

## **ADMINISTRATION**

# Cable Television Franchise Subfund

## Department Description

The City of Seattle entered into cable franchise agreements beginning in 1996 that included a new franchise fee as compensation for cable television providers locating in the public right-of-way. A new franchise with Comcast was approved in 2006, and a renewed franchise for Broadstripe (formerly Millennium Digital Media) was approved in 2007. The Cable Television Franchise Subfund (created by Ordinance 118196) shows the anticipated revenues from the franchise fee and related expenditures in the Department of Information Technology (DoIT). Resolution 30379 establishes usage policies for the fund. The fund pays for the administration of the Cable Customer Bill of Rights and the Public, Education, and Government access costs the City is obligated to fund under the terms of its cable franchise agreements; support of the Seattle Channel, including both operations and capital equipment; programs and projects promoting citizen technology literacy and access, including related research, analysis, and evaluation; and use of innovative and interactive technology, including television and the Web, to provide means for citizens to access City services.

## Policy and Program Changes

DoIT examined ways in which to relieve the financial stress on the General Fund by identifying opportunities for Cable Television Franchise Subfund dollars to be used to support technology access programs currently funded by the General Fund. As a result, the City will transfer \$538,000 of Cable Franchise dollars to fund a portion of the General Fund costs for email, which is a key avenue for citizens to access City government. More than three quarters of all Citywide email usage is attributable to external/public communication.

Funding in the amount of \$41,875 in 2011 and \$42,806 in 2012 from fund balance in the Cable Television Franchise Subfund (Cable Subfund) will be used to restore a 0.5 FTE Volunteer Programs Coordinator in the Human Services Department to coordinate a senior peer computer training project.

Additionally, the cable franchise fee rate has been increased from 4.2% to 4.4%, adding \$320,000 per year to cable revenues.

For further details regarding the use of Cable Television Franchise Subfund, please refer to the Department of Information Technology budget.

## City Council Provisos

The City Council has adopted the following budget proviso: Of the appropriation in the 2011 budget for the Department of Information Technology's Office of Electronic Communications BCL, \$41,875 is appropriated (and of the amount endorsed for 2012, \$42,806 is expected to be appropriated) solely for a Volunteer Programs Coordinator in the Human Services Department to coordinate a senior peer computer training project and may be spent for no other purpose.

Although not a proviso, Council has also requested that DoIT consult with CTTAB about how best to spend the remaining revenue from the increased cable franchise fee. Candidates for this funding, which totals \$182,000, include the Technology Matching Fund grant program, and services to be provided by the public access television operator. The Council requests that in the first quarter of 2011, DoIT report back and submit proposed legislation that would appropriate the \$182,000.

## Cable TV

<b>Appropriations</b>	<b>Summit Code</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
<b>Cable Fee Support to Information Technology Fund Budget Control Level</b>					
Cable Communications		1,346,745	1,170,894	629,221	654,262
Community Technology		1,139,160	1,402,183	1,200,253	1,234,204
Finance and Administration		139,311	285,642	290,198	310,173
Seattle Channel/Democracy Portal		3,361,371	2,899,033	2,755,454	2,738,135
Technology Infrastructure		423,323	956,073	1,426,432	1,446,555
Technology Leadership		150,689	306,262	276,054	294,145
Web Site Support		954,759	775,228	783,615	802,773
<b>Cable Fee Support to Information Technology Fund Budget Control Level</b>	<b>D160B</b>	<b>7,515,358</b>	<b>7,795,316</b>	<b>7,361,228</b>	<b>7,480,248</b>
<b>Cable Fee Support to Library Fund Budget Control Level</b>	<b>D160C</b>	<b>150,000</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>
<b>Department Total</b>		<b>7,665,358</b>	<b>7,985,316</b>	<b>7,551,228</b>	<b>7,670,248</b>
		<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Resources</b>		<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Other		7,665,358	7,985,316	7,551,228	7,670,248
<b>Department Total</b>		<b>7,665,358</b>	<b>7,985,316</b>	<b>7,551,228</b>	<b>7,670,248</b>

**Cable Fee Support to Information Technology Fund Budget Control Level**

**Purpose Statement**

The purpose of the Cable Fee Support to Information Technology Fund Budget Control Level is to authorize the transfer of resources from the Cable Television Franchise Subfund to the Department of Information Technology's Information Technology Fund. These resources are used by the Department for a variety of programs consistent with Resolution 30379.

**Program Expenditures**

	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Cable Communications	1,346,745	1,170,894	629,221	654,262
Community Technology	1,139,160	1,402,183	1,200,253	1,234,204
Finance and Administration	139,311	285,642	290,198	310,173
Seattle Channel/Democracy Portal	3,361,371	2,899,033	2,755,454	2,738,135
Technology Infrastructure	423,323	956,073	1,426,432	1,446,555
Technology Leadership	150,689	306,262	276,054	294,145
Web Site Support	954,759	775,228	783,615	802,773
<b>Total</b>	<b>7,515,358</b>	<b>7,795,316</b>	<b>7,361,228</b>	<b>7,480,248</b>

**Cable Fee Support to Library Fund Budget Control Level**

**Purpose Statement**

The purpose of the Cable Fee Support to Library Fund Budget Control Level is to authorize the transfer of resources from the Cable Television Franchise Subfund to the Seattle Public Library's Operating Fund. The Library uses these resources to pay for and maintain computers available to the public.

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Expenditures</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Citizen Literacy/Access	150,000	190,000	190,000	190,000

## Cable TV

### 2011 - 2012 Estimated Revenues for the Cable Television Franchise Subfund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
421911	Franchise Fee Revenues	6,600,891	7,054,951	6,600,891	6,986,901	7,053,570
461110	Arts Programming Account Investment Earnings	44,487	43,027	29,861	29,002	22,072
461110	Investment Earnings	36,394	68,166	32,244	31,656	29,153
<b>Total Revenues</b>		<b>6,681,772</b>	<b>7,166,144</b>	<b>6,662,996</b>	<b>7,047,559</b>	<b>7,104,795</b>
379100	Use of (Contribution to) Fund Balance	983,585	819,171	1,280,636	503,670	565,453
<b>Total Resources</b>		<b>7,665,357</b>	<b>7,985,315</b>	<b>7,943,632</b>	<b>7,551,229</b>	<b>7,670,248</b>

## Cable TV

### Cable Television Franchise Subfund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
<b>Beginning Fund Balance</b>	<b>7,020,472</b>	<b>6,187,153</b>	<b>6,060,190</b>	<b>4,779,553</b>	<b>4,275,883</b>
Accounting and Technical Adjustments	23,305	0	0	0	0
Plus: Actual and Estimated Revenue	6,681,772	7,166,144	6,662,996	7,047,559	7,104,795
Less: Actual and Budgeted Expenditures	7,665,358	7,985,316	7,943,633	7,551,228	7,670,248
<b>Ending Fund Balance</b>	<b>6,060,190</b>	<b>5,367,981</b>	<b>4,779,553</b>	<b>4,275,883</b>	<b>3,710,430</b>
Designation for Cable Programs	3,680,068	3,019,392	2,987,489	2,318,401	1,621,623
Reserves Against Fund Balance	1,969,804	2,301,335	1,791,545	1,732,684	1,750,537
<b>Total Reserves</b>	<b>5,649,872</b>	<b>5,320,727</b>	<b>4,779,034</b>	<b>4,051,085</b>	<b>3,372,160</b>
<b>Ending Unreserved Fund Balance</b>	<b>410,318</b>	<b>47,254</b>	<b>519</b>	<b>224,798</b>	<b>338,270</b>

# Office of City Auditor

## David G. Jones, City Auditor

### Contact Information

Department Information Line: (206) 233-3801

City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476

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

### Department Description

The City Auditor is Seattle's independent auditor established by the City Charter. The City Auditor is appointed by a majority of the City Council to a four-year term of office.

The Office of City Auditor assists the City in achieving honest, efficient management, and full accountability throughout City government. It serves the public interest by providing the Mayor, the City Council, and City managers with accurate information, unbiased analyses, and objective recommendations on how best to use public resources in support of Seattle's citizens.

The Office of City Auditor conducts audits of City programs, agencies, grantees, and contracts. Most of the Office's audits are performed in response to specific concerns or requests from City Councilmembers or the Mayor. If resources are available, the City Auditor responds to specific requests from City department directors. The City Auditor also independently initiates audits to fulfill the Office's mission.

Through its work, the Office of City Auditor answers the following types of questions:

- Are City programs being carried out in compliance with applicable laws and regulations, and is accurate data furnished to the City Council and Mayor on these programs?
- Do opportunities exist to eliminate inefficient use of public funds and waste?
- Are funds being spent legally and is accounting for them accurate?
- Are programs achieving desired results?
- Are there better ways to achieve program objectives at lower costs?
- Are there ways to improve the quality of service without increasing costs?
- What emerging or key issues should the City Council and Mayor consider?

### Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a \$67 million shortfall in 2011. The 2011 Adopted Budget includes reductions for all General Fund-dependent functions. As a result of the budget shortfall, the Department focused its reductions around administrative cuts.

The Office of the City Auditor will reduce its consulting/professional services budget to achieve budget savings. Additionally, the personnel services budget will be reduced creating sustainable salary savings.

### City Council Provisos

There are no Council provisos.



## City Auditor

	Summit	2009	2010	2011	2012
<b>Appropriations</b>	<b>Code</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Office of City Auditor Budget Control Level	VG000	1,002,645	1,167,987	1,071,896	1,098,022
<b>Department Total</b>		<b>1,002,645</b>	<b>1,167,987</b>	<b>1,071,896</b>	<b>1,098,022</b>
<b>Department Full-time Equivalents Total*</b>		<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

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

	2009	2010	2011	2012
<b>Resources</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
General Subfund	1,002,645	1,167,987	1,071,896	1,098,022
<b>Department Total</b>	<b>1,002,645</b>	<b>1,167,987</b>	<b>1,071,896</b>	<b>1,098,022</b>

**Office of City Auditor Budget Control Level**

**Purpose Statement**

The purpose of the Office of City Auditor is to provide unbiased analyses, accurate information, and objective recommendations to assist the City in using public resources equitably, efficiently, and effectively in delivering services to Seattle residents.

**Summary**

Reduce budget by \$60,000 for personnel services expenditures. This reduction is intended for 2011 and 2012 only.

Reduce budget by \$40,000 for consultant services expenditures.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$14,000 in savings.

Increase budget by \$18,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$96,000

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Office of City Auditor	1,002,645	1,167,987	1,071,896	1,098,022
Full-time Equivalents Total*	8.00	8.00	8.00	8.00

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



# City Budget Office

## Beth Goldberg, Director

### Contact Information

Department Information Line: (206) 615-1962

City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476

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

### Department Description

The City Budget Office (CBO) is responsible for developing and monitoring the City's annual budget, carrying out budget-related functions, and overseeing fiscal policy and financial planning activities. CBO provides strategic analysis relating to the use of revenues, debt, long-term issues, and special events. The department also provides technical assistance, training, and support to City departments in performing financial functions.

CBO was created as a department in July 2010, as part of the Mayor's re-structuring of several departments, including the former Department of Finance (DOF). This reorganization, which also created the Department of Finance and Administrative Services, was done to enhance the centralized oversight and monitoring of City finances. Data shown for 2009 Actuals and 2010 Adopted reflect values for DOF. The 2011-2012 values represent the new CBO.

### Policy and Program Changes

In developing the 2011 Adopted Budget and 2012 Endorsed Budget, the City of Seattle's General Fund was facing a \$67 million shortfall. The 2011 Adopted Budget and 2012 Endorsed Budget includes reductions for all General Fund-dependent functions. In identifying reductions, CBO focused on savings that would have the least impact on the Office's ability to fulfill its core functions.

The majority of the reductions in CBO relate to salary and position changes. First, the 2011 Adopted Budget and 2012 Endorsed Budget abrogates a vacant Strategic Advisor 2 position and eliminates the corresponding funding. The workload of this position is redistributed and absorbed by other CBO staff. Other position-related reductions include projected one-time salary savings, a seven-day furlough, and removal of market rate salary adjustments for most CBO employees.

Direct and front-line services have been prioritized in the 2011 Adopted Budget and 2012 Endorsed Budget. To achieve this goal, every department was asked to critically evaluate funding needs for administrative expenses. As a result of this evaluation, CBO is reducing these costs by \$30,000. This reduction reflects decreases in professional services and miscellaneous office expenses.

Finally, the 2011 Adopted Budget and 2012 Endorsed Budget incorporates changes related to the 2010 reorganization of Executive Office budget and finance functions, as approved by the City Council in Ordinance 123361. This restructuring, which has a net-zero cost impact to the City, includes a budget reduction of nearly \$1 million in CBO and the transfer of 6.5 FTE positions to the Department of Finance and Administrative Services.

### City Council Provisos

There are no Council provisos.

## City Budget Office

	Summit	2009	2010	2011	2012
<b>Appropriations</b>	<b>Code</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
City Budget Office Budget Control Level	CZ000	4,867,045	5,109,720	4,011,539	4,131,913
<b>Department Total</b>		<b>4,867,045</b>	<b>5,109,720</b>	<b>4,011,539</b>	<b>4,131,913</b>
<b>Department Full-time Equivalents Total*</b>		<b>36.00</b>	<b>36.00</b>	<b>28.50</b>	<b>28.50</b>

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

	2009	2010	2011	2012
<b>Resources</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
General Subfund	4,867,045	5,109,720	4,011,539	4,131,913
<b>Department Total</b>	<b>4,867,045</b>	<b>5,109,720</b>	<b>4,011,539</b>	<b>4,131,913</b>

## City Budget Office Budget Control Level

### Purpose Statement

The purpose of the City Budget Office Budget Control Level is to develop and monitor the budget, carry out budget-related functions, and oversee fiscal policy and financial planning activities.

### Summary

Decrease budget by \$973,000 and transfer out 6.5 FTE to the new Department of Finance and Administrative Services (FAS) as part of the Mayor's restructuring of the City's finance and budget functions. The 6.5 positions are: 4.0 FTE Strategic Advisor 2, Exempt; 1.0 FTE Executive 2; 1.0 FTE Investments/Debt Director; and 0.5 FTE Strategic Advisor 2, Customer Service, Public Information & Promotion. This restructure was approved by the City Council in Ordinance 123361 and has a net-zero cost impact to the City.

Decrease budget by \$144,000 in one-time projected salary savings for 2011.

Decrease budget by \$126,000 to reflect the seven-day furlough and removal of a market adjustment for most employees of CBO.

Decrease budget by \$117,000 and abrogate 1.0 FTE Strategic Advisor 2 position. The elimination of this position diminishes the Office's capacity to provide financial analysis and management of capital projects. This cut will be partially mitigated by a position working on capital issues in the Department of Planning and Development.

Reduce budget by approximately \$30,000 to reflect reductions in expenditures for administrative efficiencies including professional services and miscellaneous office expenses.

Citywide adjustments to labor and other operating costs increase the budget by \$293,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$1.1 million.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
City Budget Office	4,867,045	5,109,720	4,011,539	4,131,913
Full-time Equivalents Total*	36.00	36.00	28.50	28.50

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



# Seattle Office for Civil Rights

## Julie Nelson, Director

### Contact Information

Department Information Line: (206) 684-4500

City of Seattle General Information: (206) 684-2489 TTY: (206) 684-4503

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

### Department Description

The Seattle Office for Civil Rights (SOCR) works to ensure that everyone in Seattle has equal access to housing, employment, public accommodations, contracting, and lending. SOCR investigates and enforces City, state, and federal anti-discrimination laws, and provides public policy recommendations to the Mayor, the City Council, and other City departments. The Office develops and implements policies and programs promoting justice, fairness, and equity. It also administers the Title VI program of the 1964 Civil Rights Act and Title II of the Americans with Disabilities Act, which relates to physical access to governmental facilities, projects, and programs.

Since 2004, the Office has led the City's Race and Social Justice Initiative (RSJI). The Initiative envisions a city where racial disparities have been eliminated and racial equity achieved. RSJI's mission is to end institutionalized racism in City government and to promote multiculturalism and full participation by all city residents. The goals are to 1) end racial disparities internal to the City; 2) strengthen the way the City engages the community and provides services; and 3) eliminate race-based disparities in our communities.

SOCR also develops anti-discrimination programs and policies, and enhances awareness through free education and outreach to businesses, community groups, and the general public.

The Office works closely with immigrants, people of color, women, sexual minorities, and people with disabilities and their advocates, to inform them of their rights under the law. The Office publishes a wide array of printed materials, many of which are translated into other languages.

SOCR keeps civil rights issues before the public through articles in the local media, and sponsorship of events such as Seattle Human Rights Day. As part of a broad race and social justice movement, SOCR challenges Seattle to eliminate discrimination in all its forms.

SOCR staffs four volunteer commissions - the Human Rights, Women's, the Lesbian, Gay, Bisexual, and Transgender and People with Disabilities Commissions - which advise the Mayor and the City Council on relevant issues.

### Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a \$67 million shortfall in 2011. The 2011 Adopted Budget includes reductions for all General Fund-dependent functions. Reductions in the Seattle Office of Civil Rights include programmatic and administrative cuts.

The 2011 Adopted Budget eliminates a paralegal position, which provides support to the case work of civil rights investigators. This position is responsible for drafting performance reports for the Mayor's Office and federal grantor agencies such as the US Department of Housing and Urban Development and the US Equal Employment Opportunity Commission. Functions previously performed by this position will be reassigned to other staff in the Enforcement Division and may result in less timely and responsive investigations.



## Civil Rights

Additionally, the department is reducing its support staffing by 1.5 FTE. Staff support for the American Disabilities Act (ADA) work will be reduced and distributed among the existing Enforcement Division staff.

The administrative reductions eliminate funding for overtime, travel, and training. The 2011 Adopted Budget also eliminates funding for temporary employees and interns. These changes will limit the department's ability to use low-cost staffing and reduces entry level work opportunities in the civil rights field at the City for college students and graduates. SOCR will prioritize the department's work with the existing resources and take into account work plan commitments and high case processing periods.

Partially offsetting these reductions is an increase in the professional services budget for work on the Race and Social Justice Community Roundtable. In addition, the budget and staff is increased with the transfer in of the Immigrant and Refugee Initiative and the translation and interpretation funds for small departments from the Department of Neighborhoods. Transferring in the program functions and creating a half-time position in SOCR will more directly align the Immigrant and Refugee (I&R) Action Plan with the Race and Social Justice Initiative and ensure continued support for the I&R Action Plan and the Advisory Board, as well as implementation of the Interpretation and Translation policy, at a lower cost.

### **City Council Provisos**

There are no Council provisos.

## Civil Rights

	Summit	2009	2010	2011	2012
<b>Appropriations</b>	<b>Code</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Civil Rights Budget Control Level	X1R00	2,369,532	2,253,988	2,226,035	2,248,477
<b>Department Total</b>		<b>2,369,532</b>	<b>2,253,988</b>	<b>2,226,035</b>	<b>2,248,477</b>
<b>Department Full-time Equivalents Total*</b>		<b>22.50</b>	<b>22.50</b>	<b>21.50</b>	<b>21.50</b>

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

	2009	2010	2011	2012
<b>Resources</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
General Subfund	2,369,532	2,253,988	2,226,035	2,248,477
<b>Department Total</b>	<b>2,369,532</b>	<b>2,253,988</b>	<b>2,226,035</b>	<b>2,248,477</b>

## **Civil Rights Budget Control Level**

### **Purpose Statement**

The purpose of the Civil Rights Budget Control Level is to work toward eliminating discrimination in employment, housing, public accommodations, contracting, and lending in Seattle through enforcement, and policy and outreach activities. The Office seeks to encourage and promote equal access and opportunity, diverse participation, and social and economic equity. In addition, the Office is responsible for directing the Race and Social Justice Initiative, leading other City departments to design and implement programs which eliminate institutionalized racism.

### **Summary**

Reduce budget by \$4,000, eliminating expenses for Temporary Employment, Interns, and Work Study.

Reduce budget by \$7,000, eliminating overtime labor expenses.

Reduce budget by \$16,000, eliminating travel and training expenses.

Reduce budget by \$10,000, eliminating the cost of living increase for Executive, Management and Strategic Advisor positions. This action will result in rolling back salaries to 2009 levels.

Reduce budget by \$52,000 and abrogate 0.5 FTE Planning and Development Specialist II.

Reduce budget by \$82,000 and abrogate 1.0 FTE Paralegal.

Reduce budget by \$46,000, decreasing the salary associated with a Senior Civil Rights Analyst position who works on the investigation of complaint cases. This action will result in the position being filled part-time rather than full-time for 2011.

Reduce budget by \$27,000, representing savings from a seven day furlough for non-represented staff.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$14,000 in savings.

Increase budget by \$17,000, for professional services contracting expenses.

Increase budget by \$3,000 to reclassify a Manager 2 position to a Planning and Development Supervisor position. This action is taken to better align the position title with its workload.

Increase budget by \$68,000 and add 0.5 FTE Planning and Development Specialist I associated with the transfer of the Immigrant and Refugee Initiative Program from the Department of Neighborhoods to the Seattle Office of Civil Rights. This action is taken to better align the program and its work with a Department whose mission more closely aligns with the program goals.

Increase budget by \$143,000 for department technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$27,000.

## Civil Rights

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Civil Rights	2,369,532	2,253,988	2,226,035	2,248,477
Full-time Equivalents Total*	22.50	22.50	21.50	21.50

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



# Civil Service Commission

## Ellis H. Casson, Commission Chair

### Contact Information

Glenda J. Graham-Walton, Executive Director

Department Information Line: (206) 386-1301

City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476

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

### Department Description

The Civil Service Commission serves as a quasi-judicial body providing fair and impartial hearings of alleged violations of the City's personnel system. Employees may file appeals with the Commission regarding all final disciplinary actions and alleged violations of the Personnel Ordinance, as well as related rules and policies. The Commission may issue orders to remedy violations and may also make recommendations to the Mayor and City Council regarding the administration of the personnel system.

In addition, the Commission investigates allegations of political patronage to ensure the City's hiring practices are established and carried out in accordance with the merit principles set forth in the City Charter. The Commission conducts public hearings on personnel related issues and may propose changes to Personnel rules, policies, and laws to the Mayor and City Council.

### Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a \$67 million shortfall. The 2011 Adopted Budget includes reductions for all General Fund-dependent functions. The Seattle Civil Service Commission's 2011 Adopted Budget reflects reductions in order to help close the General Fund gap. This includes administrative savings such as freezing salary levels for City employees in certain classifications.

### City Council Provisos

There are no Council provisos.

## Civil Service

	Summit	2009	2010	2011	2012
<b>Appropriations</b>	<b>Code</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Civil Service Commission Budget Control Level	VIC00	223,401	221,282	233,080	238,421
<b>Department Total</b>		<b>223,401</b>	<b>221,282</b>	<b>233,080</b>	<b>238,421</b>
<b>Department Full-time Equivalents Total*</b>		<b>1.80</b>	<b>1.80</b>	<b>1.80</b>	<b>1.80</b>

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

	2009	2010	2011	2012
<b>Resources</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
General Subfund	223,401	221,282	233,080	238,421
<b>Department Total</b>	<b>223,401</b>	<b>221,282</b>	<b>233,080</b>	<b>238,421</b>

**Civil Service Commission Budget Control Level**

**Purpose Statement**

The purpose of the Civil Service Commission Budget Control Level is threefold: 1) to provide employees and departments with a quasi-judicial process wherein they can appeal disciplinary actions and alleged violations of the City Charter, personnel code, or other personnel rules; 2) to submit legislation and recommendations to the Mayor and City Council intended to improve the City's personnel system; and 3) to investigate allegations of political patronage so the City's hiring process conforms to the merit system set forth in the City Charter.

**Summary**

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

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$1,000 in savings.

Increase budget by \$15,000 for citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$12,000.

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Expenditures/FTE</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Civil Service Commission	223,401	221,282	233,080	238,421
Full-time Equivalents Total*	1.80	1.80	1.80	1.80

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





# Employees' Retirement System

## Cecelia M. Carter, Executive Director

### Contact Information

Department Information Line: (206) 386-1293

City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476

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

### Department Description

The Employees' Retirement System has two major functions: administration of retirement benefits and management of the assets of the Retirement Fund. Employee and employer contributions, as well as investment earnings, provide funding for the System. Approximately 10,400 active employee members and 5,000 retired employee members participate in the plan. The provisions of the plan are set forth in Chapter 4.36 of the Seattle Municipal Code. The plan is a "defined benefit plan," which means an employee's salary, years of service, and age at the time of retirement are used to determine the amount of retirement benefits. At retirement, members are given a choice of several payment options from which to collect their retirement benefit. The Retirement System is led by a seven-member Board of Administration and an Executive Director appointed by the Board.

### Policy and Program Changes

The January 1, 2010 actuarial valuation of the Seattle City Employees' Retirement System showed an unfunded actuarial accrued liability of over \$1 billion, which is primarily due to investment losses in 2008 and the maturity of the plan's demographics. In response to the valuation, the 2011 Adopted Budget includes legislation that would increase both the City and employee contribution rates from 8.03% to 9.03%, effective January 5, 2011, and to 10.03%, effective January 4, 2012.

In 2011, the Board of Administration will complete its effort to develop a long-term investment strategy. The purpose of this effort is to ensure that the Retirement System's assets are allocated in a manner that maximizes investment returns given the likely future conditions of the economy and the Board's tolerance for investment losses. In addition, the Board will conduct a study to compare the Retirement System's current investment decision-making procedures and oversight practices regarding alternative investments with investment industry norms. Together, these assessments will provide the Board with information that will allow the Board to best address the System's significant challenges.

The 2011 Adopted Budget is \$151,000 less than the 2010 Adopted Budget. The Retirement System has adopted a more passive investment policy for certain asset classes within the fund's portfolio, which reduces the budget for professional services by \$476,000. This cost saving, in addition to savings in rent and other minor expenses, offset a \$184,000 increase in personnel services due to filled positions, a \$150,000 increase in outside attorney fees, and other minor expenses.

## Employees' Retirement

	Summit	2009	2010	2011	2012
<b>Appropriations</b>	<b>Code</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Employees' Retirement Budget Control Level	R1E10	5,788,338	11,910,581	11,759,692	11,893,813
<b>Department Total</b>		<b>5,788,338</b>	<b>11,910,581</b>	<b>11,759,692</b>	<b>11,893,813</b>
<b>Department Full-time Equivalents Total*</b>		<b>15.50</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>

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

	2009	2010	2011	2012
<b>Resources</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Other	5,788,338	11,910,581	11,759,692	11,893,813
<b>Department Total</b>	<b>5,788,338</b>	<b>11,910,581</b>	<b>11,759,692</b>	<b>11,893,813</b>

# Employees' Retirement

## Employees' Retirement Budget Control Level

### Purpose Statement

The purpose of the Employees' Retirement Budget Control Level is to manage and administer retirement assets and benefits.

### Summary

The Employees' Retirement budget is decreased by \$150,889 from the 2010 Adopted Budget to the 2011 Proposed Budget.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Employees' Retirement	5,788,338	11,910,581	11,759,692	11,893,813
Full-time Equivalents Total*	15.50	15.50	15.50	15.50

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

# Employees' Retirement

## 2011 - 2012 Estimated Revenues for the Employees' Retirement System Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
469610	Employee Contribution	0	0	0	5,879,846	5,946,907
569510	Employer Contribution	0	0	0	5,879,846	5,946,907
<b>Total Revenues</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>11,759,692</b>	<b>11,893,814</b>

# Ethics and Elections Commission

## Wayne Barnett, Executive Director

### Contact Information

Department Information Line: (206) 684-8500

City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476

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

### Department Description

The Seattle Ethics and Elections Commission (SEEC) helps foster public confidence in the integrity of Seattle City government by providing education, training, and enforcement of the City's Ethics Code, Whistleblower Code, and lobbying regulations. The SEEC also promotes informed elections through education, training, and enforcement of the City's Elections Code and Election Pamphlet Code.

The SEEC conducts ethics training for all City employees on request, and through the City's New Employee and New Supervisor Orientation programs. It also provides ethics training information for City employees via the City's intranet site.

The SEEC issues advisory opinions regarding interpretations of the Code of Ethics and also investigates and rules upon alleged violations of the Code. Thirty years of formal advisory opinions, organized and searchable by topic, are available on SEEC's website.

Through the Whistleblower Code, the SEEC helps to protect an employee's right to report improper governmental action and to be free from possible retaliation as a result of such reporting. The SEEC either investigates allegations of improper governmental actions itself or refers allegations to the appropriate agency.

The SEEC fulfills the public's mandate of full campaign disclosure by training every organization required to report contributions and expenditures in proper reporting procedures, auditing every organization that reports, working with those organizations to correct errors, and making all campaign finance information available to the public. Since 1993, the SEEC has made summary reports of campaign financing information available to the public. And, since 1995, SEEC has published campaign financing information on its web site.

In 2008, the SEEC was charged with administering the City's new lobbying regulations. The SEEC collects and posts information so that citizens know who is lobbying and how much they are being paid to lobby. The SEEC also enforces compliance with the lobbying regulations.

The SEEC produces voters' pamphlets for City elections and ballot measures. It makes these pamphlets available in several languages and produces a video voters' guide with King County in odd-numbered years. The video voters' guide is funded with cable franchise fee revenue.

### Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a \$67 million shortfall. The 2011 Adopted Budget includes reductions for all General Fund-dependent functions. The Seattle Ethics and Elections Commission's 2011 Adopted Budget reflects reductions in order to close the General Fund gap.

The 2011 Adopted Budget identifies administrative savings and operational efficiencies to discretionary spending. This includes freezing salary levels for City employees in certain classifications, and reducing expenditures for travel and training.

## **Ethics and Elections**

Those reductions are offset by an increase in the budget for voters' pamphlet expenses. Voters' pamphlet expenditures are expected to be higher in 2011, when the Families and Education Levy will be up for renewal and there will be five City Council races, than they were in 2010, when only two Municipal Court positions were contested. The 2012 Endorsed Budget anticipates lower voter pamphlet expenses since no City positions are expected to be on the ballot.

### **City Council Provisos**

There are no Council provisos.

## Ethics and Elections

	Summit	2009	2010	2011	2012
<b>Appropriations</b>	<b>Code</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Ethics and Elections Budget Control Level	V1T00	665,387	611,220	686,573	654,946
<b>Department Total</b>		<b>665,387</b>	<b>611,220</b>	<b>686,573</b>	<b>654,946</b>
<b>Department Full-time Equivalents Total*</b>		<b>5.20</b>	<b>5.20</b>	<b>5.20</b>	<b>5.20</b>

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

	2009	2010	2011	2012
<b>Resources</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
General Subfund	665,387	611,220	686,573	654,946
<b>Department Total</b>	<b>665,387</b>	<b>611,220</b>	<b>686,573</b>	<b>654,946</b>



## Ethics and Elections Budget Control Level

### Purpose Statement

The purpose of the Ethics and Elections Budget Control Level is threefold: 1) to audit, investigate, and conduct hearings regarding non-compliance with, or violations of, Commission-administered ordinances; 2) to advise all City officials and employees of their obligations under Commission-administered ordinances; and 3) to publish and broadly distribute information about the City's ethical standards, City election campaigns, campaign financial disclosure statements, and lobbyist disclosure statements.

### Summary

Reduce budget by \$3,000 by eliminating the budget for travel and training.

Reduce budget by \$8,000 in accordance with Executive Order 2010-01, which directed departments to withhold base salary increases for City officers and employees in certain classifications.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$1,000 in savings.

Increase budget by \$38,000 for voters' pamphlet production and printing costs in 2011.

Increase budget by \$49,000 for citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$75,000.

	2009	2010	2011	2012
<b>Expenditures/FTE</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Ethics and Elections	665,387	611,220	686,573	654,946
Full-time Equivalents Total*	5.20	5.20	5.20	5.20

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

# Department of Executive Administration

## Department Description

The Department of Executive Administration (DEA) provides a variety of services to City departments and the public, including Citywide operational responsibilities for accounting, payroll, licensing, revenue collection and processing, animal services, weights and measures, treasury activities, purchasing, construction and consultant contracting, risk management, and the City's financial management and personnel data systems.

## Policy and Program Changes

As part of a reorganization of City government, the Department of Finance and Administrative Services (FAS) was created on August 30, 2010. The new department includes the entirety of the Department of Executive Administration (DEA). This section shows DEA budget information for 2009 and 2010 as reference; budget information for 2011 and 2012 is included in the FAS budget chapter.

## City Council Provisos

There are no Council provisos.

## Executive Administration

<b>Appropriations</b>	<b>Summit Code</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Business Technology Budget Control Level	C8400	9,907,698	9,998,664	0	0
Contracting and Purchasing Services Budget Control Level	C8700	3,426,667	3,377,226	0	0
Executive Management Budget Control Level	C8100	2,437,844	2,576,293	0	0
Financial Services Budget Control Level	C8200	8,152,292	8,434,576	0	0
Revenue and Consumer Affairs Budget Control Level	C8500	5,394,219	5,281,344	0	0
Seattle Animal Shelter Budget Control Level	C8600	3,321,333	3,423,443	0	0
<b>Department Total</b>		<b>32,640,052</b>	<b>33,091,545</b>	<b>0</b>	<b>0</b>
<b>Department Full-time Equivalents Total*</b>		<b>247.50</b>	<b>247.50</b>	<b>0.00</b>	<b>0.00</b>

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

<b>Resources</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
General Subfund	32,640,052	33,091,545	0	0
<b>Department Total</b>	<b>32,640,052</b>	<b>33,091,545</b>	<b>0</b>	<b>0</b>

# Executive Administration

## Business Technology Budget Control Level

### Purpose Statement

The purpose of the Business Technology Budget Control Level is to plan, strategize, develop, implement, and maintain business technologies to support the City's business activities.

### Summary

This Budget Control Level is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Business Technology	9,907,698	9,998,664	0	0
Full-time Equivalents Total*	45.50	45.50	0.00	0.00

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

# Executive Administration

## Contracting and Purchasing Services Budget Control Level

### Purpose Statement

The purpose of the Contracting and Purchasing Services Budget Control Level (BCL) is to anticipate and meet customer contracting and purchasing needs; provide education throughout the contracting process; administer policy and law; implement the City's various social objectives in contracting; and provide fair, thorough, and responsive service to customers so they can meet their business needs in an affordable and timely manner. This BCL also supports the efforts and services provided by the Urban League's Contractor Development and Competitiveness Center (CDCC) for the development of small, economically-disadvantaged businesses, including women and minority firms, as authorized by Ordinance 120888.

### Summary

This Budget Control Level is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Contracting and Purchasing	3,426,667	3,377,226	0	0
Full-time Equivalents Total*	28.00	28.00	0.00	0.00

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

# Executive Administration

## Executive Management Budget Control Level

### Purpose Statement

The purpose of the Executive Management Budget Control Level is to provide executive direction and leadership; strategic, financial and operational planning; risk management and human resource services; and administrative support so that Department managers, staff, and other decision-makers can make informed decisions on how to best serve City customers.

### Summary

This Budget Control Level is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Executive Management	2,437,844	2,576,293	0	0
Full-time Equivalents Total*	19.00	19.00	0.00	0.00

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

# Executive Administration

## Financial Services Budget Control Level

### Purpose Statement

The purpose of the Financial Services Budget Control Level is to oversee and provide technical support to the financial affairs of the City. This BCL performs a wide range of technical and operating functions, such as economic and fiscal forecasting, debt issuance and management, Citywide payroll processing, investments management, and revenue and payment processing services. In addition, this BCL develops and implements a variety of City financial policies including policies for City revenues, accounting procedures, and risk mitigation. Finally, the CBL provides oversight and guidance to financial reporting, City retirement programs, and public corporation established by the City.

### Summary

This Budget Control Level is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
Financial Services	8,152,292	8,434,576	0	0
Full-time Equivalents Total*	67.50	67.50	0.00	0.00

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

# Executive Administration

## Revenue and Consumer Affairs Budget Control Level

### Purpose Statement

The purpose of the Revenue and Consumer Affairs Budget Control Level is to administer and enforce the City's license and tax codes for Seattle residents with the goal that budget expectations are met and consumer protection standards are upheld.

### Summary

This Budget Control Level is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Revenue and Consumer Affairs	5,394,219	5,281,344	0	0
Full-time Equivalents Total*	50.50	50.50	0.00	0.00

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



# Executive Administration

## Seattle Animal Shelter Budget Control Level

### Purpose Statement

The purpose of the Seattle Animal Shelter Budget Control Level is to provide enforcement, animal care, and spay and neuter services in Seattle to control pet overpopulation and foster public safety.

### Summary

This Budget Control Level is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
Seattle Animal Shelter	3,321,333	3,423,443	0	0
Full-time Equivalents Total*	37.00	37.00	0.00	0.00

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

# Finance and Administrative Services

## Fred Podesta, Director

### Contact Information

Department Information Line: (206) 684-0415

City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476

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

### Department Description

The Department of Finance and Administrative Services (FAS) was created on August 30, 2010, as part of the Mayor's reorganization of City government. FAS combines the functions from the former Fleets and Facilities Department; the former Department of Executive Administration; and the revenue forecasting, debt management, and tax policy functions that were previously performed by the former Department of Finance. It also transfers the Department of Neighborhood's Customer Service Bureau to the newly created "Office of Constituent Services," which is housed within FAS. Among other things, the creation of FAS will allow for greater utilization of resources; better integration of the City's financial and accounting policies, management, procedures, and systems; and improved efficiencies in the provision of customer service.

The newly created FAS is one of the most functionally diverse departments within City government. Examples of the Department's responsibilities include: maintaining the database of employee information; building or renovating fire stations; negotiating contracts for items City departments need to purchase; making sure everyone has a chance to compete for City-funded construction projects; operating more than one-hundred City facilities; helping sell property the City no longer needs; managing the City's investments; overseeing the central accounting system; maintaining police patrol cars and fire engines; making sure gas pumps accurately measure out a gallon of gas; regulating the taxicab industry; issuing business licenses, collecting taxes; advocating for animal welfare; finding adoptive homes for animals; and assisting constituents who call (206) 684-CITY (which is the City's Customer Service Bureau hotline where callers can get help solving problems, obtaining information, and resolving complaints).

FAS' budget is split into the following nine functional areas:

Business Technology, which builds and maintains computer applications that support internal business functions, such as financial management, payroll, and personnel records management.

Capital Development and Construction Management, which manages the design and construction of City facilities (including upgrading, renovating, or replacing 32 of the City's 33 neighborhood fire stations), as well as renovations, asset preservation projects, tenant improvements, and sustainability/environmental stewardship related to facility design and construction.

Purchasing and Contracting, which manages rules, bids and contracts for products, supplies, equipment and services; maintains guidelines and procedures for consultant contracting; and administers public works contracting to ensure that all City departments adhere to the City's policy goals related to social equity and environmental stewardship.

Facility Operations, which manages more than one-hundred facilities, or 2.5 million square feet of public buildings and facilities, including office space, parking garages, police and fire stations, community facilities and maintenance shops; procures leased space for City tenants when needed; plans and acquires new and expanded City facilities; and disposes of surplus City property.

# Finance and Administrative Services

Financial Services, which receives City revenue and provides Citywide financial services, including debt management, treasury, central accounting (includes producing the Comprehensive Annual Financial Report), City investments and payroll (includes producing paychecks for more than 10,000 current and retired employees), and risk management (which includes claims settlements).

Fleets Services, which buys and provides maintenance, motor pool, and fueling services for more than 4,000 vehicles and heavy equipment while supporting environmentally sustainable fleets goals and practices.

Revenue and Consumer Protection, which administers City taxes, provides a variety of regulatory services (such as overseeing Seattle's taxicab industry), business licensing and tax collection, and consumer protection services (such as FAS' Weights and Measures Unit, which tests gas pumps, or supermarket checkout scanners to ensure consumers get what they pay for).

Seattle Animal Shelter, which promotes public safety, animal welfare, enforces Seattle's laws regarding animals, runs animal sheltering and adoption programs, and manages a spay and neuter clinic, working with more than 4,000 animals a year, from dogs and cats to peacocks and goats.

Office of Constituent Services, which is a newly created office within FAS that advocates for service excellence throughout City government, answering more than 50,000 requests from constituents each year.

Internal service operations in FAS are primarily supported through charges to City departments and, in some cases, such as when the City leases space, by private businesses or individuals. FAS also collects certain fees specifically to pay for some of its services, such as the Seattle Animal Shelter Spay and Neuter Clinic, animal licensing, the Weights and Measures program, and for-hire driver licenses. Finally, FAS receives General Fund support from the City to pay for several financial services as well as administration of the City's taxes and business licensing services. This transfer funds the following:

- The smaller General Fund departments' portion of the rate charges (which are paid directly out of Finance General rather than loaded into the small departments budgets).
- Specific functions that are not part of the rate pool, like parking meter collection, economics and forecasting, nightlife coordination, and Mutually Offsetting Benefit property maintenance.
- The portion of non-rate pool functions - like the Seattle Animal Shelter, for-hire driver licenses, or the Weights and Measures program - where revenues fall short of covering operating costs.

## Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a \$67 million shortfall for 2011. The 2011 Adopted and 2012 Endorsed Budget includes reductions for all General Fund-dependent functions. FAS receives a General Fund transfer for portions of its operations, primarily the functions of the former Department of Executive Administration (DEA). The Adopted Budget for FAS includes operating changes that decrease their General Fund impact in order to close the gap.

In approaching reductions to the essential services that FAS provides to City departments, an analysis of all department operations was undertaken. The following categories of actions, which are expanded upon in the paragraphs below, describe the Department's methodology toward approaching reductions. They are: find internal and organizational efficiencies that preserve direct services; review and renegotiate contracts; adjust the management and administrative structure; review staffing and salary levels; evaluate service delivery change possibilities; and execute technical adjustments.

## Finance and Administrative Services

The Department reviewed each program to find internal and organizational efficiencies with the goal of preserving direct services. This analysis led to significant cost savings through changes including expanding the heating and cooling temperature settings in downtown buildings to lower utility costs, extending the lifecycles of vehicles, scaling back non-essential building maintenance, and capturing utility savings brought about by more energy-efficient lighting in newer buildings. Non-essential travel and training expenditures are also reduced by \$85,000, which includes a \$10,000 reduction to the tuition assistance program.

FAS will also capture savings through the review and renegotiation of contracts. Janitorial contracts for services outside the downtown core will be rebid and services will be streamlined. Security service contracts will also be reduced, with management hours being trimmed by approximately 50%. Revenue will also be generated through the expansion of negotiated purchasing rebates. Due to current market conditions, the City has successfully negotiated with vendors to introduce rebates into existing contracts, thereby receiving more competitive net pricing.

Options for achieving cost savings through changes in management structure and administrative efficiencies were also developed. Analysis of management-to-staff ratios and the reorganization of work units led to proposed reductions of management positions in several functional areas. Both the Audit and Enforcement units and the Warehouse and Mail functions are reorganized, which brought about reductions of one part-time and one full-time Manager when work units were combined. Four Strategic Advisors are abrogated from the Capital Development and Construction Management Division, the Office of Constituent Services, and Budget, and Central Services. The responsibilities of those positions included public disclosure, performance measures, human resources, and purchasing coordination. Remaining staff will take on the primary responsibilities from these positions.

An analysis of staffing levels resulted in streamlining operations in almost all department programs. A total of 32.5 positions are reduced in the 2011 Adopted and 2012 Endorsed Budget. The majority of these reductions involved eliminating one or two positions from various programs and redistributing the workload to the remaining staff. The degree of impact will vary for each program, but all programs will remain intact. Examples of affected programs include: accounts payable, purchasing, carpentry, accounting, events management, janitorial services, and liquor licensing. More significant reductions were taken in three areas. Due to reductions in the size of the City's fleet and the extension of vehicle lifecycles, FAS is able to reduce six of their seventy-four mechanic and mechanic apprentice positions. The Animal Shelter will reduce 4.5 staff, and will therefore be closed one additional day per week. Lastly, the paint shop will reduce four of seven painters, which will lead to delays for cosmetic work. Safety related paint jobs such as signage will remain a high priority.

In addition to these reductions, three staff members were added to the Department. In the Finance and Administrative Division, two Tax Auditors were added to a staff of eight. This addition will better allow the City to enforce their business tax laws and expand coverage to other tax enforcement areas like utility and admission taxes. The revenue generated by increased compliance prevents the need for further reductions and helps to preserve direct services. Lastly, an Audit Coordinator was added to the department to oversee the anticipated implementation of the Department of Justice's Americans with Disabilities Act (ADA) audit settlement that directs the City to review all facilities and properties for ADA compliance.

In addition to the staffing changes, two programmatic changes were implemented in the 2011 Adopted and 2012 Endorsed Budget. Funding for the operation and maintenance of the elevator for the SR519 bridge, built by the Washington State Department of Transportation, has been added. The elevator was incorporated into the Project to meet ADA requirements. Maintenance of the bridge will remain in the SDOT budget; however, FAS is responsible for maintaining elevators throughout the City, and therefore these costs will be transferred from the SDOT budget. The second programmatic change is that the tuition assistance program has been removed from the Budget and Central Services program for department employees.

## Finance and Administrative Services

In response to the fiscal crisis facing Seattle, FAS also explored revenue increases. Noteworthy adjustments include an increase to the cat license fee, which has not changed since 2003. The license fee for altered cats will increase from \$15 to \$20; the fee for unaltered cats will increase from \$20 to \$30. The City's driver-for-hire license fee is also being restructured and a \$50 fee will now be levied on taxi drivers who have dual King County/City of Seattle licenses. No fee was previously paid to the City for dual license holders. Drivers Licensed only in Seattle, who make up less than 1% of all licensed drivers, will see their fee reduced from \$75 to \$50. In all, the 2011 Adopted and 2012 Endorsed Budget for FAS includes new revenues of approximately \$1.2 million, \$720,000 of which will go directly into the General Fund.

A series of technical adjustments including the annual truing up of fleet vehicle expenditures, adjustments for inflation, post-merger adjustments to charges between the former DEA and FFD, COLA reductions, a reduction in debt service fees, and a reduction in fuel costs based on a revised forecast have all been captured and can be found in the following pages.

### City Council Provisos

The City Council has adopted the following budget proviso: In the 2012 Endorsed Budget, the Fleet Services and Facility Services Budget Control levels are reduced by \$250,000 each to reflect reductions that will be made to management-related costs. Reductions will not be restricted to executives, managers or Strategic Advisors. Other supervisory functions may be restructured and some non-labor savings aimed at reducing internal costs may be achieved. FAS will identify specific steps toward meeting this reduction as part of the 2012 budget process.

## Finance and Administrative Services

<b>Appropriations</b>	<b>Summit Code</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
<b>Budget and Central Services Budget Control Level</b>	<b>A1000</b>	<b>0</b>	<b>0</b>	<b>5,571,564</b>	<b>5,727,137</b>
<b>Business Technology Budget Control Level</b>	<b>A4520</b>	<b>0</b>	<b>0</b>	<b>8,106,289</b>	<b>8,262,971</b>
<b>City Purchasing and Contracting Services Budget Control Level</b>					
Contracting Services		0	0	1,501,304	1,537,379
Purchasing Services		0	0	1,516,622	1,554,318
<b>City Purchasing and Contracting Services Budget Control Level</b>	<b>A4540</b>	<b>0</b>	<b>0</b>	<b>3,017,925</b>	<b>3,091,697</b>
<b>Facility Services Budget Control Level</b>	<b>A3000</b>	<b>0</b>	<b>0</b>	<b>65,355,413</b>	<b>65,696,767</b>
<b>Financial Services Budget Control Level</b>					
Accounting		0	0	3,900,673	3,993,209
City Economics and Financial Management		0	0	1,214,568	1,228,057
Risk Management		0	0	1,207,270	1,240,689
Treasury		0	0	3,535,974	3,613,447
<b>Financial Services Budget Control Level</b>	<b>A4510</b>	<b>0</b>	<b>0</b>	<b>9,858,485</b>	<b>10,075,403</b>
<b>Fleet Services Budget Control Level</b>					
Vehicle Fueling		0	0	8,222,523	8,388,436
Vehicle Leasing		0	0	12,817,874	17,991,601
Vehicle Maintenance		0	0	18,682,788	18,855,496
<b>Fleet Services Budget Control Level</b>	<b>A2000</b>	<b>0</b>	<b>0</b>	<b>39,723,184</b>	<b>45,235,533</b>
<b>Judgment and Claims Budget Control Level</b>	<b>A4000</b>	<b>0</b>	<b>0</b>	<b>361,975</b>	<b>361,975</b>
<b>Office of Constituent Services Budget Control Level</b>	<b>A6510</b>	<b>0</b>	<b>0</b>	<b>1,149,727</b>	<b>1,177,339</b>
<b>Revenue and Consumer Protection Budget Control Level</b>					
Consumer Protection		0	0	781,819	801,987
Revenue and Licensing		0	0	4,216,499	4,317,622
<b>Revenue and Consumer Protection Budget Control Level</b>	<b>A4530</b>	<b>0</b>	<b>0</b>	<b>4,998,318</b>	<b>5,119,609</b>
<b>Seattle Animal Shelter Budget Control Level</b>	<b>A5510</b>	<b>0</b>	<b>0</b>	<b>3,004,881</b>	<b>3,068,445</b>

## Finance and Administrative Services

<b>Appropriations</b>	<b>Summit Code</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
<b>Technical Services Budget Control Level</b>					
Capital Development and Construction Management		0	0	2,854,957	2,922,193
<b>Technical Services Budget Control Level</b>	<b>A3100</b>	<b>0</b>	<b>0</b>	<b>2,854,957</b>	<b>2,922,193</b>
<b>Department Total</b>		<b>0</b>	<b>0</b>	<b>144,002,719</b>	<b>150,739,071</b>
<b>Department Full-time Equivalents Total*</b>		<b>0.00</b>	<b>0.00</b>	<b>523.75</b>	<b>523.75</b>
<i>* FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.</i>					
<b>Resources</b>		<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
General Subfund		0	0	20,865,694	21,112,332
Other		0	0	123,137,026	129,626,739
<b>Department Total</b>		<b>0</b>	<b>0</b>	<b>144,002,719</b>	<b>150,739,071</b>

# Finance and Administrative Services

## **Budget and Central Services Budget Control Level**

### **Purpose Statement**

The purpose of the Budget and Central Services Budget Control Level is to provide executive leadership and a range of planning and support functions, including policy and strategic analysis, budget development and monitoring, financial analysis and reporting, accounting services, information technology services, human resource services, office administration, and central departmental services such as contract review and legislative coordination. These functions promote solid business systems, optimal resource allocation, and compliance with Citywide financial, technology, and personnel policies.

### **Summary**

Reduce budget authority by \$23,000 to reflect reductions in expenditures for travel and training (including the tuition reimbursement program).

Reduce the budget by \$103,000 and abrogate 1.0 FTE Strategic Advisor 1 whose duties included training, organizational development, and strategic planning. This reduction will lead to a reallocation of training work and a reduced scope of work in organizational development and strategic planning for the Department.

Increase the budget by \$135,000 and add 1.0 FTE Strategic Advisor 2 to coordinate the anticipated implementation of the Department of Justice's Americans with Disabilities Act (ADA) audit settlement that directs the City to review all facilities and properties for ADA compliance.

Reduce the budget by \$90,000 and abrogate 1.0 FTE Senior Finance Analyst, 1.0 FTE Accountant, and add 1.0 FTE Senior Accountant. This net reduction of staff will lead to a reallocation of resources to address critical work related to the Capital Improvement Program, capital assets, and other accounting functions, and may lead to the discontinuation of lower priority tasks.

Reduce the budget by \$75,000 and abrogate 1.0 FTE Personnel Specialist, Assistant in the Human Resources unit. This position is responsible for updating personnel information, supporting hiring and on-boarding processes for new employees and providing clerical support to professional staff. Critical duties will be reassigned to existing staff.

Abrogate 0.5 FTE Strategic Advisor 1 whose duties include contract review and project management for various technology projects.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$35,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$62,000 is saved in the Budget and Central Services BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by \$1.03 million, which when added to the changes listed above and the baseline budget of \$4.8 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$5.6 million. The largest of these technical adjustments is an increase of \$1.3 million as part of a department-wide net-zero alignment of DoIT charges.



## Finance and Administrative Services

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Budget and Central Services	0	0	5,571,564	5,727,137
Full-time Equivalents Total*	0.00	0.00	35.50	35.50

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

# Finance and Administrative Services

## Business Technology Budget Control Level

### Purpose Statement

The purpose of the Business Technology Budget Control Level is to plan, strategize, develop, implement, and maintain information technologies to support the City's business activities.

### Summary

Reduce budget authority by approximately \$245,000 to reflect reductions in expenditures for administrative efficiencies including professional services, overtime, software, data processing equipment, and travel and training.

Abrogate 1.0 FTE Information Technology Professional C position and reassign quality assurance duties, and department-wide infrastructure support, to existing staff.

Transfer 1.0 FTE Strategic Advisor 2 position from the City Budget Office to FAS. This action transfers and consolidates application support for CBO in FAS' Business Technology Division. The position will support the City's Central Budgeting Repository (REM), Ordinance Tracking System, Public Disclosure Tracking System, and Seattle Animal Shelter CATS system. This action, taken with the abrogation of the 1.0 FTE Information Technology Professional C position above, is budget-neutral.

Reduce budget by \$236,000 and abrogate 2.0 FTE Information Technology Professional B positions and reclassify an existing Executive 2 position to a Manager 3, Information Technology. These staff reductions impact the HRIS team and the Applications team. Duties include work on retirement and payroll, workers compensation, employee self service, and developing business-specific applications or enhancements to existing systems. Duties will be redistributed to remaining staff; however, the reduction will limit the capacity to take on new application projects. The Department's review of their management structure lead to a reclassification of the Executive 2 position to a Manager 3.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$54,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$31,000 is saved in the Business Technology BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by \$1.8 million, which when added to the changes listed above and the baseline budget of \$10.4 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$8.1 million. The largest adjustment is a transfer of \$881,000 in DoIT charges to the Budget and Central Services BCL.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
Business Technology	0	0	8,106,289	8,262,971
Full-time Equivalents Total*	0.00	0.00	42.50	42.50

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

# Finance and Administrative Services

## City Purchasing and Contracting Services Budget Control Level

### Purpose Statement

The purpose of the City Purchasing and Contracting Services Budget Control Level is to conduct and administer all bids and contracts for Public Works and purchases (products, supplies, equipment and services) on behalf of City departments. These work groups conduct the bid process, execute and manage resultant contracts, develop and administer City policy and guidelines, and implement State law and City code. Consultant contract rules, policies and guidelines are also centrally established by these work groups. These work groups develop and implement the City social responsibility policies and requirements, including women and minority business, environmental purchasing, and prevailing wages. The work groups provide fair, thorough, and responsive service to customers to ensure acquisitions are competitively acquired, timely and compliant to all law. In addition, this program supports the efforts and services provided by the Urban League's Contractor Development and Competitiveness Center (CDCC) for the development of small, economically disadvantaged businesses, including women and minority firms, as authorized by Ordinance 120888.

### Program Expenditures

	2009	2010	2011	2012
	Actual	Adopted	Adopted	Endorsed
Contracting Services	0	0	1,501,304	1,537,379
Purchasing Services	0	0	1,516,622	1,554,318
<b>Total</b>	<b>0</b>	<b>0</b>	<b>3,017,925</b>	<b>3,091,697</b>
Full-time Equivalents Total *	0.00	0.00	28.00	28.00

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

# Finance and Administrative Services

## City Purchasing and Contracting Services: Contracting Services

### Purpose Statement

The purpose of the Contracting Services Program is to administer the bid, award, execution and close-out of public works projects for City departments. Staff anticipate and meet customers' contracting needs and provide education throughout the contracting process. This program also maintains the City's guidelines and procedures for consultant contracting. In addition, this program supports the efforts and services provided by the Urban League's Contractor Development and Competitiveness Center (CDCC) for the development of small, economically disadvantaged businesses, including women and minority firms, as authorized by Ordinance 120888.

### Program Summary

Reduce budget authority by \$9,000 to reflect reductions in travel and training.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$12,000 in savings.

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

Citywide adjustments to labor and other operating costs decrease the budget by \$192,000, which when added to the changes listed above and the baseline budget of \$1.7 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$1.5 million.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
Contracting Services	0	0	1,501,304	1,537,379
Full-time Equivalents Total*	0.00	0.00	13.00	13.00

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

# Finance and Administrative Services

## City Purchasing and Contracting Services: Purchasing Services

### Purpose Statement

The purpose of the Purchasing Services Program is to provide central oversight for the purchase of goods, products, materials, and routine services obtained by City departments. All purchases for any department that total more than \$44,000 per year are centrally managed by Purchasing Services. City Purchasing conducts the bid and acquisition process, executes and manages the contracts, and establishes centralized volume-discount blanket contracts for City department use. This program also develops and manages City guidelines, policies for purchases.

### Program Summary

Reduce budget authority by \$3,000 to reflect reductions in travel and training.

Reduce budget authority by \$98,000 and abrogate 1.0 FTE Buyer that was part of a team of nine responsible for conducting the bid and contract process for each City acquisition above the \$44,000 threshold set by City code. If necessary, the department may request an ordinance change in future years to increase sealed bid limits as a way of reducing the unit's workload.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$12,000 in savings.

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

Citywide adjustments to labor and other operating costs decrease the budget by \$177,000, which when added to the changes listed above and the baseline budget of \$1.8 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$1.5 million.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
Purchasing Services	0	0	1,516,622	1,554,318
Full-time Equivalents Total*	0.00	0.00	15.00	15.00

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

# Finance and Administrative Services

## **Facility Services Budget Control Level**

### **Purpose Statement**

The purpose of the Facility Services Budget Control Level is to manage most of the City's general government facilities, including the downtown civic campus, police precincts, fire stations, shops and yards, and several parking facilities. Functions include property management, environmental analysis, implementation of environmentally sustainable facility investments, facility maintenance and repair, janitorial services, security services, and event scheduling. The Facility Operations team is also responsible for warehouse, real estate, and mail services throughout the City. These functions promote well-managed, clean, safe, and highly efficient buildings and grounds that house City employees and serve the public.

### **Summary**

Reduce budget authority by approximately \$1.2 million to reflect reductions in expenditures for administrative efficiencies including maintenance, security, utilities, and travel and training. Savings will be achieved through expanding the heating and cooling temperature settings in downtown buildings, scaling back non-essential building maintenance, and capturing utility savings brought about by more energy-efficient lighting in newer buildings.

Reduce the budget by \$165,000 to reflect the savings achieved by renegotiating janitorial and security contracts at slightly reduced service levels.

Reduce the budget by \$179,000 and abrogate 1.0 FTE Manager 1, Property and Facility Management and 1.0 FTE Delivery Worker. The Department performed a review of the management structure and streamlined the reporting in the Warehouse and Mail functions so that the supervisors of each unit will report directly to the Facilities Director, rather than the Manager 1. The reduction of a Deliver Worker leaves four remaining staff to handle interoffice and U.S. mail delivery to departments.

Reduce the budget by \$166,000 and abrogate 2.0 FTE Carpenter positions. This reduction leaves 4.0 Carpenters and 1.0 Crew Chief to carry out planned work orders which consist primarily of items like inspections of life-safety systems. These work orders make up one fourth of the shops duties. The majority of the work is reactive and this work will now be prioritized such that cosmetic and minor maintenance work will be delayed.

Reduce the budget by \$69,000 and abrogate 1.0 FTE Administrative Specialist II position that supports the facility scheduling and event management as well as providing back-up administrative support throughout the Department. This work will be absorbed by remaining staff.

Reduce the budget by \$116,000 and abrogate 2.0 FTE Janitor staff assigned to the night shift at City Hall. This reduces night shift staffing to four and will lead to a slightly reduced level of service.

Reduce the budget by \$334,000 and abrogate 4.0 FTE Painter positions. This reduction leaves three staff members, including a Crew Chief, to both manage vendors hired for paint-related work orders and to carry out duties including graffiti removal, safety related signage work, and cosmetic work. This reduction will cause the staff to prioritize safety related work and will likely lead to delays for lower priority paint requests.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$70,000 in savings.

## Finance and Administrative Services

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$53,000 is saved in the Facility Services BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by \$761,000 which when added to the changes listed above and the baseline budget of \$68.5 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$65.4 million. The largest of these reductions is an adjustment of \$697,000 to match actual debt service collection to the previous rate assumption.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Facility Services	0	0	65,355,413	65,696,767
Full-time Equivalents Total*	0.00	0.00	92.50	92.50

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

# Finance and Administrative Services

## Financial Services Budget Control Level

### Purpose Statement

The purpose of the Financial Services Budget Control Level (BCL) is to oversee and provide technical support to the financial affairs of the City. This BCL performs a wide range of technical and operating functions, such as economic and fiscal forecasting, debt issuance and management, Citywide payroll processing, investments management, and revenue and payment processing services. In addition, this BCL develops and implements a variety of City financial policies including policies for City revenues, accounting procedures, and risk mitigation. Finally, the BCL provides oversight and guidance to financial reporting, City retirement programs, and public corporation established by the City.

<b>Program Expenditures</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Accounting	0	0	3,900,673	3,993,209
City Economics and Financial Management	0	0	1,214,568	1,228,057
Risk Management	0	0	1,207,270	1,240,689
Treasury	0	0	3,535,974	3,613,447
<b>Total</b>	<b>0</b>	<b>0</b>	<b>9,858,485</b>	<b>10,075,403</b>
Full-time Equivalents Total *	0.00	0.00	79.50	79.50

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



# Finance and Administrative Services

## Financial Services: Accounting

### Purpose Statement

The purpose of the Accounting Program is to establish and enforce Citywide accounting policies and procedures, perform certain financial transactions, process the City's payroll, and provide financial reporting, including preparation of the City's Comprehensive Annual Financial Report.

### Program Summary

Reduce the budget by \$69,000 and abrogate 1.0 FTE Accounting Technician II. This position processes vendor payments in the accounts payable unit. The reduction will spread existing accounts payable processing responsibilities to the remaining staff.

Reduce the budget by \$96,000 and abrogate 1.0 FTE Senior Accountant. This position oversees three accounting technicians. Supervisorial duties will shift to other supervisors and other accounting staff will assume additional responsibilities for balancing and reconciliation work. The reduction gives payroll less flexibility to accommodate fluctuations in workload.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$29,000 in savings.

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

Citywide adjustments to labor and other operating costs decrease the budget by \$383,000 which when added to the changes listed above and the baseline budget of \$4.5 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$3.9 million.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
Accounting	0	0	3,900,673	3,993,209
Full-time Equivalents Total*	0.00	0.00	33.50	33.50

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

# Finance and Administrative Services

## Financial Services: City Economics and Financial Management

### Purpose Statement

The purpose of the City Economics and Financial Management Program is to ensure that the City's financial affairs are consistent with State and Federal laws and policies, City Code, and the City's Adopted Budget. This includes establishing policy for and overseeing City accounting, treasury, risk management, and tax administration functions on behalf of the Director of Finance and Administrative Services. In addition, the Program provides financial oversight of City retirement programs and public corporations established by the City. The Program provides economic and revenue forecasts to City policy makers and administers the City's debt portfolio. Program staff members provide expert financial analysis to elected officials and the City Budget Office to help inform and shape the City's budget.

### Program Summary

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$12,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$29,000 is saved in the City Financial Management Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by \$12,000 which when added to the changes listed above and the baseline budget of \$1.2 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$1.2 million.

	2009	2010	2011	2012
<b>Expenditures/FTE</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
City Economics and Financial Management	0	0	1,214,568	1,228,057
Full-time Equivalents Total*	0.00	0.00	8.00	8.00

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

# Finance and Administrative Services

## Financial Services: Risk Management

### Purpose Statement

The purpose of the Risk Management Program is to advise City departments on ways to avoid or reduce losses, provide expert advice on appropriate insurance and indemnification language in contracts, investigate and adjust claims against the City, and to administer all of the City's liability, property insurance policies, and its self-insurance program.

### Program Summary

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$9,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$8,000 is saved in the Risk Management Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by \$12,000 which when added to changes listed above and the baseline budget of \$1.2 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$1.2 million. This change includes a transfer of \$1.2 million and 9.0 FTEs from Treasury to establish Risk Management as a stand-alone program.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
Risk Management	0	0	1,207,270	1,240,689
Full-time Equivalents Total*	0.00	0.00	9.00	9.00

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

# Finance and Administrative Services

## Financial Services: Treasury

### Purpose Statement

The purpose of the Treasury Program is to collect and record monies owed to the City and pay the City's expenses. This program also invests temporarily idle City money, administers the Business Improvement Area and Local Improvement District program, and collects and processes parking meter revenues.

### Program Summary

Reduce budget authority by approximately \$53,000. This will be achieved through a variety of reductions such as reducing armored car pickups from two times to one time per day, and eliminating certain reports. Additionally, one of four City-owned parking meter collection vans will be turned in and the frequency of cash deposits will be reduced. Because the bulk of the revenues are collected on the first shift of the day, and pay stations have reduced the portion of payments received in cash, revenues will still be collected in a timely manner.

Reduce budget by \$65,000 and abrogate 1.0 FTE Remittance Processing Technician position responsible for opening and sorting bills and preparing payments for processing. Processing staff will be reduced from eight to seven positions and the work will be absorbed by the remaining staff. This change includes a transfer of \$1.2 million and 9.0 FTE from Treasury to establish Risk Management as a stand-alone program.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$22,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$13,000 is saved in the Treasury Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by \$1.7 million which when added to changes listed above and the baseline budget of \$5.4 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$3.5 million.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Treasury	0	0	3,535,974	3,613,447
Full-time Equivalents Total*	0.00	0.00	29.00	29.00

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

# Finance and Administrative Services

## Fleet Services Budget Control Level

### Purpose Statement

The purpose of the Fleet Services Budget Control Level is to provide fleet vehicles to City departments; assess and implement environmental initiatives related to both the composition of the City's fleet and the fuels that power it; actively manage and maintain the fleet; procure and distribute fuel; and operate a centralized motor pool. The goal of these functions is to create and support an environmentally responsible and cost-effective Citywide fleet that helps all City departments carry out their work as efficiently as possible.

<b>Program Expenditures</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Vehicle Fueling	0	0	8,222,523	8,388,436
Vehicle Leasing	0	0	12,817,874	17,991,601
Vehicle Maintenance	0	0	18,682,788	18,855,496
<b>Total</b>	<b>0</b>	<b>0</b>	<b>39,723,184</b>	<b>45,235,533</b>
Full-time Equivalents Total *	0.00	0.00	131.00	131.00

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

## Fleet Services: Vehicle Fueling

### Purpose Statement

The purpose of the Vehicle Fueling Program is to procure, store, distribute, and manage various types of fuels, including alternative fuels, for City departments and Seattle and King County Public Health.

### Program Summary

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

Citywide adjustments to labor and other operating costs decrease the budget by \$587,000 which when added to changes listed above and the baseline budget of \$8.8 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$8.2 million. A decrease of \$586,000 is captured to reflect a revised fuel cost forecast.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Vehicle Fueling	0	0	8,222,523	8,388,436
Full-time Equivalents Total*	0.00	0.00	1.00	1.00

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

# Finance and Administrative Services

## Fleet Services: Vehicle Leasing

### Purpose Statement

The purpose of the Vehicle Leasing Program is to specify, engineer, purchase, and dispose of vehicles and equipment on behalf of other City departments and local agencies. This program administers the lease program by which these FAS-procured vehicles are provided to City departments and Seattle and King County Public Health. The program also provides motor pool services, and houses fleet administration and environmental stewardship functions.

### Program Summary

Reduce budget authority by approximately \$51,000 to reflect reductions in expenditures for administrative efficiencies including travel and training, and overtime.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$11,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$15,000 is saved in the Vehicle Leasing Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by \$2,615,000 which when added to changes listed above and the baseline budget of \$15.5 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$12.8 million. These adjustments include a decrease of \$2.6 million which reflects cyclical fluctuations in vehicle replacement costs.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Vehicle Leasing	0	0	12,817,874	17,991,601
Full-time Equivalents Total*	0.00	0.00	11.00	11.00

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

# Finance and Administrative Services

## Fleet Services: Vehicle Maintenance

### Purpose Statement

The purpose of the Vehicle Maintenance Program is to provide vehicle and equipment outfitting, preventive maintenance, repairs, parts delivery, and related services in a safe, rapid, and prioritized manner.

### Program Summary

Reduce budget authority by approximately \$190,000 to reflect reductions in expenditures for administrative efficiencies including travel and training, and overtime.

Reduce budget by \$524,000 and abrogate 4.0 FTE Auto Mechanic Apprentice positions and 2.0 FTE Auto Mechanic positions. Following this reduction, Vehicle Maintenance will maintain a staff of sixty-eight Auto Mechanics. This change corresponds with a reduction in the size of the fleet and extensions of vehicle lifecycles as the Fleet Services Division continues efforts to maximize efficiencies.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$10,000 is saved in the Vehicle Maintenance Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by \$67,000 which when added to changes listed above and the baseline budget of \$19.3 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$18.7 million.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
Vehicle Maintenance	0	0	18,682,788	18,855,496
Full-time Equivalents Total*	0.00	0.00	119.00	119.00

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

# Finance and Administrative Services

## Judgment and Claims Budget Control Level

### Purpose Statement

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

### Summary

The Department's portion of the City's Judgment and Claims contribution was reduced by \$130,000 for the 2011 Adopted and 2012 Endorsed Budget. This reduction, when added to the baseline budget of \$492,000 will result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$362,000.

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Expenditures</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Judgment and Claims	0	0	361,975	361,975



# Finance and Administrative Services

## Office of Constituent Services Budget Control Level

### Purpose Statement

The purpose of the Office of Constituent Services Budget Control Level (BCL) is to lead City departments to consistently provide services that are easily accessible, responsive, and fair. This includes assistance with a broad range of City services, such as transactions, information requests, and complaint investigations. This BCL includes the City's Customer Service Bureau, Citywide public disclosure responsibilities, and service-delivery analysts.

### Summary

Reduce budget by \$100,000 and abrogate 1.0 FTE Strategic Advisor 2. This position is responsible for collecting and compiling Citywide department performance measure information, which will now be submitted directly to the Mayor's Office. Remaining staff will continue to assist with analyzing data.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$11,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$15,000 is saved in the Office of Constituent Services BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by \$109,000 which when added to changes listed above and the baseline budget of \$1.4 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$1.2 million.

	2009	2010	2011	2012
<b>Expenditures/FTE</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Office of Constituent Services	0	0	1,149,727	1,177,339
Full-time Equivalents Total*	0.00	0.00	11.25	11.25

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

# Finance and Administrative Services

## Revenue and Consumer Protection Budget Control Level

### Purpose Statement

The purpose of the Revenue and Consumer Protection Budget Control Level is to provide regulatory and consumer protection services, license businesses and collect business-related taxes.

### Program Expenditures

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Consumer Protection	0	0	781,819	801,987
Revenue and Licensing	0	0	4,216,499	4,317,622
<b>Total</b>	<b>0</b>	<b>0</b>	<b>4,998,318</b>	<b>5,119,609</b>
Full-time Equivalents Total *	0.00	0.00	50.00	50.00

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

## Revenue and Consumer Protection: Consumer Protection

### Purpose Statement

The purpose of the Consumer Protection Program is to provide Seattle consumers with a fair and well-regulated marketplace. This program includes taxicab inspections and licensing, the weights and measures inspection program, vehicle impound, and consumer complaint investigation.

### Program Summary

Reduce budget by \$92,000 and abrogate 1.0 FTE License and Standards Inspector. This position is one of three staff members comprising the Weights and Measures program. The program will continue its core consumer protection services for scanning, weighing, and measuring devices, however the frequency of inspections on gas pumps and weighing devices will be reduced from annual inspections to approximately two year intervals and responses to consumer complaints may be delayed beyond the current "next day" standard.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$6,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$14,000 is saved in the Consumer Protection Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by \$62,000 which when added to changes listed above and the baseline budget of \$955,000 result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$782,000.

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
<b>Expenditures/FTE</b>				
Consumer Protection	0	0	781,819	801,987
Full-time Equivalents Total*	0.00	0.00	8.50	8.50

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# Finance and Administrative Services

## Revenue and Consumer Protection: Revenue and Licensing

### Purpose Statement

The purpose of the Revenue and Licensing Program is to license and regulate businesses in compliance with applicable law, and administer the Business and Occupation (B&O) Tax, utility taxes, admissions tax, and other taxes levied by the City.

### Program Summary

Reduce budget authority by \$13,000 to reflect reductions in travel and training.

Reduce budget by \$60,000 and reduce 1.0 FTE Manager 1 to 0.5 FTE. This reduction is part of the Department's review of the management structure. The Manager 1 position is responsible for the eleven person Enforcement Program.

Increase budget by \$196,000 and add 2.0 FTE Tax Auditor positions. These positions are added to a staff of eight. This addition will better allow the City to enforce its business tax laws and expand coverage to other tax enforcement areas like utility and admission taxes. The revenue generated by increased compliance prevents the need for further reductions and helps to preserve direct services.

Reduce the budget by \$65,000 and abrogate 1.0 FTE Administrative Specialist I. This position coordinates the review of liquor license renewals and applications. These responsibilities will be absorbed by other Department staff.

Increase the budget by \$40,000 for overtime costs for selected members of the Code Compliance Team (CCT) to enforce regulations related to nighttime mobile food vending, nightlife, and amplified sound. The CCT will determine when enforcement outings will occur. Departments that will use the overtime resources are Seattle Department of Transportation, Seattle Fire Department, Seattle Police Department, and the Department of Finance and Administrative Services.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$35,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$15,000 is saved in the Revenue and Licensing Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by \$440,000 which when added to changes listed above and the baseline budget of \$4.6 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$4.2 million.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Revenue and Licensing	0	0	4,216,499	4,317,622
Full-time Equivalents Total*	0.00	0.00	41.50	41.50

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

# Finance and Administrative Services

## Seattle Animal Shelter Budget Control Level

### Purpose Statement

The purpose of the Seattle Animal Shelter Budget Control Level is to provide animal care, enforcement, and spay and neuter services in Seattle to control pet overpopulation and foster public safety. The Shelter also provides volunteer and foster care programs which enables the citizens of Seattle to donate both time and resources and engage in activities which promote animal welfare in Seattle.

### Summary

Reduce budget by \$362,000 and abrogate 3.0 FTE Animal Control Officer II positions, 1.0 FTE Administrative Specialist I, and reduce 1.0 FTE Animal Care Officer I to 0.5 FTE. All core functions of the Shelter will continue; however, these staff reductions will necessitate the closure of the animal care center and pet license office from six to five days per week. The Animal Control Officer II positions are field officers and the reduction of three officers (from a total of fifteen) returns staffing levels to that of 2005. Hours of park patrol time and community outreach efforts will be scaled back to provide for public safety and ensure adequate response to issues such as dangerous animal and cruelty investigations, transportation of stray and injured animals, nuisance animal complaints, and removal of deceased animals from public areas.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$23,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$19,000 is saved in the Animal Shelter BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by \$270,000 which when added to changes listed above and the baseline budget of \$3.7 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$3 million.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Seattle Animal Shelter	0	0	3,004,881	3,068,445
Full-time Equivalents Total*	0.00	0.00	32.50	32.50

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

# Finance and Administrative Services

## Technical Services Budget Control Level

### Purpose Statement

The purpose of the Technical Services Budget Control Level is to plan and administer FFD's Capital Improvement Program. This division attempts to ensure that the City develops high-quality and environmentally sustainable capital facilities for City staff and functions.

<b>Program Expenditures</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Capital Development and Construction Management	0	0	2,854,957	2,922,193
<b>Total</b>	<b>0</b>	<b>0</b>	<b>2,854,957</b>	<b>2,922,193</b>
Full-time Equivalents Total *	0.00	0.00	21.00	21.00

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

# Finance and Administrative Services

## Technical Services: Capital Development and Construction Management Purpose Statement

The purpose of the Capital Development and Construction Management Program is to provide for the design, construction, commission, and initial departmental occupancy of many City facilities. Functions include environmental design, space planning, and project planning and management in support of the FAS Capital Improvement Program. This program also includes the Fire Facilities and Emergency Response Levy, asset preservation and renovation projects, and other major development projects.

### Program Summary

Reduce budget by \$106,000 and abrogate 1.0 FTE Strategic Advisor 1. This position was responsible for Fire Levy media support, public disclosure requests, public outreach, community relations, and neighborhood events. The public disclosure and media relations duties previously performed by this position will be shifted to other staff in FAS, while the remaining functions are expected to be curtailed.

Reduce budget authority by approximately \$159,000 to reflect reductions in expenditures for administrative efficiencies including travel and training, professional services, software purchases, data processing equipment, supplies, and maintenance.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$24,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$50,000 is saved in the Capital Development and Construction Management Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by \$28,000 which when added to changes listed above and the baseline budget of \$3.2 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$2.9 million.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Capital Development and Construction Management	0	0	2,854,957	2,922,193
Full-time Equivalents Total*	0.00	0.00	21.00	21.00

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

# Finance and Administrative Services

## 2011 - 2012 Estimated Revenues for the Finance and Administrative Services Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
421600	Professional and Occupational Licenses	0	0	0	1,065,800	1,065,800
441960	Weights and Measures Fees	0	0	0	212,978	212,978
442300	Animal Licenses	0	0	0	950,000	950,000
442490	Other Protective Inspection Fees	0	0	0	36,626	36,626
443930	Animal Control Fees and Forfeits	0	0	0	129,000	129,000
443936	Spay and Neuter Fees	0	0	0	200,000	200,000
444300	Vehicle and Equipment Repair Charges	0	0	0	93,040	95,831
444500	Fuel Sales	0	0	0	53,624	54,696
447800	Training	0	0	0	41,000	41,000
461110	Interest Earnings - Residual Cash	0	0	0	280,000	280,000
462190	Motor Pool	0	0	0	1,296	1,335
462250	Vehicle and Equipment Leases	0	0	0	812,510	834,569
462300	Parking Fees - Private at SeaPark Garage	0	0	0	980,257	982,607
462300	Parking Fees - Private at SMT Garage	0	0	0	1,106,066	1,108,716
462500	Bldg/Other Space Rent Charge - Private at AWC	0	0	0	884,007	879,872
462500	Bldg/Other Space Rent Charge - Private at City Hall	0	0	0	90,727	92,541
462500	Bldg/Other Space Rent Charge - Private at SMT	0	0	0	1,050,000	1,050,000
462500	Bldg/Other Space Rent Charge - Private Misc	0	0	0	166,049	169,370
462600	Other Rents and Use Charges	0	0	0	0	0
469990	Other Miscellaneous Revenues	0	0	0	230,191	221,191
473010	Interlocal Grants	0	0	0	0	0
541490	IF Administrative Fees and Charges - Animal Enforcement	0	0	0	2,020,217	2,098,352
541490	IF Administrative Fees and Charges - Central Accounting	0	0	0	4,459,554	4,588,205
541490	IF Administrative Fees and Charges - Consumer Protection	0	0	0	647,408	676,345
541490	IF Administrative Fees and Charges - Contracting	0	0	0	1,392,124	1,434,290
541490	IF Administrative Fees and Charges - Econ and Fiscal Mngt	0	0	0	1,377,152	1,415,499
541490	IF Administrative Fees and Charges - Investments	0	0	0	432,371	444,291
541490	IF Administrative Fees and Charges - Misc. Facility	0	0	0	260,000	260,000
541490	IF Administrative Fees and Charges - Office of Constituent Services	0	0	0	1,422,666	1,472,153
541490	IF Administrative Fees and Charges - Parking Meter Collections	0	0	0	527,889	545,397
541490	IF Administrative Fees and Charges - Purchasing Services	0	0	0	1,628,362	1,678,605

# Finance and Administrative Services

## 2011 - 2012 Estimated Revenues for the Finance and Administrative Services Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
541490	IF Administrative Fees and Charges - Remittance Processing	0	0	0	902,583	927,132
541490	IF Administrative Fees and Charges - Revenue and Licensing	0	0	0	3,760,858	3,904,181
541490	IF Administrative Fees and Charges - Risk Management	0	0	0	1,353,232	1,392,210
541490	IF Administrative Fees and Charges - Spay and Neuter	0	0	0	107,144	124,617
541490	IF Administrative Fees and Charges - Treasury	0	0	0	2,146,608	2,204,648
541830	IF DP - Applications Development - Applications	0	0	0	1,642,833	1,704,240
541830	IF DP - Applications Development - HRIS	0	0	0	2,099,937	2,151,674
541830	IF DP - Applications Development - SUMMIT	0	0	0	5,263,450	5,384,094
541830	IF DP - Applications Development - Technology Capital	0	0	0	155,601	158,246
541921	IF Property Management Service Charges	0	0	0	100,504	100,504
541930	IF Custodial/Janitorial/Security	0	0	0	46,608	47,684
542830	IF Mail Messenger Charges	0	0	0	134,700	137,000
542831	IF ALLOC Mail Messenger - Departments	0	0	0	244,609	251,547
542831	IF ALLOC Mail Messenger - GF	0	0	0	329,510	338,819
543210	IF Architect/Engineering Services - Capital Programs	0	0	0	3,311,579	3,414,994
543210	IF Architect/Engineering Services - CRTI	0	0	0	3,500,000	3,500,000
544300	IF Vehicle and Equipment Repair	0	0	0	10,858,317	11,184,067
544500	IF Fuel Sales	0	0	0	7,909,352	8,067,538
544590	IF Other Misc Revenue - Animal Shelter	0	0	0	0	0
548921	IF ALLOC Warehousing Charges - Departments	0	0	0	1,307,496	1,320,535
548921	IF ALLOC Warehousing Charges - GF	0	0	0	23,782	24,072
548922	IF ALLOC Real Estate Svc Chrgs - Departments	0	0	0	430,377	441,285
548922	IF ALLOC Real Estate Svc Chrgs - GF	0	0	0	413,499	423,980
561400	IF Interest	0	0	0	0	0
562150	IF Motor Pool Rental Charges	0	0	0	503,092	512,429
562250	IF Vehicle and Equipment Leases	0	0	0	23,056,362	23,617,788
562300	IF Parking Fees - SeaPark Garage	0	0	0	425,000	425,000
562300	IF Parking Fees - SMT Garage	0	0	0	272,620	272,620
562500	IF Building/Other Space Rental	0	0	0	5,551,561	5,674,329
562510	IF ALLOC Rent - Bldg/Other Space	0	0	0	47,063,054	47,580,571
562510	IF ALLOC Rent - Bldg/Other Space - GF for Small Departments	0	0	0	1,402,630	1,414,469



## Finance and Administrative Services

### 2011 - 2012 Estimated Revenues for the Finance and Administrative Services Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
569990	IF Other Misc Revenue - Accounting	0	0	0	50,169	51,796
569990	IF Other Misc Revenue - Benaroya Passthrough	0	0	0	493,435	493,435
569990	IF Other Misc Revenue - Facilities	0	0	0	380,000	380,000
569990	IF Other Misc Revenue - Fleets	0	0	0	0	0
569990	IF Other Misc Revenue - GF	0	0	0	765,593	500,492
569990	IF Other Misc Revenue - HCF	0	0	0	138,000	142,000
569990	Interfund Transfers - Departments	0	0	0	0	0
569990	Interfund Transfers - GF	0	0	0	0	0
<b>Total Revenues</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>148,695,009</b>	<b>151,287,266</b>
379100	Use of (Contribution To) Fund Balance	0	0	0	(1,192,289)	2,951,805
<b>Total Resources</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>147,502,720</b>	<b>154,239,071</b>

# Finance and Administrative Services

## Finance and Administrative Services Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
<b>Beginning Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,162,145</b>	<b>21,354,434</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	0	0	0	148,695,009	151,287,266
Less: Actual and Budgeted Expenditures	0	0	0	144,002,719	150,739,071
Less: Capital Improvements	0	0	0	3,500,000	3,500,000
<b>Ending Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21,354,434</b>	<b>18,402,629</b>

# Finance and Administrative Services

## Capital Improvement Program Highlights

### Overview of Facilities and Programs:

The Department of Finance and Administrative Services (FAS) is responsible for building, operating, and maintaining general government facilities. Examples include the City's core public safety facilities (including 33 fire stations and waterfront marine operations, 5 police precincts, the police mounted patrol facility, the Harbor Patrol, Seattle Emergency Operations and Fire Alarm Centers), the City's vehicle maintenance shops and other support facilities, and the City's downtown office building portfolio. In addition, FAS maintains some of the community-based facilities owned by the City, such as senior centers and community service centers.

The 2011-2016 Adopted Capital Improvement Program (CIP) is the Department's plan for maintaining, renovating, expanding, and replacing its extensive inventory of buildings. The Department's CIP is financed by a variety of revenue sources, including the City's General Subfund, the Cumulative Reserve Subfund (including the Unrestricted, REET I, and FAS Asset Preservation subaccounts), voter-approved levy proceeds, general obligation bonds, proceeds from property sales, and grants.

The 2003 Fire Facilities and Emergency Response Levy Program is a 9-year \$167 million property tax levy that voters approved in November 2003. The Levy, together with approximately \$132 million from other sources, funds more than 40 projects to improve the City's fire fighting and emergency response capabilities, including carrying out various emergency preparedness initiatives (for example, upgrading the City's water supply system for firefighting purposes), constructing new support facilities for the Fire Department (including a new joint training facility), constructing a new Emergency Operations Center and Fire Alarm Center, procuring two new fireboats and rehabilitating the Chief Seattle fireboat, and upgrading, renovating, or replacing most of the City's neighborhood fire stations.

### Highlights:

2003 Fire Facilities and Emergency Response Levy Program: FAS reopened nine neighborhood fire stations in 2010 - Fire Stations 33/Rainier Beach, 28/Rainier Valley, 41/Magnolia, and 39/Lake City, 2/Belltown, 17/University, 35/Crown Hill, 37/West Seattle/High Point, and 38/Hawthorne Hills. All of the projects enter one year warranty phases. In 2010, due to the economic downturn, the 2010-2015 Adopted CIP restructured the Levy Program financing plan, resulting in a two-year extension to the program. The program is now expected to be complete in the fourth quarter of 2015.

In 2011, FAS will continue to execute the Levy Program with construction of six neighborhood fire stations (Fire Stations 30/Mt. Baker, 21/Greenwood, 13/Beacon Hill, 16/Green Lake, 6/Central District, 9/Fremont), and begin or continue design on twelve stations (Fire Stations 20/West Queen Anne, 14/SODO, 32/West Seattle Junction, 8/Queen Anne, 27/Georgetown, 34/Madison Park, 36/Delridge/Harbor Island/, 40/Wedgwood, 25/Capitol Hill, 24/Bitter Lake and 26/South Park), plus the Chief Seattle fireboat. A temporary fire station program which sites, designs and constructs temporary fire stations for those projects in which station construction displaces firefighters is also part of this work so emergency services can continue uninterrupted and within appropriate response times. In 2011, six active fire stations will be housed in temporary facilities consisting of tents for apparatus and trailers for living quarters and support functions so firefighters can continue to provide the full complement of emergency services to their neighborhoods.

## Finance and Administrative Services

**Asset Preservation Program:** The Asset Preservation Program preserves and extends the useful life and operational capacity of existing FAS-managed facilities, and is funded by facility space rent paid by City departments. Typical major maintenance work includes, but is not limited to, the repair and replacement of building envelope components, such as roofs, windows and exterior doors; the repair and replacement of core building systems such as HVAC equipment, water distribution systems, and electrical power distribution systems; and the repair and replacement of other equipment in the building due to age or prolonged substandard performance. Examples of 2011-2016 projects planned include replacing aged and leaking roofs, upgrading security systems, and replacing failing and substandard electrical and mechanical equipment in FAS shops, yards, and at public safety facilities. The City's downtown campus buildings projects will include weatherization/exterior sealant work and exterior granite paver replacement on the Municipal Tower, replacement of fire pump controls and chillers at the Municipal Tower, and replacement of thermal wall mechanical shading devices and entry modifications at the Justice Center.

**Americans with Disabilities Act Improvement Program:** New to the City's Capital Improvement Program is a citywide effort to lead the coordination of the funding and approval for necessary improvements related to a 2010 Department of Justice (DOJ) report and on-going discussions between DOJ and the City. Typical improvements may include, but are not limited to, public restroom reconfigurations, slope modifications to ramps, access to public spaces such as parks, and accessibility improvements to pathways that allow access to, through, and from facilities.

**Municipal Energy Efficiency Projects:** This project provides for investment in more energy efficient building systems and other facility efficiency improvements. By making these investments, the City expects future savings in utility and labor costs, and significant progress toward carbon neutrality. This program is intended to fund facility retrofit projects identified by energy audits conducted in 2010 (funded by the City's Energy Efficiency and Conservation Block Grant), and similar projects identified by the department. Depending on project demand and available funding, additional resources may be added in the future. Projects include, but are not limited to, review of the energy efficiency of a building and upgrades and/or replacement of mechanical equipment and distribution systems, electrical equipment and distribution systems, building envelopes (e.g., walls, windows, and roofs), lighting systems, plumbing equipment and distribution systems, and building controls systems.

**Project Selection Process:**

The following process is used to identify and prioritize potential CIP projects:

**Project Identification:** For asset preservation and major maintenance projects, FAS maintains and annually updates a plan based on its maintenance and facility assessment efforts, balanced with input from various sources including community groups, customer departments, and elected officials. Crew chiefs, property agents, architects, engineers, and project managers provide technical guidance on major maintenance and building system replacement. Other projects, including new facilities, are typically identified through special analyses or major citywide initiatives.

**Project Selection:** Regardless of category, federal- and state-mandated projects are automatically placed in the plan. Asset preservation projects are selected based on urgency and available funds. The Executive prioritizes new development and planning projects based on demand and responsiveness to the public's well-being.

## Finance and Administrative Services

Project Funding and Schedule: Each project listed in the plan is reviewed to determine viable funding sources, including Asset Preservation Subaccount, Community Development Block Grant, other grants, bond funds, or other Cumulative Reserve Subfund funds. FAS establishes the timeframe and estimates the cost of each planned project prior to review and approval by the City Budget Office, Mayor, and City Council.

Anticipated Operating Expenses Associated with Capital Facilities Projects:

Operating and maintenance costs for expanded and new facilities coming on-line in 2011 are expected to increase existing budget levels due to increases in square footage maintained by FAS and inflationary increases in the cost of utilities, labor, and security. For facilities that entail a substantial increase in occupied space, operating and maintenance costs are expected to increase consistent with average current costs for similar space, plus inflation. New and substantially renovated facilities (such as fire stations) are expected to be more efficient per square foot to operate and maintain than similar older facilities, which mitigates the increased operations costs of new facilities. Asset preservation projects are generally anticipated to have minimal impact on operating and maintenance costs, although in some instances they may lower or increase operating costs. In the case of fire station projects, projected changes in operating costs capture the impacts on both FAS and the Fire Department's operating budgets.

### Capital Improvement Program Appropriation

<b>Budget Control Level</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
<b>Asset Preservation - Civic Core: A1AP1</b>		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	1,400,000	370,000
<b>Subtotal</b>	<b>1,400,000</b>	<b>370,000</b>
<b>Asset Preservation - Public Safety Facilities: A1AP6</b>		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	1,100,000	550,000
<b>Subtotal</b>	<b>1,100,000</b>	<b>550,000</b>
<b>Asset Preservation - Seattle Municipal Tower: A1AP2</b>		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	1,120,000	2,150,000
<b>Subtotal</b>	<b>1,120,000</b>	<b>2,150,000</b>
<b>Asset Preservation - Shops and Yards: A1AP4</b>		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	100,000	650,000
<b>Subtotal</b>	<b>100,000</b>	<b>650,000</b>
<b>Environmental Stewardship: A1GM3</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	150,000	100,000
<b>Subtotal</b>	<b>150,000</b>	<b>100,000</b>
<b>Garden of Remembrance: A51647</b>		
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	23,000	24,000
<b>Subtotal</b>	<b>23,000</b>	<b>24,000</b>
<b>General Government Facilities - General: A1GM1</b>		
2011 Multipurpose LTGO Bond Fund	692,000	0
2012 Multipurpose LTGO Bond Fund	0	4,200,000

## Finance and Administrative Services

	2011	2012
<b>Budget Control Level</b>	<b>Adopted</b>	<b>Endorsed</b>
Cumulative Reserve Subfund - REET I Subaccount (00163)	200,000	1,000,000
Finance and Administrative Services Fund	3,500,000	3,500,000
<b>Subtotal</b>	<b>4,392,000</b>	<b>8,700,000</b>
<b>Neighborhood Fire Stations: A1FL1</b>		
2003 Fire Facilities Subfund	5,874,000	9,232,000
2013 Multipurpose LTGO Bond Fund	10,251,000	4,054,000
2014 Multipurpose LTGO Bond Fund	0	10,161,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	5,586,000	8,302,000
<b>Subtotal</b>	<b>21,711,000</b>	<b>31,749,000</b>
<b>Public Safety Facilities - Police: A1PS1</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	500,000	0
<b>Subtotal</b>	<b>500,000</b>	<b>0</b>
<b>Total Capital Improvement Program Appropriation</b>	<b>30,496,000</b>	<b>44,293,000</b>



# Finance General

## Beth Goldberg, Director

### Department Description

The mission of Finance General is to allocate General Subfund resources in the form of appropriations to reserve and bond redemption funds, City department operating funds, and certain programs for which there is desire for Council, Mayor, or City Budget Office oversight.

### Policy and Program Changes

The 2011 Adopted and 2012 Endorsed Budget modifies existing programs to reflect new organizational structures or funding policies, eliminates one-time programs, and adjusts recurring appropriations with updated cost information. Notable changes by program are described below:

#### Appropriations to General Fund Subfunds and Special Funds Budget Control Level:

**Arts Account - Admission Tax for Arts Programs:** Under the policy established in 2010, this appropriation provides funding to the Arts Account equal to 75% of actual admission tax receipts from two-years prior. Therefore, 2011 appropriations reflect 2009 actual receipts, and 2012 appropriations reflect estimated 2010 receipts. However, it should be noted that the actual 2009 appropriation reflects a different funding policy and the 2010 adopted appropriation was reduced to reflect one-time removals to the tax base. The 14% growth of 2012 over 2011 is due mostly to audit findings resulting in a one-time revenue increase in 2010.

**Finance and Administrative Services Fund and Fleets and Facilities Fund:** A new program is established and one eliminated to carry out the funding changes associated with the reorganization of several City functions. The Fleets and Facilities Fund program is eliminated to denote redirection of the General Fund transfer for activities performed by the former Fleets and Facilities Department. Under the reorganization, these activities are part of the operating transfer to the newly created Finance and Administrative Services Fund program. Additionally, the General Subfund transfer to the Finance and Administrative Services Fund provides for the consolidated functions previously performed in the former Department of Executive Administration, some functions of the former Department of Finance, and for the newly created Office of Constituent Services, which was previously part of the Department of Neighborhoods. For more information on the reorganization, refer to the Finance and Administrative Services section in this document.

**General Bond Interest/Redemption Fund:** The shifting of debt costs associated with Alaskan Way Tunnel and parking pay stations to the Seattle Department of Transportation (SDOT) budget reduces the level of funding from the General Bond Interest Redemption fund by approximately \$2.6 million over two years; however, this does not reduce General Fund obligation to these activities as the budget shift to SDOT is backed by General Fund dollars.

**Information Technology Fund:** In addition to ongoing General Fund support, included in the operating transfer to the Information Technology Fund is the General Subfund's portion for Microsoft Office/Exchange Enterprise licensing expenses and debt service associated with implementing upgrades for the archiving and email system.

#### Reserves Budget Control Level:

**Personnel Services Study:** The City's classification system for discretionary pay bands (APEX, Strategic Advisor, Manager, and IT Professional) are due for an evaluation. This system was implemented over ten years ago and has not been evaluated to determine whether they still meet the City's classification and compensation needs. As the City's workforce needs evolve under more constrained revenues, it is time to examine whether the current



## Finance General

classification system best meets with workforce needs of the City. The 2011 Adopted and 2012 Endorsed Budget also assumes that a review of the classification system will begin in 2011.

Refugee and Immigrant Youth Program: Funding has been provided in 2012 for a program to serve the needs of refugee and immigrant youth. Planning and evaluation for this new program in the Human Services Department will occur in 2011 with implementation in 2012.

Retirement Benefit Study: \$250,000 is appropriated in 2011 for a study to evaluate the future costs of the employee retirement benefit and to design alternative plans for new hires that may be more affordable to employees and the taxpayers. This appropriation is for staff and consulting costs related to the work plan, including benefit research and actuarial scoring of alternative plan designs.

Recurring Reserve Employee Hour Tax: The Employee Hour Tax reserve has been eliminated for 2011 and 2012, due to the abolishment of the Employee Hour Tax by the City Council effective December 31, 2009. This appropriation was originally established to pay, in the following year, the obligation for General Subfund-supported City employees.

Seattle Arts and Culture Capital Award: \$300,000 is appropriated to award one-time capital project funding in 2011 to Seattle arts and cultural organizations. This capital program will be established by the Office of Arts and Cultural Affairs, in consultation with the Seattle Arts Commission.

Recurring Reserve-Election Expense: This ongoing expense, which pays for City sponsored ballot measures, accounts for primary and general elections in 2011 and a general election in 2012. No costs for special elections are assumed in 2011 or 2012.

Recurring Reserve-Fire Hydrants: This ongoing expense pays for the operation and maintenance of fire hydrants by Seattle Public Utilities. Higher expenses are driven by the number of hydrants in the city as well as increases in water utility rates.

Recurring Reserve-Legal Advertisements: This ongoing program has been closed due to the budget transfer to the Legislative Department.

Recurring Reserve-Street Lighting: This ongoing expense pays for the operation and maintenance of the street light system by Seattle City Light and reflects the anticipated City Light rate increase of 4.3% in 2011 and 3.2% in 2012.

Recurring Reserve-Transit Pass Subsidy: This appropriation was established in 2010 to provide transit passes for City employees. Higher ongoing support for this program is proposed for 2011 and 2012 based on updated participation rates.

### City Council Provisos

The City Council adopted the following budget provisos:

Of the appropriation in the 2011 budget for the Finance General Reserves BCL, \$143,000 is appropriated (and of the amount endorsed for 2012, \$145,800 is expected to be appropriated) solely for a professional services contract for an Office of Professional Accountability Auditor and may be spent for no other purpose.

None of the money appropriated in the 2011 budget to Finance General for the Office of Arts and Cultural Affairs for arts and cultural facility capital projects may be expended until the Executive has executed contracts that include public benefits to be provided by the arts and cultural facility capital projects to be funded.

## Finance General

### Appropriation to General Fund Subfunds and Special Funds Budget Control Level

#### Purpose Statement

The purpose of the Appropriation to General Fund Subfunds and Special Funds Budget Control Level is to appropriate General Subfund resources, several of which are based upon the performance of certain City revenues, to bond redemption or special purpose funds. These appropriations are implemented as operating transfers to the funds, subfunds, or accounts they support.

<b>Program Expenditures</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Arts Account - Admission Tax for Art Programs	1,180,530	3,761,449	4,176,143	4,769,464
Cumulative Reserve Subfund - Capital Projects Account	0	0	0	500,000
Cumulative Reserve Subfund - Revenue Stabilization Account	0	0	750,000	100,000
Emergency Subfund	5,858,818	0	0	0
Finance and Administrative Services Fund	0	0	20,865,694	21,112,332
Fleets and Facilities Fund	3,324,736	2,909,223	0	0
General Bond Interest/Redemption Fund	12,588,593	10,075,813	11,151,647	13,677,210
Housing Operating Fund	1,823,437	671,577	520,490	629,422
Information Technology Fund	4,036,965	2,663,509	4,273,882	4,337,911
Insurance	4,100,467	4,688,142	4,725,000	4,961,250
Judgment/Claims Subfund	1,318,643	1,318,643	1,191,062	1,191,062
Transportation Fund - Parks Charter Revenue Transfer	516,957	0	0	0
<b>Total</b>	<b>34,749,145</b>	<b>26,088,356</b>	<b>47,653,918</b>	<b>51,278,651</b>

## Reserves Budget Control Level

### Purpose Statement

The purpose of the Reserves Budget Control Level is to provide appropriation authority to those programs for which there is no single appropriate managing department, or for which there is Council and/or Mayor desire for additional budget oversight.

<b>Program Expenditures</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Census Awareness and Participation Reserve	0	60,000	0	0
Food Policy Work Coordination	0	0	65,000	68,000
Get Engaged: City Boards and Commissions	31,780	30,720	31,334	31,961
Personnel Services Study	0	100,000	200,000	0
Recurring Reserve Employee Hour Tax	159,790	200,000	0	0
Recurring Reserve for Portable Art Rental and Maintenance	201,577	202,752	256,743	263,582
Recurring Reserve-Dues/Memberships	13,000	13,824	14,100	14,382
Recurring Reserve-Election Expense	830,044	1,200,000	1,000,000	1,000,000
Recurring Reserve-Fire Hydrants	5,490,556	5,847,005	6,605,784	7,329,089
Recurring Reserve-Health Care Reserve	121,600	1,500,000	0	1,000,000
Recurring Reserve-Industrial Insurance Pensions Payout	2,051,653	2,050,000	2,500,000	2,500,000
Recurring Reserve-Legal Advertisements	174,422	275,000	0	0
Recurring Reserve-Office of Professional Accountability Auditor	60,066	143,000	143,000	145,800
Recurring Reserve-Pacific Science Center Lease Reserve	120,000	120,000	120,000	120,000
Recurring Reserve-Puget Sound Clean Air Agency	381,116	400,000	400,000	400,000
Recurring Reserve-Shooting Review Board Civilian	0	5,000	5,000	5,000
Recurring Reserve-State Examiner	659,620	679,518	693,109	706,971
Recurring Reserve-Street Lighting	11,805,130	9,104,568	11,796,471	12,250,273
Recurring Reserve-Transit Pass Subsidy	0	2,735,000	3,135,000	3,135,000
Recurring Reserve-Voter Registration	792,846	950,000	969,000	988,380
Refugee and Immigrant Youth Program	0	0	0	150,000
Retirement Benefit Study	0	0	250,000	0
Seattle Arts and Culture Capital Award	0	0	300,000	0
SLU Mobility and Parking Partnership	0	40,000	0	0
Tax Refund Interest Reserve	296,237	365,000	365,000	365,000
<b>Total</b>	<b>23,189,437</b>	<b>26,021,387</b>	<b>28,849,542</b>	<b>30,473,438</b>

## Support to Community Development Budget Control Level

### Purpose Statement

The purpose of the Support to Community Development Budget Control Level is to appropriate General Subfund resources for services or capital projects that are not directly administered by a City department.

<b>Program Expenditures</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
African Chamber of Commerce	49,994	50,000	0	0
CASA Latina	53,369	0	0	0
Chief Seattle Gravesite Restoration	100,000	0	0	0
Community Renewal in SE Seattle	65,033	0	0	0
First United Methodist Church Shelter	500,000	0	0	0
National Union of Eritrean Women in Seattle	64,693	0	0	0
Puget Sound Industrial Excellence Center	150,000	0	0	0
Puget Sound Neighborhood Health Centers SE Family Dental Clinic	1,000,000	0	0	0
School District Site Reserve	5,421,500	0	0	0
School Use Advisory Committee Consultant Service	39,136	15,000	0	0
Sound Transit Local Contribution - Sales Tax Offset	858,135	0	0	0
Webster Park Acquisition	800,000	0	0	0
Wing Luke Asian Museum	0	100,000	50,000	0
<b>Total</b>	<b>9,101,861</b>	<b>165,000</b>	<b>50,000</b>	<b>0</b>

## Support to Operating Funds Budget Control Level

### Purpose Statement

The purpose of the Support to Operating Funds Budget Control Level is to appropriate General Subfund resources to support the operating costs of line departments that have their own operating funds. These appropriations are implemented as operating transfers to the funds or subfunds they support.

<b>Program Expenditures</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Drainage and Wastewater Fund	816,771	1,247,091	1,117,612	1,145,698
Firefighters Pension Fund	20,316,873	17,530,786	17,758,533	19,918,668
Human Services Operating Fund	53,499,134	52,519,366	51,962,950	52,121,676
Library Fund	48,164,128	49,205,188	47,299,078	48,630,097
Low Income Housing Fund	1,007,777	0	0	0
Neighborhood Matching Subfund	3,314,344	3,353,881	2,939,396	2,995,194
Parks and Recreation Fund	82,619,508	84,244,482	80,056,503	84,135,812
Planning and Development Fund	9,752,507	9,990,985	9,120,445	9,300,870
Police Relief and Pension Fund	20,230,783	22,302,034	22,255,382	22,190,500
Seattle Center Fund	14,699,842	13,056,898	13,229,236	13,305,083
Solid Waste Fund	51,769	51,383	52,411	53,459
Transportation Fund	39,966,839	38,641,232	38,913,576	40,022,537
Water Fund	10,295,006	52,940	53,999	55,079
<b>Total</b>	<b>304,735,281</b>	<b>292,196,267</b>	<b>284,759,124</b>	<b>293,874,674</b>

# **Fleets and Facilities Department**

## **Department Description**

The Fleets and Facilities Department (FFD) was created on January 1, 2001, as part of a reorganization of City government. The Fleets and Facilities Department has three major operating functions: Capital Programs, Facility Operations, and Fleet Services.

The Capital Programs division oversees the design, construction, commissioning, and initial departmental occupancy of many City facilities. Staff from this division is responsible for implementation of the Fire Facilities and Emergency Response Levy program.

The Facility Operations division maintains many of the City's buildings, including office buildings, parking facilities, maintenance facilities, police and fire stations, and some community facilities. The division operates the City's central warehousing function and City mailroom. Facility Operations also houses the asset planning unit that manages strategic and capital planning for the City's non-utility real estate portfolio, provides day-to-day property management, and offers basic real estate services and advice.

The Fleet Services division purchases, maintains, and repairs the City's vehicles and specialized equipment, including cars, light trucks, fire apparatus, and heavy equipment. The division also manages a centralized motor pool, and provides fuel for the City's fleet.

## **Policy and Program Changes**

As part of a reorganization of City government, the Department of Finance and Administrative Services (FAS) was created on August 30, 2010. The new department includes the entirety of the Fleets and Facilities Department (FFD). This section shows the FFD budget information for 2009 and 2010 as reference; budget information for 2011 and 2012 is included in the FAS budget chapter.

## **City Council Provisos**

There are no Council provisos.

## Fleets and Facilities

<b>Appropriations</b>	<b>Summit Code</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Administration Budget Control Level	A1000-FFD	3,747,023	3,906,540	0	0
Facility Operations Budget Control Level	A3000-FFD	69,669,833	67,381,858	0	0
<b>Fleet Services Budget Control Level</b>					
Vehicle Fueling		6,279,554	8,662,833	0	0
Vehicle Leasing		17,533,838	15,436,053	0	0
Vehicle Maintenance		19,298,193	18,539,648	0	0
<b>Fleet Services Budget Control Level</b>	<b>A2000-FFD</b>	<b>43,111,584</b>	<b>42,638,533</b>	<b>0</b>	<b>0</b>
<b>Judgment and Claims Budget Control Level</b>	<b>A4000-FFD</b>	<b>477,386</b>	<b>477,386</b>	<b>0</b>	<b>0</b>
<b>Technical Services Budget Control Level</b>	<b>A3100-FFD</b>	<b>3,099,766</b>	<b>2,997,886</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>		<b>120,105,593</b>	<b>117,402,203</b>	<b>0</b>	<b>0</b>
<b>Department Full-time Equivalents Total*</b>		<b>295.50</b>	<b>295.50</b>	<b>0.00</b>	<b>0.00</b>

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

<b>Resources</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
General Subfund	3,279,492	2,908,761	0	0
Other	116,826,100	114,493,442	0	0
<b>Department Total</b>	<b>120,105,593</b>	<b>117,402,203</b>	<b>0</b>	<b>0</b>

## Administration Budget Control Level

### Purpose Statement

The purpose of the Administration Budget Control Level is to provide executive leadership and a range of planning and support functions, including policy and strategic analysis, budget development and monitoring, financial analysis and reporting, accounting services, information technology services, human resource services, office administration, and central departmental services such as contract review and legislative coordination. These functions promote solid business systems, optimal resource allocation, and compliance with Citywide financial, technology, and personnel policies.

### Summary

This Budget Control Level is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

<b>Expenditures/FTE</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Administration	3,747,023	3,906,540	0	0
Full-time Equivalents Total*	31.50	31.50	0.00	0.00

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



# Fleets and Facilities

## Facility Operations Budget Control Level

### Purpose Statement

The purpose of the Facility Operations Budget Control Level is to manage most of the City's general government facilities, including the downtown civic campus, police precincts, fire stations, shops and yards, and several parking facilities. Functions include property management, environmental analysis, implementation of environmentally sustainable facility investments, facility maintenance and repair, janitorial services, security services, and event scheduling. The Facility Operations team is also responsible for warehouse, real estate, and mail services throughout the City. These functions promote well-managed, clean, safe, and highly efficient buildings and grounds that house City employees and serve the public.

### Summary

This Budget Control Level is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Facility Operations	69,669,833	67,381,858	0	0
Full-time Equivalents Total*	103.50	103.50	0.00	0.00

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

# Fleets and Facilities

## Fleet Services Budget Control Level

### Purpose Statement

The purpose of the Fleet Services Budget Control level is to buy, maintain, and replace City vehicles and heavy equipment, manage a Citywide motor pool and provide fueling services while supporting environmentally sustainable fleets goals and best practices.

<b>Program Expenditures</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Vehicle Fueling	6,279,554	8,662,833	0	0
Vehicle Leasing	17,533,838	15,436,053	0	0
Vehicle Maintenance	19,298,193	18,539,648	0	0
<b>Total</b>	<b>43,111,584</b>	<b>42,638,533</b>	<b>0</b>	<b>0</b>
Full-time Equivalents Total *	137.50	137.50	0.00	0.00

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

## Fleet Services: Vehicle Fueling

### Purpose Statement

The purpose of the Vehicle Fueling Program is to procure, store, distribute, and manage various types of fuels, including alternative fuels, for City departments and other local agencies.

### Program Summary

This Program is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Vehicle Fueling	6,279,554	8,662,833	0	0
Full-time Equivalents Total*	1.00	1.00	0.00	0.00

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

# Fleets and Facilities

## Fleet Services: Vehicle Leasing

### Purpose Statement

The purpose of the Vehicle Leasing Program is to specify, engineer, purchase, and dispose of vehicles and equipment on behalf of other City departments and local agencies. This program administers the lease program by which these FFD-procured vehicles are provided to City departments and other agencies. The program also provides motor pool services, and houses fleet administration and environmental stewardship functions.

### Program Summary

This Program is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
Vehicle Leasing	17,533,838	15,436,053	0	0
Full-time Equivalents Total*	11.50	11.50	0.00	0.00

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

## Fleet Services: Vehicle Maintenance

### Purpose Statement

The purpose of the Vehicle Maintenance Program is to provide vehicle and equipment outfitting, preventive maintenance, repairs, parts delivery, and related services in a safe, rapid, and prioritized manner.

### Program Summary

This Program is included in the Department of Finance and Administrative Services for the 2011 Adopted Budget and 2012 Endorsed Budget.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
Vehicle Maintenance	19,298,193	18,539,648	0	0
Full-time Equivalents Total*	125.00	125.00	0.00	0.00

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

# Fleets and Facilities

## Judgment and Claims Budget Control Level

### Purpose Statement

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

### Summary

This Budget Control Level is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

	2009	2010	2011	2012
Expenditures	Actual	Adopted	Adopted	Endorsed
Judgment and Claims	477,386	477,386	0	0

# Fleets and Facilities

## Technical Services Budget Control Level

### Purpose Statement

The purpose of the Capital Programs Program is to provide for the design, construction, commissioning, and initial departmental occupancy of many City facilities. Functions include environmental design, space planning, and project planning and management in support of FFD's Capital Improvement Program. This program also includes the Fire Facilities and Emergency Response Levy, asset preservation and renovation projects, and other major development projects.

### Summary

This Program is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Expenditures/FTE</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Capital Programs	3,099,766	2,997,886	0	0
Full-time Equivalents Total*	23.00	23.00	0.00	0.00

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

# Fleets and Facilities

## 2011 - 2012 Estimated Revenues for the Fleets and Facilities Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
444300	Vehicle and Equipment Repair Charges	136,836	183,503	0	0	0
444500	Fuel Sales	124,163	10,974	0	0	0
461110	Interest Earnings - Residual Cash	337,731	350,000	0	0	0
462190	Motor Pool	7,798	13,454	0	0	0
462250	Vehicle and Equipment Leases	821,469	863,215	0	0	0
462300	Parking Fees - Private at SeaPark Garage	906,148	937,910	0	0	0
462300	Parking Fees - Private at SMT Garage	963,213	1,057,644	0	0	0
462500	Bldg/Other Space Rent Charge - Private at AWC	854,345	851,042	0	0	0
462500	Bldg/Other Space Rent Charge - Private at City Hall	88,948	88,948	0	0	0
462500	Bldg/Other Space Rent Charge - Private at SMT	1,740,237	1,462,733	0	0	0
462500	Bldg/Other Space Rent Charge - Private Misc	203,631	162,793	0	0	0
462600	Other Rents and Use Charges	10,489	0	0	0	0
469990	Other Miscellaneous Revenues	312,563	195,000	0	0	0
473010	Interlocal Grants	123,999	0	0	0	0
541490	IF Administrative Fees and Charges	263,416	260,000	0	0	0
541710	IF Sales of Merchandise	(3,068)	0	0	0	0
541921	IF Property Management Service Charges	447,168	660,504	0	0	0
541930	IF Custodial/Janitorial/Security	142,770	0	0	0	0
542830	IF Mail Messenger Charges	96,277	118,808	0	0	0
542831	IF ALLOC Mail Messenger - Departments	286,962	295,571	0	0	0
542831	IF ALLOC Mail Messenger - GF	257,383	265,115	0	0	0
543210	IF Architect/Engineering Services - Capital Programs	3,062,630	3,224,670	0	0	0
543210	IF Architect/Engineering Services - CRTI	564,510	3,500,000	0	0	0
544300	IF Vehicle and Equipment Repair	10,941,260	10,285,252	0	0	0
544500	IF Fuel Sales	6,345,164	8,662,942	0	0	0
548921	IF ALLOC Warehousing Charges - Departments	1,415,202	1,457,660	0	0	0
548921	IF ALLOC Warehousing Charges - GF	15,857	16,332	0	0	0
548922	IF ALLOC Real Estate Svc Chrgs - Departments	529,351	0	0	0	0
548922	IF ALLOC Real Estate Svc Chrgs - GF	1,192,332	0	0	0	0
562150	IF Motor Pool Rental Charges	457,982	543,456	0	0	0
562250	IF Vehicle and Equipment Leases	22,235,887	22,379,272	0	0	0
562300	IF Parking Fees - SeaPark Garage	389,183	452,336	0	0	0
562300	IF Parking Fees - SMT Garage	(147,140)	265,882	0	0	0
562500	IF Building/Other Space Rental	4,389,743	5,182,472	0	0	0
562510	IF ALLOC Rent - Bldg/Other Space	50,313,038	50,881,290	0	0	0

## Fleets and Facilities

### 2011 - 2012 Estimated Revenues for the Fleets and Facilities Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
562510	IF ALLOC Rent - Bldg/Other Space - GF for Small Departments	1,665,804	1,703,385	0	0	0
569990	IF Other Misc Revenue - Accounting	75,850	93,482	0	0	0
569990	IF Other Misc Revenue - Facilities	442,975	380,000	0	0	0
569990	IF Other Misc Revenue - Fleets	214,831	170,000	0	0	0
569990	IF Other Misc Revenue - GF	712,124	1,019,390	0	0	0
569990	Interfund Transfers	(836,807)	(165,000)	0	0	0
<b>Total Revenues</b>		<b>112,102,254</b>	<b>117,830,035</b>	<b>0</b>	<b>0</b>	<b>0</b>
379100	Use of (Contribution To) Fund Balance	0	3,072,166	0	0	0
<b>Total Resources</b>		<b>112,102,254</b>	<b>120,902,201</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Fleets and Facilities

### Fleets and Facilities Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
<b>Beginning Fund Balance</b>	<b>28,625,843</b>	<b>3,475,283</b>	<b>20,565,460</b>	<b>0</b>	<b>0</b>
Accounting and Technical Adjustments	7,018,287	0	3,673,109	0	0
Plus: Actual and Estimated Revenue	109,150,980	117,830,035	116,825,780	0	0
Less: Actual and Budgeted Expenditures	124,229,649	117,402,203	117,402,204	0	0
Less: Capital Improvements	0	3,500,000	3,500,000	0	0
<b>Ending Fund Balance</b>	<b>20,565,460</b>	<b>403,117</b>	<b>20,162,145</b>	<b>0</b>	<b>0</b>

*The Fleets and Facilities Department is now part of the Department of Finance and Administrative Services (FAS). This Fund table is displayed for reference only. 2011 and 2012 values can be found in the fund table for FAS.*





# Office of Hearing Examiner

## Sue Tanner, Hearing Examiner

### Contact Information

Department Information Line: (206) 684-0521

City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476

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

### Department Description

The Office of Hearing Examiner is Seattle's quasi-judicial forum for reviewing factual and legal issues raised by the application of City Code requirements to specific people or property. As authorized by the Seattle Municipal Code, the Office conducts hearings and decides appeals in cases where citizens disagree with a decision made by a City agency. Many of the matters appealed to the Hearing Examiner relate to land use and environmental permit decisions and interpretations made by the Department of Planning and Development. The Hearing Examiner also hears appeals in many other subject areas and makes recommendations to the City Council on rezone petitions, major institution master plans, and other Council land-use actions. Pursuant to authority granted in 2004, the Hearing Examiner provides contract hearing examiner services to other local governments as well.

The Hearing Examiner, and Deputy Hearing Examiners appointed by the Hearing Examiner, handle all pre-hearing matters, regulate the conduct of hearings, and prepare decisions and recommendations based upon the hearing record and applicable law. The Code requires all examiners to be attorneys with training and experience in administrative hearings. The Hearing Examiner also appoints an administrative analyst to oversee the administrative areas of the office, a paralegal to assist with hearings and decision preparation, and an administrative specialist to support all other office positions and provide information to the public.

### Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a \$67 million shortfall. The 2011 Adopted Budget includes reductions for all General Fund-dependent functions. The 2011 Adopted Budget for the Office of Hearing Examiner reflects administrative and technical reductions in order to help close the General Fund gap.

### City Council Provisos

There are no Council provisos.

## Hearing Examiner

	Summit	2009	2010	2011	2012
<b>Appropriations</b>	<b>Code</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Office of Hearing Examiner Budget Control Level	V1X00	577,231	555,745	570,567	585,036
<b>Department Total</b>		<b>577,231</b>	<b>555,745</b>	<b>570,567</b>	<b>585,036</b>
<b>Department Full-time Equivalents Total*</b>		<b>4.63</b>	<b>4.63</b>	<b>4.63</b>	<b>4.63</b>

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

	2009	2010	2011	2012
<b>Resources</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
General Subfund	577,231	555,745	570,567	585,036
<b>Department Total</b>	<b>577,231</b>	<b>555,745</b>	<b>570,567</b>	<b>585,036</b>

# Hearing Examiner

## Office of Hearing Examiner Budget Control Level

### Purpose Statement

The purpose of the Office of Hearing Examiner Budget Control Level is to conduct fair and impartial hearings in all subject areas where the Seattle Municipal Code grants authority to do so (there are currently more than 50 subject areas) and to issue decisions and recommendations consistent with applicable ordinances.

### Summary

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions, this program will achieve \$5,000 in savings.

Increase budget by \$20,000 for citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$15,000.

	2009	2010	2011	2012
<b>Expenditures/FTE</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Office of Hearing Examiner	577,231	555,745	570,567	585,036
Full-time Equivalents Total*	4.63	4.63	4.63	4.63

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



# Department of Information Technology

## Bill Schrier, Director & Chief Technology Officer

### Contact Information

Department Information Line: (206) 684-0600

City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476

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

### Department Description

The Department of Information Technology (DoIT) manages the City's information technology infrastructure and performs strategic information technology (IT) planning to help City government serve Seattle's residents and businesses. DoIT is organized into four major divisions: Technology Infrastructure; Technology Leadership and Governance; Office of Electronic Communications; and Finance and Administration.

The Technology Infrastructure Division builds and operates the City's communications and computing assets, which include the City's telephone, radio, and e-mail systems, and the networks and servers. The City's technology and network infrastructure, as operated by DoIT, is used by every department to deliver power, water, recreation, public safety, and human services to the people of Seattle. DoIT builds and operates a wide variety of technology tools and systems supporting the missions of every department in City government. DoIT also develops, supports, and oversees systems and policies that increase the convenience and security of the City's technology systems.

The Technology Leadership and Governance Division provides strategic direction and coordination on technology for the City, including development of a multi-year strategic plan for Information Technology, development of common standards and architectures to deliver City services more efficiently and effectively, and IT project oversight and monitoring.

The Office of Electronic Communications Division oversees and operates the City's government-access television station (the Seattle Channel) and websites ([seattlechannel.org](http://seattlechannel.org) and [seattle.gov](http://seattle.gov)). Services provided include: new television and on-line programming, live Web streaming, indexed videos on demand, web-based applications, and other interactive services aimed at improving access to government services, information, and decision makers. It also oversees the City's cable television franchises with Comcast and Broadstripe (formerly known as Millennium Digital Media), and it manages the Department's community outreach programs, including the Technology Matching Fund (TMF) program, which supports community efforts to close the digital divide and encourage a technology-healthy city.

The Finance and Administrative Services Division provides finance, budget, accounting, human resources, administrative, and contracting services for DoIT.

DoIT provides services to other City Departments, who, in turn, pay DoIT for those services they purchase. As such, DoIT receives revenue from most of the major fund sources within the City, including the General Fund, Seattle City Light, Seattle Public Utilities, Seattle Department of Transportation, Seattle Department of Planning and Development, and the Retirement Fund. DoIT also receives funds from the City's Cable Television Subfund, as well as from grants, and from other government agencies external to the City (e.g., the Seattle School District, the Port of Seattle, etc.) who buy DoIT services for special projects.

### Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a \$67 million shortfall for 2011. The 2011 Adopted and 2012 Endorsed Budget includes reductions for all General Fund-dependent

## Information Technology

functions. As an internal service fund, DoIT's operating costs are billed to customer departments, thereby impacting the General Fund. In order to close the General Fund gap, DoIT's 2011 Adopted and 2012 Endorsed Budget includes operating reductions that lead to decreased charges to General Fund departments.

Additionally, to relieve the financial stress on the General Fund, DoIT identified opportunities for Cable Television Franchise Subfund dollars to be used to support technology access programs currently funded by the General Fund. As a result, the City will transfer \$538,000 of Cable Franchise dollars to fund a portion of the General Fund costs for email, which is a key avenue for citizens to access City government. More than three quarters of all Citywide email usage is attributable to external/public communication.

The 2011 Adopted and 2012 Endorsed Budget for DoIT is also complicated by the fact that there are additional upward pressures on the rates as a result of one-time budget balancing strategies used in balancing past budgets. A series of information technology enhancements that were added to the 2009-2010 Proposed Budget were not fully incorporated on an on-going basis into the DoIT rates until the 2011 Adopted and 2012 Endorsed Budget. These enhancements include the shift to Microsoft Office/Exchange; the upgrade to GroupWise, Office Directory Services, and Archives (GODA); and the upgrade to the City's Interactive Voice Reporting (IVR) System. Together, these improvements add \$4.5 million to DoIT's rate allocation. Although new to the rate allocation for 2011, DoIT had previously collected revenues for Microsoft Office/Exchange in 2009-2010 through the six-fund allocation charged to the following funds: SCL, SPU, DPD, SDOT, GF, Retirement. The GODA and IVR systems, however, were funded on a one-time basis through the sale of City bonds, which were paid out of DoIT fund balance for 2009/2010, with the intention of shifting these costs into the rate model for 2011 through 2013, when the debt will be paid off. Together, these decisions put additional upward pressure of DoIT rates beyond what would be normally expected for growth rates. In developing its 2011 Adopted and 2012 Endorsed Budget, DoIT made additional reductions in order to lessen the impact of these rate increases on recipient agencies.

Included in their 2011-2012 rates, and outlined in the Central Cost Manual, are increases to recover costs for a series of information technology enhancements approved in the 2009-2010 budget. The bond payments and licensing costs for these enhancements are now allocated to City funds.

The 2011 Adopted and 2012 Endorsed Budget for DoIT prioritizes the maintenance and operation of the City's core communication and computing technology services and functions. An extensive review of all lines of business was performed in order to determine the most appropriate areas for reductions. The Department will change the way it does business in some areas and will find efficiencies and opportunities to streamline operations in others.

The Department reviewed all programs to find internal and organizational efficiencies with the goal of preserving direct services. Reductions were made in various accounts including equipment and software purchasing, overtime, and maintenance and operating supplies. Non-mandatory travel and training expenditures were also removed from the budget, while leaving in place funding to attain critical certifications and expertise on new technologies. The reduction in maintenance includes lowering the level of service coverage from vendors on their IT products. One example of this is the City's email archiving. Maintenance contracts will be reduced from twenty four hours a day, seven days a week, to eight hours a day, five days a week. This reduction is not without risk and may lead to downtime for some City systems in the event they require repair/maintenance in off hours.

Service delivery changes were also analyzed and, in several areas, DoIT is changing the way it does business. The Department is leaving its 8,500 square-foot warehouse space and abrogating the two positions, a Senior Warehouseman and a Warehouseman, that managed it. There will be less equipment kept on hand, and what remains will be moved to a smaller space in the Seattle Municipal Tower. Technology Matching funds will be reduced from \$300,000 in grants per year to \$225,000, which is approximately the level they were at in 2008. This will reduce the number of grants awarded by approximately six from the 2010 level of 24. A new model for the

## Information Technology

public access channel will be implemented, moving from the historic analog film format to a new paradigm based on digital technology. Advances in digital technology allow for a much less capital-intensive model and provide an opportunity to reach a far wider audience. The existing contract for these services ends on December 31, 2010 and a new request for proposals will be issued to develop a new operational model which preserves core public access services while transitioning to digital technology.

As part of the Citywide effort to examine opportunities to preserve direct services, the Department also developed options for achieving cost savings through changes in management structure and administrative efficiencies. DoIT's restructuring of parts of their organization allows for the abrogation of a Manager 3 position in the Communications Technologies group and a part-time Strategic Advisor 2 position in the Office of Cable Communications. This streamlining of the management structure reduces the budget and maintains an effective management core.

Additional staff reductions were made as two positions, a Telephone ITSA and a Marketing and Development Coordinator, were abrogated. Responsibilities of these positions will be absorbed by remaining staff. Two other positions, an Information Technology Professional B position and a Senior Management System Analyst position, were reduced to part-time. A Citywide analysis of IT staffing, which used identified standards to compare function to customer base ratios, indicated that the Department could reduce 2.5 of 14 positions from the Desktop Support Team, and one of nine staff members at the Help Desk. The Desktop Support Team, which experienced the most significant reduction, is responsible for trouble resolution and move/add/change requests for approximately 2,900 supported computers, as well as networked printing (415 printers), application deployment (over 1000 applications), security controls, and testing across those computers. Departments will experience longer wait times for service requests in these areas.

The technology investments that will impact the 2011 Adopted and 2012 Endorsed Budget are the Enterprise Server purchase to expand storage capacity, and preparation for the transition to Windows 7. All non-essential technology changes, like the proposed upgrade of the Seattle Channel to High Definition, have been delayed. Fund balance has been set aside for the critical expansion of the Enterprise Server environment and its associated tape backup, which is out of capacity. These servers support major City applications including the City's financial (SUMMIT) and human resources (HRIS) systems, and the Municipal Court's information management system (MCIS). To provide the necessary capacity to process and back-up the increasing amount of data associated with these applications and prevent any data loss, an additional enterprise class server is needed. The City must also migrate approximately 12,000 desktop and laptop PCs from the old XP operating system to the new Windows 7 system. By April 2014, XP and all other software from independent vendors that interfaces with XP will no longer be supported. For the 2012 budget, the Department has added \$100,000 for a project manager to plan for and begin the transition. DoIT estimates that starting in 2013, departments and funds will pay \$1.2 million through their rates to support the Windows 7 operating system.

Charges to departments that use the 800 MHz radio system include collections that are set aside in a reserve and later used for the replacement of the radio handsets and the infrastructure. In 2010, to achieve savings to the General Fund, the radio handset collection was deferred for the Police and Fire Departments saving the General Fund \$726,000. DoIT will continue this deferral for the Police and Fire departments in 2011, though at a reduced amount, saving the General Fund \$533,000. The rate of collection will increase in 2012 through 2020 to make-up for this temporary shortfall.

A series of technical adjustments including inflation adjustments, a pension contribution increase, a COLA reduction, and an adjustment to debt service fees have all been captured and can be found in the following pages.



## City Council Provisos

The City Council has adopted the following budget proviso: In the 2012 Endorsed Budget, the Finance and Administration Budget Control level is reduced by \$200,000 to reflect reductions that will be made to management-related costs. Reductions will not be restricted to executives, managers, or Strategic Advisors. Other supervisory functions may be restructured and some non-labor savings aimed at reducing internal costs may be achieved. DoIT will identify specific steps toward meeting this reduction as part of the 2012 budget process.

## Information Technology

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
<b>Finance and Administration Budget Control Level</b>					
Finance and Administration		1,791,161	1,820,478	2,117,502	2,176,221
General and Administration		302,764	711,537	3,902,766	3,809,060
<b>Finance and Administration Budget Control Level</b>	<b>D1100</b>	<b>2,093,925</b>	<b>2,532,015</b>	<b>6,020,268</b>	<b>5,985,281</b>
<b>Office of Electronic Communications Budget Control Level</b>					
Citywide Web Team		1,905,927	1,869,524	1,903,621	1,937,194
Community Technology		1,122,584	1,368,886	1,166,760	1,193,579
Office of Cable Communications		1,365,954	1,157,644	612,258	633,554
Seattle Channel		3,385,634	2,926,694	2,764,176	2,724,616
<b>Office of Electronic Communications Budget Control Level</b>	<b>D4400</b>	<b>7,780,100</b>	<b>7,322,749</b>	<b>6,446,815</b>	<b>6,488,944</b>
<b>Technology Infrastructure Budget Control Level</b>					
Communications Shop		1,726,102	1,567,758	1,632,413	1,666,643
Data Network Services		3,478,690	4,120,209	3,839,879	3,923,832
Enterprise Computing Services		7,809,329	8,126,464	7,852,225	7,244,401
Messaging, Collaboration and Directory Services		1,691,847	1,644,605	1,846,305	1,884,152
Radio Network		5,663,776	6,070,782	1,043,343	1,074,089
Service Desk		1,501,439	1,430,767	1,280,944	1,315,011
Technical Support Services		2,090,812	2,086,320	1,797,276	1,833,735
Technology Engineering and Project Management		10,209,369	6,813,402	4,309,397	4,423,817
Technology Infrastructure Grants		111,782	0	0	0
Telephone Services		10,664,218	9,929,637	9,344,829	9,528,059
Warehouse		1,128,056	2,463,454	1,359,693	1,383,194
<b>Technology Infrastructure Budget Control Level</b>	<b>D3300</b>	<b>46,075,419</b>	<b>44,253,397</b>	<b>34,306,304</b>	<b>34,276,933</b>
<b>Technology Leadership and Governance Budget Control Level</b>					
Citywide Technology Leadership and Governance		2,443,090	2,271,355	2,144,344	2,187,059
Law, Safety, and Justice		0	24,712	0	0
<b>Technology Leadership and Governance Budget Control Level</b>	<b>D2200</b>	<b>2,443,090</b>	<b>2,296,067</b>	<b>2,144,343</b>	<b>2,187,059</b>
<b>Department Total</b>		<b>58,392,534</b>	<b>56,404,228</b>	<b>48,917,730</b>	<b>48,938,217</b>
<b>Department Full-time Equivalents Total*</b>		<b>216.00</b>	<b>205.00</b>	<b>195.00</b>	<b>195.00</b>

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

## Information Technology

<b>Resources</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
General Subfund	4,036,965	2,663,510	4,273,882	4,337,911
Other	54,355,569	53,740,719	44,643,848	44,600,306
<b>Department Total</b>	<b>58,392,534</b>	<b>56,404,228</b>	<b>48,917,730</b>	<b>48,938,217</b>

# Information Technology

## Finance and Administration Budget Control Level

### Purpose Statement

The purpose of the Finance and Administration Budget Control Level is to provide human resources, contracting, finance, budget, and accounting services (planning, control, analysis, and consulting) to the Department.

<b>Program Expenditures</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Finance and Administration	1,791,161	1,820,478	2,117,502	2,176,221
General and Administration	302,764	711,537	3,902,766	3,809,060
<b>Total</b>	<b>2,093,925</b>	<b>2,532,015</b>	<b>6,020,268</b>	<b>5,985,281</b>
Full-time Equivalents Total *	18.00	16.50	19.50	19.50

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

## Finance and Administration: Finance and Administration

### Purpose Statement

The purpose of the Finance and Administration Program is to provide human resources, contracting, finance, budget, and accounting services (planning, control, analysis, and consulting) to the Department.

### Program Summary

Reduce budget authority by \$9,000 to reflect reductions in travel and training.

Transfer in three administrative positions 1.0 FTE Administrative Specialist I-BU, 1.0 FTE Administrative Specialist II-BU, and 1.0 FTE Administrative Specialist III-BU) from the Technology Leadership and Governance BCL as part of internal DoIT staff alignment.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$5,000 in savings.

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

Citywide adjustments to labor and other operating costs, including the above staff transfers, increase the budget by \$337,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$297,000.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Finance and Administration	1,791,161	1,820,478	2,117,502	2,176,221
Full-time Equivalents Total*	18.00	16.50	19.50	19.50

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

# Information Technology

## Finance and Administration: General and Administration

### Purpose Statement

The purpose of the General and Administration Program is to provide general administrative services and supplies to the Department's internal programs.

### Program Summary

Citywide adjustments to labor and other operating costs increase the budget by \$3.2 million from the 2010 Adopted Budget to the 2011 Adopted Budget. This increase is primarily due to the transfer in of debt service payments for GEM, Archiving, and CRM budget from the Technology Engineering and Project Management Program, as well as the addition of MS Office 2007 Enterprise Agreement Licenses costs.

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Expenditures</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
General and Administration	302,764	711,537	3,902,766	3,809,060

# Information Technology

## Office of Electronic Communications Budget Control Level

### Purpose Statement

The purpose of the Office of Electronic Communications Budget Control Level is to operate the Seattle Channel, Cable Office, Web sites, and related programs so that technology delivers services and information to residents, businesses, visitors, and employees in an effective way.

### Program Expenditures

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Citywide Web Team	1,905,927	1,869,524	1,903,621	1,937,194
Community Technology	1,122,584	1,368,886	1,166,760	1,193,579
Office of Cable Communications	1,365,954	1,157,644	612,258	633,554
Seattle Channel	3,385,634	2,926,694	2,764,176	2,724,616
<b>Total</b>	<b>7,780,100</b>	<b>7,322,749</b>	<b>6,446,815</b>	<b>6,488,944</b>
Full-time Equivalents Total *	41.00	35.00	34.00	34.00

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

# Information Technology

## Office of Electronic Communications: Citywide Web Team

### Purpose Statement

The purpose of the Citywide Web Team Program is to provide leadership in using Web technology and a Web presence for residents, businesses, visitors, and employees so that they have 24-hour access to relevant information and City services.

### Program Summary

Reduce the budget by \$70,000 for efficiencies gained in the following accounts: software licenses and programs, equipment acquisition, upgrades and replacement, and consultant services.

Reduce budget authority by \$10,000 to reflect reductions in travel and training.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$5,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$31,000 is saved in the Citywide Web Team Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by \$150,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$34,000.

	2009	2010	2011	2012
<b>Expenditures/FTE</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Citywide Web Team	1,905,927	1,869,524	1,903,621	1,937,194
Full-time Equivalents Total*	14.25	12.25	12.25	12.25

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

# Information Technology

## Office of Electronic Communications: Community Technology

### Purpose Statement

The purpose of the Community Technology Program is to provide leadership, education, and funding so that all residents have access to computer technology and online information.

### Program Summary

Increase budget by \$41,875 to transfer fund balance from the Cable Television Franchise Subfund (Cable Subfund) through DoIT to the Human Services Department. This funding will restore a 0.5 FTE Volunteer Programs Coordinator to coordinate a senior peer computer training project.

Reduce the budget by \$75,000 to reflect a reduction to the Technology Matching Fund. This reduction brings the Matching Fund down to \$225,000 from \$300,000, which allows for funding for approximately 16 to 20 technology grants to the community.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$14,000 is saved in the Community Technology Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by \$154,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$202,000.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Community Technology	1,122,584	1,368,886	1,166,760	1,193,579
Full-time Equivalents Total*	4.25	4.25	4.25	4.25

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



# Information Technology

## Office of Electronic Communications: Office of Cable Communications Purpose Statement

The purpose of the Office of Cable Communications Program is to negotiate with and regulate private cable communications providers so that residents receive high-quality and reasonably priced services.

### Program Summary

Reduce the budget authority by \$550,000 to reflect a reduction to Seattle's public access channel. A new model for the public access channel will be implemented, moving from the historic analog film format to a new paradigm based on digital technology. Advances in digital technology allow for a much less capital-intensive model and provide an opportunity to reach a far wider audience. The previous contract for these services ends on December 31, 2010 and a new request for proposals will be issued to develop a new operational model which preserves core public access services while transitioning to digital technology.

Reduce budget authority by approximately \$2,000 to reflect reductions in travel and training.

Reduce budget by \$6,000, abrogate 0.5 FTE Strategic Advisor 2, and transfer in 0.5 FTE Senior Management Systems Analyst from the Enterprise Computing Service Team to analyze and administer the cable company technical audits and prepare reports outlining findings and recommendations, document compliance with franchises, and provide assistance with processing requests for cable discounts.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$9,000 is saved in the Office of Cable Communications Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by \$22,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$545,000.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Office of Cable Communications	1,365,954	1,157,644	612,258	633,554
Full-time Equivalents Total*	4.25	2.75	2.75	2.75

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

# Information Technology

## Office of Electronic Communications: Seattle Channel

### Purpose Statement

The purpose of the Seattle Channel Program is to inform and engage residents in Seattle's governmental, civic, and cultural affairs by using television, the Web, and other media in compelling ways.

### Program Summary

Reduce the budget by \$97,000 and abrogate 1.0 FTE Marketing Development Coordinator. Outreach activities will consequently be reduced; however, the primary duties, including community relations with neighborhood, civic, ethnic, and issue-oriented groups will be prioritized and absorbed by other staff and managers.

Reduce the budget by \$343,000 by delaying the upgrade of the Seattle Channel to a High Definition (HD) signal until 2013-2014. The station will continue to broadcast in Standard Definition (SD) until that time.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$5,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$27,000 is saved in the Seattle Channel Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by \$310,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$163,000.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
Seattle Channel	3,385,634	2,926,694	2,764,176	2,724,616
Full-time Equivalents Total*	18.25	15.75	14.75	14.75

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

# Information Technology

## Technology Infrastructure Budget Control Level

### Purpose Statement

The purpose of the Technology Infrastructure Budget Control Level is to build and operate the City's corporate communications and computing assets so that the City can manage information more effectively, deliver services more efficiently, and make well-informed decisions.

### Program Expenditures

	2009	2010	2011	2012
	Actual	Adopted	Adopted	Endorsed
Communications Shop	1,726,102	1,567,758	1,632,413	1,666,643
Data Network Services	3,478,690	4,120,209	3,839,879	3,923,832
Enterprise Computing Services	7,809,329	8,126,464	7,852,225	7,244,401
Messaging, Collaboration and Directory Services	1,691,847	1,644,605	1,846,305	1,884,152
Radio Network	5,663,776	6,070,782	1,043,343	1,074,089
Service Desk	1,501,439	1,430,767	1,280,944	1,315,011
Technical Support Services	2,090,812	2,086,320	1,797,276	1,833,735
Technology Engineering and Project Management	10,209,369	6,813,402	4,309,397	4,423,817
Technology Infrastructure Grants	111,782	0	0	0
Telephone Services	10,664,218	9,929,637	9,344,829	9,528,059
Warehouse	1,128,056	2,463,454	1,359,693	1,383,194
<b>Total</b>	<b>46,075,419</b>	<b>44,253,397</b>	<b>34,306,304</b>	<b>34,276,933</b>
Full-time Equivalents Total *	138.00	135.50	126.50	126.50

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

## Technology Infrastructure: Communications Shop

### Purpose Statement

The purpose of the Communications Shop Program is to install, maintain, and repair the dispatch radio infrastructure and mobile and portable radios for City departments and other regional agencies for common, cost-effective communications.

### Program Summary

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$14,000 is saved in the Communications Shop Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by \$79,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$65,000.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
Communications Shop	1,726,102	1,567,758	1,632,413	1,666,643
Full-time Equivalents Total*	12.00	11.00	11.00	11.00

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

# Information Technology

## Technology Infrastructure: Data Network Services

### Purpose Statement

The purpose of the Data Network Services Program is to provide data communications infrastructure and related services to City employees so that they may send and receive electronic data in a cost-effective manner, and so residents may electronically communicate with City staff and access City services.

### Program Summary

Reduce budget authority by approximately \$87,000 to reflect reductions in expenditures for administrative efficiencies including equipment purchases, supplies, maintenance, and travel and training.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$5,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$30,000 is saved in the Data Network Services Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by \$159,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$280,000.

	2009	2010	2011	2012
<b>Expenditures/FTE</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Data Network Services	3,478,690	4,120,209	3,839,879	3,923,832
Full-time Equivalents Total*	13.00	13.00	13.00	13.00

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

## Technology Infrastructure: Enterprise Computing Services

### Purpose Statement

The purpose of the Enterprise Computing Services Program is to provide a reliable production computing environment that allows departments to effectively operate their technology applications, operating systems, and servers.

### Program Summary

Reduce budget authority by approximately \$350,000 to reflect reductions in expenditures for administrative efficiencies including equipment purchases, supplies, and maintenance. Maintenance contracts were reduced from twenty four hours a day, seven days a week, to eight hours a day, five days a week. This reduction is not without risk and may lead to downtime for some City systems in the event they require repair/maintenance in off hours.

Reduce the budget by \$112,000 and reduce 1.0 FTE Senior Management Systems Analyst (MSA, Sr) to part-time. The remaining 0.5 FTE MSA, Sr will move to the Cable Communications Program where they will analyze and administer the cable company technical audits and prepare reports outlining findings and recommendations, document compliance with franchises, and provide assistance with processing requests for cable discounts. The former duties of the MSA, Sr (administering the online employee directory, keeping web directories current, and working with the state to maintain their City directory) will be split up and redistributed to other staff.

Reduce the budget by \$57,000 and reduce 1.0 FTE Information Technology Professional B to part-time. This position was responsible for approximately 80 Windows servers in addition to SQL server data bases. This workload will be redistributed among remaining IT staff.

Transfer 1.0 FTE Information Technology System Analyst position to Enterprise Computing Services from the Service Desk as part of internal DoIT staff alignment.

Add \$400,000 to the budget for the critical expansion of the Enterprise Server environment and its associated tape backup which is out of capacity. This purchase will be paid using fund balance. These servers support major City applications including the City's financial (SUMMIT) and human resources (HRIS) systems, and the Municipal Court's information management system (MCIS). To provide the necessary capacity to process and back-up the increasing amount of data associated with these applications and prevent any data loss, an additional enterprise class server is needed.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$9,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$41,000 is saved in the Enterprise Computing Services Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs, including the position transfer, decrease the budget by \$105,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$274,000.

## Information Technology

<b>Expenditures/FTE</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Enterprise Computing Services	7,809,329	8,126,464	7,852,225	7,244,401
Full-time Equivalents Total*	27.00	25.50	25.00	25.00

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

### Technology Infrastructure: Messaging, Collaboration and Directory Services

#### Purpose Statement

The purpose of the Messaging, Collaboration and Directory Services Program is to provide, operate, and maintain an infrastructure for e-mail, calendar, directory, and related services to City employees and the general public so that they can communicate and obtain City services.

#### Program Summary

Transfer 1.0 FTE Information Technology Technical Support position from Technical Support Services to the Messaging, Collaboration and Directory Services team as part of internal DoIT staff alignment.

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

Citywide adjustments to labor and other operating costs, including the position transfer, increase the budget by \$224,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$202,000.

<b>Expenditures/FTE</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Messaging, Collaboration and Directory Services	1,691,847	1,644,605	1,846,305	1,884,152
Full-time Equivalents Total*	11.00	11.00	12.00	12.00

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

# Information Technology

## Technology Infrastructure: Radio Network

### Purpose Statement

The purpose of the Radio Network Program is to provide dispatch radio communications and related services to City departments and other regional agencies so that they have a highly available means for mobile communications.

### Program Summary

Reduce budget authority by approximately \$169,000 to reflect reductions in expenditures for administrative efficiencies including equipment purchases, supplies, and maintenance.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$6,000 is saved in the Radio Network Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by \$4.9 million for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$5 million. The majority of the decrease is due to the completion in 2010 of a major project to upgrade 800MHz radios within the City.

<b>Expenditures/FTE</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Radio Network	5,663,776	6,070,782	1,043,343	1,074,089
Full-time Equivalents Total*	1.00	1.00	1.00	1.00

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

# Information Technology

## Technology Infrastructure: Service Desk

### Purpose Statement

The purpose of the Service Desk Program is to provide an initial point of contact for technical support, problem analysis and resolution, and referral services for customers in non-utility departments.

### Program Summary

Reduce the budget by \$99,000 and abrogate 1.0 FTE Information Technology Systems Analyst that was responsible for trouble ticket resolution. The remaining eight staff members at the Service Desk will absorb the work. This reduction may lead to longer wait times for City staff in getting issues resolved when calling the internal City Service/Help Desk.

Transfer 1.0 FTE Information Technology System Analyst position from the Service Desk to Enterprise Computing Services as part of internal DoIT staff alignment.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$8,000 is saved in the Service Desk Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs, including the position transfer, decrease the budget by \$43,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$150,000.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Service Desk	1,501,439	1,430,767	1,280,944	1,315,011
Full-time Equivalents Total*	13.00	13.00	11.00	11.00

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



# Information Technology

## Technology Infrastructure: Technical Support Services

### Purpose Statement

The purpose of the Technical Support Services Program is to provide, operate, and maintain personal computer services for City employees so that they have a reliable computing environment to conduct City business and to provide services to other government entities and the public.

### Program Summary

Reduce budget authority by \$4,000 to reflect reductions in travel and training.

Reduce \$255,000 and abrogate 2.5 FTE Information Technology Professional C positions. A Citywide analysis of IT staffing which used identified standards to compare function to customer base ratios indicated that the Department could reduce two and a half of 14 positions from the Desktop Support Team. These positions are responsible for trouble resolution and move/add/change requests for approximately 2,900 supported computers, as well as networked printing (415 printers), application deployment (over 1,000 applications), security controls, and testing across those computers. Departments can expect longer wait times for service requests in these areas as remaining staff absorb the workload.

Transfer 1.0 FTE Information Technology Technical Support position to the Messaging, Collaboration and Directory Services team as part of an internal staff alignment.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$5,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$27,000 is saved in the Technical Support Services Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs, including the position transfer, increase the budget by \$1,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$289,000.

	2009	2010	2011	2012
<b>Expenditures/FTE</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Technical Support Services	2,090,812	2,086,320	1,797,276	1,833,735
Full-time Equivalents Total*	17.00	17.00	13.50	13.50

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

# Information Technology

## Technology Infrastructure: Technology Engineering and Project Management

### Purpose Statement

The purpose of the Technology Engineering and Project Management Program is to engineer communications systems and networks, to manage large technology infrastructure projects for City departments, and to facilitate reliable and cost-effective communications and technology.

### Program Summary

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$13,000 is saved in the Technology Engineering and Project Management Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by \$2.5 million for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$2.5 million. This decrease is primarily due to the transfer of debt service payments for GEM, Archiving, and CRM budget to the Finance and Administration Division.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
Technology Engineering and Project Management	10,209,369	6,813,402	4,309,397	4,423,817
Full-time Equivalents Total*	7.00	7.00	7.00	7.00

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

## Technology Infrastructure: Technology Infrastructure Grants

### Purpose Statement

The purpose of the Technology Infrastructure Grants Program is to display expenditures related to technology projects funded by City and non-City sources and where appropriations for such projects are often made outside of the budget book.

### Program Summary

At the time of this budget proposal, there are no confirmed grants to be included in the 2011-2012 Adopted Budget.

	2009	2010	2011	2012
Expenditures	Actual	Adopted	Adopted	Endorsed
Technology Infrastructure Grants	111,782	0	0	0

## Technology Infrastructure: Telephone Services

### Purpose Statement

The purpose of the Telephone Services Program is to provide, operate, and maintain a telecommunications infrastructure, and to provide related services to City employees so that they have a highly available means of communication.

### Program Summary

Reduce budget authority by approximately \$120,000 to reflect reductions in expenditures for administrative efficiencies including supplies, maintenance, and use of overtime.

Reduce the budget by \$147,000 and abrogate 1.0 FTE Manager 3. As part of the Department's span of control review, overlapping areas of responsibility in management were identified. The management structure was reorganized and there is expected to be no impact on service delivery.

Reduce the budget by \$97,000 and abrogate 1.0 FTE Information Technology Systems Analyst from the Telephone Services team. This position receives telephone service requests, collects the necessary customer information, and assigns the work to a technician. This coordination will now be spread among the remaining technicians.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$10,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$64,000 is saved in the Telephone Services Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by \$147,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$585,000.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Telephone Services	10,664,218	9,929,637	9,344,829	9,528,059
Full-time Equivalents Total*	32.00	32.00	30.00	30.00

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

## Technology Infrastructure: Warehouse

### Purpose Statement

The purpose of the Warehouse Program is to acquire, store, and distribute telephone, computing, data communications, and radio components to the Department so that equipment is available when requested.

### Program Summary

Reduce budget authority by approximately \$476,000 to reflect reductions in expenditures for administrative efficiencies including supplies, equipment purchases, and maintenance.

Reduce the budget by \$704,000 and abrogate 1.0 FTE Senior Warehouse and 1.0 FTE Warehouse. The Department is eliminating its warehouse function and will not renew the lease on the current 8,500 square-foot warehouse. Inventories will be reduced and some equipment will be surplus. The remaining inventories will be moved to a much smaller, more conveniently located space in the Seattle Municipal Tower.

Citywide adjustments to labor and other operating costs increase the budget by \$76,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$1.1 million.

<b>Expenditures/FTE</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Warehouse	1,128,056	2,463,454	1,359,693	1,383,194
Full-time Equivalents Total*	5.00	5.00	3.00	3.00

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

# Information Technology

## Technology Leadership and Governance Budget Control Level

### Purpose Statement

The purpose of the Technology Leadership and Governance Budget Control Level is to provide departments with strategic direction and coordination on technology for their respective investment decisions.

### Program Expenditures

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Citywide Technology Leadership and Governance	2,443,090	2,271,355	2,144,344	2,187,059
Law, Safety, and Justice	0	24,712	0	0
<b>Total</b>	<b>2,443,090</b>	<b>2,296,067</b>	<b>2,144,343</b>	<b>2,187,059</b>
Full-time Equivalents Total *	19.00	18.00	15.00	15.00

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

# Information Technology

## Technology Leadership and Governance: Citywide Technology Leadership and Governance

### Purpose Statement

The purpose of the Citywide Technology Leadership and Governance Program is to establish strategic directions; identify key technology drivers; support effective project management and quality assurance; and provide information, research, and analysis to departments' business and technology managers.

### Program Summary

Reduce budget authority by \$5,000 to reflect reductions in travel and training.

Transfer out three administrative positions (1.0 FTE Administrative Specialist I-BU, 1.0 FTE Administrative Specialist II-BU, and 1.0 FTE Administrative Specialist III-BU) to the Finance and Administration BCL as part of an internal staff alignment.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$6,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$57,000 is saved in the Citywide Technology Leadership and Governance Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs, including the position transfers, decrease the budget by \$59,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$127,000.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Citywide Technology Leadership and Governance	2,443,090	2,271,355	2,144,344	2,187,059
Full-time Equivalents Total*	19.00	18.00	15.00	15.00

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

# Information Technology

## Technology Leadership and Governance: Law, Safety, and Justice

### Purpose Statement

The purpose of the Law, Safety, and Justice Program is to provide strategic planning, direction, and oversight for technology investments to the Fire, Law, and Police departments and Seattle Municipal Court so that investments are aligned with departmental and City objectives.

### Program Summary

Lead responsibility for this program has been transferred to the Police Department.

Citywide adjustments to labor and other operating costs decrease the budget by \$25,000 from the 2010 Adopted Budget to the 2011 Adopted Budget

	2009	2010	2011	2012
Expenditures	Actual	Adopted	Adopted	Endorsed
Law, Safety, and Justice	0	24,712	0	0

# Information Technology

## 2011 - 2012 Estimated Revenues for the Information Technology Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
431010	Federal Grants - Direct	0	0	0	0	0
433010	Federal Grants - Indirect	40,143	0	3,727,131	0	0
437010	Interlocal Grants	108,440	0	0	0	0
442810	Data Network Services - External	0	248	248	1,529	1,557
442810	IT Project Management - External	2,552,389	3,482,268	3,482,270	1,228,546	1,264,907
442810	Telephone Services - External	104,625	244,650	259,974	102,812	105,559
442850	Communications Shop - External	432,431	251,364	251,364	64,151	65,930
447600	Seattle Channel Rates	4,560	0	0	0	0
461110	Finance - External	341,603	0	0	0	0
461110	Radio Reserve - External	0	0	0	0	0
462210	Radio Network Services - External	76,226	136,968	136,968	79,394	81,733
469990	Other Miscellaneous Revenues	25,415	0	0	0	0
541490	Customer Rebates	0	0	0	(824,386)	(807,832)
541490	Enterprise Computing Services - Allocation	7,009,972	6,592,896	6,539,817	5,311,660	5,403,113
541490	Enterprise Messaging & Directory Services - Allocation	1,569,963	1,568,165	1,568,165	1,670,890	1,726,645
541490	Radio Network - Allocation	2,025,289	1,336,773	1,329,316	1,537,268	2,345,500
541490	Seattle Channel - Service Agreements	112,000	112,000	112,000	112,000	112,000
541490	Service Desk - Allocation	1,322,268	1,317,670	1,317,670	1,271,511	1,321,528
541490	Technical Support Services - Allocation	1,715,184	1,705,298	1,701,257	1,622,131	1,672,466
541490	Technology Allocation: DPD	525,093	448,491	444,320	502,918	520,339
541490	Technology Allocation: Retirement	32,119	27,330	27,300	37,786	38,568
541490	Technology Allocation: SCL	3,334,752	2,796,132	2,792,985	3,736,933	3,823,482
541490	Technology Allocation: SDOT	854,800	728,795	728,097	1,200,243	1,232,458
541490	Technology Allocation: SPU	2,844,408	2,442,308	2,427,847	3,318,759	3,402,429
541710	Warehouse - Rates	203,421	0	0	0	0
541810	Enterprise Computing Services - Rates	119,889	44,667	44,667	25,663	26,253
541810	Enterprise Messaging & Directory Services - Rates	37,722	16,510	16,510	115,520	116,874
541810	IT Project Management - Rates	2,443,963	2,100,436	3,112,242	4,350,424	4,479,186
541810	Technical Support Services - Rates	13,266	0	0	0	0
541850	Cable Office Allocation - GF	0	0	0	0	0
541850	Small Department - GF Allocation	491,647	488,306	486,533	454,537	467,475
541850	Technology Allocation - GF	2,740,529	2,175,204	1,876,433	3,819,345	3,870,436
542810	Cable Office - Cable Fund	1,346,744	1,225,321	1,170,894	629,221	654,263
542810	Community Technology - Cable Fund	1,139,160	1,402,183	1,342,182	1,200,253	1,234,204
542810	Data Network Services - Rates	1,045,316	1,380,887	1,364,051	1,280,285	1,303,795
542810	Other Miscellaneous Revenues	82,443	0	0	0	0
542810	Seattle Channel - Cable Fund	3,361,374	2,899,033	2,899,033	2,755,453	2,738,134
542810	Technology Allocation: CF Displace GF	713,324	1,498,030	1,506,293	1,992,685	2,050,874
542810	Telephone Services - Rates	8,819,760	8,861,562	8,695,645	8,575,371	8,804,425



## Information Technology

### 2011 - 2012 Estimated Revenues for the Information Technology Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
542810	Web Support - Cable Fund	954,756	775,229	835,229	783,615	802,773
542850	Communications Shop - Rates	781,137	843,355	822,385	1,185,615	1,218,511
562210	Radio Network Services - Rates	132,520	216,228	216,228	122,186	125,016
569990	Long-Term General Obligation (LTGO) Bonds - Capital Asset Replacement	0	1,500,000	1,500,000	0	0
<b>Total Revenues</b>		<b>49,458,651</b>	<b>48,618,308</b>	<b>52,735,054</b>	<b>48,264,318</b>	<b>50,202,603</b>
379100	Use of (Contributions to) Fund Balance	8,933,881	7,785,921	13,145,949	653,412	(1,264,386)
<b>Total Resources</b>		<b>58,392,532</b>	<b>56,404,229</b>	<b>65,881,003</b>	<b>48,917,730</b>	<b>48,938,217</b>

## Information Technology

### Information Technology Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
<b>Beginning Fund Balance</b>	<b>28,623,402</b>	<b>35,339,129</b>	<b>24,376,941</b>	<b>11,230,993</b>	<b>10,577,581</b>
Accounting and Technical Adjustments	4,687,422	0	0	0	0
Plus: Actual and Estimated Revenue	49,458,651	48,618,308	52,735,054	48,264,318	50,202,603
Less: Actual and Budgeted Expenditures	58,392,534	56,404,228	65,881,002	48,917,730	48,938,217
<b>Ending Fund Balance</b>	<b>24,376,941</b>	<b>27,553,209</b>	<b>11,230,993</b>	<b>10,577,581</b>	<b>11,841,967</b>
Continuing Appropriations	4,849,625	14,000,000	0	0	0
Reserves Against Fund Balance	17,145,904	12,623,006	10,561,161	10,244,323	11,038,344
<b>Total Reserves</b>	<b>21,995,529</b>	<b>26,623,006</b>	<b>10,561,161</b>	<b>10,244,323</b>	<b>11,038,344</b>
<b>Ending Unreserved Fund Balance</b>	<b>2,381,412</b>	<b>930,203</b>	<b>669,832</b>	<b>333,258</b>	<b>803,623</b>

## Capital Improvement Program Highlights

The Department of Information Technology (DoIT) builds, manages and maintains City government information technology infrastructure - radio, data, communications, and computer networks - used by other City departments to serve constituents. DoIT also manages the Seattle Channel and the City's central data center, which houses most of the computer servers and the computing architecture that operates software applications on behalf of other departments. DoIT also directs the development of certain computer application projects on behalf of the City and other Departments. The Capital Improvement Program (CIP) supports DoIT's mission by providing for new investments, upgrades, maintenance, and improvements to the City's existing technology networks and systems.

The DoIT CIP projects in the 2011-2016 Adopted Budget include installation of additional fiber optic cable links to various locations; planning, repair, replacement, and modification of software, hardware and electronics in the City's data and communications infrastructure; replacement and upgrades of equipment in the 800 MHz radio network program, replacement and upgrades of software and hardware in the computing services architecture environment and expansion of the enterprise -class server environment in the City's computing services environment for critical Citywide applications.

# Office of Intergovernmental Relations

## Marco Lowe, Director

### Contact Information

Department Information Line: (206) 684-0213

City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476

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

### Department Description

The Office of Intergovernmental Relations (OIR) provides advice and information to, and on behalf of, City elected officials, City departments, and external customers. The primary goal of these efforts is to ensure the City's interests are advanced with international, tribal, federal, state, and regional entities to enable the City to better serve the community.

### Policy and Program Changes

In developing the 2011 Adopted Budget and 2012 Endorsed Budget, the City of Seattle's General Fund was facing a \$67 million shortfall. The 2011 Adopted Budget and 2012 Endorsed Budget includes reductions for all General Fund-dependent functions. In order to help close the General Fund gap, OIR focused on strategies that would realize reductions while preserving the Office's ability to continue its mission of promoting and protecting the City's policy and fiscal interests.

A quarter of OIR's budget is comprised of memberships in associations that represent the City on a wide range of interests, from early education to police funding. These memberships include the Puget Sound Regional Council, the National League of Cities, and the U.S. Conference of Mayors. This portion of OIR's budget has limited flexibility, as memberships serve the broad City government and most membership dues are fixed. However, the 2011 Adopted Budget and 2012 Endorsed Budget makes a reduction to one of these memberships - The Trade Development Alliance. This was identified as a membership that could be modestly reduced while still retaining City presence and support.

The 2011 Adopted Budget and 2012 Endorsed Budget eliminates the position that works with Seattle's 21 Sister Cities and their official international delegations. The abrogation of this position will be partially mitigated by refining the Office's international work and shifting some of this work to the remaining staff person working on international issues.

OIR contracts with a strategic lobbying firm to ensure that the City's interests are represented at the federal level. The 2011 Adopted Budget and 2012 Endorsed Budget reduces the amount of the City's remaining federal lobbying contract, which is focused on federal transportation and infrastructure funding that impacts the City. The reduction will require a decrease in this work, but will maintain the core focus of the contract.

The 2011 Adopted Budget and 2012 Endorsed Budget creates a new budget-neutral tribal liaison position, which will build working relationships with tribes in the Puget Sound region and in other areas of the state where the City has interests. The position will provide enhanced communication and expert advice regarding the City's work with tribal governments. Because local tribes have treaty rights related to water and salmon, they are key players in the utilities' negotiations related to water flow levels and in potential transportation work on the downtown waterfront. For this reason, the position will be fully funded by Seattle City Light, Seattle Public Utilities, and the Seattle Department of Transportation, with no impact to the General Fund.

## **Intergovernmental Relations**

Direct and front-line services have been prioritized in the 2011 Adopted Budget and 2012 Endorsed Budget. To achieve this goal, every department was asked to critically evaluate funding needs for departmental travel and training to determine which items were essential to include and those that could be forgone. As a result of this evaluation, OIR reduced travel and training by approximately \$6,000. To realize further administrative savings, all non-represented staff members in OIR will take a seven-day furlough in 2011, and no market rate salary adjustment is provided for OIR staff that are non-represented employees in the City's discretionary pay plans.

Finally, for the 2011 Adopted Budget and 2012 Endorsed Budget, the Mayor requested a review of funding needs for key Executive Offices, including the Mayor's Office, City Budget Office, and OIR. Based on the staffing needs of the new administration, the Budget recognizes savings in OIR and reduces corresponding budget authority. There is no programmatic impact related to this reduction.

### **City Council Provisos**

There are no Council provisos.

# Intergovernmental Relations

	Summit	2009	2010	2011	2012
<b>Appropriations</b>	<b>Code</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Intergovernmental Relations	X1G00	2,153,756	2,116,946	2,015,996	2,070,512
Budget Control Level					
<b>Department Total</b>		<b>2,153,756</b>	<b>2,116,946</b>	<b>2,015,996</b>	<b>2,070,512</b>
<b>Department Full-time Equivalents Total*</b>		<b>11.50</b>	<b>11.50</b>	<b>11.50</b>	<b>11.50</b>

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

	2009	2010	2011	2012
<b>Resources</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
General Subfund	2,153,756	2,116,946	2,015,996	2,070,512
<b>Department Total</b>	<b>2,153,756</b>	<b>2,116,946</b>	<b>2,015,996</b>	<b>2,070,512</b>

# Intergovernmental Relations

## Intergovernmental Relations Budget Control Level

### Purpose Statement

The purpose of the Intergovernmental Relations Budget Control Level is to promote and protect the City's federal, state, regional, and international interests by providing strategic advice, representation, and advocacy to, and on behalf of, City elected officials on a variety of issues. These include: federal and state executive and legislative actions; issues and events relating to the City's international and tribal relations; and jurisdictional issues involving King County, suburban cities, and regional governmental organizations.

### Summary

Decrease budget by \$110,000 and abrogate 1.0 FTE Strategic Advisor 2 to reflect the elimination of dedicated staff for the Sister Cities program.

Decrease budget by \$67,000 to represent the Mayor's review of funding and staffing needs of the Executive Offices in the new administration. There is no negative programmatic impact related to this reduction.

Decrease budget by \$30,000 to reflect a reduction in contracted federal lobbying services.

Decrease budget by \$20,000 to reflect a reduction in the City's membership contribution to the Trade Development Alliance.

Reduce budget by \$19,000 in recognition of a seven-day furlough that most OIR staff members will take in 2011. This furlough is in addition to removal of a market adjustment for OIR staff that are non-represented employees in the City's discretionary pay plans.

Reduce budget authority by \$6,000 to reflect reductions in training and travel expenditures.

Increase budget authority by \$115,000 and add 1.0 FTE Strategic Advisor 2 for a new position that will serve as the City's tribal liaison. The creation of this position has no impact on the General Fund, as it is fully funded by transfers in from Seattle City Light, Seattle Public Utilities, and the Seattle Department of Transportation.

Citywide adjustments to labor and other operating costs increase the budget by \$36,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$101,000.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
Intergovernmental Relations	2,153,756	2,116,946	2,015,996	2,070,512
Full-time Equivalents Total*	11.50	11.50	11.50	11.50

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

# Legislative Department

## Richard Conlin, Council President

### Contact Information

Department Information Line: (206) 684-8888 TTY: (206) 233-0025

City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476

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

### Department Description

The Seattle City Council is the City's representative electoral body composed of nine at-large, non-partisan, elected Councilmembers. Besides the City Council, the Legislative Department has three other divisions: the Office of the City Clerk, Central Staff, and Administrative Services. Each section of the Department supports some aspect of the representative role of the City Council, and works with citizens and City departments to bring about effective and responsive public policy.

The nine Councilmembers establish City laws, approve the annual budget, oversee the Executive operating departments, and create policy for the City. Each Councilmember has a staff of Legislative Assistants who help accomplish this work.

The Office of the City Clerk performs six major functions. The City Clerk oversees the Clerk staff, and among other duties, manages Council and citizen-initiated ballot measures through the legislative processes. Council Support facilitates the legislative process of the City and the Council. Information Management Services maintains and makes accessible to the public the work product of the Council and the official City records filed with the Clerk. Public Disclosure coordinates public records disclosure requests for the Legislative Department. City Records Management Program oversees and facilitates Citywide compliance with records retention laws. The Municipal Archives preserves and provides citizen access to the City's official and historical records.

Central Staff provides policy and budget analysis for Councilmembers and their staff.

Administrative Services provides budget and accounting, technology, human resource, office systems, consultant contracting, and special projects coordination services to the Legislative Department, Office of City Auditor, and the Office of Professional Accountability Review Board. The Office of Professional Accountability Review Board was created in 2002 to provide citizen oversight of the Office of Professional Accountability housed in the Police Department.

### Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a \$67 million shortfall in 2011. The 2011 Adopted Budget includes reductions for all General Fund-dependent functions. As a result of this shortfall, the Legislative Department focused its reductions around administrative cuts.

The 2011 Adopted Budget eliminates three administrative positions in the Department. Administrative support will be reorganized among remaining staff in the Department. Additionally, the Legislative Department will reduce its temporary staffing budget and will not fill vacant Assistant City Archivist and Legislative Information Specialist II positions in order to achieve budget savings.

Reductions to the budget for the Office of Professional Accountability Review Board are included in the 2011 Adopted Budget. These reductions are for training and travel and other operational costs.



## Legislative

The Legislative Department will reduce its consulting and professional services budget to achieve savings. As a result of this reduction, fewer contracts will be let and more analysis will be performed in-house.

The salary budget has been reduced in order to freeze 2011 salaries at 2010 levels. This action creates additional sustainable salary savings. Furthermore, salary budgets for each Councilmember's Office are reduced equally to achieve budget savings.

### **City Council Provisos**

There are no Council provisos.

## Legislative

<b>Appropriations</b>	<b>Summit Code</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
<b>Legislative Department Budget Control Level</b>					
Administration		3,421,633	3,538,310	2,965,970	2,961,321
Central Staff		2,386,403	2,595,634	2,448,166	2,519,686
City Clerk		1,713,593	1,855,387	1,963,392	2,050,670
City Council		3,768,903	4,193,977	4,164,883	4,334,082
<b>Legislative Department Budget Control Level</b>	<b>G1100</b>	<b>11,290,533</b>	<b>12,183,308</b>	<b>11,542,411</b>	<b>11,865,759</b>
<b>Department Total</b>		<b>11,290,533</b>	<b>12,183,308</b>	<b>11,542,411</b>	<b>11,865,759</b>
<b>Department Full-time Equivalents Total*</b>		<b>89.00</b>	<b>89.00</b>	<b>86.00</b>	<b>86.00</b>
<i>* FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.</i>					
		<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Resources</b>		<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
General Subfund		11,290,533	12,183,308	11,542,411	11,865,759
<b>Department Total</b>		<b>11,290,533</b>	<b>12,183,308</b>	<b>11,542,411</b>	<b>11,865,759</b>

## Legislative Department Budget Control Level

### Purpose Statement

The purpose of the Legislative Department Budget Control Level is to set policy, enact City laws, approve the City's budget, provide oversight of City departments, and conduct operational and administrative activities in an efficient and effective manner to support the mission of the Department.

<b>Program Expenditures</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Administration	3,421,633	3,538,310	2,965,970	2,961,321
Central Staff	2,386,403	2,595,634	2,448,166	2,519,686
City Clerk	1,713,593	1,855,387	1,963,392	2,050,670
City Council	3,768,903	4,193,977	4,164,883	4,334,082
<b>Total</b>	<b>11,290,533</b>	<b>12,183,308</b>	<b>11,542,411</b>	<b>11,865,759</b>
Full-time Equivalents Total *	89.00	89.00	86.00	86.00

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

## **Legislative Department: Administration Purpose Statement**

The purpose of the Administration Program is to orchestrate and deliver a comprehensive set of systems and services that address current and future needs of the Legislative Department and its customers. Budget and accounting, technology, human resource, office systems, consultant contracting, and special projects coordination services are provided to the Legislative Department, Office of City Auditor, and the Office of Professional Accountability Review Board.

### **Program Summary**

Reduce budget by \$140,000, and abrogate 1.0 FTE Administrative Services Director.

Reduce budget by \$68,000, and abrogate 1.0 FTE Administrative Specialist II.

Reduce budget by \$116,000, and abrogate 1.0 FTE Human Resources Manager.

Reduce budget by \$3,000 for the consulting budget in the program.

Reduce budget by \$6,000, freezing the APEX/SAM salaries for 2011 at 2010 levels.

Reduce budget by \$3,000 for furniture and equipment expenditures.

Reduce budget by \$52,000 for personnel services expenditures.

Reduce budget by \$6,000, eliminating the Office of Professional Accountability Review Board's Citrix budget.

Reduce budget by \$6,000 for the Office of Professional Accountability Review Board's professional services, advertising and printing budgets.

Reduce budget by \$5,000 for the Office of Professional Accountability Review Board's travel and training budget.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$6,000 in savings.

Transfer out \$86,000 and 1.0 FTE Administrative Staff Assistant from the Administration Program to the City Council Program to better align various administration costs with the work performed.

Transfer in \$30,000 to the Administration Program from the City Clerk and City Council programs to better align various administration costs with the work performed.

Decrease budget by \$106,000 for department technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$573,000.

## Legislative

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Administration	3,421,633	3,538,310	2,965,970	2,961,321
Full-time Equivalents Total*	14.00	14.00	10.00	10.00

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

### Legislative Department: Central Staff

#### Purpose Statement

The purpose of the Central Staff Program is to support the City Council in arriving at sound public policy by providing technical and policy analysis on issues before the Council.

#### Program Summary

Reduce budget by \$142,000, decreasing the consulting budget in the Program.

Reduce budget by \$35,000, freezing the APEX/SAM salaries for 2011 at 2010 levels.

Reduce budget by \$5,000 for temporary labor expenditures.

Reduce budget by \$47,000 for personnel services expenditures.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$1,000 in savings.

Transfer in \$7,000 to the Central Staff Program from the City Clerk and City Council programs to better align various administration costs with the work performed.

Increase budget by \$75,000 for department technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$148,000.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Central Staff	2,386,403	2,595,634	2,448,166	2,519,686
Full-time Equivalents Total*	18.00	18.00	18.00	18.00

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

## Legislative Department: City Clerk

### Purpose Statement

The purpose of the City Clerk Program is to support open government and the democratic process by preserving and maximizing public access to the City's official and historical records, promoting Citywide compliance with records retention law, coordinating public records disclosure requests for the Department, facilitating the legislative process, and overseeing compliance with the Open Public Meetings Act and the Public Records Act.

### Program Summary

Reduce budget by \$2,000, eliminating the consulting budget.

Reduce budget by \$76,000 for legal advertisements.

Reduce budget by \$11,000, freezing the APEX/SAM salaries for 2011 at 2010 levels.

Reduce budget by \$5,000 for temporary labor expenditures.

Reduce budget by \$101,000 by not filling a vacant Assistant City Archivist Position in 2011.

Reduce budget by \$80,000 by not filling a vacant Legislative Information Specialist II Position in 2011.

Reduce budget by \$25,000 for personnel services expenditures.

Reduce budget by \$7,000 for scanning/microfilming and media duplication expenditures.

Reduce budget by \$5,000 in the work-study budget.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$14,000 in savings.

Transfer out \$18,000 from the City Clerk Program into the Central Staff and Administration programs to better align various administration costs with the work performed.

Transfer in \$281,000 from Finance General into the Legislative Department, City Clerk program for legal advertisements.

Increase budget by \$173,000 for department technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$108,000.

Expenditures/FTE	2009	2010	2011	2012
	Actual	Adopted	Adopted	Endorsed
City Clerk	1,713,593	1,855,387	1,963,392	2,050,670
Full-time Equivalents Total*	19.00	19.00	19.00	19.00

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

## Legislative Department: City Council

### Purpose Statement

The purpose of the City Council Program is to set policy; review, consider, and determine legislative action; approve the City's budget; and provide oversight of City departments. The goal of the City Council is to be an open and transparent, effective and accountable local government that is committed to the strength of our diversity and dedicated to the health of all of our neighborhoods. This program consists of the nine Councilmembers, their Legislative Assistant staff, and the Communications staff.

### Program Summary

Reduce budget by \$100,000 for consultant services. This reduction is intended for 2011 and 2012 only.

Reduce budget by \$44,000 freezing the APEX/SAM salaries for 2011 at 2010 levels.

Reduce budget by \$45,000 by reducing each Councilmember Office's staff salary budget.

Reduce budget by \$40,000 for personnel services expenditures.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$2,000 in savings.

Transfer out \$18,000 from the City Council Program into other department programs to better align various administration costs with the work performed.

Transfer in \$86,000 and 1.0 FTE Administrative Staff Assistant to the City Council Program from the Administration Program to better align various administration costs with the work performed.

Increase budget by \$134,000 for department technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$29,000.

Expenditures/FTE	2009	2010	2011	2012
	Actual	Adopted	Adopted	Endorsed
City Council	3,768,903	4,193,977	4,164,883	4,334,082
Full-time Equivalents Total*	38.00	38.00	39.00	39.00

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

# Office of the Mayor

## Mike McGinn, Mayor

### Contact Information

Department Information Line: (206) 684-4000

City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476

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

### Department Description

The mission of the Mayor's Office is to provide honest, accessible leadership to residents, employees, and regional neighbors of the City of Seattle that is clear and responsible, in an environment that encourages ideas, civic discourse, and inclusion for the entirety of the City's diverse population, creating an even better place to live, learn, work, and play.

In the municipality of Seattle, the Mayor governs the Executive Branch as its chief executive officer. More than 25 department and office directors and commission members are appointed by the Mayor, work directly for the Mayor, and have been delegated the day-to-day authority to administer their respective departments, offices, and commissions. The many legal roles and responsibilities of the Mayor, and those working directly for the Mayor, are prescribed in the City Charter, state statutes, and municipal ordinances. Elections for this nonpartisan office are held every four years.

### Policy and Program Changes

In developing the 2011 Adopted Budget and 2012 Endorsed Budget, the City of Seattle's General Fund was facing a \$67 million shortfall. The 2011 Adopted Budget and 2012 Endorsed Budget includes reductions for all General Fund-dependent functions. In order to help close the gap, the Mayor's Office focused on savings that reduce staffing and administrative costs, while maintaining the capacity needed to run the City and implement the Mayor's priorities.

To reduce staffing expenses, the 2011 Adopted Budget and 2012 Endorsed Budget abrogates a Strategic Advisor 2 position that previously staffed the Mayor on work related to Sound Transit and surplus schools. The Sound Transit work will be absorbed by other staff members in the Office. The surplus school work will be absorbed by a department that has project management, fiscal, and contracting resources.

Other staffing-related reductions include no market rate salary adjustments and a seven-day furlough for most members of the Mayor's Office staff. This may result in a delayed response time to departments and constituents on issues; however, furloughs days will be assigned so that the Office is adequately staffed at all times. The 2011 Adopted Budget and 2012 Endorsed Budget also eliminates funding for internships and temporary labor.

Direct and front-line services have been prioritized in the 2011 Adopted Budget and 2012 Endorsed Budget. To achieve this goal, every department was asked to critically evaluate funding needs for administrative expenses. As a result of this evaluation, the Mayor's Office is reducing \$76,000 in the areas of training, travel, and professional services. The remaining travel budget will cover only the absolute necessities of travel for the Mayor and his senior staff. The reduction to professional services will diminish the Mayor's Office's access to external technical expertise. Staff will endeavor to find other resources, primarily through departments, for this type of assistance.

Finally, the Mayor requested a review of funding needs for the Executive Offices based on the staffing needs of the new administration. Savings were identified as a result of the review, and there is no negative programmatic impact related to this reduction.



The changes described above are in addition to the significant reductions made to the Executive Offices through the 2010 Adopted Budget. In 2010, the Office of Policy and Management (OPM) was abolished and the work was absorbed by the Mayor's Office. This consolidation resulted in reduction of 9.0 FTEs and \$880,000. The 2011 Adopted Budget and 2012 Endorsed Budget makes further decreases from the 2010 reduced base.

### **City Council Provisos**

There are no Council provisos.

**Mayor**

	<b>Summit</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Appropriations</b>	<b>Code</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Office of the Mayor Budget Control Level	X1A00	2,720,074	3,691,788	3,455,957	3,515,989
<b>Department Total</b>		<b>2,720,074</b>	<b>3,691,788</b>	<b>3,455,957</b>	<b>3,515,989</b>
<b>Department Full-time Equivalents Total*</b>		<b>28.50</b>	<b>28.50</b>	<b>28.50</b>	<b>28.50</b>

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

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Resources</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
General Subfund	2,720,074	3,691,788	3,455,957	3,515,989
<b>Department Total</b>	<b>2,720,074</b>	<b>3,691,788</b>	<b>3,455,957</b>	<b>3,515,989</b>

**Office of the Mayor Budget Control Level**

**Purpose Statement**

The purpose of the Mayor's Office Budget Control Level is to provide honest, accessible leadership to residents, employees, and regional neighbors of the City of Seattle that is clear and responsible in an environment that encourages ideas, civic discourse, and inclusion for the entirety of the City's diverse population, creating an even better place to live, learn, work, and play.

**Summary**

Decrease budget by \$154,000 as a result of a review of staffing needs of the new administration. There is no negative programmatic impact related to this reduction.

Decrease budget by \$121,000 and abrogate 1.0 FTE Strategic Advisor 2 position. Most of the workload of this position will be absorbed by other staff in the Mayor's Office.

Decrease budget by \$119,000 to reflect the seven-day furlough and removal of a market adjustment for most employees of the Mayor's Office.

Reduce budget by approximately \$81,000 to reflect reductions in expenditures for administrative efficiencies including training, travel, and professional services.

Decrease budget by \$50,000 and reduce funding for internships and temporary staff.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$13,000 in savings.

Outside of the budget process, a grant-funded 1.0 FTE Strategic Advisor 2 was added through Ordinance 123363. This position will sunset when the grant ends in 2012.

Citywide adjustments to labor and other operating costs increase the budget by \$302,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$236,000.

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Expenditures/FTE</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Office of the Mayor	2,720,074	3,691,788	3,455,957	3,515,989
Full-time Equivalents Total*	28.50	28.50	28.50	28.50

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

# Personnel Department

## Darwyn Anderson, Acting Director

### Contact Information

Department Information Line: (206) 684-7999

City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476

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

### Department Description

The Personnel Department provides human resource services, tools, and expert assistance to departments, policymakers, employees, and the public so the City of Seattle's diverse work force is deployed, supported, and managed fairly to accomplish the City's business goals in a cost-effective and safe manner. The Personnel Department has four primary areas of operation:

- Employment and Training provides staffing services, mediation, employee development opportunities, and technical assistance to all City departments so the City can meet its hiring needs efficiently, comply with legal guidelines, and help organizations, departments, and employees accomplish the City's work.
- Employee Health Services makes available quality, cost-effective employee benefits, health care and other benefits, workers' compensation benefits, and safety services to maintain and promote employee health and productivity, and to provide a competitive non-cash compensation package. In addition, this program administers the Seattle Voluntary Deferred Compensation Plan and Trust.
- Citywide Personnel Services provides department leadership, policy direction and advice, fiscal policy and financial management for the department and the City's compensation trust funds, coordinates the City's unemployment compensation and the employee workplace giving and volunteer program, and provides expert assistance to departments, policymakers, and employees.
- City/Union Relations and Classification/Compensation Services supports efforts to ensure the City's work environment is effective, efficient, and fair, and its diverse work force is managed and compensated fairly.

### Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a \$67 million shortfall for 2011. In response to fiscal stress on the General Fund, all departments that receive General Fund support were asked to identify reductions and other strategies that would relieve pressure. The Personnel Department utilized a combination of position reductions and other administrative savings to achieve General Fund budget savings for 2011 and beyond.

Since the majority of the Department's budget is comprised of labor costs, the Department's main reduction strategy involves eliminating positions. In most cases, the impacts of position abrogations is mitigated by either directly shifting a position's workload to remaining staff or by reprioritizing workload among a division. In total, the 2011 Adopted Budget includes 7.5 FTE abrogations, addressing both span of control issues and general budget reduction goals. The reductions include one executive position, two management level positions, and five administrative positions. In addition to the abrogations, the department reclassifies three supervisors to lower level positions. The position reductions and relative impacts are categorized by division and include the following:

## City/Union Relations Division:

Personnel abrogates a Labor Relations Administrative Specialist 1 position. The work will be absorbed by the remaining administrative staff across the department, and minimal impacts are anticipated with this reduction.

The Department adds 1.0 FTE Labor Relations Specialist position to oversee a citywide effort to evaluate workplace efficiencies across departments. The forum for this work will be the City's Labor Management Leadership Committee, the City's labor negotiators, department staff, and union representatives. Working with this cross functional team, the Labor Relations Specialist will develop a range of options for review by the Executive and City Council.

## Classification and Compensation Division:

Personnel reduces the salaries of two Human Resources Information System (HRIS) Specialists. There are currently five HRIS Specialists in the division, and this reduction is not anticipated to have significant impacts on the essential information management services provided to City departments.

Personnel reclassifies a full-time Senior Management Systems Analyst to a Management Systems Analyst. There are not impacts associated with this change.

Personnel abrogates a part-time Senior Personnel Analyst position and reclassifies one Personnel Analyst Supervisor position to a Senior Personnel Analyst position. The work associated with the Personnel Analyst will be absorbed by the remaining staff in the Class/Comp division, and impacts may include slower response times to City departments. There are no impacts associated with the reclassification of the Personnel Analyst Supervisor.

## Citywide Personnel Services Division:

Personnel abrogates an Administrative Staff Analyst position in the Financial Services division. This reduction requires the Department to reorganize administrative activities related to contracting, asset management, records management, and the City's termination file system.

Personnel abrogates a vacant Executive 2 position responsible for management of the former Management Services Division. As part of an effort to streamline certain administrative function across the Department, this division was restructured in 2010, which eliminated the need an Executive 2 position. There are no impacts associated with this reduction.

Personnel reduces an Administrative Staff Assistant to part-time. This position provides executive administration support to the Director's Office, and the work associated with this reduction will be absorbed by existing support staff across the Department.

## Employee Health Services:

Personnel reduces an Administrative Specialist II position. This position supports the Benefit Unit answer line, and this reduction may slow down response time to city employee inquires about health care and other labor related benefits.

Personnel abrogates a Strategic Advisor I position responsible for providing consultative services to departments regarding medical testing requirements, occupational health conditions, and fitness for duty. Impacts of this reduction will be mitigated by redistributing work among remaining staff and the Division Director.

Personnel abrogates an Administrative Specialist 1 position and transfers associated workload to remaining staff.

The Department will also reclassify the Worker's Compensation Supervisor position to a Worker's Compensation Analyst position. This reduction is anticipated to have minimal impacts on the unit.

Personnel abrogates a Safety and Occupational Health Coordinator position in the Worker's Compensation unit. This position supported the Worker's Compensation Claims Management database which was moved to the Department of Executive Administration (now, Department of Finance and Administrative Services) in 2010, thereby reducing the workload of this position and the impacts associated with the abrogation.

Employment and Training Division:

Personnel abrogates an Administrative Specialist I position responsible for providing support to a variety of units, including the Job Information Center. The primary impact of this reduction is the closure of the Job Information Center during lunch hours.

Personnel reduces an Alternative Dispute Resolution Mediator position to part-time. Duties of this position will be absorbed by the Strategic Advisor 1 position currently overseeing this unit.

Personnel reduces to part-time a Strategic Advisor 1 position responsible for compliance with the Americans with Disabilities Act (ADA) and Equal Employment Opportunity (EEO) standards. This position also supports Project Hire activities. The Department mitigates impacts of this reduction by transferring responsibility for ADA coordination to the Labor Relations division and shifting EEO coordination to the Employment Manager. Project Hire activities, including case management, will continue to be performed by this position, and are not impacted by this reduction.

Personnel abrogates a part-time Training and Development Program Coordinator position. This position conducts new employee orientation, and the workload will be absorbed by existing staff. In addition, as a result of this position reduction, the redesign of the supervisor orientation program for new or recently promoted supervisors may be delayed until mid-to-late 2011 for implementation in 2012.

The 2011 Adopted and 2012 Endorsed Budget also represents a reorganization of the Department's work units based on the citywide effort to examine opportunities to preserve direct services and achieve cost savings. The Department eliminates the Management Services Division and reprioritizes work among existing divisions and staff. The Department shifts finance and accounting work to the Financial Services section and information management work to the Classification and Compensation section. The changes include the abrogation of a vacant Executive 2 position. The 2011 Adopted and 2012 Endorsed Budget reflects these changes through technical adjustments in the affected Budget Control Levels, all of which are detailed in the following sections.

In addition to staffing reductions, the Department achieves General Fund savings by shifting relevant administrative expenditures to the Deferred Compensation account and to the Combined Charities account. Expenses associated with Deferred Compensation include the cost of an annual audit, as well as a portion of finance and accounting staff time. Similarly, the Department also shifts administrative costs related to the City's Combined Charities program. In 2010, the Personnel Department took on the annual administration of the Combined Charities program. As such, the related staff required to manage the program will be funded through the Combined Charities account.

Direct and front-line services have also been prioritized in the 2011 Adopted and 2012 Endorsed Budget. To achieve this goal, every department was asked to critically evaluate funding needs for departmental travel and training expenditures to determine which items were essential to include and those that could be forgone. As a result of this evaluation, the Personnel Department reduces travel and training expenditures by approximately \$140,000, which includes a \$100,000 reduction to the Career Quest Program. This amount is captured within the administrative efficiencies descriptions detailed in the following pages.

## Personnel

The Department's 2011 Adopted and 2012 Endorsed Budget includes an increase in appropriation authority for Public Safety exams, which are administered by Personnel in consultation with Seattle Police Department and Seattle Fire Departments. Historically, the Department was able to absorb the incremental costs associated with exam administration by reducing expenditures in other program areas. However, given significant budget reductions, the Department no longer has the flexibility to fund these incremental costs and additional budget authority is needed to provide adequate resources to continue administering the exams.

In 2012, the Department reduces its management-related costs. Reductions will not be restricted to executives, managers or Strategic Advisors. Other supervisory functions may be restructured and some non-labor savings aimed at reducing internal costs may be achieved. The Personnel Department will identify specific steps toward meeting this reduction as part of the 2012 budget process.

### **City Council Provisos**

There are no Council provisos.

## Personnel

<b>Appropriations</b>	<b>Summit Code</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
City/Union Relations and Class/Comp Services Budget Control Level	N4000	3,104,852	3,151,691	4,095,057	4,158,242
Citywide Personnel Services Budget Control Level	N3000	3,682,747	3,102,567	1,848,768	1,757,326
Employee Health Services Budget Control Level	N2000	2,819,723	2,930,479	2,692,054	2,741,730
Employment and Training Budget Control Level	N1000	2,525,174	2,734,690	2,913,420	2,962,576
<b>Department Total</b>		<b>12,132,497</b>	<b>11,919,427</b>	<b>11,549,299</b>	<b>11,619,874</b>
<b>Department Full-time Equivalents Total*</b>		<b>115.00</b>	<b>115.00</b>	<b>104.25</b>	<b>104.25</b>

*\* FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here. Personnel maintains unfunded position authority for apprentice and Office Maintenance Aide positions to loan to City departments for the apprentice and special employment programs.*

<b>Resources</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
General Subfund	12,132,497	11,919,427	11,549,299	11,619,874
<b>Department Total</b>	<b>12,132,497</b>	<b>11,919,427</b>	<b>11,549,299</b>	<b>11,619,874</b>



## **City/Union Relations and Class/Comp Services Budget Control Level**

### **Purpose Statement**

The purpose of the City/Union Relations and Classification/Compensation Services Budget Control Level (BCL) is to support the City's efforts to fairly manage and compensate its diverse work force. City/Union Relations staff provide technical and professional labor-relations services to policymakers and management staff of all City departments. The Class/Comp staff develop personnel rules, pay programs, perform compensation analysis, and provide classification services and organizational consultation to all City departments.

### **Summary**

Reduce budget authority by \$60,000 and abrogate 1.0 FTE Labor Relations Administrative Specialist 1 position. The work will be absorbed by the remaining administrative staff across the Department, and minimal impacts are anticipated as a result of this reduction.

Increase budget by \$105,000 and add 1.0 FTE Labor Relations Specialist position to oversee a citywide effort to identify workplace efficiencies across departments.

Reduce the salaries of two 1.0 FTE HRIS Specialists by a total of \$36,000 to achieve General Fund savings. There are currently five HRIS Specialists in the division, and this reduction will not have significant impacts on the essential information management services provided to City departments.

Reduce budget by \$50,000 and abrogate 0.5 FTE Senior Personnel Analyst position. The work associated with this position will be absorbed by the remaining staff in the Class/Comp division, however, impacts may include slower response times to City departments.

Reduce budget by \$10,000 and reclassify a Personnel Analyst Supervisor position to a Senior Personnel Analyst position. There are no impacts anticipated as a result of this reclassification.

Reduce budget by \$10,000 and reclassify a Senior Management Systems Analyst position to a Management Systems Analyst position. There are no impacts associated with this change.

Reduce budget authority by approximately \$15,000 to reflect reductions in expenditures for administrative efficiencies including professional services, and travel and training.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$26,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$15,000 is saved in the City/Union Relations and Class/Comp Services BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Increase appropriation authority by approximately \$899,000 and transfer in 8.0 FTE from the Citywide Personnel Services Budget Control Level to reflect a budget neutral technical adjustment across the Department's BCL's to better align expenditures with actual program functions.

Citywide adjustments to labor and other operating costs increase the budget by approximately \$162,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$944,000.

## Personnel

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
City/Union Relations and Class/Comp Services	3,104,852	3,151,691	4,095,057	4,158,242
Full-time Equivalents Total*	26.00	26.00	33.50	33.50

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

## **Citywide Personnel Services Budget Control Level**

### **Purpose Statement**

The purpose of the Citywide Personnel Services Budget Control Level (BCL) is to establish citywide personnel rules and provide human resources systems, policy advice, information management, finance and accounting services, contingent work force oversight, and expert assistance to departments, policymakers, and employees so the City can accomplish its business goals in a cost-effective manner. This program includes Policy Development, Information Management, Finance and Accounting, Temporary Employment Services, and other internal support services.

### **Summary**

Reduce budget by \$140,000 and abrogate a vacant Executive 2 position the former Management Services Division. As part of an effort to streamline certain administrative function across the Department, this division was restructured in 2010, which eliminated the need an Executive 2 position. There are no impacts associated with this reduction.

Reduce budget by \$93,000 and abrogate 1.0 FTE Administrative Staff Analyst position in the Financial Services division within this program. This reduction requires the Department to reorganize administrative activities related to contracting, asset management, records management, and the City's termination file system.

Reduce budget by \$36,000 and reduce 1.0 FTE Administrative Staff Assistant to 0.5 FTE. This position provides executive administration support to the Director's Office, and the work associated with this position will be absorbed by existing support staff across the department.

Add approximately \$80,000 in appropriation authority to cover administrative costs related to the Department's work on the Combined Charity campaign. In 2010, the Department assumed the ongoing annual administration of the Combined Charity program, an activity that was previously rotated among different city departments every other year. Costs include \$35,000 to fund an additional 0.25 FTE staff hours and \$45,000 for campaign materials, all of which will be fully funded by the Combined Charities program. Therefore, this change has no net impact on the General Fund and requires appropriation authority only.

Reduce budget authority by approximately \$5,000 to reflect reductions in expenditures for administrative efficiencies including travel and training.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$8,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$8,000 is saved in the Citywide Personnel Services BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

In 2012, the Department will reduce \$125,000 in management-related costs that may include executives, managers, strategic advisors, or supervisory level positions. This reduction is part of an effort to achieve additional management efficiencies among larger city departments. The Department will evaluate its current administrative functions in 2011 to develop a sustainable reduction option for 2012.

## Personnel

Decrease appropriation authority by \$1.19 million and transfer 8.0 FTE to the City/Union Relations and Class/Comp Services Budget Control Level and 3.0 FTE to the Employment and Training BCL to reflect a budget neutral technical adjustment across the Department's BCL's to better align expenditures with actual program functions.

The FTE values in this Budget Control Level include 2.0 FTE position changes made outside of the budget process.

Citywide adjustments to labor and other operating costs increase the budget by \$146,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$1.25 million.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Citywide Personnel Services	3,682,747	3,102,567	1,848,768	1,757,326
Full-time Equivalents Total*	22.50	22.50	7.25	7.25

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

## **Employee Health Services Budget Control Level**

### **Purpose Statement**

The purpose of the Employee Health Services Budget Control Level (BCL) is to provide quality, cost-effective employee health care and other benefits, workers' compensation benefits, and safety services to maintain and promote employee health and productivity, and to provide a competitive non-cash compensation package. This program also includes administration of the Seattle Voluntary Deferred Compensation Plan and Trust.

### **Summary**

Reduce budget by \$108,000 and abrogate 1.0 FTE Strategic Advisor 1 position responsible for providing consultative services to departments regarding medical testing requirements, occupational health conditions, and fitness for duty. Impacts of this reduction will be mitigated by redistributing work among remaining staff and the division director.

Reduce budget by \$106,000 and abrogate 1.0 FTE Safety and Occupational Health Coordinator position in the Worker's Compensation unit. This position supported the Worker's Compensation Claims Management database which was moved to Department of Executive Administration in 2010, thereby reducing the workload of this position and the impacts associated with the reduction of this position.

Decrease budget by approximately \$59,000 and abrogate 1.0 FTE Worker's Compensation Administrative Specialist 1 position. The work performed by this position will be absorbed by the remaining administrative staff in the unit across the Department.

Reduce budget by \$24,000 and reduce a 1.0 FTE Administrative Specialist II position to 0.5 FTE. This position supports the Benefit Unit answer line, and this reduction may slow down response time to City departments and City employee inquires about health care and other labor related benefits.

Decrease budget by \$8,000 and reclassify the Worker's Compensation Supervisor position to a Worker's Compensation Analyst position. The management and claim review responsibilities will be assumed by the Workers Compensation Manager, however, reallocation of this position may affect response time by the division.

Increase appropriation authority by \$40,000 to cover bookkeeping and staff training costs for the Deferred Compensation program. These costs are fully funded by the Deferred Compensation Program, and this change requires appropriation authority only.

Reduce budget by \$20,000 and decrease funding for temporary labor to assist with the City's Safety and Benefits programs, and primarily the City's Certified Industrial Hygienist. This work will be absorbed by remaining staff in the division and will not result in significant operational impacts.

Reduce budget by approximately \$55,000 to reflect reductions in expenditures for administrative efficiencies including professional services and travel and training.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$16,000 in savings.

## Personnel

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$6,000 is saved in the Employee Health Services BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by \$124,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$238,000.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Employee Health Services	2,819,723	2,930,479	2,692,054	2,741,730
Full-time Equivalents Total*	24.50	24.50	21.00	21.00

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

## **Employment and Training Budget Control Level**

### **Purpose Statement**

The purpose of the Employment and Training Budget Control Level (BCL) is to provide staffing services, employee-development opportunities, mediation, and technical assistance to all City departments so the City can meet its hiring needs efficiently, maintain legal compliance, and help organizations and employees accomplish the City's work in a productive and cost-effective manner. This Budget Control Level includes the Police and Fire Exams, Employment, Supported Employment, Equal Employment Opportunity, Alternative Dispute Resolution, and Career Quest units.

### **Summary**

Reduce budget by \$60,000 and abrogate 1.0 Administrative Specialist I position. The functionality within the new NeoGov applicant tracking system will automate many of the administrative support tasks related to Online Employment System performed by this position, and remaining tasks will be distributed among existing administrative staff across the Department.

Decrease budget by \$47,000 and reduce a 1.0 FTE Alternative Resolution Mediator position to 0.5 FTE. The change in this position to part-time reduces staffing for mediation services and one-on-one coaching to managers and employees dealing with conflict in the City by approximately 25 percent. The workload will be absorbed by a remaining 1.0 FTE Strategic Advisor 1 position.

Reduce funding for the Career Quest program by \$100,000 and as a result, eliminate funding available to provide career counseling or training for most employees seeking upward mobility in the City's workforce. This preserves \$45,000 in Career Quest funding for mandated training programs for IT professional positions as required by current labor agreements.

Reduce budget by \$45,000 and reduce a 1.0 FTE Strategic Advisor 1 position to 0.5 FTE. This position is responsible for compliance with the Americans with Disabilities Act (ADA) and Equal Employment Opportunity (EEO) standards. The Department will mitigate impacts of this reduction by transferring the position's responsibility for compliance with ADA to the Labor Relations division and shifting compliance with EEO standards to the Employment Manager. Project Hire activities, including case management, will continue to be performed by this position, and are not impacted by this reduction.

Reduce budget by \$44,000 and abrogate 0.5 FTE Planning & Development Specialist, Sr. position. This position conducts new employee orientation, and this workload will be absorbed by existing staff. In addition, as a result of this position reduction, the redesign of the supervisor orientation program for new or recently promoted supervisors may be delayed until mid-to-late 2011 for implementation in 2012.

Reduce budget authority by approximately \$5,000 to reflect reductions in expenditures for administrative efficiencies including travel and training.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$14,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$8,000 is saved in the Employment and Training BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

## Personnel

Increase budget authority by \$55,000 to cover the license fee for the NeoGov Applicant Tracking System. This cost is shared among Personnel, Seattle Public Utilities, and Seattle City Light; the Utilities will cover a total of approximately \$36,000, or 65% of the annual license fee.

Increase budget by \$63,000 to cover the Department's costs to manage entrance and promotional exams for Seattle Police Department and Seattle Fire Department.

Increase appropriation authority by \$295,000 and transfer in 3.0 FTE from the Citywide Personnel Services BCL to reflect a budget neutral technical adjustment across the Department's BCL's to better align expenditures with actual program functions.

Citywide adjustments to labor and other operating costs increase the budget by \$89,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$179,000.

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Expenditures/FTE</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Employment and Training	2,525,174	2,734,690	2,913,420	2,962,576
Full-time Equivalents Total*	42.00	42.00	42.50	42.50

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





# Personnel Compensation Trust Subfunds

## Department Description

The Personnel Compensation Trust Funds are six subfunds of the General Fund administered by the Personnel Department and one subfund of the General Fund administered by the Department of Finance and Administrative Services. These six subfunds serve as a means to manage Citywide contractual obligations on behalf of employees and City departments. The administering department collects funds from other City departments, which are then paid out to various insurance companies, service providers, and individuals. The six subfunds are the Group Term Life Insurance Subfund, the Health Care Subfund, the Industrial Insurance Subfund, the Special Employment Subfund, the Unemployment Insurance Subfund, and the Transit Benefit Subfund,

- The Group Term Life Insurance Subfund contains the revenues and expenses related to the City's group term life insurance, long-term disability insurance, and accidental death and dismemberment insurance.
- The Health Care Subfund contains the revenues and expenses related to the City's medical, dental, and vision programs; Flexible Spending Account Program; Employee Assistance Program; and COBRA continuation coverage. The City is self-insured and re-insured for some of its medical plans, and carries insurance for the remainder of the medical plans and for all dental and vision plans.
- The Industrial Insurance Subfund captures the revenues and expenditures associated with the City's Workers' Compensation and Safety programs.
- The Special Employment Subfund contains the outside agency revenues and expenditures associated with the City's temporary, intern, and work study programs.
- The Unemployment Insurance Subfund contains the revenues and expenditures associated with the City's unemployment insurance costs.
- The Transit Benefit Subfund contains the revenues and expenditures associated with the City's transit subsidy program with King County Metro Transit.

## Policy and Program Changes

Health care costs continue to rise in 2011. A choice of two medical plans are offered to City employees, Aetna and Group Health. The City anticipates that the health care premium expenses for Aetna medical plans will follow the average trend used by national health insurers, resulting in a 13% increase over 2010 of actual Aetna rates for the City in 2011. This includes slight modifications to Aetna plan coverage, and includes the City's costs for administration and stop loss insurance coverage, which provides protection to the City for claims that exceed \$200,000. Group Health premiums are expected to increase 5% over 2010, and dental and vision premiums are assumed to increase by 5% or less. The primary cost drivers include increased incidence of chronic disease such as diabetes, the development of costly new medical and emergency technologies and procedures, an aging City workforce, and high rates of inflation for pharmaceuticals.

Based on current projections, should health care cost continue to increase at 2011 projected levels, it is likely that both the City and its employees will assume a larger share of the total health care costs beginning in 2013. Consistent with the current bargaining agreement with the Coalition of City Unions (Coalition), reserves within the Health Care Fund for both the Coalition and the City are applied to the overall health care costs, and significantly mitigate cost increases for both the City and its employees through 2012. However, current projections show that these balances will not be sufficient to continue to mitigate these costs at a substantive level beginning in 2013.

## Personnel Compensation Trust Subfunds

Contingent on successful union ratification, the Coalition of City Unions, through their commitment to participate in the Healthcare Committee (HC2) have agreed to continue to address increases in the cost of healthcare for the next three years by working together with the City to evaluate and make changes to healthcare plans where appropriate.

The City's Industrial Insurance expenses continue to grow based on increased claim experience and projected claim growth. Medical claims costs are anticipated to increase by 4% over 2010, and pension payout expenses are also expected to be higher in 2011. In 2011, \$750,000 in unreserved fund balance in the Industrial Insurance fund is used to partially subsidize the administrative costs charged to departments, including fees charged by the Washington State Department of Labor and Industries, insurance coverage, and the Personnel Department's administrative costs to manage the program, which are reduced in 2011. It is anticipated this level of subsidy will continue in 2012.

Unemployment costs also continue to rise as weak economic conditions are expected to continue in 2011. During 2006-2010, all City departments were given a "rate holiday" for unemployment costs, and actual charges were paid using accumulated fund balance in the Unemployment Subfund. Excess fund balances are no longer available to provide this subsidy for 2011 or 2012, and full cost recovery is resumed beginning in 2011. The anticipated total unemployment claims cost of approximately \$5.4 million in 2011 is higher than the City has experienced, including during the 2002-2003 recession. Unemployment costs are anticipated to peak in 2011, and return to more moderate levels in 2012.

The Group Term Life Insurance Subfund includes costs for the City's life insurance, long term disability insurance, and accidental death and dismemberment insurance. Rates for 2011 are the same as 2010, however enrollment is anticipated to be higher in 2011 for Group Term Life Insurance, thus resulting in a higher appropriation level for this portion of the Fund. In addition, the 2011 Adopted and 2012 Endorsed Budget reflects a change in the accounting treatment of revenues and expenditures within this Fund. In prior years, the expenses related to the employees' contribution to group term life insurance and long term disability insurance were treated as a revenue reduction when payments were made on the employees' behalf. However, in 2011, these costs are displayed separately as revenues and expenditures in this Fund, thereby increasing the overall appropriation levels but not affecting the activity of the Fund.

### City Council Provisos

There are no Council provisos.

## Personnel Compensation Trust Subfunds

	Summit	2009	2010	2011	2012
<b>Appropriations</b>	<b>Code</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Group Term Life Budget Control Level	NA000	900,350	936,608	3,493,000	3,562,860
Health Care Budget Control Level	NM000	135,211,988	149,160,068	154,807,010	169,626,341
Industrial Insurance Budget Control Level	NR500	17,101,455	18,538,510	19,128,820	19,764,843
Special Employment Budget Control Level	NT000	254,519	310,000	315,580	321,576
Transit Benefit Budget Control Level	TRANSITB 1	0	4,446,000	5,041,000	5,392,000
Unemployment Insurance Budget Control Level	NS000	2,491,124	4,027,563	5,406,059	2,103,218
<b>Department Total</b>		<b>155,959,436</b>	<b>177,418,749</b>	<b>188,191,469</b>	<b>200,770,838</b>
		<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Resources</b>		<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Other		155,959,436	177,418,749	188,191,469	200,770,838
<b>Department Total</b>		<b>155,959,436</b>	<b>177,418,749</b>	<b>188,191,469</b>	<b>200,770,838</b>

# Personnel Compensation Trust Subfunds

## Group Term Life Budget Control Level

### Purpose Statement

The purpose of the Group Term Life Budget Control Level is to provide appropriation authority for the City's group term life insurance, long-term disability insurance, and accidental death and dismemberment insurance.

### Summary

Group Term Life insurance costs are not increasing in 2011. Group Term Life Insurance enrollment is anticipated to be higher in 2011 than in 2010, thus resulting in a higher appropriation level of approximately \$162,000. In addition, the 2011 Adopted and 2012 Endorsed Budget reflects a change in the accounting treatment of revenues and expenditures within this Fund. In prior years, the expenses related to the employees' contribution to group term life insurance and long term disability insurance was offset as a revenue reduction when payments are made on the employees' behalf. However, in 2011, these costs are displayed separately as revenues and expenditures in this Fund, thereby increasing the overall appropriation levels.

	2009	2010	2011	2012
Expenditures	Actual	Adopted	Adopted	Endorsed
Group Term Life Program	900,350	936,608	3,493,000	3,562,860

# Personnel Compensation Trust Subfunds

## Health Care Budget Control Level

### Purpose Statement

The purpose of the Health Care Budget Control Level is to provide for the City's medical, dental, and vision insurance programs; the Flexible Spending Account; the Employee Assistance Program; and COBRA continuation coverage costs. The City is self-insured and re-insured for some medical plans, and carries insurance for other medical plans and for all dental and vision plans.

### Summary

Increase budget by approximately \$5.65 million from the 2010 Adopted Budget. The 2011 Adopted and 2012 Endorsed Budget reflects increases in the actual renewal costs for plans which the City carries insurance (such as Group Health), and for projected renewal costs recommended by the City's consultant for health plans for which the City is self-insured (such as Aetna). The Adopted Budget also reflects a change in the accounting treatment of stop loss reimbursements. Prior to 2011, stop loss reimbursements to the City were recognized as revenues to the Fund and offsetting appropriation authority was provided in order to recognize the City's initial expenditures for claim payments over \$200,000. However, beginning in 2011, stop loss reimbursements to the City are treated as a reduction to claims expenses, and therefore reduce the overall appropriation authority needed in the Fund in 2011. In addition, the Adopted Budget reflects an increase in 2011 in the premium cost for stop loss insurance of 7%. This additional cost is included in the City's self insured health care rates.

The State of Washington requires the City to maintain a reserve in this subfund to cover costs of the self-insured plans that have incurred but not yet paid. Some of the City's labor agreements also specify how reserves in this subfund are created and used. The City intends to maintain a reserve in this subfund due to the volatility of health care costs.

<b>Expenditures</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Health Care Program	135,211,988	149,160,068	154,807,010	169,626,341

# Personnel Compensation Trust Subfunds

## Industrial Insurance Budget Control Level

### Purpose Statement

The purpose of the Industrial Insurance Budget Control Level is to provide for medical, wage replacement, pension and disability claims related to occupational injuries and illnesses, occupational medical monitoring, workplace safety programs, and related expenses. Since 1972, the City of Seattle has been a self-insured employer as authorized under state law. The Industrial Insurance Subfund receives payments from City departments to pay for these costs and related administrative expenses.

### Summary

Increase budget by approximately \$590,000 to reflect slightly higher worker's compensation claims costs and anticipated pension payout expenses.

The State of Washington requires the City to maintain a reserve in this subfund to cover unexpected costs in an amount equal to 25% of total medical claims and pension costs.

<b>Expenditures</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Industrial Insurance Program	17,101,455	18,538,510	19,128,820	19,764,843

# Personnel Compensation Trust Subfunds

## Special Employment Budget Control Level

### Purpose Statement

The purpose of the Special Employment Budget Control Level is to capture the expenditures associated with outside agency use of the City's temporary, intern, and work study programs. Outside agencies reimburse the City for costs. Expenses related to employees hired by City departments through the Special Employment Program are charged directly to the departments.

### Summary

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

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Expenditures</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Special Employment Program	254,519	310,000	315,580	321,576



# Personnel Compensation Trust Subfunds

## Transit Benefit Budget Control Level

### Purpose Statement

The purpose of the Transit Benefit Budget Control Level is to provide appropriation authority for the transit benefits offered to City employees. The Transit Benefit Subfund receives payments from Finance General and fee supported departments to pay for reduced cost King County Metro and Washington State Ferry transit passes and related administrative expenses.

### Summary

Increase budget by \$600,000 to reflect inflationary changes in transit costs from King County Metro and Washington State Ferries.

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Expenditures</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Transit Benefit Program	0	4,446,000	5,041,000	5,392,000

# Personnel Compensation Trust Subfunds

## Unemployment Insurance Budget Control Level

### Purpose Statement

The purpose of the Unemployment Insurance Budget Control Level is to provide the budget authority for the City to pay unemployment compensation expenses. The City is a self-insured employer with respect to unemployment insurance. The Unemployment Insurance Subfund contains the revenues and expenditures associated with the City's unemployment benefit costs for employees.

### Summary

Increase budget by \$1.38 million to reflect substantive growth in claims activity as seen in 2010. With weak economic conditions expected to continue in 2011, unemployment costs are projected to increase by approximately 34% over 2010 levels.

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Expenditures</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Unemployment Insurance Program	2,491,124	4,027,563	5,406,059	2,103,218

## Personnel Compensation Trust Subfunds

### Group Term Life Insurance Subfund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
<b>Beginning Fund Balance</b>	<b>413,569</b>	<b>488,259</b>	<b>428,774</b>	<b>436,774</b>	<b>446,774</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	915,555	995,028	788,000	3,503,000	3,572,860
Less: Actual and Budgeted Expenditures	900,350	936,608	780,000	3,493,000	3,562,860
<b>Ending Fund Balance</b>	<b>428,774</b>	<b>546,679</b>	<b>436,774</b>	<b>446,774</b>	<b>456,774</b>

## Personnel Compensation Trust Subfunds

### Health Care Subfund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
<b>Beginning Fund Balance</b>	<b>40,219,503</b>	<b>36,743,271</b>	<b>37,294,798</b>	<b>28,929,798</b>	<b>21,371,849</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	132,287,283	143,551,709	140,826,152	147,249,061	165,571,396
Less: Actual and Budgeted Expenditures	135,211,988	149,160,068	149,191,152	154,807,010	169,626,341
<b>Ending Fund Balance</b>	<b>37,294,798</b>	<b>31,134,912</b>	<b>28,929,798</b>	<b>21,371,849</b>	<b>17,316,904</b>
Reserve - Health Care Purposes	23,730,798	16,490,912	15,365,798	7,807,849	3,752,904
Reserve - State Law	13,564,000	14,644,000	13,564,000	13,564,000	13,564,000
<b>Total Reserves</b>	<b>37,294,798</b>	<b>31,134,912</b>	<b>28,929,798</b>	<b>21,371,849</b>	<b>17,316,904</b>
<b>Ending Unreserved Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Personnel Compensation Trust Subfunds

### Industrial Insurance Subfund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
<b>Beginning Fund Balance</b>	<b>6,681,486</b>	<b>5,742,821</b>	<b>6,970,889</b>	<b>5,905,553</b>	<b>5,155,553</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	17,390,858	17,258,510	17,053,115	18,378,820	19,014,843
Less: Actual and Budgeted Expenditures	17,101,455	18,538,510	18,118,451	19,128,820	19,764,843
<b>Ending Fund Balance</b>	<b>6,970,889</b>	<b>4,462,821</b>	<b>5,905,553</b>	<b>5,155,553</b>	<b>4,405,553</b>

## Personnel Compensation Trust Subfunds

### Special Employment Program Subfund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
<b>Beginning Fund Balance</b>	<b>88,624</b>	<b>94,870</b>	<b>87,234</b>	<b>87,234</b>	<b>87,234</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	253,129	310,000	252,662	315,580	321,576
Less: Actual and Budgeted Expenditures	254,519	310,000	252,662	315,580	321,576
<b>Ending Fund Balance</b>	<b>87,234</b>	<b>94,870</b>	<b>87,234</b>	<b>87,234</b>	<b>87,234</b>

## Personnel Compensation Trust Subfunds

### Transit Benefit Subfund

	<b>2009 Actuals</b>	<b>2010 Adopted</b>	<b>2010 Revised</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
<b>Beginning Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	0	4,446,000	4,888,000	5,041,000	5,392,000
Less: Actual and Budgeted Expenditures	0	4,446,000	4,888,000	5,041,000	5,392,000
<b>Ending Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Personnel Compensation Trust Subfunds

### Unemployment Insurance Subfund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
<b>Beginning Fund Balance</b>	<b>4,397,941</b>	<b>1,841,234</b>	<b>1,906,817</b>	<b>3,583</b>	<b>3,583</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	0	1,686,329	2,111,329	5,406,059	2,103,218
Less: Actual and Budgeted Expenditures	2,491,124	4,027,563	4,014,563	5,406,059	2,103,218
<b>Ending Fund Balance</b>	<b>1,906,817</b>	<b>(500,000)</b>	<b>3,583</b>	<b>3,583</b>	<b>3,583</b>





# Office of Sustainability and Environment

## Jill Simmons, Director

### Contact Information

Department Information Line: (206) 615-0817

City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476

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

### Department Description

The City's Office of Sustainability and Environment (OSE) collaborates with City departments, as well as community, nonprofit, and business partners to promote environmental sustainability in Seattle. OSE promotes environmental sustainability through three functional areas:

- \* **Citywide Coordination:** Coordinate interdepartmental work on environmental sustainability programs, policies, and outreach to advance the City's environmental goals and ensure consistency of communications on these issues.
- \* **Innovation & Research:** Conduct research and development for the City's next generation of environmental sustainability policies and programs. For example, OSE identified increased building energy efficiency and the corresponding green job opportunities as an area on which to focus. The culmination of work in this area resulted in the City's \$20 million federal grant award (Retrofit Ramp-up) and a Residential High-Road Agreement for jobs created in this sector, now both in the implementation phase.
- \* **Climate Change Action Planning & Measurement:** Lead the development of the Seattle Climate Action Plan, including goal assessment, action planning, community outreach, and performance measurement. The City's current goal is to reduce greenhouse gas emissions by 7% below 1990 levels by 2012. In 2011, OSE will determine new goals with longer-term targets for 2030 and 2050 and develop a new action plan with input from the community.

### Policy and Program Changes

The City of Seattle's General Fund is facing a \$67 million shortfall in 2011. The 2011 Adopted and 2012 Endorsed Budget includes reductions for all General Fund-dependent functions. In order to help close the gap, OSE focused on strategies that would have minimal service impact and that would align current programming with the Mayor's priorities.

OSE has three priorities for 2011-2012: coordinating Citywide environmental sustainability programs; incubating innovative programs and policies; and updating the Seattle Climate Action Plan.

The 2011 Adopted and 2012 Endorsed Budget decreases funding for the Seattle Climate Partnership program, and transfers the remaining funding and staffing for the program from OSE to the Office of Economic Development (OED) in order to leverage and maximize City resources. OED has greater capacity to engage city businesses in this work.

The Budget also transfers funds from the Neighborhood Matching Fund to OSE for Seattle ReLeaf, the City's urban forestry outreach and incentive program. OSE will be evaluating options to determine how best to administer, coordinate, and perhaps further consolidate the City's tree planting and education programs. OSE will coordinate this work with affected City departments.

## **Sustainability and Environment**

In addition, the 2011 Adopted and 2012 Endorsed Budget reduces funding for the Seattle Climate Action Now (CAN) program. The budget reduction eliminates Seattle CAN's marketing campaign to encourage residents to take climate action. The remaining CAN budget focuses on providing climate action training to residents and community organizations, as well as on community outreach for the Seattle Climate Action Plan update.

Outside of the budget process, the City received a \$20 million Energy Efficiency and Conservation Block Grant through the federal stimulus program. The grant provides one-time funding to deliver significant energy efficiency retrofits in residential, commercial, hospital, and municipal buildings in the Central District and Southeast Seattle. This work will reduce greenhouse gases while creating thousands of green jobs. The grant was adopted by the City Council on July 26, 2010, through Ordinance 123360 and provides for the addition of four positions in OSE that will sunset in May 2013.

Finally, the 2011 Adopted and 2012 Endorsed Budget identifies administrative savings and operational efficiencies to discretionary spending. This includes a seven-day furlough, freezing salary levels for City employees in certain classifications, and reducing expenditures for travel and training.

### **City Council Provisos**

The City Council adopted the following budget proviso:

Of the appropriation in the 2011 budget for the Office of Sustainability and Environment, no more than \$50,000 may be spent on tree grants and education until authorized by future ordinance.

## Sustainability and Environment

	Summit	2009	2010	2011	2012
<b>Appropriations</b>	<b>Code</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Office of Sustainability and Environment Budget Control Level	X1000	1,383,847	1,416,103	1,266,923	1,308,082
<b>Department Total</b>		<b>1,383,847</b>	<b>1,416,103</b>	<b>1,266,923</b>	<b>1,308,082</b>
<b>Department Full-time Equivalents Total*</b>		<b>8.00</b>	<b>8.00</b>	<b>11.00</b>	<b>11.00</b>

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

	2009	2010	2011	2012
<b>Resources</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
General Subfund	1,383,847	1,416,103	1,266,923	1,308,082
<b>Department Total</b>	<b>1,383,847</b>	<b>1,416,103</b>	<b>1,266,923</b>	<b>1,308,082</b>

# Sustainability and Environment

## Office of Sustainability and Environment Budget Control Level

### Purpose Statement

The purpose of the Office of Sustainability and Environment Budget Control Level is to develop, communicate, implement, and lead the City's Climate Protection and Green Seattle initiatives.

### Summary

Decrease budget by \$50,000 to reflect a reduction in funding for the Seattle Climate Partnership program.

Transfer out the remaining \$150,000 and 1.0 FTE Strategic Advisor 2 for the Seattle Climate Partnership program from OSE to the Office of Economic Development.

Transfer in \$25,000 for the Urban Forestry Outreach and Incentive program from the Neighborhood Matching Fund.

Decrease budget by \$39,000 to reflect a reduction in the Seattle Climate Action Now program budget.

Reduce budget by \$15,000 in recognition of a seven-day furlough that OSE staff members will take in 2011. This furlough is in addition to the salary freeze for employees in certain classifications.

Reduce budget authority by \$11,000 to reflect reductions in travel and training expenditures.

As a result of the City receiving a \$20 million federal stimulus Energy Efficiency and Conservation Block Grant accepted outside of the budget process through Ordinance 123360, OSE added 4.0 term-limited FTEs in 2010, as follows: 1.0 FTE Strategic Advisor 2, 2.0 FTE Strategic Advisor 1 and 1.0 FTE Administrative Staff Analyst. These positions will sunset with the end of the grant in May 2013.

Citywide adjustments to labor and other operating costs increase the budget by \$90,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$224,000.

<b>Expenditures/FTE</b>	<b>2009 Actual</b>	<b>2010 Adopted</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>
Office of Sustainability and Environment	1,383,847	1,416,103	1,266,923	1,308,082
Full-time Equivalents Total*	8.00	8.00	11.00	11.00

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