

# Finance and Administrative Services

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### 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.

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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.

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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.

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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>

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<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
<b>Expenditures/FTE</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
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

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# 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
<b>Expenditures/FTE</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
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.

	2009	2010	2011	2012
<b>Expenditures/FTE</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>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.

<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>
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.

<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>
Consumer Protection	0	0	781,819	801,987
Full-time Equivalents Total*	0.00	0.00	8.50	8.50

*\* 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

## 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.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
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>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>
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>