects	(10,003)	(15,048)	(15,282)	(14,641)	(18,164)	(17,696)	(17,590)
Technology	(3,331)	(4,770)	(4,770)	(5,358)	(7,709)	(8,685)	(6,456)
Transmission	(1,017)	(1,688)	(1,686)	(1,343)	(3,027)	(3,076)	(3,137)
Water Quality & Treatment	(20,970)	(18,329)	(17,921)	(6,613)	(5,293)	(1,547)	(202)
Water Resources	(5,813)	(6,516)	(8,016)	(5,616)	(5,576)	(8,743)	(8,741)
Watershed Stewardship	(865)	(1,142)	(1,142)	(1,828)	(1,035)	(729)	(600)
CIP Subtotal	(65,322)	(79,108)	(80,432)	(55,506)	(63,954)	(64,519)	(62,422)
Accomplishment Rate Adjustment		7,911	8,043	8,326	9,593	9,678	9,363
O&M							
Administration	(6,946)	(4,137)	(5,469)	(8,743)	(9,093)	(9,457)	(9,835)
Customer Service	(9,062)	(10,222)	(10,209)	(10,010)	(10,411)	(10,827)	(11,260)
General Expense	(131,481)	(134,772)	(133,438)	(136,550)	(142,012)	(147,693)	(153,600)
Other Operating	(41,835)	(47,068)	(47,068)	(47,754)	(49,664)	(51,650)	(53,716)
O&M subtotal	(189,323)	(196,199)	(196,184)	(203,058)	(211,180)	(219,627)	(228,412)
Total Uses	(254,645)	(267,396)	(268,573)	(250,238)	(265,541)	(274,468)	(281,471)
Adjustments	(3,003)	(1,670)	9,018	(1,219)	(7,885)	(4,544)	(12,206)
Ending Operating Cash Balance	8,434	7,036	7,120	7,435	7,899	8,118	8,324

(Continued on Next Page)

Fund Financial Plans

2012 Adopted Financial Plan

Water Fund (Fund 43000) (cont'd.)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
CONSTRUCTION FUND							
Beginning Construction Fund Balance	15,646	77,220	99,124	33,523	3,457	42,647	14,642
Bond Proceeds	132,748	33,232	0	0	81,830	0	74,468
Transfer to Bond Reserve Account	(7,748)	(1,709)	0	0	(4,175)	0	(3,799)
Transfers to Operating Fund	(45,447)	(57,759)	(53,160)	(30,114)	(38,589)	(28,079)	(33,904)
Interest	3,926	538	(12,441)	48	125	73	79
Ending Construction Fund Balance	99,124	51,521	33,523	3,457	42,647	14,642	51,486
RESERVES							
Bond Reserve Account	(16,684)	(18,933)	(16,904)	(17,072)	(22,673)	(23,271)	(27,104)
Revenue Stabilization Fund	(10,434)	(9,000)	(9,000)	(9,072)	(9,297)	(9,524)	(9,757)
BPA Account	(563)	0	0	0	0	0	0
Vendor Deposit	(13)	0	0	0	0	0	0
Total Reserves	(27,694)	(27,933)	(25,904)	(26,144)	(31,971)	(32,795)	(36,860)
FINANCIAL PERFORMANCE THROUGH END OF RATE PERIOD (2014)							
Percent Increase (SYSTEM)							
Wholesale	2.2%	-1.0%	-1.0%	18.0%	0.0%	0.0%	
Retail	7.7%	3.5%	3.5%	8.7%	8.7%	8.5%	
Typical Retail Single Family Residential							
Average Monthly Bill (5 ccf / mo) *	\$30.67	\$34.01	\$31.70	\$33.95	\$36.38	\$38.93	
Percent Increase	7.7%	3.3%	3.4%	7.1%	7.2%	7.0%	
	<u>Target</u>						
Net Income	Generally positive	\$709	\$2,386	(\$2,579)	\$5,997	\$7,630	\$15,727
Year End Cash Balance	1/12 Oper Exp	\$8,434	\$7,036	\$7,120	\$7,435	\$7,899	\$8,118
	<i>Target</i>	\$6,450	\$7,036	\$7,125	\$7,435	\$7,899	\$8,118
Cash Financing of CIP							
-Single Year	Min 15%	21.8%	18.5%	16.1%	38.3%	35.2%	48.6%
-Avg of Rate Period	Min 20%		17.0%	17.7%			40.8%
Debt Service Coverage	1.70	1.59	1.52	1.45	1.58	1.62	1.70

* The typical customer's water use as measured per 100 cubic feet (ccf) has fallen due to conservation from 5.5 ccf in the 2009-2011 rate proposal to 5.0 ccf in the 2012-2014 rate proposal. The typical bills displayed above have been calculated using the 5.0 ccf figure.

Fund Financial Plans

2012 Adopted Financial Plan¹ Drainage and Wastewater Fund (Fund 44010)

Amounts in \$1,000s	2010	2011	2011	2012	2013	2014	2015
	Actuals	Adopted	Revised	Adopted	Projected	Projected	Projected
OPERATING CASH							
Beginning Operating Cash Balance	23,525	12,601	30,256	21,285	10,700	10,399	10,418
Sources							
Wastewater Utility Services	186,655	210,512	206,372	211,886	232,216	230,967	226,547
Drainage Utility Services	58,292	67,129	67,204	75,129	87,049	89,175	99,444
Side Sewer Permit Fees	862	862	905	905	905	905	905
Drainage Permit Fees	197	197	214	214	214	214	214
Other Operating Revenues	156	160	68	53	49	49	49
GIS CGDB Corporate Support (N2408 and N2418)	788	1,148	1,148	1,171	1,171	1,171	1,171
GIS Maps & Publications (N2409 and 2419)	158	158	158	158	158	158	158
Parks & Other City Depts. (N4405)	1,126	502	502	511	511	511	511
SCL Fund (N4403)	235	338	338	339	339	339	339
SCL for ReLeaf	0	0	0	80	80	80	80
SDOT Fund (N4404)	3,693	1,630	1,630	3,571	1,250	1,250	1,250
GF - Various GIS & Eng Svcs (N4303 & N2418)	955	881	956	1,205	1,205	1,205	1,205
Investment Income (see Construction Fund)	0	0	0	0	0	0	0
Capital Grants & Contributions (excl. donated ass)	3,173	4,923	3,916	4,525	1,700	1,700	1,700
Operating Grants	300	300	315	315	300	300	300
Call Center Reimbursement from SCL	1,772	1,676	1,671	1,689	1,689	1,689	1,689
GF - Transfer In -- Restore Our Waters	107	184	109	0	0	0	0
Transfer from Construction Fund ²	42,217	57,419	54,403	69,860	92,413	64,709	69,282
GF Reimbursement of Abandoned Vehicles	51	52	52	0	0	0	0
Build America Bond Interest Income	1,645	0	1,886	1,886	1,886	1,886	1,886
Technical Adjustments	0	960	0	0	0	0	0
Total Sources	302,383	349,032	341,850	373,498	423,135	396,308	406,731
Uses							
CIP							
Combined Sewer Overflow	(16,996)	(17,807)	(18,062)	(26,888)	(53,217)	(29,496)	(35,961)
Flooding, Sewer Back-up, and Landslides	(14,906)	(35,070)	(37,870)	(24,186)	(26,294)	(19,210)	(18,283)
Protection of Beneficial Uses	(1,863)	(2,283)	(5,025)	(4,800)	(6,135)	(2,798)	(2,702)
Rehabilitation	(9,526)	(6,472)	(6,472)	(12,623)	(14,388)	(13,965)	(14,681)
Sediments	(4,051)	(6,350)	(6,350)	(5,595)	(2,102)	(1,457)	(1,207)
Shared Cost Projects	(8,347)	(11,804)	(12,025)	(14,931)	(13,289)	(12,571)	(11,141)
Technology	(2,456)	(4,062)	(4,062)	(4,815)	(7,331)	(7,551)	(5,302)
CIP Subtotal	(58,146)	(83,848)	(89,866)	(93,838)	(122,756)	(87,048)	(89,277)
Accomplishment Rate Adjustment	0	8,385	8,987	9,384	12,276	8,705	8,928
O&M							
General Expense	(197,015)	(215,411)	(215,546)	(219,634)	(228,400)	(237,536)	(247,037)
Administration	(3,881)	(3,102)	(3,965)	(5,594)	(5,817)	(6,050)	(6,292)
Customer Service	(5,976)	(7,090)	(7,077)	(7,426)	(7,742)	(8,052)	(8,374)
Other Operating	(42,678)	(49,113)	(50,329)	(51,117)	(53,162)	(55,288)	(57,500)
O&M Subtotal	(249,550)	(274,716)	(276,917)	(283,771)	(295,122)	(306,926)	(319,203)
Total Uses	(307,696)	(350,179)	(357,797)	(368,225)	(405,602)	(385,270)	(399,553)
Adjustments	12,044	(1,032)	6,977	(15,858)	(17,834)	(11,019)	(7,254)
Ending Operating Cash Balance	30,256	10,421	21,285	10,700	10,399	10,418	10,342

(Continued on Next Page)

Fund Financial Plans

2012 Adopted Financial Plan¹

Drainage and Wastewater Fund (Fund 44010) (cont'd.)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
CONSTRUCTION FUND							
Beginning Construction Fund Balance	116,140	62,031	76,519	22,886	61,141	73,755	10,067
Bond Proceeds	0	0	0	107,087	104,268	0	105,394
Transfers to Operating Fund	(42,217)	(57,419)	(54,403)	(69,860)	(92,413)	(64,709)	(69,282)
Interest	2,595	784	771	1,028	759	1,021	843
Ending Construction Fund Balance	76,519	5,397	22,886	61,141	73,755	10,067	47,022

RESERVES

Bond Reserve Account	(12,757)	(12,757)	(12,757)	(19,028)	(29,455)	(29,455)	(39,994)
Bond Parity Fund	(1,620)	(1,620)	(1,620)	(1,620)	(1,620)	(1,620)	(1,620)
Vendor Deposits	(745)	0	0	0	0	0	0
Total Reserves	(15,122)	(14,377)	(14,377)	(20,648)	(31,075)	(31,075)	(41,614)

FINANCIAL PERFORMANCE THROUGH END OF RATE PERIOD (2012)

Percent Increase (SYSTEM)

Wastewater	1.0%	4.1%	4.1%	4.2%
Drainage	1.9%	13.1%	13.1%	11.2%

Typical Retail Single Family Residential Wastewater

Average Monthly Bill (4.3 ccf)²	\$38.61	\$44.20	\$44.20	\$45.92
Percent Increase	1.0%	14.5%	14.5%	3.9%
Drainage				
Average Monthly Bill	\$17.17	\$19.58	\$19.58	\$21.81
Percent Increase	1.9%	14.0%	14.0%	11.4%

Target

Net Income	Generally positive	\$5,851	\$11,282	\$1,000	\$10,000
Year End Cash Balance	1/12 Treatment Cost	\$30,256	\$10,421	\$21,285	\$10,700
	Target	\$9,274	\$10,421	\$10,406	\$10,303
Cash Financing of CIP	25% (4 year rolling avg)	25%	25%	25%	26%
Debt Service Coverage	1.80	2.53	2.84	2.61	2.59
Debt to Asset Ratio	Less than 70%	62%	61%	61%	66%

NOTES:

1. This financial plan includes the increase in King County's sewer treatment costs that was passed through to City of Seattle customers in the 2011 Adopted and 2012 Endorsed Budget. The body of the 2011-2012 Drainage and Wastewater Rate Study did not include the King County rate increase, the impacts of which are reflected in Appendices A&B of the Rate Study.

2. The typical customer's sewer usage as measured per 100 cubic feet (ccf) has fallen commensurate with reductions in water usage, and has been adjusted downward in this presentation from 5.2 ccf to 4.3 ccf. The typical bills displayed above have been calculated using the 4.3 ccf figure.

Fund Financial Plans

2012 Adopted Financial Plan Solid Waste Fund (Fund 45010)

Amounts in \$1,000s	2010	2011	2011	2012	2013	2014	2015
	Actuals	Adopted	Revised	Adopted	Projected	Projected	Projected
OPERATING CASH							
Beginning Operating Cash Balance	3,872	6,955	10,252	8,203	7,526	12,975	15,933
Sources							
Other Nonoperating Revenue	742	0	0	0	0	0	0
Transfer Fee - Out City	160	0	0	0	0	0	0
Operating Fees, Contributions and Grants	782	383	383	0	0	0	0
Residential Services	86,159	92,366	92,019	97,734	107,150	113,060	118,947
Commercial Services	45,279	48,848	46,664	46,933	50,474	50,079	52,512
Recycling and Disposal Station Charges	11,979	12,752	11,930	11,944	12,998	12,966	13,344
Comm'l Disposal (Longhaul) Charges	416	476	471	471	511	511	537
Other Operating Revenue	191	0	0	2	0	0	0
Recovery Fees/Yellow Pages	0	765	234	234	234	234	234
Landfill Closure Fee	14	0	0	0	0	0	0
Transfer Fee - In City	3,766	4,043	3,941	4,670	5,266	5,917	5,623
General Subfund - Operating Transfer In	0	0	0	0	0	0	0
Transfers from Construction Fund	16,968	23,505	34,231	16,946	13,179	43,197	33,292
GSF - Transfer In - Aband'd Vehicle Calls	51	52	52	0	0	0	0
KC Reimb for Local Hzrd Waste Mgt Prgm	2,067	2,418	2,418	2,418	2,418	2,418	2,418
Call Center Reimbursement from SCL	1,567	1,676	1,671	1,671	1,671	1,671	1,671
Recycling Processing Revenues	2,941	0	3,000	2,000	2,000	2,000	2,000
Total Sources	173,084	187,285	197,015	185,023	195,902	232,054	230,578
Uses							
CIP							
New Facilities	(15,081)	(25,710)	(45,635)	(13,845)	(11,322)	(45,822)	(36,301)
Rehabilitation and Heavy Equipment	(5,843)	(262)	(343)	(397)	(224)	(42)	(54)
Shared Cost Projects	(1,650)	(1,860)	(2,236)	(2,536)	(2,208)	(1,954)	(1,918)
Technology	(988)	(1,415)	(1,415)	(1,665)	(4,334)	(5,126)	(2,658)
CIP Subtotal	(23,562)	(29,248)	(49,629)	(18,443)	(18,088)	(52,944)	(40,930)
Accomplishment Adjustment		2,925	4,963	1,844	1,809	5,294	4,093
O&M							
Administration	(4,707)	(5,163)	(5,585)	(5,180)	(5,387)	(5,602)	(5,826)
Customer Service	(11,369)	(12,871)	(12,859)	(13,310)	(13,843)	(14,396)	(14,972)
General Expense	(117,743)	(125,940)	(126,418)	(129,668)	(134,855)	(140,249)	(145,859)
Other Operating	(12,572)	(15,808)	(15,808)	(16,464)	(17,123)	(17,808)	(18,520)
O&M Subtotal	(146,391)	(159,783)	(160,670)	(164,622)	(171,207)	(178,055)	(185,178)
Total Uses	(169,953)	(186,106)	(205,336)	(181,221)	(187,487)	(225,705)	(222,015)
Adjustments	3,248	3,128	6,272	(4,479)	(2,967)	(3,391)	(3,157)
Ending Operating Cash Balance	10,252	11,262	8,203	7,526	12,975	15,933	21,339

(Continued on Next Page)

Fund Financial Plans

2012 Adopted Financial Plan

Solid Waste Fund (Fund 45010) (cont'd.)

Amounts in \$1,000s	2010	2011	2011	2012	2013	2014	2015
	Actuals	Adopted	Revised	Adopted	Projected	Projected	Projected
CONSTRUCTION FUND							
Beginning Construction Fund Balance	28,207	10,380	11,452	26,066	9,180	71,074	28,389
Bond Proceeds	-	63,212	48,781	-	74,643		44,104
Transfers to Operating Fund	(16,968)	(23,505)	(34,231)	(16,946)	(13,179)	(43,197)	(33,292)
Interest	213	606	64	60	430	512	242
Ending Construction Fund Balance	11,452	50,692	26,066	9,180	71,074	28,389	39,443
RESERVES							
Bond Reserve Account	-	(7,813)	(4,878)	(4,878)	(13,089)	(13,089)	(17,499)
Total Reserves	-	(7,813)	(4,878)	(4,878)	(13,089)	(13,089)	(17,499)
FINANCIAL PERFORMANCE THROUGH END OF RATE PERIOD (2012)							
Percent Increase (SYSTEM)	8.0%	6.0%	6.0%	3.5%			
Typical Retail Single Family Residential							
Average Monthly Bill	\$32.70	\$34.75	\$34.75	\$37.00			
Percent Increase	12.0%	6.3%	6.3%	6.5%			
	<u>Target</u>						
Net Income	Generally positive	\$5,986	\$171	\$100	(\$1,928)		
	20 days contract						
Year End Cash Balance	costs	\$10,252	\$11,262	\$8,203	\$7,526		
	Target	\$4,869	\$4,990	\$4,869	\$5,036		
	\$2.5M (in 2003 \$)						
Cash Financing of CIP	or 10%	\$6,594	\$2,929	\$7,929	\$2,988		
	Target	\$3,000	\$2,929	\$4,467	\$2,988		
Debt Service Coverage	1.70	5.05	4.09	4.06	3.14		

Fund Financial Plans

2012 Adopted Budget Financial Plan Pacific Parking Garage (Fund 46010)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
Beginning Fund Balance	(388)	1,078	(1,322)	(3,256)	(5,096)	(7,001)	(8,873)
Accounting Adjustments							
<i>Beginning Unreserved Fund Balance</i>	(388)	1,078	(1,322)	(3,256)	(5,096)	(7,001)	(8,873)
Revenues							
Parking Revenue	7,856	8,582	7,201	7,621	7,849	8,085	8,327
City Parking Tax ¹	(657)	(879)	(738)	(781)	(804)	(828)	(853)
Sales Tax	(625)	(668)	(561)	(593)	(611)	(630)	(648)
Interest earning and Other	6	6	6	6	6	6	6
<i>Total Revenues</i>	6,580	7,041	5,908	6,253	6,440	6,633	6,831
Expenditures							
AMPCO System Parking	(1,571)	(1,800)	(1,723)	(1,780)	(1,833)	(1,888)	(1,944)
B&O Tax	(45)	(47)	(40)	(43)	(44)	(45)	(47)
Condominium fees	(518)	(531)	(534)	(549)	(566)	(583)	(601)
Other ²	(348)	(277)	(358)	(369)	(380)	(392)	(403)
Debt Service	(5,032)	(5,187)	(5,187)	(5,352)	(5,522)	(5,597)	(5,765)
<i>Total Expenditures</i>	(7,514)	(7,842)	(7,842)	(8,093)	(8,345)	(8,505)	(8,760)
<i>Ending Fund Balance</i>	(1,322)	277	(3,256)	(5,096)	(7,001)	(8,873)	(10,802)
Reserves							
Reserve for Loan Repayment	0	(2,000)	0	0	0	0	0
<i>Total Reserves</i>	0	(2,000)	0	0	0	0	0
Ending Unreserved Fund Balance	(1,322)	(1,723)	(3,256)	(5,096)	(7,001)	(8,873)	(10,802)

Assumptions:

¹ City Parking Tax Rate:

June 2009-Dec. 2010	10.0%
Jan. 2011-2014	12.5%

² Other expenditure line includes administrative costs and credit card handling fees

³ A loan to this fund authorizing up to \$4 million was passed by Council in September 2011 (CB 117270)

Fund Financial Plans

2012 Adopted Budget Financial Plan Finance and Administrative Services (Fund 50300)

Amounts in \$,000s	2010	2011	2011	2012	2013	2014	2015
	Actuals*	Adopted	Revised	Adopted	Projected	Projected	Projected
Beginning Fund Balance		20,162	20,183	22,522	17,289	13,415	9,049
Accounting Adjustments							
<i>Beginning Unreserved Fund Balance</i>	0	20,162	20,183	22,522	17,289	13,415	9,049
Revenues							
External - Revenue and Consumer Affairs		1,356	1,356	1,450	1,450	1,450	1,450
External - Animal Shelter		1,279	1,279	1,279	1,279	1,279	1,279
External - Facilities		2,191	2,723	2,192	2,192	2,192	2,192
External - Fleets		960	960	956	945	945	945
External - Other Misc		230	280	672	212	212	212
External - Parking		2,086	2,086	2,091	2,091	2,091	2,091
Grants			121				
Interest		280	280	280	280	280	280
Interfund - Facilities		57,308	59,208	56,316	58,569	60,912	63,348
Interfund - Fleet		42,327	42,327	44,271	46,042	47,883	49,799
Interfund - Other Misc		1,827	1,827	1,808	3,900	4,056	4,218
Interfund - Parking		698	698	698	726	755	785
Interfund_Capital Development and Construction Management		3,312	3,312	3,486	3,626	3,771	3,922
Interfund - Risk Management		1,353	1,353	1,397	1,453	1,511	1,571
Interfund - Economics & Fiscal Management		1,377	1,377	1,555	1,618	1,682	1,750
Interfund - Financial Services		8,469	8,512	12,101	12,585	13,089	13,612
Interfund - Business Technology		9,162	9,162	8,413	8,750	9,100	9,464
Interfund - Revenue & Consumer Affairs		4,408	4,408	1,257	1,307	1,360	1,414
Interfund - Contracting & Purchasing Services		3,020	3,020	3,234	3,364	3,498	3,638
Interfund - Animal Shelter		2,127	2,127	2,265	2,355	2,450	2,548
Interfund - Office of Constituent Services		1,423	1,423	2,549	3,120	3,245	3,375
Interfund -Capital Improvements (CIP subfund 50390)**		3,500	3,500	3,500	3,500	3,500	3,500
<i>Total Revenues</i>	0	148,695	151,341	151,771	159,363	165,260	171,392
Expenditures							
Budget and Central Services		(5,572)	(4,014)	(3,931)	(4,095)	(4,259)	(4,429)
Facility Operations		(65,355)	(64,930)	(65,819)	(68,467)	(71,206)	(74,054)
Fleet Services		(39,723)	(39,416)	(45,705)	(47,557)	(49,459)	(51,437)
Judgment and Claims		(362)	(362)	(362)	(376)	(392)	(407)
Capital Development and Construction Management		(2,855)	(2,855)	(2,945)	(3,068)	(3,191)	(3,319)
Financial Services		(9,858)	(12,727)	(13,239)	(13,788)	(14,339)	(14,913)
Business Technology		(8,106)	(9,801)	(10,270)	(10,693)	(11,120)	(11,565)
Revenue and Consumer Affairs		(4,998)	(2,379)	(2,348)	(2,446)	(2,544)	(2,646)
City Purchasing and Contracting Services		(3,018)	(2,890)	(3,005)	(3,131)	(3,256)	(3,386)
Seattle Animal Shelter		(3,005)	(3,086)	(3,038)	(3,164)	(3,291)	(3,423)
Office of Constituent Services		(1,150)	(1,150)	(2,842)	(2,952)	(3,070)	(3,193)
Interfund transfers - Depts			(749)				
Interfund transfers - GF			(1,143)				
Capital Improvements (CIP subfund 50390)**		(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)
<i>Total Expenditures</i>	0	(147,503)	(149,001)	(157,004)	(163,237)	(169,626)	(176,272)
<i>Ending Fund Balance</i>	0	21,354	22,522	17,289	13,415	9,049	4,169
Reserves							
Continuing Appropriations							
Working Capital - Fleets			(712)	(475)			
Working Capital - Operations							
Working Capital - Financial and Technical Services							
Working Capital - Animal Shelter							
Working Capital - Constituent Services							
<i>Total Reserves</i>	0	0	(712)	(475)	0	0	0
<i>Ending Unreserved Fund Balance</i>	0	21,354	21,810	16,814	13,415	9,049	4,169

* The Department of Finance and Administrative Services (FAS) began operations on January 01, 2011. The new department was created from merging the Fleets and Facilities Department with the Department of Executive Administration.

**Budget authority is appropriated in the CIP (A1GM1)

Fund Financial Plans

2012 Adopted Budget Financial Plan Information Technology Fund (50410)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised ^{7,8}	2012 Adopted	2013 Projected ¹	2014 Projected ²	2015 Projected ²
Beginning Budgetary Fund Balance	29,694	11,231	20,213	12,458	13,362	15,235	16,681
Accounting Adjustments	(6,656)						
<i>Revised Beginning Fund Balance</i>	23,038	11,231	20,213	12,458	13,362	15,235	16,681
Revenues							
Grant Revenues	2,357		2,131				
Cable Fund Revenues	7,604	7,361	7,543	7,991	8,049	8,328	8,672
Non-City Agency Revenues	3,481	1,476	1,476	1,547	1,618	1,682	1,749
City Agency Revenues (non GF)	15,977	18,149	18,030	17,830	18,576	18,128	18,853
City Agency Revenues (GF)	16,480	17,537	17,144	17,932	19,344	19,475	20,190
Sources to be Specified/Projects/Rate Billi	1,868	4,565	4,616	4,801	5,024	5,225	5,434
Interest Earnings	202						
Other ³		(824)	(824)	(45)	(47)	(49)	(51)
TBD ⁹						753	
<i>Total Revenues</i>	47,970	48,264	50,116	50,056	52,564	53,543	54,848
Expenditures							
Finance & Administration BCL	(2,285)	(4,130)	(4,330)	(4,598)	(4,625)	(4,810)	(5,003)
Technology Leadership & Governance BCL	(2,198)	(2,144)	(2,144)	(1,972)	(2,051)	(2,133)	(2,218)
Technology Infrastructure BCL	(39,470)	(32,766)	(41,104)	(32,092)	(34,556)	(37,652)	(37,610)
Office of Electronic Communications BCL	(7,066)	(6,447)	(7,051)	(7,248)	(7,255)	(7,502)	(7,812)
Debt Service ⁴	224	(3,431)	(3,242)	(3,242)	(2,206)		
<i>Total Expenditures</i>	(50,795)	(48,918)	(57,871)	(49,151)	(50,692)	(52,097)	(52,643)
<i>Ending Fund Balance</i>	20,213	10,578	12,458	13,362	15,235	16,681	18,886
Reserves							
Continuing appropriation and Encumbranc	(2,193)						
Petty Cash, Inventories, and Prepaid Exper		(457)					
Radio and Video Reserves ⁵	(11,134)	(5,510)	(7,479)	(8,583)	(10,577)	(12,607)	(14,672)
Cash Float ⁶	(4,635)	(4,277)	(4,318)	(3,764)	(3,891)	(3,999)	(4,041)
<i>Total Reserves</i>	(17,962)	(10,244)	(11,796)	(12,348)	(14,468)	(16,606)	(18,713)
<i>Ending Unreserved Fund Balance</i>	2,251	333	662	1,015	766	75	173

Assumptions:

¹ Assumes 4 % growth starting in 2013.

² Assumes 4 % growth starting in 2013 adjusted for one time revenues or expenditures. Also excludes GODA bond revenue collections after

³ Represents Anticipated Customer Rebates

⁴ Debt Service on Bonds Issued in 2009 and 2010 ends in 2013.

⁵ Assumes collection of handset reserve for Police & Fire at \$1.65 million per year beginning 2013.

⁶ Internal DoIT policy establishes a cash float of approximately 90 days of reimbursable expenses .

⁷ Supplementals, Abandonments, and Mid-Year Reductions are incorporated into the expenditure lines in the following amounts:

2011 Mid Year Reduction	\$ (254,333)
2011 3Q Abandonments	\$ (1,412,930)
2011 -- Ordinance 123618	\$ 799,492
2011 -- Ordinance 123640	\$ 87,000
2011 -- Council Bill 117207	\$ 95,000

⁸ Includes Carry Forward / Encumbrances in expenditure lines.

⁹ 2014 CIP funding has not been determined yet

Fund Financial Plans

2012 Proposed Budget Financial Plan Fire Pension Fund (Fund 60200)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
Beginning Fund Balance	13,273	11,594	11,385	10,451	10,076	14,628	19,209
Accounting Adjustments	29						
<i>Revised Beginning Fund Balance</i>	<i>13,302</i>	<i>11,594</i>	<i>11,385</i>	<i>10,451</i>	<i>10,076</i>	<i>14,628</i>	<i>19,209</i>
Revenues							
General Subfund	17,531	17,759	17,758	18,875	23,903	23,952	24,002
Fire Insurance Premium Tax	867	867	903	939	958	977	996
Interest earnings on Actuarial Account at 1% rate					96	141	187
<i>Total Revenues</i>	<i>18,398</i>	<i>18,625</i>	<i>18,661</i>	<i>19,814</i>	<i>24,957</i>	<i>25,070</i>	<i>25,186</i>
Expenditures							
Death Benefits	(11)	(15)	(15)	(15)	(15)	(15)	(15)
Medical Benefits Paid	(10,477)	(10,700)	(10,100)	(10,700)	(11,733)	(11,788)	(11,846)
Pension Benefits Paid	(9,160)	(8,861)	(8,913)	(8,889)	(8,060)	(8,078)	(8,083)
Administration	(666)	(567)	(567)	(585)	(597)	(609)	(621)
Transfer to Actuarial Account	0	0	0	0	(4,440)	(4,422)	(4,417)
<i>Total Expenditures</i>	<i>(20,314)</i>	<i>(20,143)</i>	<i>(19,595)</i>	<i>(20,189)</i>	<i>(24,845)</i>	<i>(24,912)</i>	<i>(24,982)</i>
<i>Ending Fund Balance</i>	<i>11,385</i>	<i>10,077</i>	<i>10,451</i>	<i>10,076</i>	<i>14,628</i>	<i>19,209</i>	<i>23,829</i>
Reserves							
Contingency Reserve	(500)	(500)	(500)	(500)	(500)	(500)	(500)
Actuarial Account	(9,577)	(9,577)	(9,577)	(9,577)	(14,128)	(18,709)	(23,329)
<i>Total Reserves</i>	<i>(10,077)</i>	<i>(10,077)</i>	<i>(10,077)</i>	<i>(10,077)</i>	<i>(14,628)</i>	<i>(19,209)</i>	<i>(23,829)</i>
<i>Ending Unreserved Fund Balance</i>	<i>1,309</i>	<i>0</i>	<i>375</i>	<i>(0)</i>	<i>0</i>	<i>0</i>	<i>0</i>

Notes: The Firefighters' Pension Fund is composed of a Contingency Reserve and the Actuarial Account Balance. City Financial Policy specifies a target fund balance of \$500,000 in the Contingency Reserve. The 2011 Adopted Budget included legislation that would continue the suspension of transfers into the Actuarial Account for 2011 and 2012. Prior to the 2011 Adopted Budget, these two fund reserves were not shown separately.

Fund Financial Plans

2012 Adopted Budget Financial Plan Police Pension Fund (Fund 60400)

Amounts in \$1,000s	2010 Actuals	2011 Adopted	2011 Revised	2012 Adopted	2013 Projected	2014 Projected	2015 Projected
Beginning Fund Balance	280	1,133	1,119	2,621	1,868	1,126	500
Accounting & Technical Adjustments	49	0	0	0	0	0	0
<i>Beginning Unreserved Fund Balance</i>	329	1,133	1,119	2,621	1,868	1,126	500
Revenues							
General Subfund	22,302	22,255	22,255	21,730	22,287	22,736	23,603
Police Auction Proceeds	114	140	115	120	120	120	120
<i>Total Revenues</i>	22,416	22,395	22,370	21,850	22,407	22,856	23,723
Expenditures							
Death Benefits	(18)	(15)	(15)	(15)	(15)	(15)	(15)
Medical Benefits Paid	(12,052)	(13,492)	(11,700)	(13,000)	(13,406)	(13,673)	(13,861)
Pension Benefits Paid	(9,034)	(9,096)	(8,668)	(9,052)	(9,181)	(9,237)	(9,278)
Administration	(522)	(425)	(485)	(536)	(547)	(558)	(569)
<i>Total Expenditures</i>	(21,626)	(23,028)	(20,868)	(22,603)	(23,149)	(23,483)	(23,723)
<i>Ending Fund Balance</i>	1,119	500	2,621	1,868	1,126	500	500
Reserves							
Contingency Reserve	(500)	(500)	(500)	(500)	(500)	(500)	(500)
Rate Stabilization Reserve				(1,368)	(626)		
<i>Total Reserves</i>	(500)	(500)	(500)	(1,868)	(1,126)	(500)	(500)
<i>Ending Unreserved Fund Balance</i>	619	0	2,121	0	0	(0)	(0)

Fund Financial Plans

2012 Adopted Budget Financial Plan Municipal Arts Fund (Fund 62600)

Amounts in \$1,000's	2010	2011	2011	2012	2013	2014	2015
	Actuals	Adopted	Revised	Adopted	Projected	Projected	Projected
Beginning Fund Balance	5,445	5,536	5,782	4,199	4,187	4,129	4,024
Accounting Adjustments	(6)	0	0	0	0	0	0
<i>Revised Beginning Fund Balance</i>	5,439	5,536	5,782	4,199	4,187	4,129	4,024
Revenues							
State Grant	0	0	0	0	0	0	0
Public Art Management Fees	186	186	196	186	186	186	186
Interest Earnings	58	100	55	100	100	100	100
Interest Increase / (Decrease)	(11)	0	0	0	0	0	0
1% for Art Revenues	1,903	2,407	2,300	2,018	2,018	2,018	2,018
Miscellaneous Revenues	51	9	10	9	9	9	9
Total Revenues	2,187	2,702	2,561	2,312	2,312	2,312	2,312
Expenditures							
Public Art Program	(1,844)	(2,693)	(3,419)	(2,324)	(2,370)	(2,418)	(2,466)
Quarterly Supplemental/Carryforward							
Encumbrance Payoff			(726)				
Total Expenditures	(1,844)	(2,693)	(4,145)	(2,324)	(2,370)	(2,418)	(2,466)
<i>Ending Fund Balance</i>	5,782	5,545	4,199	4,187	4,129	4,024	3,870
Reserves							
Operating Reserves	(65)						
Encumbrances	(660)	0	0	0	0	0	0
Total Reserves	(726)	0	0	0	0	0	0
<i>Ending Unreserved Fund Balance</i>	5,057	5,545	4,199	4,187	4,129	4,024	3,870

Cost Allocation Tables:

These tables provide information about how the City allocates internal service costs (i.e. overhead provided by City agencies to other City agencies) to customer agencies.

Cost Allocation

Central Service Departments and Commissions 2011-2012 Cost Allocation Factors

Central Service Department	Cost Allocation Factor
Office of Arts and Cultural Affairs	Negotiated MOA*
City Auditor	2008 and 2009 audit hours by department
Civil Service Commission	2005-2009 number of cases by department
Mayor's Office	100% General Fund or by MOA*
Office of Civil Rights	2009 cases filed by department
Office of Intergovernmental Relations	Staff time and assignments by department
Office of Sustainability and Environment	2011-2012 Work Plan
Office of Policy and Management	100% General Fund or by MOA*
Office of Economic Development	100% General Fund or by MOA*
Department of Finance and Administrative Services and City Budget Office	Various factors and allocations. See Appendix B(1) and Appendix B(2) for details on services, rates, and methodologies.
Department of Information Technology	Various factors and allocations. See Appendix B(3) for details on services, rates, and methodologies.
Law Department	2009 hours by department for Civil Division; Public and Community Safety Division is charged 100% to the General Fund. Administration BCL is split between Civil and Criminal and allocated accordingly.
Legislative Department	City Clerk's Office based on number of Legislative items; Central Staff and Legislative Assistants on assignments; City Council 100% General Fund or by MOA.*
Department of Neighborhoods	Customer Service Bureau estimate by staff time.
Personnel Department	Various factors and allocations. See Appendix B(4) for details on services, factors, and methodologies.
State Examiner (State Auditor)	75% by Summit rows of data; 25% by Adopted 2008 FTEs
Emergency Management	2010 Adopted Budget dollar amount

*Memorandum of Agreement (MOA) on charges

Cost Allocation

DEPARTMENT OF FINANCE AND ADMINISTRATIVE SERVICES BILLING METHODOLOGIES – B(1)

Service Provider	Org	Service Provided	Billing Methodology	Billing Method
Fleet Services				
Vehicle Leasing	A2212	<ul style="list-style-type: none"> ▪ Vehicles owned by, and leased from, Fleet Services 	<ul style="list-style-type: none"> ▪ Calculated rate per month based on lease-rate components for vehicle replacement, routine maintenance, and overhead. 	Rates
		<ul style="list-style-type: none"> ▪ Vehicles owned directly by utility departments 	<ul style="list-style-type: none"> ▪ Charged for overhead only as outlined in MOU with utility. 	Rates
Motor Pool	A2213	As needed daily or hourly rental of City Motor Pool vehicle	Actual Motor Pool-vehicle usage based on published rates. Rates vary by vehicle type and are based on time and mileage, with a set minimum and maximum daily charge.	Rates
Vehicle Maintenance	A2221	<ul style="list-style-type: none"> ▪ Vehicle Maintenance labor 	<ul style="list-style-type: none"> ▪ Actual maintenance hours used for vehicle maintenance services not included in vehicle lease rate, billed at an hourly rate for all maintenance labor. 	Rates
		<ul style="list-style-type: none"> ▪ Vehicle parts and supplies 	<ul style="list-style-type: none"> ▪ Actual vehicle parts and supplies used for vehicle maintenance services not included in vehicle lease rate, billed at cost plus a mark-up. 	Rates
Fueling Services	A2232	Vehicle fuel from City-operated fuel sites	Actual price per gallon of fuel consumed plus per-gallon mark-up.	Rates
Facility Services				
Real Property Management	A3322	Office & other building space	<ul style="list-style-type: none"> ▪ Total costs of Property Management Services by sector divided by rentable square-foot by space type equals rentable square-foot rate. 	Cost Allocation to Departments and General Fund
Real Property Management	A3322	Office & other building space	Service agreements with commercial tenants, building owners and/or affected departments.	Direct Charges
Building Maintenance	A3323	Crafts Services: <ul style="list-style-type: none"> ▪ Plumbing ▪ Carpentry ▪ HVAC systems ▪ Electrical ▪ Painting 	<ul style="list-style-type: none"> ▪ Regular maintenance built in to office space rent and provided as part of space rent. ▪ Non-routine services charged directly to service user(s) at an hourly rate. 	Rates
Janitorial Services	A3324	Janitorial services	Janitorial services included in rate charges for the civic core campus, including Seattle Municipal Tower, City Hall and the Seattle Justice Center.	Rates

Cost Allocation

DEPARTMENT OF FINANCE AND ADMINISTRATIVE SERVICES BILLING METHODOLOGIES – B(1)

Service Provider	Org	Service Provided	Billing Methodology	Billing Method
Facility Services (continued)				
Parking Services	A3340	Parking services	Monthly parking costs for City vehicles are charged to department based on actual use. Hourly parking vouchers are sold to departments in advance of use, as requested. Vouchers for private tenants and personal vehicles of City staff are sold on monthly and hourly bases, as requested.	Rates
Warehousing Service	A3342	<ul style="list-style-type: none"> ▪ Surplus materials ▪ Records storage ▪ Material storage ▪ Paper and handling ▪ Data delivery ▪ Special deliveries 	<ul style="list-style-type: none"> ▪ Commodity type, frequency, weighting by effort and time ▪ Cubic feet and retrieval requests ▪ Square-footage of space used • Paper usage by weight • Volume and frequency of deliveries ▪ Volume, frequency, and distance of deliveries 	Cost Allocation to Departments and the General Fund
Mail Messenger	A3343	Mail pick up and delivery	Actual pieces of mail delivered to client during 20+ day sample period	Cost Allocation to Six Funds
Technical Services				
Capital Programs	A3311	<ul style="list-style-type: none"> ▪ Project management ▪ Space planning and design ▪ Move coordination 	<ul style="list-style-type: none"> • Project management hours billed at prevailing hourly rate, determined by dividing division revenue requirement by annual forecast of project management billable hours. 	Rates
Financial Services				
Economics and Forecasting	A4501	City economic forecasting	100% General Fund	Interfund transfer
Fiscal and Policy Management	A4502	City financial policy and planning	100% General Fund	Interfund transfer
Debt Management	A4503	Debt financing for the City	Number of Bond Sales	Cost allocation to SCL, SPU and the General Fund
Financial Advisor	A4504	Advisory Committee and special debt management analysis	Number of Bond Sales	Cost allocation to SCL, SPU and the General Fund
Risk Management	A4590	Provide liability claims and property/casualty program mgmt., loss prevention/ control and contract review	Percent of actual number of claims paid over the past five years	Cost Allocation to Six Funds

Cost Allocation

DEPARTMENT OF FINANCE AND ADMINISTRATIVE SERVICES BILLING METHODOLOGIES – B(1)

Service Provider	Org	Service Provided	Billing Methodology	Billing Method
Financial Services (continued)				
Treasury Operations	A4530	Bank reconciliation, Warrant issuance	Staff time, voucher counts	Cost Allocation to Six Funds
Special Assessment District Admin.	A4530	Business Improvement Area (BIA) fiscal management	100% General Fund	Interfund transfer
Investments	A4531	Investment of City funds	Percent participation in the investment pool.	Cost Allocation to Six Funds
Remittance Processing	A4532	Processing of mail and electronic payments to Cash Receipt System	Number of Transactions	Cost Allocation to SCL, SPU and the General Fund
Parking Meter Collections	A4533	Collection of parking meter revenue	100% General Fund	Interfund transfer
Technology Capital	A4541	Desktop computers and small capital equipment	Composite percent of other cost allocations	Cost Allocation to Six Funds
Applications	A4542	Maintain and develop City Information Technology (IT) applications	Project and staff assignments	Cost Allocation to Six Funds and DOIT
Summit	A4543	Maintain and develop the City's accounting system	System data rows	Cost Allocation to Six Funds
Human Resource Information System (HRIS)	A4544	Maintain and develop the City's personnel system	Weighted number of paychecks for active employees and retiree checks per year	Cost Allocation to Six Funds
Revenue and Licensing	A4560	Collection and enforcement of City taxes and license fees	100% General Fund	Interfund transfer
Consumer Protection	A4550	<ul style="list-style-type: none"> • Verify accuracy of commercial weighing and measuring devices • Enforcement of Taxi Code 	100% General Fund	Interfund transfer
Contracting	A4570	<ul style="list-style-type: none"> • Provide contracting support and admin. • Minority Business Dev. Fund admin. 	<ul style="list-style-type: none"> • Number of Contract Awards (50%) and dollar amount of Contract Awards (50%) to major users • 100% General Fund 	Cost Allocation to Departments; Interfund transfer
Purchasing	A4580	Provide centralized procurement services and coordination	Percent of staff time and assignments by department	Cost Allocation to Six Funds

Cost Allocation

DEPARTMENT OF FINANCE AND ADMINISTRATIVE SERVICES BILLING METHODOLOGIES – B(1)

Service Provider	Org	Service Provided	Billing Methodology	Billing Method
Seattle Animal Shelter				
Animal Control	A5511	Animal care and animal control enforcement	100% General Fund	Interfund transfer
Spay and Neuter Clinic	A5512	Spay and neuter services for pets of low-income residents	100% General Fund	Interfund transfer
Office of Constituent Services				
Constituent Services	A6511	Service delivery and policy analysis, public disclosure response	Number of constituent contacts	Cost Allocation to Six Funds
Customer Service Bureau	A6512	Provide information to constituents in response to inquiry or complaint	Number of constituent contacts	Cost Allocation to Six Funds

CENTRAL BUDGET OFFICE COST ALLOCATION METHODOLOGIES – B(2)

Service Provider	Org	Service Provided	Billing Methodology
Central Budget Office			
Central Budget Office	C2615	City financial policies, planning, budget, and controls	Staff time and assignments

Cost Allocation

DEPARTMENT OF INFORMATION TECHNOLOGY (DOIT) COST ALLOCATION METHODOLOGIES – B(3)

Program	Org	Allocation Formula	Departments Affected
Data Backbone	D3308	Percent of adopted budget	Six funds
Internet Services	D3308	Percent of adopted budget	Seven funds
Data Network Services	D3308	Billed on use of services; hourly rates for service changes; connection charge for all central campus offices except SCL and SPL	All departments except SCL, SPL
Enterprise Computing Services	D3301	Allocated to customer departments based on pages printed, number of operating systems, number of batch jobs, number of gigabytes, number of units of cabinet storage, number of virtual servers, number of web applications, number of CPUs, and number of SharePoint site collections. Citrix services billed based on number of Citrix accounts	All departments except SPL
Messaging, Collaboration, and Directory Services	D3302	Allocated to customer departments based on number of email addresses. Blackberry support billed based on number of Blackberry units.	All departments except SPL
Technical Support Services (Desktops)	D3304	Allocated to customer departments based on number of desktops and printers	Participants
Service Desk	D3310	Allocated to customer departments based on number of email addresses	Participants
Telephone System Services	D3305	Telephone rates; IVR: funded based on historical usage	Telephone Rates: All departments IVR: Participants
Cellular and Wireless Charges	D3305	Airtime and equipment charges for cell phones and wireless modems based on actual usage and billing from carriers.	Participants
Radio Network	D3306	Radio network access fee and reserves; monthly charge for pagers	Access fee: Participants Monthly lease charge: Participants
Communications Shop	D3307	Labor rates	Police, Fire, SPU, Seattle Center; other departments may select this service
Telecommunications Engineering & Project Management	D3311	Labor Rates	Optional
Citywide Web Team	D4401	Percent of adopted budget	Six funds (including Cable Fund)
Community Technology	D4403	Cable Subfund	Contstituents?

Cost Allocation

DEPARTMENT OF INFORMATION TECHNOLOGY (DOIT) COST ALLOCATION METHODOLOGIES – B(3) (cont.)

Program	Org	Allocation Formula	Departments Affected
Office of Cable Communications	D4402	Cable Subfund	Constituents
Seattle Channel	D4404	Cable Subfund	Constituents
Technology Leadership and Enterprise Planning	D2201	Percent of adopted budget	Seven funds
Project Management Center of Excellence	D2201	Percent of adopted budget	Seven funds
Project Management Project Support	D2201	Percent of adopted budget	Seven funds
Department Management, including Vendor and Contract Management	D1101	Based on percent of each Fund's contribution to overall DoIT revenue recovery	Seven funds
GODA bond debt service and MS Office Licenses and Enterprise CALs	D1101	Percent of adopted budget: number of licenses	Seven funds

Cost Allocation

PERSONNEL DEPARTMENT COST ALLOCATION METHODOLOGIES – B(4)

Service Provider	Org	Service Provided	Billing Methodology
Commercial Driver's Licenses	N1230	<ul style="list-style-type: none"> ▶ CDL administration 	# of CDLs by Department
Alternative Dispute Resolution	N1145	<ul style="list-style-type: none"> ▶ Mediation and facilitation ▪ Conflict resolution training 	2010 Adopted Budget FTEs
Police and Fire Examinations	N1150	Administer exams for potential fire and police candidates	General Fund allocation and participant fees
Training Development and EEO (TDE)	N1160	<ul style="list-style-type: none"> ▪ Administer employee training and recognition programs ▪ Consulting 	2010 Adopted Budget FTEs
Employment	N1190	Recruit for open positions	2010 Adopted Budget FTEs
Benefit Administration	N1240	Administer Citywide health care insurance programs	2010 Adopted Budget FTEs
Human Resources	N1311	Provide policy guidance for Citywide personnel issues	2010 Adopted Budget FTEs
Director's Office	N1315	Provide policy guidance for Citywide personnel issues	2010 Adopted Budget FTEs
Information Management	N1360	Maintain Citywide personnel information	2010 Adopted Budget FTEs
Contingent Workforce Program	N1370	Administer temporary, work study, and intern programs	2010 Adopted Budget FTEs
Management Services, Finance and Technology	N1390	Provide finance, budget, and technology services	2010 Adopted Budget FTEs
Classification and Compensation	N1430	<ul style="list-style-type: none"> • Design and maintain classification and pay programs • Determine City position titles 	Number of Job Classifications
Labor Relations	N1440	<ul style="list-style-type: none"> ▪ Administer labor statutes ▪ Negotiate and administer collective bargaining agreements and MOUs 	Number of Represented Positions

Cost Allocation

**PERSONNEL DEPARTMENT
COST ALLOCATION METHODOLOGIES – B(4) (cont.)**

Service Provider	Org	Service Provided	Billing Methodology
Personnel Department-Administered Subfunds			
Deferred Compensation	N1220	Administer deferred compensation (457 Retirement Plan) for City employees.	Service fee charged to program participants.
Industrial Insurance (Safety and Workers' Compensation)	N1230 and N1250	Collaborate with the Washington State Department of Labor and Industries; manage medical claims, time loss, preventative care, and workplace safety programs.	Supported by the Industrial Insurance Subfund, billing is based on actual usage and pooled costs are based on three years of historical usage/data.

Cost Allocation

Central Service Cost Allocations by paying funds – Informational Only

These transfers reflect reimbursements for general government work performed on behalf of certain revenue generating departments.

	2011 Adopted	2012 Endorsed	2012 Adopted
City Budget Office	868,356	896,386	855,504
Personnel	4,402,971	4,502,506	4,407,812
MISC	13,545,249	13,914,976	14,386,164
Total Interfund Transfers	18,816,576	19,313,868	19,649,481
Interfund Transfers to City Budget Office (CBO)			
Seattle City Light	308,607	318,569	304,040
Seattle Public Utilities	255,399	263,643	251,619
Seattle Department of Transportation	212,832	219,702	209,682
Department of Planning Development	70,235	72,502	69,195
Retirement	21,283	21,970	20,968
Total Interfund Transfers to CBO	868,356	896,386	855,504
Intefund Transfers to Personnel			
Seattle City Light	1,844,948	1,886,610	1,846,187
Seattle Public Utilities	1,333,940	1,363,773	1,366,722
Seattle Department of Transportation	855,089	874,744	823,401
Department of Planning Development	355,771	363,856	358,007
Retirement	13,223	13,523	13,496
Total Interfund Transfers to Personnel	4,402,971	4,502,506	4,407,812
Miscellaneous Interfund Transfers			
Seattle City Light	3,299,976	3,382,992	3,761,690
Seattle Public Utilities	3,335,397	3,425,517	3,596,184
Seattle Department of Transportation	4,189,304	4,306,946	4,320,975
Department of Planning Development	2,651,627	2,728,562	2,637,310
Retirement	68,944	70,961	70,005
Total Miscellaneous Interfund Transfers	13,545,249	13,914,976	14,386,164

Statements of Legislative Intent (SLI):

This section describes the Statements of Legislative Intent (SLIs) adopted by the City Council. SLIs provide specific direction to departments on various work plan items for 2012.

**Statement of Legislative Intent – Summary by Council Committee
2012 Adopted Budget**

#	SLI NO.	TITLE
Government Performance and Finance Committee		
1	SLI 32-1-A-1	Seattle Center Interfund Loan Repayment Plan
2	SLI 47-1-A-1	Inventory of staffing support provided to boards and commissions
3	SLI 58-1-A-2	Report from FAS on major maintenance of mutual and offsetting benefit lease properties
4	SLI 75-1-A-2	A review of information technology systems and protocols Citywide to identify efficiency, effectiveness, and security improvements
Housing, Human Services, Health and Culture Committee		
5	SLI 21-1-A-2	Report to examine potential City support for a new Bruce Lee Action Museum
6	SLI 35-1-A-2	Redevelopment of Fire Station 39
7	SLI 50-1-A-2	Monitoring and assessing HSD refugee and immigrant job readiness training, family support, community organizing and leadership development programs in 2012
8	SLI 53-3-A-1	Require health outcomes as part of performance pay in City contracts for uninsured medical and dental services
9	SLI 54-1-A-1	HSD utility low income customer enrollment and outreach
Library, Utilities and Center Committee		
10	SLI 7-1-A-1	SPU update of tap fees and related work processes
11	SLI 13-1-A-1	Review of SPU financial policies
12	SLI 14-1-A-2	SPU recycling work plan priorities
Parks and Neighborhoods Committee		
13	SLI 81-1-A-1	Funding options for arts-related programs at the Department of Parks and Recreation
14	SLI 83-1-A-1	Parks Long-Term Funding Options

**Statement of Legislative Intent – Summary by Council Committee
2012 Adopted Budget**

<u>#</u>	<u>SLI NO.</u>	<u>TITLE</u>
Planning, Land Use and Sustainability Committee		
15	SLI 63-1-A-1	DPD - Planning Division Work Program Development and Reporting
16	SLI 65-1-A-1	DPD report to Council on Hansen permitting software replacement or upgrade
Public Safety, Civil Rights and Technology Committee		
17	SLI 23-1-A-1	Test of body-mounted video cameras
18	SLI 24-1-A-1	Neighborhood Policing Plan Update
19	SLI 46-1-A-1	Annual reports on workforce and contracting equity
Transportation Committee		
20	SLI 114-2-A-2	Third Avenue Transit Corridor Initiative

Statement of Legislative Intent – Full Text by Council Committee

2012 Adopted Budget

GOVERNMENT PERFORMANCE AND FINANCE COMMITTEE

1. *Seattle Center Interfund Loan Repayment Plan* [SLI 32-1-A-1]

Statement of Legislative Intent:

In June 2011, the City Council passed Ordinance 123644, which authorized Seattle Center to borrow up to \$3 million from the City's Consolidated Cash Pool. The loan was intended to place Seattle Center in a positive cash position after some of its 2010 and 2011 collected revenues fell short of budgeted amounts. In 2012, the Council requests that Seattle Center work with the City Budget Office (CBO) to develop a repayment plan for the interfund loan and provide regular updates to the Council on repayment progress. Full repayment of Seattle Center's loan is due by December 31, 2012.

It is the Council's intent that Seattle Center, with assistance from CBO, complete the following in 2012:

- By March 31, 2012, a detailed repayment plan for Seattle Center's interfund loan. The repayment plan should describe the specific actions Seattle Center expects to undertake in 2012 in order to pay off its loan and quantify the amount of revenue associated with each action.
- By August 31, 2012, an initial report on loan repayment progress. Each loan repayment progress report should identify the amount of the loan outstanding and summarize Seattle Center's progress toward achieving the specific revenue and repayment goals articulated in the repayment plan.
- By December 31, 2012, a second and final report on loan repayment progress.

The repayment plan and progress reports should be delivered to the full memberships of the Council's Government Performance and Finance Committee (GP&F) and Library, Utilities and Center Committee (LUC). A staff presentation on the content of the repayment plan will be scheduled for a GP&F Committee meeting following the Committees' receipt of the plan. Presentations on the content of the progress reports may also be requested.

Background:

The Seattle Municipal Code (SMC) authorizes the Director of Finance to carry individual City funds, such as the Seattle Center Fund, in a negative cash position for periods of up to 90 days. For periods longer than 90 days, an interfund loan must be approved via ordinance. The Seattle Center Fund reached the 90 day threshold in April 2011 and in June the Council passed Ordinance 123644, which authorized Seattle Center to borrow up to \$3 million from the City's Consolidated Cash Pool. Some of the factors contributing to Seattle Center's current financial challenges include the following:

- Nonpayment of rent by nonprofit tenants affected by the economic downturn;
- Loss of title sponsorship revenue for KeyArena; and
- Reduced rent revenues for the portion of the campus previously occupied by the Fun Forest. (These revenues will increase when the Chihuly garden exhibition opens to the public in 2012.)

2012 Statements of Legislative Intent

GOVERNMENT PERFORMANCE AND FINANCE COMMITTEE

1. *Seattle Center Interfund Loan Repayment Plan* [SLI 32-1-A-1]

(Cont'd.)

Ordinance 123644 specifies that Seattle Center must repay its loan in full (principal and interest) by no later than December 31, 2012, and applies an interest rate equivalent to the current rate of return of the Consolidated Cash Pool (presently around 0.8%). Seattle Center currently estimates it will have to generate about \$1 million in unbudgeted cash receipts during the remaining term of the loan in order to repay what it will have borrowed from the Consolidated Cash Pool.

Responsible Council Committee: Government Performance and Finance

Date Due to Council: Interfund loan repayment plan by March 31, 2012

First repayment progress report by August 31, 2012

Second repayment progress report by December 31, 2012

2. *Inventory of staffing support provided to boards and commissions* [SLI 47-1-A-1]

Statement of Legislative Intent:

Council requests that the Executive provide an inventory summarizing the level of staffing and financial support that is now provided to the City's various boards, commissions and comparable advisory bodies. As the City continues to face significant financial challenges, the Council is interested in understanding whether the current staffing approach is the most cost-effective possible and whether other staffing models could be developed.

Responsible Council Committee: Government Performance and Finance

Date Due to Council: June 30, 2012

3. *Report from FAS on major maintenance of mutual and offsetting benefit lease properties* [SLI 58-1-A-2]

Statement of Legislative Intent:

The Council requests that the Department of Finance and Administrative Services provide two reports to the Council related to major maintenance of the City's mutual and offsetting benefit (MOB) properties.

The first report, which shall be provided by March 31st, shall estimate the cost of repairs needed to building systems, including roofs, to maintain MOB properties in a tenantable condition and shall set out options for funding repairs including, but not limited to, an assessment of eligibility and availability of American Recovery and Reinvestment Act retrofit funds and uncommitted real estate excise tax revenue.

The second report, which shall be provided by June 30th, shall present a review of the present MOB situation, policies for MOB leases, and options for MOB facilities, including disposition of the property to current tenants or entities that would ensure that the buildings continue to be leased to organizations providing a public benefit. This report shall be developed with input from current tenants and shall be informed by a survey of current MOB tenants to assess their ability to pay the lesser of fair market rent or standard City rent for similar facilities.

2012 Statements of Legislative Intent

GOVERNMENT PERFORMANCE AND FINANCE COMMITTEE

3. Report from FAS on major maintenance of mutual and offsetting benefit lease properties [SLI 58-1-A-2] (Cont'd.)

Background:

MOB properties are buildings owned by the City and leased to tenants who provide some public service. Tenants pay fair market rent, which is divided into cash rent and service rent. Cash rent is paid in cash. Service rent is delivered in the form of services provided to the community. Examples of services provided as rent include reduced cost medical care, nutrition education, meals for the elderly, operation of foodbanks, social service referrals, and transitional housing for homeless teen mothers.

The proposed budget appropriates \$1.9 million from the insurance settlement for the 2010 Sunny Jim fire for major maintenance of six mutual and offsetting benefit buildings. Lessees of these properties include: 1) the Central Area Motivation Program, 2) the Central Area Senior Center, 3) the Northwest Senior Center, 4) the Southeast Health Clinic, 5) the South Park Community Service Center, and 6) the Teen Mother Center.

Major maintenance proposed by the Department of Finance and Administrative Services (FAS) would be limited to roof replacement for each building. However, in addition to roof replacement, systems in many of these buildings also need other major maintenance. FAS has not estimated the cost of those additional repairs. The estimated cost by facility for roof replacement only, prioritized in order of deteriorated condition, is set out in the table below.

Facility Name/ (Organization)	Estimate
SE Health Clinic	\$ 485,000
Central Area Senior Center (Senior Services)	\$ 455,000
South Park Community Service Center (SPARC)	\$ 275,000
Central Area Motivation Program (CAMP)	\$ 315,000
Teen Mother Center (Goodwill Missionary Baptist Church)	\$ 105,000
Northwest Senior Center in Ballard (Senior Services)	\$ 265,000
Subtotal:	\$ 1,900,000

Source: FAS

Leases for these buildings are governed by the *Rules Governing the City's Mutual and Offsetting Benefit (MOB) Properties* (MOB Lease Rules), which were most recently amended by the Council through Resolution 27712 in 1988. These rules state that the City "shall be responsible for all normal repairs to **roofs**, walls, and foundations" (Emphasis Added).¹ However, the MOB Lease Rules clearly contemplate that cash rent will cover some major maintenance.

Specifically, under the MOB Lease Rules, cash rent should be a portion of the fair market rental value determined by an appraisal performed every five years and should cover the amortized major maintenance costs over a 40 year life cycle.² Additionally, after the third year of an initial lease, the MOB Lease Rules require that cash rent covers 50% of administrative and major maintenance costs. The remainder of the administrative and major maintenance costs are to be made up through General Fund support.³ In 2010 the Council increased the General Fund support for major maintenance of MOB facilities from \$200,000 annually to \$350,000 annually. FAS estimates that with the increase and with rent from tenants, the ongoing annual needed City support for major maintenance is about \$129,000 more than is currently provided.

¹ *Rules Governing the City's Mutual and Offsetting Benefit (MOB) Properties*. Section V.H.

² *Ibid* at Section IX.A and IX.B.1.

³ *Id.* at Section IX.8.

2012 Statements of Legislative Intent

GOVERNMENT PERFORMANCE AND FINANCE COMMITTEE

3. *Report from FAS on major maintenance of mutual and offsetting benefit lease properties* [SLI 58-1-A-2]

Background: (Cont'd.)

Central Staff reviewed the leases for the above facilities. The oldest lease, to the Central Area Senior Center, dates to 1974. The City entered into the most recent lease, to the Goodwill Development Association for the Teen Mother Center, in 2008. Many of these leases do not appear to be consistent with MOB Lease Rules. For example, cash rents payable under the older leases do not appear to be based on recent appraisals of fair market rent and in one newer lease the City has elected to charge only service rent.

These discrepancies reflect decisions made by previous administrations and Councils that the value of services provided by the current tenants are sufficient to cover fair market rent. However, those decisions may have compounded the challenge of adequately maintaining these City-owned buildings.

Responsible Council Committee: Government Performance and Finance

Date Due to Council: March 31 (First Report), June 30 (Second Report)

4. *A review of information technology systems and protocols Citywide to identify efficiency, effectiveness, and security improvements* [SLI 75-1-A-2]

Statement of Legislative Intent:

The Council requests that the Executive branch conduct a review of information technology (IT) systems and protocols Citywide to identify efficiency, effectiveness, and security improvements. This review should result in specific actionable recommendations to improve service to users, standardize systems and protocols, and achieve cost efficiencies. The review should consider any reasonable recommendations that can achieve the purposes of this review, including, but not limited to, software standardization, uniform protocols for access and use of IT systems and software, department-specific applications and approval standards for such applications.

This review covers all City departments and offices, including the utilities.

This review is not designed or intended to reduce staffing levels, although the recommendations may address that possibility. If staffing reductions are recommended, it is the Council's desire to achieve these reductions through the normal process of attrition. The review should be a collaborative process that includes the active participation of employees representing departments across City government, perhaps using an Employee Involvement Committee framework with an independent facilitator.

The Executive may accept the services of interested technology companies for assistance with this review, including the development of recommendations. King County accepted the contributed services of Microsoft when a similar review of IT services was completed in 2008. If the contributed services of an interested technology company are accepted, the company must disclose at the time of being retained whether or not it has an interest in securing paid services or selling products to the City.

The Executive may also retain the services of outside consultants to assist with this review. Up to \$150,000 may be used from unreserved fund balance in the Information Technology Fund to pay for these consultant services.

Responsible Council Committee(s): Public Safety, Civil Rights and Technology; Government Performance and Finance

Date Due to Council: June 1, 2012 (final report and recommendations)

2012 Statements of Legislative Intent

HOUSING, HUMAN SERVICES, HEALTH AND CULTURE COMMITTEE

5. *Report to examine potential City support for a new Bruce Lee Action Museum* [SLI 21-1-A-2]

Statement of Legislative Intent:

The Council requests that the Office of Arts and Cultural Affairs (OACA), in cooperation with the Office of Economic Development (OED), the Department of Finance and Administrative Services (FAS), Department of Neighborhoods (DON), and other appropriate City departments, develop a report to Council examining the extent to which City (and other public agency) resources are available to support the creation and ongoing funding of a new museum to showcase Bruce Lee.

Bruce Lee (born Lee Jun-fan - 李振藩) was a notable martial arts expert and actor who lived in Seattle in the late 1950's through mid 1960's. Upon his death in 1973 his remains were interred at Lakeview Cemetery in North Capitol Hill, adjacent to Volunteer Park. In June 2011, plans for a proposed museum at his former Hong Kong residence, developed with support of his family, were abandoned. The family has now expressed interest in developing the museum in Seattle, preferably within the City's Chinatown-International District.

The Lee Family Foundation has developed a museum concept, known as the Bruce Lee Action Museum, which envisions a building housing a significant collection of Bruce Lee memorabilia that includes personal items, writings and objects of historical significance, a meeting room, a theatre and gift shop, a café, research library and a space for temporary exhibits. Council sees this as a unique opportunity for the City, one that could provide both a new cultural facility showcasing a figure in Seattle's recent history, as well as a means for providing economic development and community building opportunities for the Chinatown-International District.

Once a viable plan has been brought forward for the Bruce Lee Action Museum by the Lee Family Foundation, the Council requests that a report be prepared that analyzes the following items:

1. Suitable locations for the museum that are owned by the City, or other public agency, and that could be used to locate such a stand-alone or mixed use facility, taking into account:

- Site availability
- Proximity to other cultural facilities
- Ease of access to the transportation network
- Location in relationship to the Chinatown-International District

2. If the City or public agency does not own a suitable piece of property to house such a facility, support that could be provided by the City in assisting with private property acquisition.

3. Public and private funding strategies and sources that could provide short and long-term capital, operations and maintenance funding.

2012 Statements of Legislative Intent

HOUSING, HUMAN SERVICES, HEALTH AND CULTURE COMMITTEE

5. *Report to examine potential City support for a new Bruce Lee Action Museum* [SLI 21-1-A-2] (Cont'd.)

Statement of Legislative Intent:

4. The direct and indirect economic impact that such a facility could have on its surrounding community, in the form of:

- Job creation
- Increased access to cultural facilities
- Economic impacts on surrounding businesses.

The City Council acknowledges that the proposed August 1, 2012 reporting date may need to be extended, if there are significant delays that prevent the presentation of a final plan to OACA.

Responsible Council Committee: Housing, Human Services, Health & Culture

Date Due to Council: August 1, 2012

6. *Redevelopment of Fire Station 39* [SLI 35-1-A-2]

Statement of Legislative Intent:

The Council requests the Executive, including the Finance and Administrative Services Department and the Office of Housing, to develop a proposal for the future redevelopment at the site of the old Fire Station (FS) 39 in Lake City to include, at a minimum, long-term housing for low-income or formerly homeless individuals and/or families. The Executive is requested to involve community stakeholders in the development of a proposal for this site. This proposal may include the provision of services for homeless and/or low income individuals and families. The result of this work will be either a Request For Proposal (RFP) or Request for Qualifications (RFQ) for development of this site and legislation that would authorize the sale or transfer of the property for such development.

The plan for sale or transfer of the property should identify a strategy for addressing the need to replenish the Fire Facilities and Emergency Response Levy program, which by current City policy is to receive the proceeds from the sale of FS 39. The Fire Levy program financial plan includes an estimated revenue of \$800,000 from this sale.

Background:

The development of the City owned FS 39 site as a shelter (in the short term) or as housing for homeless individuals and families (in the long term) was examined as part of the Council's report on alternatives for homeless services prepared in response to Resolution 31292. Due to the existing conditions of FS 39 and building code regulations, extensive and costly renovations of the building would have been required for its use as year-round shelter. Discussions were held with community members over the summer about the shelter proposal and suggestions for addressing concerns about this proposal were received by the Council and Mayor.

2012 Statements of Legislative Intent

HOUSING, HUMAN SERVICES, HEALTH AND CULTURE COMMITTEE

6. *Redevelopment of Fire Station 39* [SLI 35-1-A-2] (Cont'd.)

A proposal to allow FS 39 to be used as a winter only shelter with day services has been developed by the Seattle Union Gospel Mission (SUGM) and is now being evaluated by the City with input from the local community. It is possible that a time-limited use of FS 39 for this purpose would be allowed under the existing building code regulations and would not require the extensive renovations required if the entire building was used for year-round 24/7 shelter and services. The Department of Planning and Development (DPD), and Finance and Administrative Services (FAS) are exploring the feasibility of this proposal. SUGM would operate the facility at no cost to the City. The SUGM proposal does incorporate a number of the suggestions made by the community in an effort to respond to concerns raised by neighboring residents and businesses. This proposal would allow the FS 39 building to be used for this purpose only during the Winter months – November to end of March/April.

The Mayor and Council are supportive of the future redevelopment of FS 39 as long-term housing for low-income or formerly homeless individuals and/or families that may include the provision of services, as well. The Mayor has indicated his support for allocating \$950,000 in the 2013 budget for the one-time capital costs for such redevelopment. If the property is redeveloped as low-income housing, Housing Levy funding could be used for the housing portions of the redevelopment. Housing Levy funding cannot be used for the service or commercial space or other space unrelated to the housing on site. As noted in the Council's report, development of this site as low-income housing for homeless individuals and families would be consistent with the Ten Year Plan to End Homelessness and could also provide housing for those on the street who do not have access to shelter or housing.

Responsible Council Committee: Housing, Human Services, Health & Culture

Date Due to Council: March 30, 2012

7. *Monitoring and assessing HSD refugee and immigrant job readiness training, family support, community organizing and leadership development programs in 2012* [SLI 50-1-A-2]

Statement of Legislative Intent:

This Statement of Legislative Intent (SLI) requests the Human Services Department (HSD) to monitor and assess the impacts (if any) associated with repurposing existing funding for Immigrant and Refugee Family Support to the newly proposed Immigrant and Refugee Youth Job Readiness Training program. Recognizing that nearly 400 parents currently receive family support assistance on an annual basis, Council is interested in ensuring that to the extent possible, any loss of service delivery is mitigated through other HSD programs and potentially, if approved by voters, the Families and Education Levy (F&E Levy). In addition, HSD plans to release a Policy Advocacy and Technical Assistance Request for Investment (RFI) in 2012 that includes funding for leadership development and coalition building for people of color and refugee and immigrant communities.

2012 Statements of Legislative Intent

HOUSING, HUMAN SERVICES, HEALTH AND CULTURE COMMITTEE

7. *Monitoring and assessing HSD refugee and immigrant job readiness training, family support, community organizing and leadership development programs in 2012* [SLI 50-1-A-2]

(Cont'd.)

HSD is requested to provide the Council with a report that includes the following:

- Updated inventory of HSD funded immigrant and refugee family support programming that includes any City or external funding changes for these programs. This information should include a comparison of 2011 and 2012 program funding sources (City and other). This is intended to identify whether City leverage of external funding for these programs has changed and what impacts that might have on service delivery.
- Updated information related to any F&E Levy programs that provide family support services for immigrants and refugees. This information will not be available prior to adoption of the 2012 Budget. Council will want a summary of funding and outcomes associated with the F&E Levy programs that meet the objective of providing family support services to immigrants and refugees.
- An assessment based on feedback from agencies and service providers, community stakeholders, the City's Immigrant and Refugee Commission, and any other relevant sources regarding community family support needs. This is intended to identify whether any service gaps are emerging either as a result of repurposing of City funds or occurring in the community in general due to other factors.
- An update of the results from the Job Readiness Training RFI with a summary of contracted performance outcomes and a progress report related to implementation. In addition to providing an update on the Job Readiness Training RFI, HSD is requested to work with the Office for Education (OFE) to integrate the job readiness program with the Families and Education Levy programming focused on immigrant and refugee youth and families in order to develop specific measurable outcomes and align and coordinate efforts to most effectively and strategically deploy limited resources. The department is expected to report on the outcome of this coordination with OFE as part of its update to Council.
- An update of the result of the Policy Advocacy and Technical Assistance RFI with a summary of contracted performance outcomes and progress report related to the \$120,000 proposed to support people of color and refugee and immigrant communities in leadership development, coalition building and other activities.

HSD is requested to coordinate information related to this SLI and consult with the appropriate City department providing staff support to the City's Immigrant and Refugee Commission prior to developing a final report for Council review. HSD is requested to provide the Council Human Services Committee with a report on the elements of this SLI no later than August 1, 2012.

2012 Statements of Legislative Intent

HOUSING, HUMAN SERVICES, HEALTH AND CULTURE COMMITTEE

7. *Monitoring and assessing HSD refugee and immigrant job readiness training, family support, community organizing and leadership development programs in 2012* [SLI 50-1-A-2]

(Cont'd.)

Background:

In 2012, HSD intends to allocate \$465,000 to service providers and agencies through a competitive RFI process for a new immigrant and refugee youth job readiness training program. The plan calls for repurposing \$315,000 of existing funds allocated to agencies to provide family support services to immigrant and refugees with children in school. Given the new goal of implementing an intensive and integrated approach to family support as it relates to job readiness training, this program will more narrowly focus on families with youth in the age range of 15-20.

In addition, \$120,000 has been allocated in the 2012 budget to support community organizing and leadership development efforts within communities of color and immigrant and refugee communities. This funding is intended to increase the level of civic engagement and involvement in public policy making by individuals from these communities.

As a result of new funding and policy shifts, Council is interested in monitoring general immigrant and refugee programming in the context of these changes.

Responsible Council Committee: Housing, Human Services, Health & Culture

Date Due to Council: August 1, 2012

8. *Require health outcomes as part of performance pay in City contracts for uninsured medical and dental services* [SLI 53-3-A-1]

Statement of Legislative Intent:

The Human Services Department (HSD) is requested to work with Public Health – Seattle & King County (Public Health) to develop and implement health outcomes as part of the performance pay in the City's contracts for medical and dental services for uninsured clients.

Background.

In 2011 the City provided \$6,284,074 for primary medical and dental care services for uninsured Seattle residents, Medicaid access and outreach services, specialty care access services, and staffing and administrative costs including funding for a .75 FTE at Public Health Seattle King County who negotiates and manages the contracts with community health care clinic providers.

HSD requires performance based contracts and determines the outcomes and performance measures providers must meet in city funded programs. HSD then contracts with Public Health who in turn contracts with community health care clinic providers. In 2011 the outcomes and performance measures in the contracts were 1) the number of visits by uninsured Seattle residents, 2) the number of clients enrolled in health coverage, and 3) quality of care goals: for patients with chronic conditions such as diabetes and hypertension, those needing prenatal care, and for children who need immunizations. Additional quality of care goals may be appropriate. However, while

2012 Statements of Legislative Intent

HOUSING, HUMAN SERVICES, HEALTH AND CULTURE COMMITTEE

8. *Require health outcomes as part of performance pay in City contracts for uninsured medical and dental services* [SLI 53-3-A-1]

(Cont'd.)

25% of the contract funding must be earned, currently the only performance requirements tied to reimbursement are that providers meet their targeted number of visits by uninsured Seattle residents and their targeted number of enrollments in health coverage; reimbursement is not tied to quality of care goals.

HSD is currently finalizing its Healthy Families, Healthy Communities strategic plan. The strategic plan is intended to address three charges that the Mayor's Office and City Council gave to HSD in July 2010: 1) create a seamless service delivery system, 2) reorganize and redesign HSD's contracting infrastructure and process; and 3) develop a data-driven environment that guides investments. Reviewing the City's investments for uninsured medical and dental visits to more clearly identify the health outcomes the City is investing in and tying health outcomes to performance pay is aligned with the Department's work on its strategic plan.

Timeline

HSD is requested to work with Public Health in 2012 to require health outcomes as part of performance pay in the City's 2013 contracts for medical and dental services for uninsured Seattle residents. HSD is also requested to report back to the Council's Housing, Human Services, Health and Culture committee with the changes they will be making in the City's 2013 contracts for medical and dental services for uninsured Seattle residents by June 30, 2012.

Responsible Council Committee: Housing, Human Services, Health & Culture

Date Due to Council: By June 30, 2012

9. *HSD utility low income customer enrollment and outreach* [SLI 54-1-A-1]

Statement of Legislative Intent:

The Council requests that the Human Services Department (HSD) submit a report that reviews its Utility Discount Program (UDP) for low income customer enrollment and outreach. The report should be developed in coordination with Seattle Public Utilities (SPU) and Seattle City Light (SCL) and include the following elements relating to HSD staffing and work processes for utility low income customer enrollment and outreach programs:

1. Compare 2012 HSD staffing, work processes and costs to 2010 staffing, work processes, and costs.
2. Show how performance targets are being met after 2011 implementation of HSD's recently updated utility low income customer enrollment work processes compared to past years.
3. Identify aspects of HSD's UDP that are working well and the aspects that could be improved to better meet performance targets and reduce costs. Recommend specific further improvements, a schedule for implementing those improvements, and a timeframe within which performance targets can be met after implementation.

Responsible Council Committee: Housing, Human Services, Health & Culture

Date Due to Council: March 31, 2012

2012 Statements of Legislative Intent

LIBRARY, UTILITIES AND CENTER COMMITTEE

10. *SPU update of tap fees and related work processes* [SLI 7-1-A-1]

Statement of Legislative Intent:

The Council requests that Seattle Public Utilities (SPU) submit a report that:

1. Evaluates the formula used to calculate tap fees charged when a new water service is connected to the City system, with a goal of adjusting the formula to recover to the greatest extent possible SPU's cost of providing new taps services.
2. Evaluates the work processes used to connect new water taps to the City system and identifies opportunities to conduct the work more efficiently to lower the cost of new taps services.
3. Recommends how to narrow the gap between new taps revenues and expenditures by updating the formula for calculating tap fees, reducing cost of new taps services through more efficient work processes, or both. The recommendations should seek to reduce the gap by at least \$250,000 in 2013 and an additional \$250,000 (for a total reduction of at least \$500,000) in 2014.

Responsible Council Committee(s): Library, Utilities and Center

Date Due to Council: May 1, 2012

11. *Review of SPU financial policies* [SLI 13-1-A-1]

Statement of Legislative Intent:

The Council requests that Seattle Public Utilities (SPU) submit a report that reviews its financial policies, with an emphasis on drainage and wastewater policies including the policy for the cash contribution to the capital improvement program (CIP). The report should include:

1. A summary of financial policies for SPU's Funds and an explanation of why each policy target was selected.
2. A comparison of SPU financial policies and bond ratings to those of other comparable utilities and Seattle City Light.
3. An evaluation of the Drainage and Wastewater Fund cash-to-CIP policy that considers a change from a 25% CIP cash contribution to a 20% cash contribution. The evaluation should show any revenue requirement savings, the rate path through 2017 if a 20% cash-to-CIP policy were adopted and the long-term implications for debt outstanding. It also should explain any financial risks associated with such a change.

Responsible Council Committee(s): Library, Utilities and Center

Date Due to Council: January 31, 2012

2012 Statements of Legislative Intent

LIBRARY, UTILITIES AND CENTER COMMITTEE

12. *SPU recycling work plan priorities* [SLI 14-1-A-1]

Statement of Legislative Intent:

The Council requests that Seattle Public Utilities (SPU) submit a detailed 2012 work plan for working toward Resolution 30990's goal of 60% recycling. Although progress has been made toward the City's recycling goal, detailed 2012 activities to achieve the goal are not shown in the proposed budget. The work plan requested in this Statement of Legislative Intent (SLI) should:

1. Identify base activities and new actions that contribute to achieving the recycling goal, including an estimate of the amount of contribution (in tons and % goal achievement) for each activity and a brief explanation of the criteria used to identify the actions as priorities.
2. Show funding estimates for each action and the combination of resources (SPU staff hours, consultant contracts, etc.) assigned to the actions.
3. Compare the actions in the 2012 work plan to those recommended in the draft Seattle Solid Waste Plan 2011 Revision, and explain any differences between the 2012 work plan and draft Solid Waste Plan-recommended actions.

Responsible Council Committee(s): Library, Utilities and Center

Date Due to Council: January 15, 2012

PARKS AND NEIGHBORHOODS COMMITTEE

13. *Funding options for arts-related programs at the Department of Parks and Recreation* [SLI 81-1-A-1]

Statement of Legislative Intent:

The Council requests that the Department of Parks and Recreation (DPR) submit a plan that details future funding options for its three arts-related programs – Downtown Arts in Parks, Langston Hughes Performing Arts Center (LHPAC) and Outdoor Neighborhood Parks – whose funding from Admissions Tax revenues will end after December 31, 2012.

In November 2010, the Council adopted Ordinance 123460, which authorized the temporary transfer (until December 31, 2012) of 25% of Admission Tax revenues appropriated to the Office of Arts and Cultural Affairs to DPR. It is Council's understanding that beginning with the 2013-2014 Proposed budget, General Subfund (GSF) or other ongoing financial support will be needed for these programs.

The plan presented by DPR should include:

1. The estimated amount of financial support for each of these programs, starting with the 2013-2014 budget, including details on GSF or non- GSF support;

2012 Statements of Legislative Intent

PARKS AND NEIGHBORHOODS COMMITTEE

13. *Funding options for arts-related programs at the Department of Parks and Recreation* [SLI 81-1-A-1]

(Cont'd.)

2. The estimated amount of financial support for each of these programs, starting with the 2013-2014 budget, including details on GSF or non- GSF support;
3. The extent of any required program or staffing reductions to support the three programs, as of January 1, 2013;
4. The extent to which public/private partnerships can provide funding for each program;
5. Options that provide long-term financial support to maintain and operate LHPAC, including:
 - a. Whether expanding the use of the facility to additional arts or cultural organizations would result in greater financial stability for the facility,
 - b. Whether the City should contract with a non-city organization to operate the facility,
 - c. Whether the facility should be sold, leased or transferred to a group or organization to benefit arts or cultural organizations, or
 - d. Other options that provide long-term financial stability to continue operation of the facility.

Responsible Council Committee: Parks and Neighborhoods

Date Due to Council: June 1, 2012

14. *Funding options for arts-related programs at the Department of Parks and Recreation* [SLI 83-1-A-1]

Statement of Legislative Intent:

The City Council requests that the Parks Superintendent work with the Board of Parks Commissioners and other interested community partners, the City Budget Office, the Mayor's Office, the City Attorney's Office, and Council staff in 2012 to explore potential new sources of ongoing revenue for parks operations. This work should include the preparation of two written reports for the Council's review. The written reports should include, but not be limited to: (1) information on revenue sources used to fund parks operations in other jurisdictions, (2) the pros and cons of any potential new revenue sources, (3) the amount and stability of those revenue sources, and (4) descriptions of any required changes to state or municipal law. The reports should also include a definition of parks service levels and the amount of revenue required to support those service levels. The reports should take into account the City's larger financial picture and how the options described in the reports fit in with that picture and with the city's other fiscal priorities.

Background:

Seattle voters last approved parks levies in 2000 and 2008. Under both levies, most of the revenues raised were allocated for capital expenses, including land acquisitions and the development or renovation of parks facilities and open spaces. These new investments have increased the Department of Parks and Recreation's (DPR) operational responsibilities; however, funding for parks operations has not kept pace. Additionally, DPR's largest source of revenue, the City's General Subfund (GSF), is subject to fluctuations related to changing economic

2012 Statements of Legislative Intent

PARKS AND NEIGHBORHOODS COMMITTEE

14. *Funding options for arts-related programs at the Department of Parks and Recreation* [SLI 83-1-A-1]

(Cont'd.)

conditions and budgetary pressures. GSF support currently accounts for about two thirds of DPR's total annual revenues. Consequently, the Council is interested in identifying new, stable, ongoing revenue sources to support parks operations.

Responsible Council Committee: Parks and Neighborhoods

Date Due to Council: Preliminary report due by June 30, 2012.

Final report due by January 2, 2013.

PLANNING, LAND USE AND SUSTAINABILITY COMMITTEE

15. *DPD - Planning Division Work Program Development and Reporting* [SLI 63-1-A-1]

Statement of Legislative Intent:

The Council requests that the Department of Planning and Development report to the Council periodically on work program development for the Planning Division.

In the 2011 adopted budget the Council included Statement of Legislative Intent (SLI) 42-1-A-1 that directed DPD to develop a multi-year work program that could be used as a shared tool by the Council and Mayor to prioritize resources among projects in the Planning (Budget Control Level) BCL. Among other things, the Planning BCL contains functions in DPD that develop policy and regulations that are incorporated into the Comprehensive Plan, the Land Use Code, and other policy and regulatory documents that govern development of the built environment. Consistent with SLI 42-1-A-1, the Planning Division Director reports quarterly on work program development and briefs the Committee on the Built Environment (renamed the Planning, Land Use and Sustainability Committee in 2012) on proposed new projects. This budget action continues the required work program reporting.

The work program SLI 1) allows the Council to periodically monitor the Planning Division's work program development to ensure that it is consistent with Council priorities, 2) gives the Council an opportunity to provide input on mid-year work program changes, and 3) creates a forum for the Executive and the Council to arrive at shared priorities. If issues emerge for the Mayor and Council during the year, those initiatives can be considered with a better understanding as to what the trade-offs might be among existing priorities.

Frequency of Report:

The reports should be provided quarterly to the Council in advance of the quarterly supplemental budget and grant acceptance ordinances and never later than March 31st, June 30th, September 30th, and December 31st, 2012. The report may be provided concurrently with regularly scheduled reports by the DPD Director to the Planning, Land Use and Sustainability Committee.

2012 Statements of Legislative Intent

PLANNING, LAND USE AND SUSTAINABILITY COMMITTEE

15. *DPD - Planning Division Work Program Development and Reporting* [SLI 63-1-A-1]

(Cont'd.)

Contents of Report: Each report shall contain the following:

- An up-to-date work program;
- A narrative description of any new or changed projects proposed by the Executive or Council;
- Approximate FTE assignments by project; and

A summary table identifying by project and fund source all anticipated resources likely to flow from quarterly grant acceptance and supplemental budget ordinances or from any other sources not required to be appropriated through a supplemental budget ordinance.

Consistent with Green Sheet 66-1-A-1, the first quarter report shall include a proposal for an incremental approach to the 7-year Comprehensive Plan Update required by RCW 36.70A.130 that would require no more than \$150,000 be expended on the effort in 2012 and would allow for Council action by 2015.

Responsible Council Committee: Planning, Land Use and Sustainability

Date Due to Council: March 31, 2012, June 30, 2012, September 30, 2012, December 31, 2012

16. *DPD report to Council on Hansen permitting software replacement or upgrade* [SLI 65-1-A-1]

Statement of Legislative Intent:

The Council requests that the Department of Planning and Development (DPD) report to the Council by June 30, 2012 on options for replacing or upgrading the Hansen permitting software system. The Council further requests that DPD provide this report prior to issuing any requests for proposals to identify vendors for replacement software.

Background:

The budget appropriates \$550,000 to the Process Improvement and Technology (PI&T) budget control level to review options for replacing or updating the Hansen permitting software system. This system was first put into operation in 2001 and replaced the 1980s era Permit Tracking System (PTS). The total cost over six years of making Hansen fully operational and migrating from PTS was approximately \$11 million.

The current version of Hansen is reaching the end of its useful life and vendor support for the current version may soon be unavailable. Approximately \$200,000 of the appropriation is to complete an upgrade to the Oracle database that began in 2011. Approximately \$350,000 of the appropriation is to analyze options for future replacement of or upgrade to Hansen to ensure ongoing vendor support and compatibility with Windows 7 and Internet Explorer 9.

2012 Statements of Legislative Intent

PLANNING, LAND USE AND SUSTAINABILITY COMMITTEE

16. *DPD report to Council on Hansen permitting software replacement or upgrade* [SLI 65-1-A-1]

(Cont'd.)

Information provided by DPD indicates that work products anticipated from the options analysis may include:

1. Defining current permitting system requirements and key business processes;
2. Identifying impacts to peripheral systems and other possible impacts related to Hansen upgrade or replacement;
3. Information Gathering – site visits with similar size and complexity jurisdictions to gather lessons learned and successes with their permitting systems;
4. Conducting requests for interest to identify potential vendor products that meet requirements;
5. Developing fit/gap analyses to determine feasible replacement solutions to fit requirements;
6. Conducting cost/benefit analyses for top options which may include:
 - a. Upgrading to Hansen version 8,
 - b. Replacement with a new vendor solution, or
 - c. Replacement with an in-house developed solution;
7. Recommending an approach, which includes identifying a best scenario that meets DPD business process needs with the least amount of disruption to current business;
8. Conducting a request for proposals, if needed, to identify a vendor if a replacement option is chosen; and
9. Developing a project plan, schedule, timeline, resource requirements, etc... for an upgrade project, which might be implemented in 2012 or 2013.

Responsible Council Committee:

Date Due to Council: June 30, 2012

PUBLIC SAFETY, CIVIL RIGHTS AND TECHNOLOGY COMMITTEE

17. *Test of body-mounted video cameras* [SLI 23-1-A-1]

Statement of Legislative Intent:

In approving the budget for the Police Department, it is the Council's intent that the Department test the use of body-mounted video cameras by police officers, and that this test inform the Mayor's 2013 Proposed Budget.

This project will begin with a test of the cameras by officers in cars assigned to traffic enforcement. This phase will last 90 days. The next phase, also 90 days, will be a test of the cameras by patrol officers in the West Precinct. One objective of these phases is to compare the quality and content of videos recorded by the body-mounted cameras to those recorded by the cameras already installed in traffic and patrol cars. Another is to begin evaluating alternative protocols for managing the use of the cameras and recordings.

2012 Statements of Legislative Intent

PUBLIC SAFETY, CIVIL RIGHTS AND TECHNOLOGY COMMITTEE

17. *Test of body-mounted video cameras* [SLI 23-1-A-1]

(Cont'd.)

It is the Council's intent that the Executive develop options for deploying body-mounted cameras soon enough to provide a basis for funding options for the 2013 Budget. The Council requests a written report from the Executive by the end of July on the results of the test. This report should describe the costs and benefits of any reasonable alternative deployments, so that the Council can evaluate this aspect of the 2013 Proposed Budget in its own deliberations.

The Council recognizes that the use of body-mounted video cameras may be subject to collective bargaining with the Seattle Police Officers' Guild.

Responsible Council Committee: Public Safety, Civil Rights and Technology

Date Due to Council: July 31, 2012

18. *Neighborhood Policing Plan Update* [SLI 24-1-A-1]

Statement of Legislative Intent:

In approving the budget for the Police Department, it is the Council's intent that the Department update and refine the Neighborhood Policing Plan and that the Mayor propose a 2013 budget consistent with the updated plan. The Council requests that the Department provide the updated plan no later than June of 2012.

The Council expects the updated plan to be fiscally realistic. The purpose of the plan is to show how to provide the most public safety for the resources available.

This statement of intent outlines topics the updated plan should address.

Background:

The current Neighborhood Policing Plan reflects six years of discussion among the Police Department, the Executive and the Council about increasing the ability of patrol officers to improve public safety throughout the city:

In a 2006 Statement of Legislative Intent (SLI), the Council asked the Department to expedite the implementation of geographic based policing to better match patrol deployment with patrol workload in order to improve the Department's ability to respond to emergency calls and increase the amount of time patrol officers spend on proactive policing. In another 2006 SLI, the Council proposed that the Council and Executive jointly develop performance measures for the Department.

In October 2006, Resolution 30930 asked the Mayor to recommend the appropriate number of police officers for the years 2008 through 2012 based on desired public safety outcomes and to propose a 2008 budget consistent with this plan.

2012 Statements of Legislative Intent

PUBLIC SAFETY, CIVIL RIGHTS AND TECHNOLOGY COMMITTEE

18. *Neighborhood Policing Plan Update* [SLI 24-1-A-1]

(Cont'd.)

In March 2007, the Department issued the Neighborhood Policing Plan (NPP), which proposed to redraw patrol beats, create new patrol work shifts and add 105 patrol officers between 2008 and 2012, all to make patrol officers available when and where they are needed and to give them more time for proactive work.

In September 2007, Resolution 31014 endorsed the NPP; Resolution 30996 established performance measures for the Department; and the Mayor proposed a 2008 budget to implement the NPP. The Council approved the budget in November 2007.

In 2008 and 2009 combined the Department exceeded the hiring goals of the NPP with a net increase of 69 officers in those two years. Due to budget constraints the Department stopped hiring in mid-2010, leading to a net decrease of 44 officers in 2010 and 2011 combined. The 2012 Proposed Budget proposes no change in the number of officers. As a result, by the end of 2012, the Department will have added 25 officers over the five years covered by the NPP rather than the planned 105. Because it has not met the NPP hiring goals, it has not yet established new work shifts for patrol officers. It remains uncertain whether and when the NPP will be implemented.

Topics the updated Neighborhood Policing Plan should address:

1. Core NPP principles

The Council continues to support the core principles of the NPP:

- Patrol officers should be deployed in ways that strengthen officers' sense of ownership of the neighborhoods they serve.
- Patrol deployment should match workload by geography and time.
- Responses to 911 calls and proactive policing should be provided equitably and dependably in all parts of the city at all times.
- Proactive time should be used to achieve public safety outcomes identified by command staff and the public.

2. Measuring NPP implementation

The first three principles above imply that patrol officers in every beat in the city should have enough proactive time to address neighborhood crime problems at the times those problems can be addressed most effectively. Successful implementation of the plan should be measured in part by whether this is the case. The proactive work of specialized units within the five precincts is a valuable supplement to the proactive work of patrol officers, but is not a substitute for it.

2012 Statements of Legislative Intent

PUBLIC SAFETY, CIVIL RIGHTS AND TECHNOLOGY COMMITTEE

18. *Neighborhood Policing Plan Update* [SLI 24-1-A-1]

(Cont'd.)

3. Improving patrol shifts

The plan to hire 105 additional officers assumed that meeting the objectives for 911 response and proactive time would require at least 605 patrol officers. This in turn assumed that all patrol officers would work 10-hour shifts. A shift structure combining 9-hour shifts and 10-hour shifts may be more efficient, and thus may make it possible to meet the objectives with fewer patrol officers. The Council believes such a shift structure can be beneficial to individual officers as well as to the public.

4. Roles of officers outside patrol

Because the NPP would create more time for patrol officers to investigate and otherwise address neighborhood crime problems, it implies a complementary change in the roles of precinct detectives, centralized investigation units and other centralized sworn mission specialists who also address neighborhood crime problems. The City's budget situation may require that any patrol staffing requirements be met in part by transferring officers from other units into patrol rather than only by adding officers to the Department. For these reasons an updated plan should comprehend the work of sworn mission specialists as well as patrol officers.

5. Using scientific knowledge

The goal of giving patrol officers more useful proactive time is based in part on research showing that focused problem solving by officers is among the most effective forms of policing for preventing crime. The science of what works in policing has continued to progress in the years since the plan was proposed. The Department and the City should take advantage of this knowledge on a continuing basis. The recent Drug Market Initiative and the Department's intention to explore the benefits of place-based policing are excellent examples.

6. Limiting change in the number of officers

Large fluctuations in the number of officers hired each year create inefficiency in recruiting, evaluating and training new officers. When the Department meets budget by stopping hiring entirely, the number of fully trained officers continues to decline well after hiring resumes. When Mayor and Council ask the Department to meet higher staffing goals fast, the training operation must increase fast, and the quality of recruits and the quality of the training they receive may go down. For these reasons the City and the Department should limit year-to-year changes in the number of officers hired. A reasonable target may be to limit annual hiring to a range between one-third more and one-third less than the number needed to replace the officers who leave the force in the year.

Responsible Council Committee: Public Safety, Civil Rights and Technology

Date Due to Council: June 29, 2012

2012 Statements of Legislative Intent

PUBLIC SAFETY, CIVIL RIGHTS AND TECHNOLOGY COMMITTEE

19. *Annual reports on workforce and contracting equity* [SLI 46-1-A-1]

Statement of Legislative Intent:

The Council requests that the Executive present the following two reports to the Energy, Technology, and Civil Rights Committee by July 10, 2012 and July 10, 2013:

1. A joint report from the Personnel Department and the Seattle Office for Civil Rights (SOCR) on workforce equity that presents an analysis of past year results, both citywide and by individual department, provides updates on new initiatives pursued over the past year, identifies both positive steps and areas needing improvement, and recommends strategies to address challenges in reaching workforce equity.
2. A joint report from Finance and Administrative Services (FAS) and SOCR on contracting equity that presents an analysis of past year results, both citywide and by individual department, provides updates on new initiatives pursued over the past year, identifies both positive steps and areas needing improvement, and recommends strategies to address challenges in reaching contracting equity.

The reports would be submitted just before the mid-year presentations by individual departments to the Council describing their efforts to advance the City's Race and Social Justice Initiative (RSJI), including workforce and contracting equity, and would inform the Council's review of department presentations.

Responsible Council Committee: Public Safety, Civil Rights and Technology

Date Due to Council: July 10, 2012 and July 10, 2013

TRANSPORTATION COMMITTEE

20. *Third Avenue Transit Corridor Initiative* [SLI 114-2-A-2]

Statement of Legislative Intent:

The Council requests the Executive create a task force to identify actions needed to improve the functionality, urban design, safety and security of the downtown Third Ave Transit Corridor, as well as to recommend options for addressing the impacts on tourism, economic development and social equity arising from the elimination of Metro's Ride Free Area (RFA).

Multiple City departments will need to be represented on the task force, including the Seattle Department of Transportation, Seattle Police Department, Seattle Public Utilities, Department of Planning and Development and the Office of Economic Development. Given that the impending elimination of Metro's RFA will significantly affect the corridor, King County Metro Transit will also need to be a key player in developing recommendations and a strategy for implementing those recommendations, as will representatives from the neighboring business community, the Downtown Seattle Association, non-profit service providers and other stakeholders. This effort would build on previous work conducted by the City and other agencies and stakeholders over the past few years along Third Avenue, with the goal of reassessing existing programs and previous plans in light of current conditions and the impending transit changes. The team will be tasked with identifying short term and long term actions, potential changes in policy, resource needs and possible funding sources and strategies.

2012 Statements of Legislative Intent

TRANSPORTATION COMMITTEE

20. *Third Avenue Transit Corridor Initiative* [SLI 114-2-A-2]

(Cont'd.)

In support of this effort, Council plans to appropriate additional funding for regular cleaning in the corridor and set aside one-time capital funding to support appropriate infrastructure investments. The Council looks forward to recommendations from the task force about how best to invest these dollars.

The following highlights some of the key challenges to be addressed by the task force:

- Continuing coordination with King County to mitigate the impact of the elimination of the RFA (scheduled for October 2012), both with regard to concerns about social equity and impacts on transit operations;
- Improving signage, lighting and/or other physical changes that improve visitors' feelings of safety and security;
- Identifying and implementing effective means of policing the corridor and ensuring public safety, particularly in hotspots such as Third and Lenora and Third between Pike and Pine;
- Development of a pilot "hot spot" policing initiative with identifiable outcomes and strategies to track and reduce reported and on-view criminal activity within targeted zones within the Third Avenue Transit Corridor. In developing and executing this proposal, SPD should involve relevant adjacent property owners, other government agencies, including the State Department of Corrections and King County Transit Police and other relevant stakeholders. SPD should use an evidence-based hot spot problem-solving process as described in the March 29, 2011 Office of City Auditor report "Addressing Crime and Disorder in Seattle's 'Hot Spots': What Works?"
- Integrating well-maintained transit waiting areas into the streetscape in a manner that serves transit operations and improves perceptions of public safety and security, while maintaining pedestrian access to neighboring businesses;
- Engaging adjacent building owners/businesses to coordinate and improve street edges and improve stewardship of sidewalks, building entrances and retail fronts;
- Expanding existing efforts to remove trash and clean sidewalks on a daily basis;
- Promoting increased and more vibrant retail activity; and
- Engaging low-income housing operators and social service providers in their efforts to maintain security and livability near their entrances.

Background:

On August 16, 2011, the King County Council enacted Ordinance 17169, imposing a two-year congestion reduction charge of \$20 on vehicle registration renewals. The County legislation also included a provision (Sec. 11) discontinuing the downtown RFA by October 2012. The County Executive has until May 2012 to submit to the County Council an implementation plan for elimination of the RFA. King County Metro has convened several work groups to develop the implementation plan. Seattle staff are participating in the two groups focused on human service impacts and bus speed and reliability.

The RFA was established in 1973 as part of an effort to revitalize downtown, but allowing riders to board downtown without payment has also allowed large masses of buses to move more quickly through downtown and to stay on schedule in the area where a huge proportion of the system's riders board or alight. Now that most riders carry Orca cards, buses board more quickly. However, with the high level of regional and local buses working their way through downtown, Metro and SDOT planners still have concerns about delays when the RFA ceases. Moreover, in the nearly 40 years the RFA has been in place, many human service providers have located within the RFA. Even though Metro plans to continue and expand a robust free and reduced fare ticket program, these service providers and advocates have expressed concerns about a loss of mobility for homeless and other vulnerable populations.

2012 Statements of Legislative Intent

TRANSPORTATION COMMITTEE

20. *Third Avenue Transit Corridor Initiative* [SLI 114-2-A-2]

(Cont'd.)

Additionally, Third Avenue has long had problems with poor urban design, insufficient lighting, crime, graffiti and trash on the street. A handful of storefront businesses and building entrances have become nodes for loitering, with a couple street corners in particular perceived to operate day and night as open-air drug markets. In the last few years there have been some high profile violent crimes on Third Avenue. All this, along with several empty storefronts, has created a popular perception that Third Avenue and the downtown commercial core as a whole are becoming more dangerous.

Downtown stakeholders have long recognized these problems. In 2007, the City of Seattle, King County Metro and the Downtown Seattle Association negotiated a Memorandum of Understanding to assign responsibilities for a long list of short-term improvements in the areas of Public Safety, Cleaning and Trash Collection, Lighting, Urban Design and Tracking Programs. The MOU was never executed. Department of Planning and Development also undertook development of an urban design study that produced a two-part set of recommendations on bus shelters, signage, glass canopies, landscaping, sidewalk improvements, storefront improvements and public art. That plan was never implemented although the recommendations were well received by stakeholders.

The City Auditor recently identified a growing body of criminology research that demonstrates that policing strategies focused on specific, small areas within neighborhoods are effective at reducing criminal activity and increasing safety in those areas. The report found that a majority of crime in Seattle occurs on a very limited number of block faces and that these locations of concentrated criminal activity do not materially change from year to year. Several block faces along the Third Avenue corridor in Downtown Seattle experience significant levels of criminal activity and the Council regularly hears concerns from residents, employees, and business and property owners regarding the level of illegal activity in specific areas.

Responsible Council Committees: Transportation, Public Safety, Civil Rights and Technology

Date Due to Council: Written quarterly reports or briefings due in March 31, June 30, September 30, and December 31, 2012

NOTE: *This SLI is listed under two Committees.*

Glossary:

The glossary provides definitions of terms specific to governmental budgeting that are used throughout the budget book.

Glossary

Abrogate: A request to eliminate a position. Once a position is abrogated, it cannot be administratively reinstated. If the body of work returns, a department must request new position authority from the City Council.

Appropriation: A legal authorization granted by the City Council, the City's legislative authority, to make expenditures and incur obligations for specific purposes.

Biennial Budget: A budget covering a two-year period. Under state law, a biennium begins with an odd-numbered year.

Budget - Adopted and Proposed: The Mayor submits to the City Council a recommended expenditure and revenue level for all City operations for the coming fiscal year as the Proposed Budget. When the City Council agrees upon the revenue and expenditure levels, the Proposed Budget becomes the Adopted Budget, funds are appropriated, and legal expenditure limits are established.

Budget - Endorsed: The City of Seattle implements biennial budgeting through the sequential adoption of two one-year budgets. When adopting the budget for the first year of the biennium, the Council endorses a budget for the second year. The Endorsed Budget is the basis for a Proposed Budget for the second year of the biennium, and is reviewed and adopted in the fall of the first year of the biennium.

Budget Control Level: The level at which expenditures are controlled to meet State and City budget law provisions.

Capital Improvement Program (CIP): Annual appropriations from specific funding sources are shown in the City's budget for certain capital purposes such as street improvements, building construction, and some kinds of facility maintenance. These appropriations are supported by a six-year allocation plan detailing all projects, fund sources, and expenditure amounts, including many multi-year projects that require funding beyond the one-year period of the annual budget. The allocation plan covers a six-year period and is produced as a separate document from the budget document.

Chart of Accounts: A list of expenditure, revenue, and other accounts describing and categorizing financial transactions.

Community Development Block Grant (CDBG): A U.S. Department of Housing and Urban Development (HUD) annual grant to Seattle and other local governments to support economic development projects, human services, low-income housing, and services in low-income neighborhoods.

Comprehensive Annual Financial Report of the City (CAFR): The City's annual financial statement prepared by the Department of Finance and Administrative Services.

Cost Allocation: Distribution of costs based on some proxy for costs incurred or benefits received.

Glossary

Cumulative Reserve Subfund (CRS): A significant source of ongoing local funding to support capital projects in general government departments. The CRS consists of two accounts: the Capital Projects Account and the Revenue Stabilization Account. The Capital Projects Account has six subaccounts: REET I, REET II, Unrestricted, South Lake Union Property Proceeds, Asset Preservation Subaccount - Fleets and Facilities, and the Street Vacation Subaccount. The Real Estate Excise Tax (REET) is levied on all sales of real estate, with the first .25% of the locally imposed tax going to REET I and the second .25% to REET II. State law specifies how each REET can be spent.

Debt Service: Annual principal and interest payments the City owes on money it has borrowed.

Education and Developmental Services Levy (Families and Education Levy): In September 2004, voters approved a new Families and Education Levy for \$116.7 million to be collected from 2005 through 2011. This is the third levy of this type, replacing ones approved in 1990 and 1997. Appropriations are made to various budget control levels grouped together in the Educational and Developmental Services section of the budget, and are overseen by the Department of Neighborhoods. Appropriations then are made to specific departments to support school- and community-based programs for children and families.

Errata: Adjustments, corrections, and new information sent by departments through the City Budget Office to the City Council during the Council's budget review as an adjunct to the Mayor's Proposed Budget. The purpose is to adjust the Proposed Budget to reflect information not available upon submittal and to correct inadvertent errors.

Full-Time Equivalent (FTE): A term expressing the amount of time for which a position has been budgeted in relation to the amount of time a regular, full-time employee normally works in a year. Most full-time employees (1.00 FTE) are paid for 2,088 hours in a year (or 2,096 in a leap year). A position budgeted to work half-time for a full year, or full-time for only six months, is 0.50 FTE.

Fund: An accounting entity with a set of self-balancing revenue and expenditure accounts used to record the financial affairs of a governmental organization.

Fund Balance: The difference between the assets and liabilities of a particular fund. This incorporates the accumulated difference between the revenues and expenditures each year.

General Fund: A central fund into which most of the City's general tax revenues and discretionary resources are pooled, and which is allocated to support many of the operations of City government. Beginning with the 1997 Adopted Budget, the General Fund was restructured to encompass a number of subfunds, including the General Fund Subfund (comparable to the "General Fund" in prior years) and other subfunds designated for a variety of specific purposes. These subfunds are listed and explained in more detail in department chapters, as well as in the Funds, Subfunds, and Other section of the budget document.

Glossary

Grant-Funded Position: A position funded 50% or more by a categorical grant to carry out a specific project or goal. Seattle Municipal Code 4.04.030 specifies that “categorical grant” does not include Community Development Block Grant funds, nor any funds provided under a statutory entitlement or distribution on the basis of a fixed formula including, but not limited to, relative population.

Neighborhood Matching Subfund (NMF): A fund supporting partnerships between the City and neighborhood groups to produce neighborhood-initiated planning, organizing, and improvement projects. The City provides a cash match to the community’s contribution of volunteer labor, materials, professional services, or cash. The NMF is administered by the Department of Neighborhoods.

Operating Budget: That portion of a budget dealing with recurring expenditures such as salaries, electric bills, postage, printing, paper supplies, and gasoline.

Position/Pocket Number: A term referring to the title and unique position identification number assigned to each position authorized by the City Council through the budget or other ordinances. Positions may have a common title name, but each position has its own unique identification number assigned by the Records Information Management Unit of the Personnel Department at the time position authority is approved by the City Council. Only one person at a time can fill a regularly budgeted position. An exception is in the case of job-sharing, where two people work part-time in one full-time position.

Program: A group of services within a department, aligned by common purpose.

Reclassification Request: A request to change the job title or classification for an existing position. Reclassifications are subject to review and approval by the Classification/Compensation Unit of the Personnel Department and are implemented upon the signature of the Personnel Director, as long as position authority has been established by ordinance.

Reorganization: Reorganization refers to changes in the budget and reporting structure within departments.

SUMMIT: The City’s central accounting system managed by the Department of Executive Administration.

Sunsetting Position: A position funded for only a specified length of time by the budget or enabling ordinance.

Glossary

Type of Position: There are two types of budgeted positions. They are identified by one of the following characters: **F** for **Full-Time** or **P** for **Part-Time**.

Regular Full-Time is defined as a position budgeted for 2,088 compensated hours per year, 40 hours per week, 80 hours per pay period, and is also known as one full-time equivalent (FTE).

Regular Part-Time is defined as a position designated as part time, and requiring an average of 20 hours or more, but less than 40 hours of work per week during the year. This equates to an FTE value of at least 0.50 and no more than 0.99.

Statistics:

This table provides high-level statistical information about the City of Seattle, including demographic data and historical budget data by department.

Statistics

MISCELLANEOUS STATISTICS

December 31, 2010 - Unless Otherwise Indicated

CITY GOVERNMENT

Date of incorporation	December 2, 1869
Present charter adopted	March 12, 1946
Form: Mayor-Council (Nonpartisan)	

GEOGRAPHICAL DATA

Location:	
Between Puget Sound and Lake Washington	
125 nautical miles from Pacific Ocean	
110 miles south of Canadian border	
Altitude:	
Sea level	521 feet
Average elevation	10 feet
Land area	83.1 square miles
Climate	
Temperature	
30-year average, mean annual	52.4
January 2010 average high	51.5
January 2010 average low	42.5
July 2010 average high	74.9
July 2010 average low	54.2
Rainfall	
30-year average, in inches	36.35
2010-in inches	46.99

POPULATION

Year	City of Seattle	Seattle Metropolitan Area ^{ab}
1910	237,194	N/A
1920	315,685	N/A
1930	365,583	N/A
1940	368,302	N/A
1950	467,591	844,572
1960	557,087	1,107,203
1970	530,831	1,424,611
1980	493,846	1,607,618
1990	516,259	1,972,947
2000	563,374	2,279,100
2001	568,100	2,376,900
2002	570,800	2,402,300
2003	571,900	2,416,800
2004	572,600	2,433,100
2005	573,000	2,464,100
2006	578,700	2,507,100
2007	586,200	2,547,600
2008	592,800	2,580,800
2009	602,000	2,613,600
2010	612,000	2,644,500
King County		1,933,400
Percentage in Seattle		32

^a Source: Washington State Office of Financial Management.

^b Based on population in King and Snohomish Counties.

ELECTIONS (November 2)

Active registered voters	369,451
Percentage voted last general election	72.79
Total voted	268,923

PENSION BENEFICIARIES

Employees' Retirement	5,428
Firemen's Pension	828
Police Pension	838

VITAL STATISTICS

Rates per thousand of residents	
Births (2009)	13.4
Deaths (2009)	7.0

PUBLIC EDUCATION (2010-11 School Year)

Enrollment (October 1)	46,813
Teachers and other certified employees (October 1)	3,211

School programs

Regular elementary programs	55
Regular middle school programs	9
Regular high school programs	10
K-8 school programs	10
Alternative/Non-traditional school programs	8
Total number of school programs	<u>92</u>

PROPERTY TAXES

Assessed valuation (January 2010)	\$123,684,314,249
Tax levy (City)	\$359,800,747

EXAMPLE – PROPERTY TAX ASSESSMENTS

Real value of property	\$448,500
Assessed value	\$448,500

Property Tax Levied By	Dollars per Thousand	Tax Due
City of Seattle	\$2.92492	\$1,311.83
Emergency Medical Services	0.30000	134.55
State of Washington	2.22253	996.80
School District No. 1	1.98477	890.17
King County	1.28499	576.32
Port of Seattle	0.21597	96.86
King County Ferry District	0.00348	1.56
King County Flood Control Zone	0.10514	47.16
Totals	<u>\$9.04180</u>	<u>\$4,055.25</u>

PORT OF SEATTLE

Bonded Indebtedness

General obligation bonds	\$ 335,500,000
Utility revenue bonds	2,943,940,000
Passenger facility charges bonds	177,485,000
Commercial Paper	94,305,000

Waterfront (mileage)

Salt water	13.4
Fresh water	0.7

Value of Land Facilities

Waterfront	\$2,060,540,276
Sea-Tac International Airport	\$4,906,235,676

Marine Container Facilities/Capacities

4 container terminals with 11 berths covering 507 acres
 2.14 million TEU's (20-ft. equivalent unit containers)
 1 grain facility, 1 general cargo facility, 1 barge terminal
 2 cruise terminals

Sea-Tac International Airport

Scheduled passenger airlines	26
Cargo airlines	5
Charter airlines	3
Loading bridges	74

**OPERATING INDICATORS
BY DEPARTMENT/OFFICE
Last Ten Fiscal Years**

	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2007</u>	<u>2006</u>
PUBLIC SAFETY					
Fire					
Property fire loss					
Total City	\$11,021,455	\$22,217,971	\$16,351,377	\$17,664,500	\$18,340,656
Per capita	\$18.11	\$36.91	\$27.52	\$32.76	\$31.69
Police					
Municipal Court filings and citations					
Non-traffic criminal filings	9,908	10,724	9,461	12,003	12,882
Traffic criminal filings	4,752	5,344	5,124	5,100	4,156
DUI filings	1,343	1,422	1,167	1,390	1,496
Non-traffic infraction filings	5,501	6,111	6,437	7,880	7,310
Traffic infraction filings	55,108	57,960	69,949	74,490	59,828
Parking infractions	600,543	568,616	477,024	430,240	385,852
ARTS, CULTURE, AND RECREATION					
Library					
Library cards in force	502,903	465,325	432,790	448,104	403,415
Parks and Recreation					
Park use permits issued					
Number	614	639	599	529	667
Amount	\$302,690	\$204,527	\$212,403	\$75,459	\$217,782
Facility use permits issued including pools					
Number	27,384	26,922	24,977	23,487	N/A
Amount	\$5,014,973	\$4,957,236	\$2,571,854	\$2,374,230	N/A
Facility use permits issued excluding pools					
Number	26,661	26,190	23,577	22,113	2,314
Amount	\$4,480,703	\$4,469,322	\$2,127,367	\$1,997,402	\$790,551
Picnic permits issued					
Number	3,658	3,547	3,420	3,469	3,253
Amount	\$303,075	\$249,110	\$228,965	\$229,715	\$220,595
Ball field usage					
Scheduled hours	125,891	161,937	147,911	145,481	144,760
Amount	\$1,909,705	\$1,457,708	\$1,444,393	\$1,600,578	\$1,413,035
Weddings					
Number	272	268	235	254	238
Amount	\$89,350	\$91,238	\$80,955	\$87,900	\$82,079
NEIGHBORHOODS AND DEVELOPMENT					
Planning and Development					
Permits					
Number issued	6,287	5,917	7,890	8,865	8,576
Value of issued permits	\$1,582,129,040	\$1,987,486,066	\$2,580,055,297	\$3,097,812,568	\$2,021,878,195
UTILITIES AND TRANSPORTATION					
City Light					
Customers	398,858	394,731	387,715	383,127	379,230
Operating revenues	\$732,977,819	\$723,128,042	\$877,392,652	\$832,524,784	\$831,810,233
Water					
Population served	1,431,252	1,419,390	1,401,000	1,338,974	1,454,586
Billed water consumption, daily average, in gallons	110,424,484	122,038,356	117,406,451	120,690,060	124,955,842
Operating revenues	\$195,203,465	\$191,369,588	\$164,405,030	\$160,161,307	\$155,175,008
Drainage and Wastewater					
Operating revenues	\$249,733,795	\$250,194,607	\$224,109,335	\$202,407,690	\$186,832,412
Solid Waste					
Customers					
Residential garbage customers	165,541	167,047	166,914	166,052	165,551
Residential dumpsters customers	126,593	127,971	122,503	119,667	117,899
Commercial garbage customers	8,248	8,462	9,747	8,505	8,481
Operating revenues	\$150,905,931	\$135,641,160	\$124,353,043	\$121,930,923	\$112,474,339

Statistics

OPERATING INDICATORS BY DEPARTMENT/OFFICE Last Ten Fiscal Years

	2005	2004	2003	2002	2001
PUBLIC SAFETY					
Fire					
Property fire loss					
Total City	\$16,657,222	\$45,790,140	\$22,433,417	\$27,874,071	\$62,898,264
Per capita	\$29.13	\$80.07	\$39.23	\$49.48	\$110.72
Police					
Municipal Court filings and citations					
Non-traffic criminal filings	12,098	10,704	10,502	10,283	12,948
Traffic criminal filings	2,098	N/A	N/A	N/A	N/A
DUI filings	1,437	N/A	N/A	N/A	N/A
Non-traffic infraction filings	7,416	6,715	17,350	17,515	24,475
Traffic infraction filings	59,120	56,556	72,104	74,076	85,001
Parking infractions	438,303	505,790	441,048	428,960	442,331
ARTS, CULTURE, AND RECREATION					
Library					
Library cards in force	454,990	386,127	352,194	377,720	494,353
Parks and Recreation					
Park use permits issued					
Number	649	658	633	736	546
Amount	\$229,420	\$371,419	\$457,360	\$327,115	\$282,275
Facility use permits issued including pools					
Number	N/A	N/A	N/A	N/A	N/A
Amount	N/A	N/A	N/A	N/A	N/A
Facility use permits issued excluding pools					
Number	N/A	N/A	N/A	N/A	N/A
Amount	\$567,975	\$377,523	\$338,630	\$300,508	\$324,237
Picnic permits issued					
Number	3,273	3,028	2,921	3,205	3,764
Amount	\$218,045	\$194,404	\$175,663	\$172,942	\$129,018
Ball field usage					
Scheduled hours	142,360	147,482	138,976	137,127	125,371
Amount	\$1,474,107	\$1,236,699	\$982,042	\$563,629	\$476,174
Weddings					
Number	197	165	160	147	108
Amount	\$69,670	\$36,770	\$38,820	\$34,065	\$29,445
NEIGHBORHOODS AND DEVELOPMENT					
Planning and Development					
Permits					
Number issued	7,178	7,209	6,683	5,223	6,646
Value of issued permits	\$1,681,651,482	\$1,597,232,563	\$1,175,475,274	\$970,072,275	\$1,736,681,088
UTILITIES AND TRANSPORTATION					
City Light					
Customers	375,869	372,818	365,445	360,632	350,000
Operating revenues	\$748,552,561	\$777,918,589	\$741,761,472	\$709,330,438	\$632,453,970
Water					
Population served	1,350,346	1,348,200	1,330,327	1,340,012	1,327,742
Billed water consumption, daily average, in gallons	118,854,138	127,725,423	130,670,298	126,694,524	123,000,000
Operating revenues	\$146,118,856	\$141,313,235	\$129,561,327	\$118,160,130	\$105,345,318
Drainage and Wastewater					
Operating revenues	\$176,482,071	\$162,117,805	\$150,721,637	\$144,485,761	\$136,238,195
Solid Waste					
Customers					
Residential garbage customers	165,561	163,977	91,317	180,798	159,454
Residential dumpsters customers	115,838	155,581	111,822	110,807	108,886
Commercial garbage customers	8,697	8,618	8,710	8,856	9,092
Operating revenues	\$111,230,835	\$112,167,705	\$111,738,282	\$112,089,944	\$105,510,879

**CAPITAL ASSET STATISTICS
BY DEPARTMENT/OFFICE
Last Ten Fiscal Years**

	2010	2009	2008	2007	2006
PUBLIC SAFETY					
Fire					
Boats	3	3	3	2	2
Fire-fighting apparatus	162	162	162	163	163
Stations	33	33	33	33	33
Training towers	2	2	2	1	1
Alarm center	1	1	1	1	1
Utility shop	1	1	1	1	1
Police					
Precincts	5	5	5	5	5
Detached units	7	7	7	7	7
Vehicles					
Patrol cars	270	270	270	265	252
Motorcycles	37	37	37	45	50
Scooters	63	58	58	50	53
Trucks, vans, minibuses	86	84	84	81	81
Automobiles	194	194	194	197	194
Patrol boats	10	10	10	10	10
Bicycles	154	146	146	137	137
Horses	8	8	8	8	8
ARTS, CULTURE AND RECREATION					
Library					
Central and branch libraries	27	27	27	24	24
Mobile units	4	4	4	4	4
Books, audio and video materials, newspapers, and magazines - circulated	11,376,194	11,914,050	10,025,029	9,085,490	8,661,263
Collection, print and non-print	2,280,511	2,294,601	2,446,355	2,352,381	2,273,440
Parks and Recreation					
Major parks	14	13	13	13	13
Open space acres acquired since 1989	665	663	654	638	630
Total acreage	6,188	6,185	6,171	6,155	6,036
Children's play areas	135	133	131	130	130
Neighborhood playgrounds	40	38	38	38	38
Community playfields	38	38	33	33	33
Community recreation centers	26	26	26	26	26
Visual and performing arts centers	6	6	6	6	6
Theaters	2	2	2	2	2
Community indoor swimming pools	8	8	8	8	8
Outdoor heated pools (one saltwater)	2	2	2	2	2
Boulevards	18	18	18	18	18
Golf courses (includes one pitch and putt)	5	5	5	5	5
Squares, plazas, triangles	64	64	62	62	62
Viewpoints	11	9	8	8	8
Bathing beaches (life-guarded)	9	9	9	9	9
Bathing beaches	9	9	9	9	9
Aquarium specimens on exhibit ^a	0	10,588	10,216	10,655	10,655

^a As of 2010 the Parks and Recreation Department no longer manages aquarium specimens.

Statistics

CAPITAL ASSET STATISTICS BY DEPARTMENT/OFFICE Last Ten Fiscal Years

	2005	2004	2003	2002	2001
PUBLIC SAFETY					
Fire					
Boats	2	2	2	2	2
Fire-fighting apparatus	163	163	163	170	177
Stations	33	33	33	33	33
Training tower	1	1	1	1	1
Alarm center	1	1	1	1	1
Utility shop	1	1	1	1	1
Police					
Precincts	5	5	5	5	4
Detached units	7	7	7	7	13
Vehicles					
Patrol cars	252	252	252	252	252
Motorcycles	48	48	41	41	38
Scooters	55	58	63	63	69
Trucks, vans, minibuses	79	69	67	67	62
Automobiles	189	187	181	181	173
Patrol boats	9	7	7	7	7
Bicycles	137	126	126	117	126
Horses	8	9	9	10	9
ARTS, CULTURE AND RECREATION					
Library					
Central and branch libraries	24	24	24	24	23
Mobile units	4	4	4	4	4
Books, audio and video materials, newspapers, and magazines - circulated	7,449,761	6,575,866	5,804,388	6,175,027	5,695,182
Collection, print and non-print	2,173,903	1,889,599	2,004,718	2,031,276	2,002,866
Parks and Recreation					
Major parks	13	13	13	13	13
Open space acres acquired since 1989	630	630	630	630	600
Total acreage	6,036	6,036	6,036	6,036	6,006
Children's play areas	130	130	130	130	130
Neighborhood playgrounds	38	38	38	38	38
Community playfields	33	33	33	33	33
Community recreation centers	25	25	24	24	24
Visual and performing arts centers	6	6	6	6	6
Theaters	2	2	2	2	2
Community indoor swimming pools	8	8	8	8	8
Outdoor heated pools (one saltwater)	2	2	2	2	2
Boulevards	18	18	18	18	18
Golf courses (includes one pitch and putt)	5	5	5	5	5
Squares, plazas, triangles	62	62	62	62	62
Viewpoints	8	8	8	8	8
Bathing beaches (life-guarded)	9	7	7	9	9
Bathing beaches	9	9	9	9	9
Aquarium specimens on exhibit ^a	14,600	14,577	14,577	20,825	20,825

^a As of 2010 the Parks and Recreation Department no longer manages aquarium specimens.

**CAPITAL ASSET STATISTICS
BY DEPARTMENT/OFFICE
Last Ten Fiscal Years**

	2010	2009	2008	2007	2006
UTILITIES AND TRANSPORTATION					
City Light					
Plant capacity (KW)	1,920,700	1,920,700	1,920,700	1,920,700	1,920,700
Maximum system load (KW)	1,841,255	1,858,735	1,900,878	1,767,805	1,822,342
Total system energy (1,000 KW) (firm load)	9,865,376	10,139,898	10,323,915	10,203,415	9,990,486
Meters	406,195	402,854	394,455	391,022	385,621
Water					
Reservoirs, standpipes, tanks	27	27	30	30	29
Fire hydrants	18,503	18,473	18,436	18,398	18,347
Water mains					
Supply, in miles	187	187	224	182	182
Distribution, in miles	1,714	1,714	1,673	1,674	1,704
Water storage, in thousand gallons	338,869	302,880	370,000	377,080	377,080
Meters	188,322	188,226	187,154	185,395	183,699
Drainage and Wastewater					
Combined sewers, life-to-date, in miles	471	472	473	444	444
Sanitary sewers, life-to-date, in miles	957	956	958	985	985
Storm drains, life-to-date, in miles	473	470	473	472	472
Pumping stations	66	67	65	68	68
Solid Waste					
Transfer stations	2	2	2	2	2
Transportation					
Arterial streets, in miles	1,537	1,531	1,531	1,531	1,534
Non-arterial streets (paved and unpaved), in miles	2,411	2,412	2,412	2,412	2,412
Sidewalks, in miles	2,262	2,262	2,258	2,256	1,956
Stairways	507	498	494	482	482
Length of stairways, in feet	35,061	35,181	35,215	34,775	34,643
Number of stairway treads	24,009	23,950	23,666	23,407	23,211
Street trees					
City-maintained	40,000	40,000	40,000	35,000	34,000
Maintained by property owners	125,000	125,000	125,000	105,000	100,000
Total platted streets, in miles	1,666	1,666	1,666	1,666	1,666
Traffic signals	1,053	1,040	1,030	1,001	991
Parking meters					
Downtown	231	941	941	700	747
Outlying	85	97	97	300	353
Parking pay stations					
Downtown ^a	998	856	850	1,215	925
Outlying ^a	1,227	1,315	1,127	630	565
Bridges (movable) - City-owned and -operated	4	4	4	4	4
Bridges (fixed)					
City maintenance	90	88	88	88	84
Partial City maintenance	44	54	55	55	55
Retaining walls/seawalls	592	592	582	582	582

^a City redefined areas starting in 2008.

**CAPITAL ASSET STATISTICS
BY DEPARTMENT/OFFICE
Last Ten Fiscal Years**

	2005	2004	2003	2002	2001
UTILITIES AND TRANSPORTATION					
City Light					
Plant capacity (KW)	1,920,700	1,920,700	1,920,700	1,920,700	1,920,700
Maximum system load (KW)	1,714,080	1,798,926	1,645,998	1,689,666	1,661,842
Total system energy (1,000 KW) (firm load)	9,703,046	9,560,928	9,610,856	9,610,761	9,510,504
Meters	382,436	379,599	380,828	379,257	375,953
Water					
Reservoirs, standpipes, tanks	38	68	38	32	32
Fire hydrants	18,475	18,762	18,356	18,635	18,345
Water mains					
Supply, in miles	181	181	181	173	171
Distribution, in miles	1,644	1,657	1,662	1,662	1,693
Water storage, in thousand gallons	494,080	494,080	506,570	506,570	506,570
Meters	182,037	181,038	180,149	179,268	179,330
Drainage and Wastewater					
Combined sewers, life-to-date, in miles	464	451	587	584	583
Sanitary sewers, life-to-date, in miles	968	972	908	825	906
Storm drains, life-to-date, in miles	474	467	461	461	459
Pumping stations	68	68	68	68	68
Solid Waste					
Transfer stations	2	2	2	2	2
Transportation					
Arterial streets, in miles	1,534	1,534	1,534	1,508	1,524
Non-arterial streets (paved and unpaved), in miles	2,412	2,412	2,412	2,412	2,706
Sidewalks, in miles	1,956	1,954	1,953	1,952	1,952
Stairways	482	479	479	471	471
Length of stairways, in feet	34,643	33,683	33,683	32,787	32,787
Number of stairway treads	23,211	22,471	22,471	22,108	22,108
Street trees					
City-maintained	34,000	34,000	34,000	31,000	31,000
Maintained by property owners	100,000	100,000	100,000	90,000	90,000
Total platted streets, in miles	1,666	1,666	1,666	1,741	1,658
Traffic signals	1,000	1,000	1,000	1,000	1,000
Parking meters					
Downtown	2,819	4,298	7,136	6,836	6,720
Outlying	904	1,967	1,967	1,956	2,003
Parking pay stations					
Downtown ^a	758	500	N/A	N/A	N/A
Outlying ^a	318	N/A	N/A	N/A	N/A
Bridges (movable) - City-owned and -operated	4	4	4	4	4
Bridges (fixed)					
City maintenance	84	85	85	86	86
Partial City maintenance	61	58	58	58	58
Retaining walls/seawalls	582	561	561	586	586

^a City redefined areas starting in 2008.