

# **Arts, Culture, and Recreation**



# 2008 Parks Levy

## 2008 Parks Levy by Budget Control Level



## 2008 Parks Levy Overview

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

The 2008 Parks Levy Fund chapter of the budget is an administrative tool for summarizing the approved uses of the Levy. Proceeds from the 2008 Parks Levy are used mainly to support property acquisition, as well as capital expansion, development, and renovation of Department of Parks and Recreation (DPR) facilities. In addition, the Levy funds three projects in the Seattle Department of Transportation Capital Improvement Program (CIP) including the West Duwamish Trail Development, Burke Gilman Trail Extension, and the Lake to Bay Trail (Potlatch) Development, which is part of the Thomas Street Pedestrian Overpass project. This single budget control level reflects SDOT's trail projects funded by the Levy.

DPR's appropriations for the 2008 Parks Levy are more specifically described in the 2012-2017 Proposed CIP document.

## 2008 Parks Levy

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

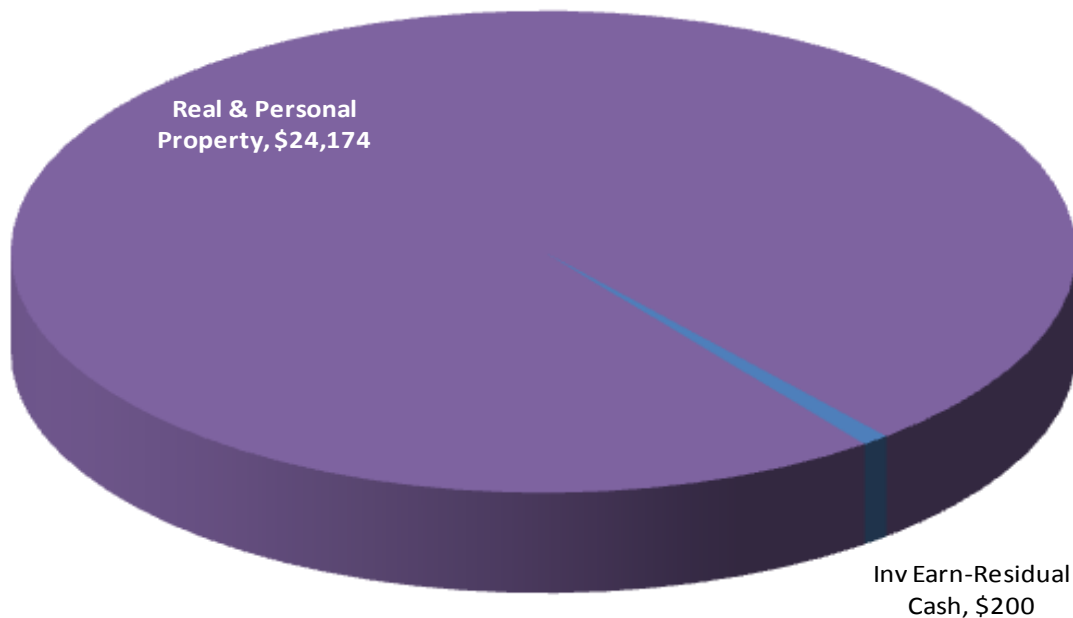
The 2008 Parks Levy is structured to fund the following major functions:

- **Park and Green Space Acquisition:** The Levy provides \$36 million for neighborhood park and green space acquisitions. To date, DPR has appropriated over \$13.7 million for property acquisitions.
- **Park Development Projects:** The Levy provides \$87 million for 59 named park development projects. To date, \$55.2 million has been appropriated for 54 development projects.
- **Environmental Projects:** The Levy provides \$8 million for environmental projects, including forest and stream restoration, community garden and P-Patch development, and expanded shoreline access. To date, DPR has appropriated over \$6 million for environmental projects.
- **Opportunity Fund:** The Levy provides \$15 million for citizen-initiated park projects to be recommended by the Levy Oversight Committee. In 2011, the Oversight Committee recommended that two acquisition and 17 development projects be funded. DPR has appropriated \$10.6 million for these projects.

## Revenue Snapshot

### 2012 Proposed Budget - Revenues By Category

(\$ amounts in thousands)



**Total 2012 Proposed Revenue - \$24,374**

## Budget Overview

The 2008 Parks Levy, as approved by Seattle voters, requires the Parks Levy Oversight Committee to make recommendations as to how Levy dollars are allocated each year. For the 2012 Proposed Budget, the Levy Oversight Committee makes the following recommendations:

**Investing Inflation Savings in Asset Preservation.** Inflation costs on Levy-supported projects have been lower than anticipated when the Levy was approved in 2008, resulting in unprogrammed levy dollars. In mid-2011, at the suggestion of the Parks Department and with the support of the Mayor and the City Council, the Levy Oversight Committee recommended allocating \$9.8 million of levy inflation savings to the Opportunity Fund to fund 17 major maintenance projects beginning in 2012. These projects include:

- Ballard Community Center Roof Replacement
- Beacon Hill Playground Comfort Station Renovation
- Comfort Station Renovations - 2008 Parks Levy (sites to be determined)
- Evers Pool Roof Repairs

## 2008 Parks Levy

- Fairmount Park Playground Comfort Station Renovation
- Fairmount Park Playground Fence Replacement
- Garfield Community Center Roof Replacement
- Green Lake Bathhouse Roof Replacement
- Lower Woodland Playfield Tennis Court Lights Replacement
- Loyal Heights Boiler And Electrical System Replacement
- Madrona Playground Shelterhouse Restrooms Renovation
- Matthews Beach Park Bathhouse Renovation
- Queen Anne Pool Plaster Liner Replacement
- Rainier Beach Playfield Play Area Renovation
- Rainier Beach Playfield Tennis Courts and Lighting Replacement
- Seward Park Water System Replacement
- Van Asselt Community Center Gym Roof Replacement

As the City continues to face challenges in the General Fund and in the availability of Real Estate Excise Tax (REET) dollars as a result of the weak economy, investments in parks major maintenance projects have not kept pace. As a result, the recommendation of the Levy Oversight Committee allows the City to continue making critical investments in these important assets.

**Bell Street Park Boulevard Project.** The Levy Oversight Committee also recommends transferring \$3.5 million from the Acquisition Category to the Development Category to support the Bell Street Park Boulevard Project. This project will transform Bell Street between 1st Avenue and 5th Avenue into a park boulevard and new park space for the Belltown neighborhood. The new park boulevard will provide usable park space while continuing to provide one traffic lane and reduced parking.

**Trail Development Projects.** The Seattle Department of Transportation (SDOT) manages the three trail development projects identified in the Levy including Belltown/Queen Anne Connections, Lake Union Ship Canal and Mountains to Sounds Greenway. Before SDOT can spend Levy dollars, the funds must be appropriated to that Department. In order to do this, the Levy budget includes a single Budget Control Level (BCL) for this purpose. The three trail projects were fully funded in 2010, and are anticipated to be completed by the end of 2013.

The following tables describe anticipated revenues and appropriations to the 2008 Parks Levy Fund for 2012 and 2013. As is typical with many capital programs, appropriations for the individual projects are made up-front and resulting expenditures span several years after the budget authority is approved. This front-loaded pattern of appropriations creates the temporary appearance of a large negative fund balance in the early years of the Levy period. However, the Fund's cash balance is projected to remain positive throughout the life of the Levy. Fund balance estimates are computed using values for anticipated capital expenditures, rather than budgeted capital expenditures.

## Incremental Budget Changes

The 2012-2017 Proposed Capital Improvement Program (CIP) includes all of the projects being funded with levy dollars in 2012. It also reflects changes made from the 2011-2016 Adopted CIP.

## Revenue Overview

### 2012 Estimated Revenues for the 2008 Parks Levy Fund

Summit Code	Source	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
461110	Inv Earn-Residual Cash	204,740	100,000	50,000	200,000
	<b>Inv Earn-Residual Cash Total</b>	<b>204,740</b>	<b>100,000</b>	<b>50,000</b>	<b>200,000</b>
479010	Private Capital Fee/Contr/Grnt	281,170	0	0	0
	<b>Private Capital Fee/Contr/Grnt Total</b>	<b>281,170</b>	<b>0</b>	<b>0</b>	<b>0</b>
437321	Proceeds County-wide Tax Levy	300,000	0	0	0
	<b>Proceeds County-wide Tax Levy Total</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
411100	Real & Personal Property	24,000,154	24,098,000	24,174,000	24,174,000
	<b>Real &amp; Personal Property Total</b>	<b>24,000,154</b>	<b>24,098,000</b>	<b>24,174,000</b>	<b>24,174,000</b>
461320	Unreald Gns/Losses-Inv GA	(35,504)	0	0	0
	<b>Unreald Gns/Losses-Inv GA Total</b>	<b>(35,504)</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Total Revenues</b>	<b>24,750,560</b>	<b>24,198,000</b>	<b>24,224,000</b>	<b>24,374,000</b>
379100	Use of (Contribution to) Fund Balance	3,136,000	(5,975,000)	(9,611,000)	(6,053,000)
	<b>Total Use of (Contribution to) Fund Bal:</b>	<b>3,136,000</b>	<b>(5,975,000)</b>	<b>(9,611,000)</b>	<b>(6,053,000)</b>
	<b>Total Resources</b>	<b>27,886,560</b>	<b>18,223,000</b>	<b>14,613,000</b>	<b>18,321,000</b>

## 2008 Parks Levy

### Appropriations by Budget Control Level (BCL)

#### **Support to Multi-Purpose Trails Budget Control Level**

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

<b>Expenditures</b>	<b>2010 Actuals</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>	<b>2012 Proposed</b>
Support to Multi-Purpose Trails	155,000	0	0	0

### Fund Table

#### 2008 Parks Levy Fund

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Revised</b>	<b>2012 Endorsed</b>	<b>2012 Proposed</b>
<b>Beginning Fund Balance</b>	<b>16,246,000</b>	<b>16,440,000</b>	<b>22,039,000</b>	<b>7,860,000</b>	<b>23,449,076</b>
Accounting and Technical Adjustments	-	-	-	-	-
Plus: Actual and Estimated Revenue	24,750,000	24,198,000	24,276,076	24,224,000	24,374,000
Less: Actual and Budgeted Expenditures (DPR)	18,802,000	30,563,000	21,816,000	17,415,000	28,728,000
Less: Actual and Budgeted Expenditures (SDOT)	155,000	2,215,000	1,050,000	4,410,000	5,509,000
<b>Ending Fund Balance</b>	<b>22,039,000</b>	<b>7,860,000</b>	<b>23,449,076</b>	<b>10,259,000</b>	<b>13,586,076</b>
Continuing Appropriations	31,201,000	9,375,000	36,019,000	2,163,000	20,103,000
<b>Total Reserves</b>	<b>31,201,000</b>	<b>9,375,000</b>	<b>36,019,000</b>	<b>2,163,000</b>	<b>20,103,000</b>
<b>Ending Fund Balance - Unreserved</b>	<b>(9,162,000)</b>	<b>(1,515,000)</b>	<b>(12,569,924)</b>	<b>8,096,000</b>	<b>(6,516,924)</b>

Note: Adopted and Forecast Appropriations

Appropriations - Capital - (DPR)	24,386,000	18,223,000	27,684,000	14,613,000	18,321,000
Appropriations - Capital - (SDOT)	3,500,000	-	-	-	-



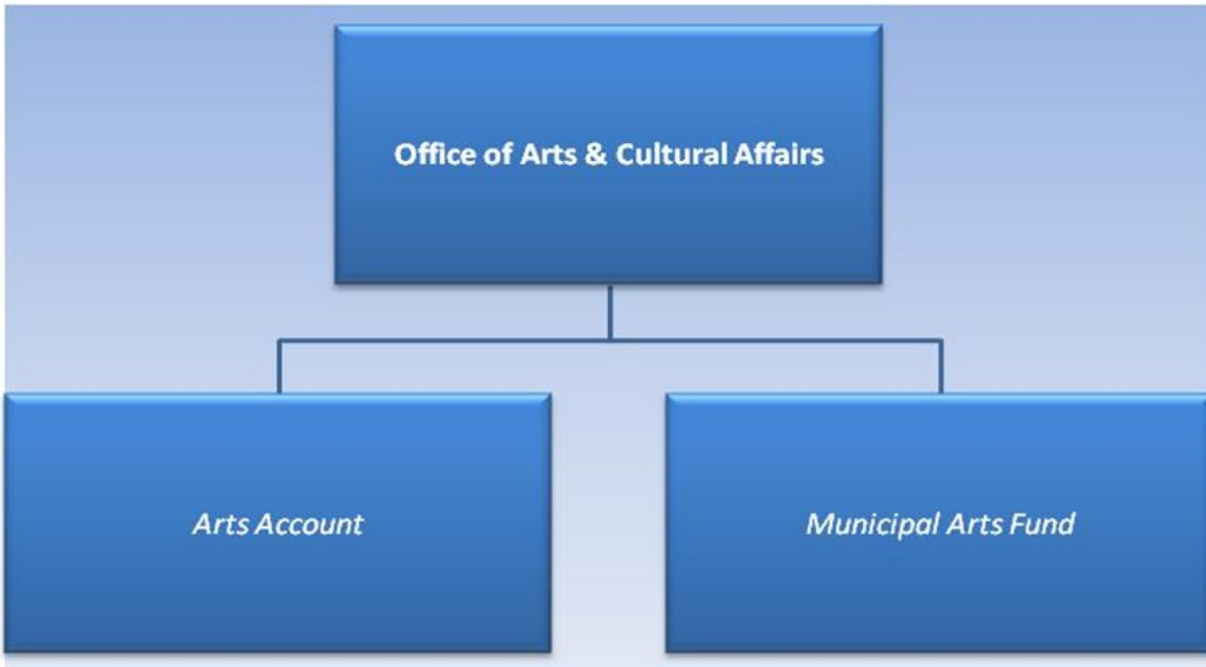
# Office of Arts and Cultural Affairs

Vincent Kitch, Director

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## Department by Budget Control Level



## Department Overview

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

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

## Office of Arts and Cultural Affairs

- The Cultural Partnerships Program invests in cultural organizations, youth arts programs, individual artists, and community groups to increase residents' access to arts and culture, and to promote a healthy cultural sector in the city. The Cultural Partnerships Program offers technical assistance and provides grants to arts and cultural organizations throughout the City.
- The Community Development and Outreach Program works to ensure greater community access to arts and culture through annual forums and award programs, by showcasing community arts exhibits and performances at City Hall, and by developing communication materials to promote Seattle as a "creative capital."
- The Administrative Services Program provides executive management and support services for the Office; supports the Seattle Arts Commission, a 16-member advisory board, which advises the Office, the Mayor, and the City Council on arts programs and policy; and promotes the role of the arts in economic development, arts education for young people, and cultural tourism.

Prior to 2010, funding for Cultural Partnerships, Community Development and Outreach, and Administrative Services came from a combination of the General Subfund and the Arts Account, a fund that was designated specifically for arts programming and was established in order to reinvest a portion of the City's Admission Tax revenues in arts and culture. In 2010, direct General Fund support was eliminated and the percentage of the Admission Tax revenue, which was previously deposited into the General Fund, allocated to support OACA was increased from 20% to 75%.

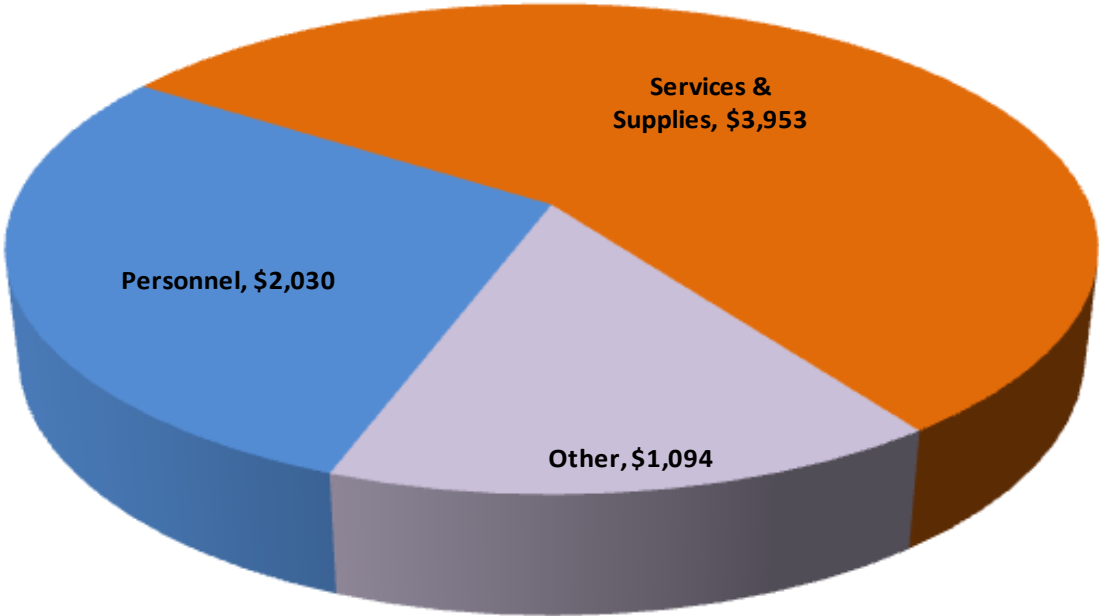
## Budget Snapshot

### Office of Arts & Cultural Affairs

	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
General Fund	\$0	\$0	\$0	\$0
Other Revenues	\$6,101,216	\$6,887,864	\$7,358,335	\$7,291,560
<b>Total Revenues</b>	<b>\$6,101,216</b>	<b>\$6,887,864</b>	<b>\$7,358,335</b>	<b>\$7,291,560</b>
Use of (Contribution to) Fund Balance	(\$310,503)	\$228,570	(\$68,556)	(\$214,673)
<b>Total Resources</b>	<b>\$5,790,713</b>	<b>\$7,116,434</b>	<b>\$7,289,779</b>	<b>\$7,076,887</b>
<b>Total Expenditures</b>	<b>\$5,790,644</b>	<b>\$7,116,435</b>	<b>\$7,289,779</b>	<b>\$7,076,887</b>
Full-Time Equivalent * Total	23.10	20.60	20.60	19.85

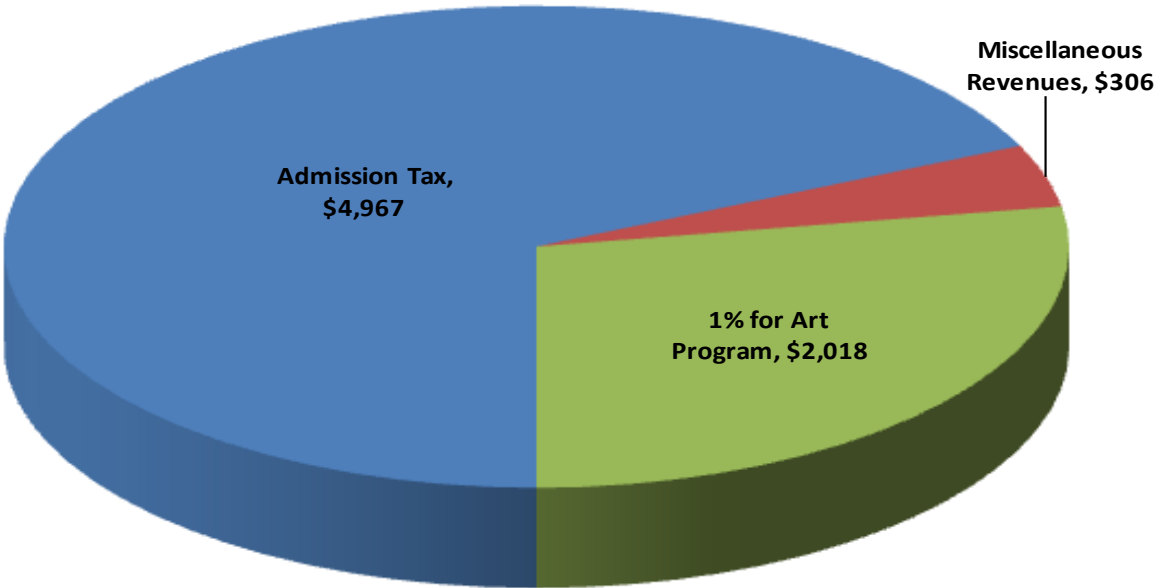
*\*FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

**2012 Proposed Budget - Expenditure by Category**  
(\$ amounts in thousands)



Total 2012 Proposed Expenditures - \$7,077

**2012 Proposed Budget - Revenues By Category**  
(\$ amounts in thousands)



Total 2012 Proposed Revenues - \$7,292

## Office of Arts and Cultural Affairs

### Budget Overview

The Arts Account 2012 Proposed Budget was developed with a commitment to preserving arts programming, and to funding a new 8% operating reserve put in place to maintain the long-term financial health of the Arts Account. Admission tax revenues in the Arts Account have risen in recent years and will peak at approximately \$5.0 million in 2012, compared to \$4.2 million in 2011 and \$3.9 million in 2010. The 2012 revenues are based on the 2010 actual receipts of Admission Tax, so there is no volatility in 2012 in anticipating the level of revenue that will be received by the Fund. The forecast beyond 2012 anticipates consecutive years of declining revenues. As a result, the 2012 Proposed Budget has been developed in a way that is sustainable, and does not put additional pressure on the Arts Account in future years.

The 8% operating reserve was established in response to Council Ordinance 123460 with the primary goal being to limit the impact of the volatility of Admission Tax revenues on arts programming. The 2012 Proposed Budget funds all Arts programs in the 2012 Endorsed Budget, fully funds the 8% reserve, and establishes a new one-time program, “Arts Mean Business,” that is focused on stimulating arts-related jobs in conjunction with the new Department of Housing and Economic Development. This new program is funded in part through higher than expected revenues, and in part through savings from staffing and operational efficiencies.

Arts will also collaborate with the Department of Neighborhoods in 2012 to identify improvements that may be possible with the City’s grant making processes. The goal of this work is to make the grant process as streamlined and efficient as possible.

The Department of Parks and Recreation (DPR) will continue to receive Admission Tax funding through 2012 to support arts programming, including the Downtown Parks Arts Programming, the Outdoor Neighborhood Parks Activation projects, and the Langston Hughes Performing Arts Center operations. This is the second and final year that Parks will receive Admission Tax support through the Arts Account, and the funding amounts conform with policies adopted by the Council in 2010.

The Municipal Arts Fund budget has also been updated to reflect the 2012 estimated revenues that will be collected from departments for their 1% Public Art eligible capital projects.

## Incremental Budget Changes

### Office of Arts and Cultural Affairs

	2012 Dollar Amount	2012 FTE
<b>2012 Endorsed Budget</b>	\$7,289,779	20.60
<b>2012 Proposed Changes</b>		
Arts One-Time Jobs Programs	\$250,000	0.00
Operational Efficiencies	(\$160,492)	(0.75)
Technical Adjustments	(\$302,400)	0.00
<b>Total Changes</b>	<b>(\$212,892)</b>	<b>(0.75)</b>
<b>2012 Proposed Budget</b>	<b>\$7,076,887</b>	<b>19.85</b>

**New Program: Arts Mean Business - \$250,000.** This proposal creates a one-time competitive funding program, "Arts Mean Business," aimed at creating and sustaining jobs in the arts sector. The program has three parts: providing direct investments to support jobs in the local arts community; supporting dynamic training opportunities to help the broader arts sector implement practices leading to greater economic resiliency; and convening the City's arts leaders and creative thinkers to develop new approaches in arts entrepreneurship, innovative arts practices, and greener ways of doing business.

**Operational Efficiencies - (\$160,492) / (0.75) FTE.** This proposal abrogates a 0.75 FTE Arts Program Specialist. The position became vacant in 2011 and workload reassignments and other efficiencies have allowed staff to absorb the work with minimal impact to services. In addition, this proposal reduces \$90,000 in non-program expenditures within the Department. In 2012, the Department will achieve this level of savings through reductions identified as the result of an ongoing evaluation of operations.

**Technical Adjustments - (\$302,400).** Technical adjustments in the 2012 Proposed Budget include a salary adjustment, expenses related to the one-time replacement of computers, a one-time increase in the transfer amount to DPR to support arts programming, and other adjustments including citywide changes in central cost allocations, retirement, health care, workers' compensation, and unemployment costs.

## Office of Arts and Cultural Affairs

### Expenditure Overview

	Summit	2010	2011	2012	2012
Appropriations	Code	Actuals	Adopted	Endorsed	Proposed
<b>Arts Account Budget Control Level</b>					
Administrative Services - AT		516,962	342,609	348,962	384,864
Community Development and Outreach - AT		449,653	1,471,780	1,495,373	1,612,972
Cultural Partnerships - AT		2,980,188	2,608,686	2,657,102	2,753,864
<b>Arts Account Total</b>	<b>VA140</b>	<b>3,946,803</b>	<b>4,423,075</b>	<b>4,501,437</b>	<b>4,751,699</b>
<b>Municipal Arts Fund Budget Control Level</b>	<b>2VMAO</b>	<b>1,843,841</b>	<b>2,693,359</b>	<b>2,788,342</b>	<b>2,325,188</b>
<b>Department Total</b>		<b>5,790,644</b>	<b>7,116,435</b>	<b>7,289,779</b>	<b>7,076,887</b>
<b>Department Full-time Equivalents Total*</b>		<b>23.10</b>	<b>20.60</b>	<b>20.60</b>	<b>19.85</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.

## Revenue Overview

### 2012 Estimated Revenues for the Arts Account (00140)

Summit Code	Source	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
587001	Interfund Transfers	3,761,449	4,176,143	4,769,464	4,967,327
<b>Total Admission Tax</b>		<b>3,761,449</b>	<b>4,176,143</b>	<b>4,769,464</b>	<b>4,967,327</b>
431110	ARRA Federal Grant	145,417	0	0	0
<b>Total Federal Grants</b>		<b>145,417</b>	<b>0</b>	<b>0</b>	<b>0</b>
461110	Interest Earnings	7,538	10,000	12,000	12,000
469990	Miscellaneous Revenues	69	0	0	0
<b>Total Miscellaneous Revenues</b>		<b>7,607</b>	<b>10,000</b>	<b>12,000</b>	<b>12,000</b>
<b>Total Revenues</b>		<b>3,914,473</b>	<b>4,186,143</b>	<b>4,781,464</b>	<b>4,979,327</b>
379100	Use of (Contribution To) Fund Balance	32,399	236,932	(280,027)	(227,628)
<b>Total Use of Fund Balance</b>		<b>32,399</b>	<b>236,932</b>	<b>(280,027)</b>	<b>(227,628)</b>
<b>Total Resources</b>		<b>3,946,872</b>	<b>4,423,075</b>	<b>4,501,437</b>	<b>4,751,699</b>

## Office of Arts and Cultural Affairs

### 2012 Estimated Revenues for the Municipal Arts Fund (62600)

Summit Code	Source	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
541190	Interfund Transfers (1% for Art)	1,903,198	2,407,357	2,282,507	2,017,869
<b>Total 1% for Art Program</b>		<b>1,903,198</b>	<b>2,407,357</b>	<b>2,282,507</b>	<b>2,017,869</b>
441990	Public Art Management Fees	185,864	185,864	185,864	185,864
461110	Interest Earnings	46,881	100,000	100,000	100,000
469990	Miscellaneous Revenues	50,800	8,500	8,500	8,500
<b>Total Miscellaneous Revenues</b>		<b>283,545</b>	<b>294,364</b>	<b>294,364</b>	<b>294,364</b>
<b>Total Revenues</b>		<b>2,186,743</b>	<b>2,701,721</b>	<b>2,576,871</b>	<b>2,312,233</b>
379100	Use of (Contribution To) Fund Balance	(342,902)	(8,362)	211,471	12,955
<b>Total Use of Fund Balance</b>		<b>(342,902)</b>	<b>(8,362)</b>	<b>211,471</b>	<b>12,955</b>
<b>Total Resources</b>		<b>1,843,841</b>	<b>2,693,359</b>	<b>2,788,342</b>	<b>2,325,188</b>



**Appropriations by Budget Control Level (BCL) and Program**

**Arts Account Budget Control Level**

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

	2010	2011	2012	2012
<b>Program Expenditures</b>	<b>Actual</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Administrative Services - AT	516,962	342,609	348,962	384,864
Community Development & Outreach - AT	449,653	1,471,780	1,495,373	1,612,972
Cultural Partnerships - AT	2,980,188	2,608,686	2,657,102	2,753,864
<b>Total</b>	<b>3,946,803</b>	<b>4,423,075</b>	<b>4,501,437</b>	<b>4,751,699</b>
Full-time Equivalents Total*	13.00	10.50	10.50	9.75

*\*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.*

***The following information summarizes the programs in the Arts Account Budget Control Level:***

**Administrative Services Program – AT** The purpose of the Administrative Services Program is to provide executive management and support services to the Office and to support the Seattle Arts Commission, a 16-member advisory board that advises the Office, the Mayor, and the City Council on arts programs and policy

	2010	2011	2012	2012
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Administrative Services - AT	516,962	342,609	348,962	384,864
Full-Time Equivalents Total*	5.50	3.50	3.50	3.50

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

	2010	2011	2012	2012
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Community Development & Outreach - AT	449,653	1,471,780	1,495,373	1,612,972
Full-Time Equivalents Total*	3.00	2.50	2.50	2.50

## Office of Arts and Cultural Affairs

### Appropriations by Budget Control Level (BCL) and Program

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

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Cultural Partnerships - AT	2,980,188	2,608,686	2,657,102	2,753,864
Full-Time Equivalents Total*	4.50	4.50	4.50	3.75

#### **Municipal Arts Fund Budget Control Level**

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

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Municipal Arts Fund	1,843,841	2,693,359	2,788,342	2,325,188
Full-Time Equivalents Total*	10.10	10.10	10.10	10.10

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

## Fund Tables

## Arts Account (00140)

	2010 Actuals	2011 Adopted	2011 Revised	2012 Endorsed	2012 Proposed
<b>Beginning Fund Balance</b>	<b>748,672</b>	<b>296,465</b>	<b>715,515</b>	<b>59,533</b>	<b>219,626</b>
Accounting and Technical Adjustments	(827)	0	0	0	0
Plus: Actual and Estimated Revenue	3,914,473	4,186,143	4,186,143	4,781,464	4,979,327
Less: Actual and Budgeted Expenditures	3,946,803	4,423,075	4,682,032	4,501,437	4,751,699
<b>Ending Fund Balance</b>	<b>715,515</b>	<b>59,533</b>	<b>219,626</b>	<b>339,560</b>	<b>447,254</b>
8% Operating Reserve	0	0	0	0	380,000
Continuing Appropriations	409,153	0	0	0	0
<b>Total Reserves</b>	<b>409,153</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>380,000</b>
<b>Ending Unreserved Fund Balance</b>	<b>306,362</b>	<b>59,533</b>	<b>219,626</b>	<b>339,560</b>	<b>67,254</b>

## Office of Arts and Cultural Affairs

### Municipal Arts Fund (62600)

	2010 Actuals	2011 Adopted	2011 Revised	2012 Endorsed	2012 Proposed
<b>Beginning Fund Balance</b>	<b>5,444,925</b>	<b>5,536,390</b>	<b>5,782,171</b>	<b>5,544,752</b>	<b>4,198,645</b>
Accounting and Technical Adjustments	(5,656)	0	0	0	0
Plus: Actual and Estimated Revenue	2,186,743	2,701,721	2,561,300	2,576,871	2,312,233
Less: Actual and Budgeted Expenditures	1,843,841	2,693,359	4,144,826	2,788,342	2,325,188
<b>Ending Fund Balance</b>	<b>5,782,171</b>	<b>5,544,752</b>	<b>4,198,645</b>	<b>5,333,281</b>	<b>4,185,690</b>
Continuing Appropriations	725,585	0	0	0	0
<b>Total Reserves</b>	<b>725,585</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Unreserved Fund Balance</b>	<b>5,056,586</b>	<b>5,544,752</b>	<b>4,198,645</b>	<b>5,333,281</b>	<b>4,185,690</b>

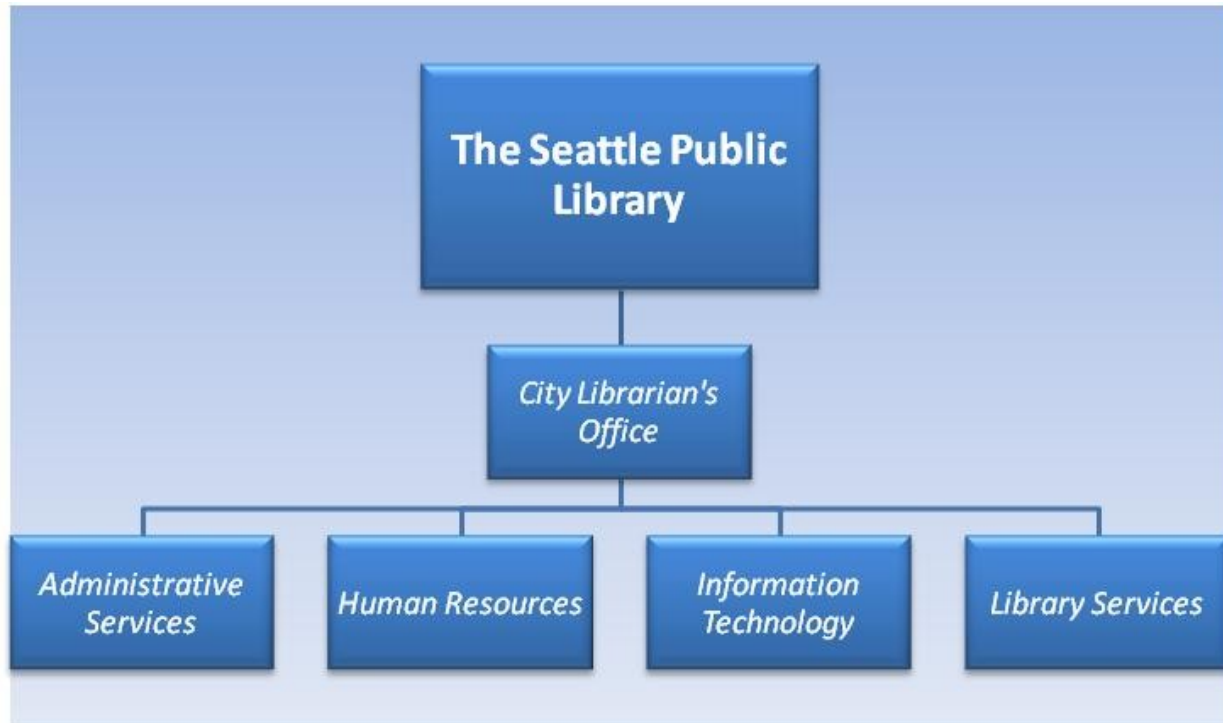
# The Seattle Public Library

Marcellus Turner, City Librarian

Information Line: (206) 386-4636

<http://www.spl.org/>

## Department by Program



## Department Overview

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

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

## The Seattle Public Library

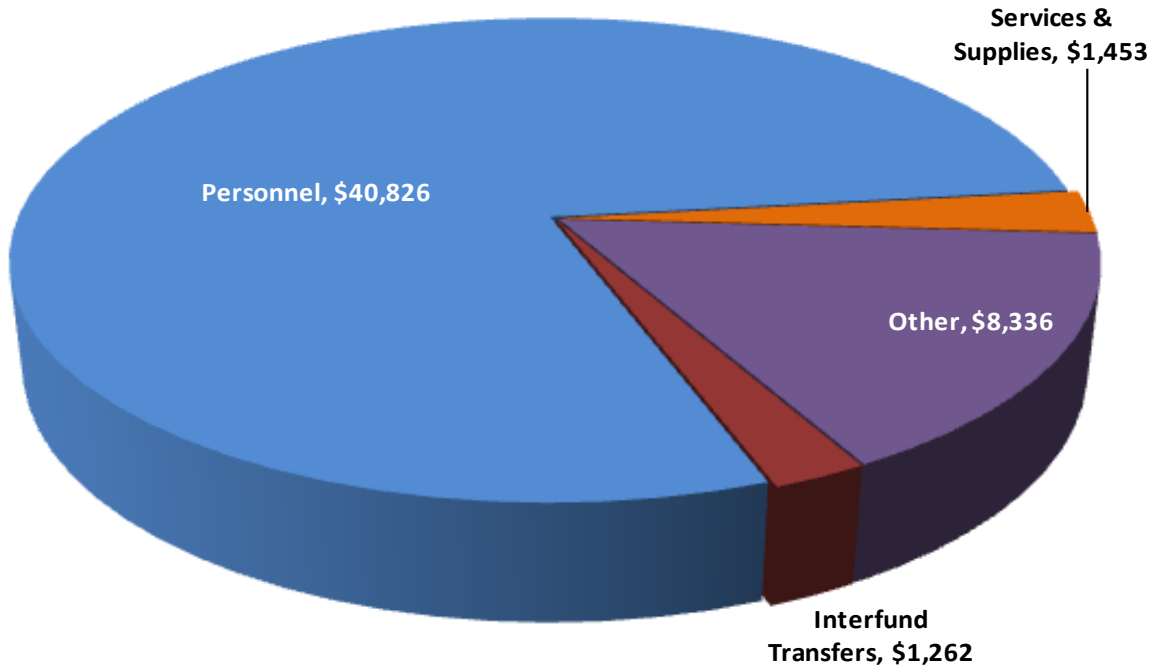
Almost 7 million people visited The Seattle Public Library in-person in 2010, and another 7 million visited virtually through the Library's catalog and web site. As the center of Seattle's information network, the Library provides a vast array of resources and services to the public (2010 usage noted), including:

- print and electronic books, media, magazines, newspapers (11.4 million items checked out);
- assisted information services in-person, virtual, and telephone (over one million responses);
- on-site internet access and classes (1.6 million patron internet sessions);
- CDs, DVDs, books on tape and downloadable materials (233,000 downloads);
- sheet music and small practice rooms;
- electronic databases (441,000 users);
- an extensive multilingual collection;
- English as a Second Language (ESL) and literacy services;
- outreach and accessible services and resources for people with disabilities or special needs;
- almost 6,000 literary and other programs and activities attended by 938,000 children, teens, and adults;
- Homework Help (6,300 students assisted in-person at branches and 9,300 on-line sessions);
- podcasts of public programs (299,000 downloads);
- 23 neighborhood meeting rooms (5,100 meetings of external groups);
- a large Central Library auditorium and 12 meeting rooms (nearly 471 meetings of external groups with a total of 21,300 participants);
- Quick Information Center telephone reference service (386-INFO).

## Budget Snapshot

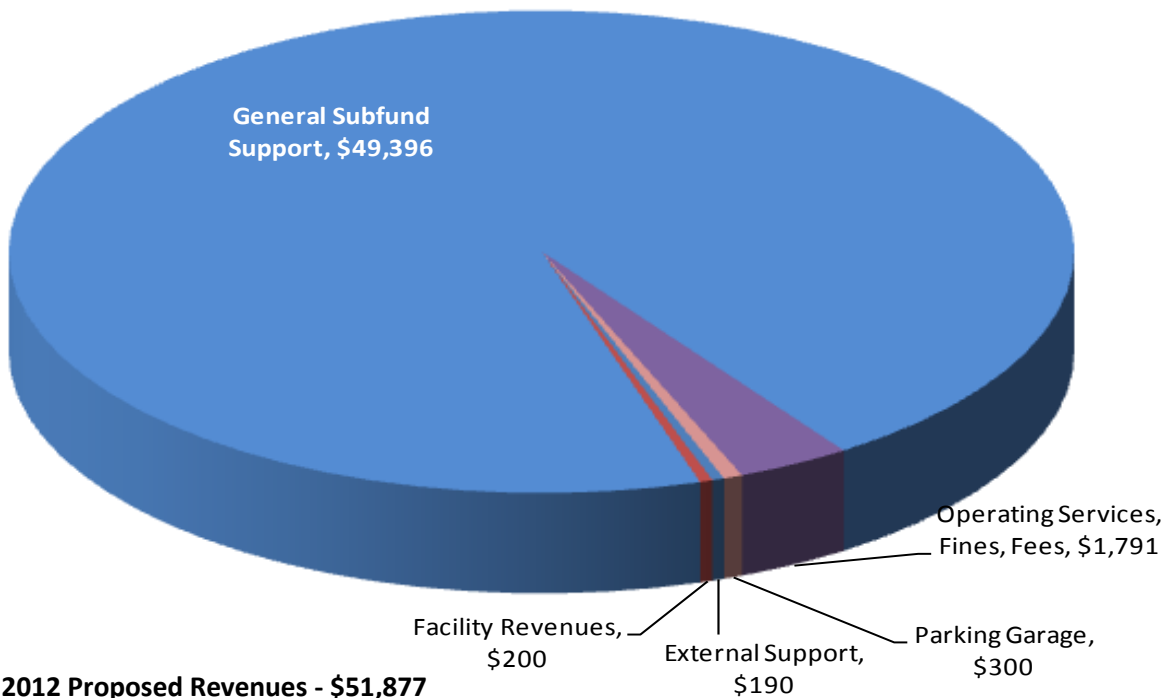
<b>Seattle Public Library</b>	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>	<b>2012 Proposed</b>
General Fund	\$48,032,188	\$47,299,078	\$48,630,097	\$49,396,206
Other Revenues	\$2,034,734	\$2,853,730	\$2,762,240	\$2,481,000
<b>Total Revenues</b>	<b>\$50,066,922</b>	<b>\$50,152,808</b>	<b>\$51,392,337</b>	<b>\$51,877,206</b>
Use of (Contribution to) Fund Balance	(\$309,551)	\$0	\$0	\$0
<b>Total Resources</b>	<b>\$49,757,371</b>	<b>\$50,152,808</b>	<b>\$51,392,337</b>	<b>\$51,877,206</b>
<b>Total Expenditures</b>	<b>\$49,757,371</b>	<b>\$50,152,808</b>	<b>\$51,392,338</b>	<b>\$51,877,206</b>

**2012 Proposed Budget - Expenditure by Category**  
 (\$ amounts in thousands)



Total 2012 Proposed Expenditures - \$51,877

**2012 Proposed Budget - Revenues By Category**  
 (\$ amounts in thousands)



Total 2012 Proposed Revenues - \$51,877

## The Seattle Public Library

### Budget Overview

Approximately 95% of the Library's operations are supported by revenues from the City's General Fund. Although the General Fund was facing financial pressures in 2012, preserving services at The Seattle Public Library was a high priority for the Mayor. As a result, no new service reductions are being made to the Library system. In fact, the 2012 Proposed Budget provides an overall increase in funding for the Library.

As in previous years, the Library will close the entire system for one week in 2012, a budget savings step also taken in 2009, 2010, and 2011. This temporary closure results in savings for the Library through a salary reduction to Library employees. The Library anticipates again scheduling the closure just before the Labor Day holiday as this time period has a lower patron utilization, allowing the Library to minimize impacts to patrons. As with previous closures, the Library will manage public information and education to prepare patrons for the closure.

About 5%, or \$2.4 million, of the Library's operations are supported by other revenue sources. In 2011, the Event Services program was transferred from the Library Bunn Fund to the Administrative Services Budget Control Level. At the time, it was assumed this transfer would be fully supported by non-General Fund revenues through a combination of space rental revenues and increased fine and fee revenues. The actual experience has shown that revenues did not increase enough in 2011 to fully cover the costs of supporting this program. As a result, the Library will be reducing some of its non-General Fund expenses, including a \$70,000 reduction in labor expenses and a \$156,000 reduction in non-labor costs, in order to balance to the revised revenue assumptions. These expenditure reductions will not result in any service reductions to the public.

The Library's 2012 Proposed Budget also includes a number of technical adjustments including adjusting the personnel budget to reflect the total number of work hours per year and increasing the budget for central rate charges to reflect the actual expenses. All of these changes will help better align the Library's budget with the expenses it will actually incur and the revenues it will receive.

Finally, the 2012 Proposed CIP Budget for the Library includes funding to replace and upgrade the high-speed data infrastructure that delivers local-area-network and Internet services to computers at all 26 branch libraries and the Central Library. This data infrastructure provides network switching and routing equipment, improving bandwidth capacity for the Library's heavily-used technology. Library computers hosted 1.6 million public onsite Internet sessions in 2010. This funding represents the second phase of a 2011-2012 purchase of switching and routing equipment. Phase 1 was funded through a combination of existing General Fund resources in the Library's 2011 operating budget and private funds. Phase 2 is being financed through the issuance of bonds. The debt service on the 2012 bond issuance will be paid out of existing resources in the Library's operating budget.



## Incremental Budget Changes

### Seattle Public Library

	2012 Dollar Amount
<b>2012 Endorsed Budget</b>	<b>\$51,392,338</b>
<b>2012 Proposed Changes</b>	
Library Personnel Budget Alignment	\$126,000
Central Services Cost Pressures	\$117,000
Non-General Fund Adjustments	(\$226,240)
Technical Adjustments	\$468,109
<b>Total Changes</b>	<b>\$484,869</b>
<b>2012 Proposed Budget</b>	<b>\$51,877,206</b>

**Library Personnel Budget Alignment – \$126,000.** This adjustment will increase funding to allow the budget to be based on a 2,088 hour work year. In the past, the personnel budget has been funded on the assumption of a 2,080 hour work year for full-time employees. In reality, most years contain 2,088 paid hours per FTE.

**Central Services Cost Pressures - \$117,000.** Over the last several years, the Library’s budget for some of the central rate charges has shifted out of alignment with the actual charges for information technology services and for fleets and facilities charges. This change will better align the Library’s budget with the expenses it will actually incur in 2012 for technology and facility services.

**Non-General Fund Adjustments - (\$226,240).** This expenditure reduction will bring Library’s non-General Fund expenses in line with its expected revenues. About 5% (or \$2.4 million) of the Library’s operations are supported by other revenue sources that are in addition to the General Fund support. In 2011, the Event Services program was transferred from the Library Bunn Fund to the Administrative Services Budget Control Level. At the time, it was assumed this transfer would be fully supported by non-General Fund revenues through a combination of space rental revenues and increased fine and fee revenues. The actual experience has shown that revenues did not increase enough in 2011 to fully cover the costs of supporting this program. As a result, the Library will be reducing some of its non-General Fund expenses, including a \$70,000 reduction in labor expenses and a \$156,000 reduction in non-labor costs, in order to balance to the revised revenue assumptions. These expenditure reductions will not result in any service reductions to the public.

In addition, during the 2011-2012 budget process, the Library’s non-General Fund revenues were assumed to increase at the same rate as inflation. However, the revenue generated from library fines and fees typically stays relatively flat and does not increase from year to year (unless a fine or fee

## The Seattle Public Library

increase is implemented). As a result, a separate adjustment will shift \$55,000 of revenue from non-General Fund revenues to the General Fund. There will be no effect on budgeted expenditures.

**Technical Adjustments - \$468,109.** Technical adjustments in the 2012 Proposed Budget include departmental and citywide non-programmatic adjustments that do not represent fundamental changes in the Library's service delivery. Citywide technical adjustments reflect changes in central cost allocations, retirement, health care, workers compensation, and unemployment costs.

### Expenditure Overview

	Summit Code	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
<b>Appropriations</b>					
<b>Administrative Services</b>					
Administrative Services Director		323,069	748,036	770,588	777,981
Facilities Maintenance and Materials		5,672,769	5,763,275	5,947,655	6,069,093
Distribution Services					
Finance Services		1,460,547	1,482,392	1,510,408	1,418,682
Safety and Security Services		989,270	1,077,850	1,109,494	1,121,220
<b>Administrative Services Total</b>	<b>B1ADM</b>	<b>8,445,655</b>	<b>9,071,553</b>	<b>9,338,145</b>	<b>9,386,976</b>
<b>City Librarian's Office</b>					
City Librarian		431,276	419,074	431,016	436,775
Communications		801,031	566,826	586,060	594,710
<b>City Librarian's Office Total</b>	<b>B2CTL</b>	<b>1,232,306</b>	<b>985,900</b>	<b>1,017,077</b>	<b>1,031,485</b>
<b>Human Resources</b>	<b>B5HRS</b>	<b>1,115,329</b>	<b>1,017,651</b>	<b>1,031,126</b>	<b>1,039,401</b>
<b>Information Technology</b>	<b>B3CTS</b>	<b>2,858,163</b>	<b>3,220,932</b>	<b>3,216,298</b>	<b>3,245,944</b>
<b>Library Services</b>					
Central Library Services		11,800,470	11,375,246	11,749,053	11,900,330
Neighborhood Libraries		16,290,343	16,470,968	17,040,971	17,236,729
Technical and Collection Services		8,015,105	8,010,557	7,999,668	8,036,344
<b>Library Services Total</b>	<b>B4PUB</b>	<b>36,105,918</b>	<b>35,856,772</b>	<b>36,789,693</b>	<b>37,173,400</b>
<b>Department Total</b>		<b>49,757,371</b>	<b>50,152,808</b>	<b>51,392,338</b>	<b>51,877,206</b>

**Revenue Overview**

**2012 Estimated Revenues for the Library Fund (10410)**

Summit Code	Source	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
542810	Cable Franchise	190,000	190,000	190,000	190,000
<b>Total External Support</b>		<b>190,000</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>
462400	Space Rentals	0	400,000	412,000	150,000
469112	Sale of fixed Assets	62,218	50,000	50,000	50,000
<b>Total Facility Revenues</b>		<b>62,218</b>	<b>450,000</b>	<b>462,000</b>	<b>200,000</b>
587001	General Subfund Support	48,032,188	47,299,078	48,630,097	49,396,206
<b>Total General Subfund Support</b>		<b>48,032,188</b>	<b>47,299,078</b>	<b>48,630,097</b>	<b>49,396,206</b>
441610	Copy Services	51,039	75,000	75,000	60,000
441610	Pay for Print	148,498	159,000	159,000	159,000
459700	Fines and Fees	1,299,321	1,673,730	1,570,240	1,566,000
462800	Coffee Cart	4,010	3,000	3,000	3,000
469990	Misc. Revenue	4,889	3,000	3,000	3,000
<b>Total Operating Services, Fines, Fees</b>		<b>1,507,757</b>	<b>1,913,730</b>	<b>1,810,240</b>	<b>1,791,000</b>
462300	Parking Revenue	274,759	300,000	300,000	300,000
<b>Total Parking Garage</b>		<b>274,759</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>
<b>Total Revenues</b>		<b>50,066,922</b>	<b>50,152,808</b>	<b>51,392,337</b>	<b>51,877,206</b>
379100	Use of (Contribution To) Fund Balance	(309,551)	0	0	0
<b>Total Use of Fund Balance</b>		<b>(309,551)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>		<b>49,757,371</b>	<b>50,152,808</b>	<b>51,392,337</b>	<b>51,877,206</b>

# The Seattle Public Library

## Appropriations by Program

### Administrative Services

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

	2010	2011	2012	2012
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Administrative Services Director	323,069	748,036	770,588	777,981
Facilities Maintenance and Materials	5,672,769	5,763,275	5,947,655	6,069,093
Distribution Services				
Finance Services	1,460,547	1,482,392	1,510,408	1,418,682
Safety and Security Services	989,270	1,077,850	1,109,494	1,121,220
<b>Total</b>	<b>8,445,655</b>	<b>9,071,553</b>	<b>9,338,145</b>	<b>9,386,976</b>

*The following information summarizes the programs in Administrative Services Program:*

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

	2010	2011	2012	2012
Expenditures	Actuals	Adopted	Endorsed	Proposed
Administrative Services Director	323,069	748,036	770,588	777,981

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

	2010	2011	2012	2012
Expenditures	Actuals	Adopted	Endorsed	Proposed
Facilities Maintenance and Materials	5,672,769	5,763,275	5,947,655	6,069,093
Distribution Services				

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

	2010	2011	2012	2012
Expenditures	Actuals	Adopted	Endorsed	Proposed
Finance Services	1,460,547	1,482,392	1,510,408	1,418,682

## Appropriations by Program

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

	2010	2011	2012	2012
Expenditures	Actuals	Adopted	Endorsed	Proposed
Safety and Security Services	989,270	1,077,850	1,109,494	1,121,220

### **City Librarian's Office**

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

	2010	2011	2012	2012
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
City Librarian	431,276	419,074	431,016	436,775
Communications	801,031	566,826	586,060	594,710
<b>Total</b>	<b>1,232,306</b>	<b>985,900</b>	<b>1,017,077</b>	<b>1,031,485</b>

*The following information summarizes the programs in the City Librarian's Office:*

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

	2010	2011	2012	2012
Expenditures	Actuals	Adopted	Endorsed	Proposed
City Librarian	431,276	419,074	431,016	436,775

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

	2010	2011	2012	2012
Expenditures	Actuals	Adopted	Endorsed	Proposed
Communications	801,031	566,826	586,060	594,710

## The Seattle Public Library

### Appropriations by Program

#### Human Resources

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

	2010	2011	2012	2012
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Human Resources	1,115,329	1,017,651	1,031,126	1,039,401

#### Information Technology

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

	2010	2011	2012	2012
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Information Technology	2,858,163	3,220,932	3,216,298	3,245,944

#### Library Services

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

	2010	2011	2012	2012
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Central Library Services	11,800,470	11,375,246	11,749,053	11,900,330
Neighborhood Libraries	16,290,343	16,470,968	17,040,971	17,236,729
Technical and Collection Services	8,015,105	8,010,557	7,999,668	8,036,344
<b>Total</b>	<b>36,105,918</b>	<b>35,856,772</b>	<b>36,789,693</b>	<b>37,173,400</b>

*The following information summarizes the programs in Library Services:*

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

**Appropriations by Program**

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Central Library Services	11,800,470	11,375,246	11,749,053	11,900,330

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

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Neighborhood Libraries	16,290,343	16,470,968	17,040,971	17,236,729

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

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Technical and Collection Services	8,015,105	8,010,557	7,999,668	8,036,344

The Seattle Public Library

**Library Fund Table**

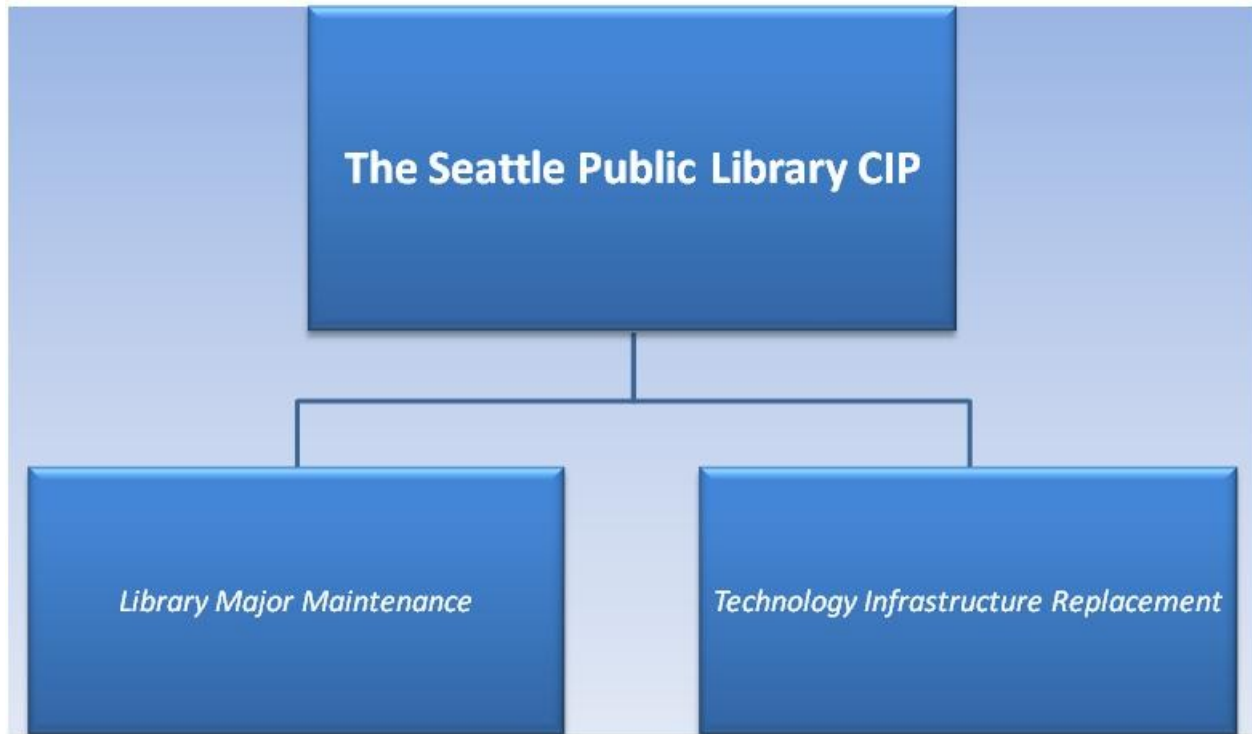
**Library Fund (10410)**

	<b>2010 Actuals</b>	<b>2011 Adopted</b>	<b>2011 Revised</b>	<b>2012 Endorsed</b>	<b>2012 Proposed</b>
<b>Beginning Fund Balance</b>	<b>623,315</b>	<b>333,514</b>	<b>926,046</b>	<b>333,514</b>	<b>473,316</b>
Accounting and Technical Adjustments	(6,820)	0	0	0	0
Plus: Actual and Estimated Revenue	50,066,922	50,152,808	49,550,078	51,392,337	51,877,206
Less: Actual and Budgeted Expenditures	49,757,371	50,152,808	50,002,808	51,392,338	51,877,206
<b>Ending Fund Balance</b>	<b>926,046</b>	<b>333,514</b>	<b>473,316</b>	<b>333,513</b>	<b>473,315</b>
Continuing Appropriations	372,106		372,106		372,106
<b>Total Reserves</b>	<b>372,106</b>	<b>0</b>	<b>372,106</b>	<b>0</b>	<b>372,106</b>
<b>Ending Unreserved Fund Balance</b>	<b>553,940</b>	<b>333,514</b>	<b>101,210</b>	<b>333,513</b>	<b>101,209</b>



# The Seattle Public Library Capital Improvement Program

## Capital Improvement Program (CIP) by Budget Control Level



## Capital Improvement Program Highlights

The Seattle Public Library’s facilities include 26 branch libraries and the Central Library, as well as a storage facility and leased shops space. In 2008, the Library completed the final building projects of a system wide capital program, known as “Libraries for All” (LFA). As a result of this \$291 million program, which was funded by a combination of public and private sources, Seattle has a new Central Library and four new branch libraries at Delridge, International District/Chinatown, Northgate and South Park. In addition, each of the 22 branch libraries that were in the system as of 1998 was renovated, expanded or replaced. The LFA program increased the amount of physical space that the Library maintains by 80 percent to a total of over 600,000 square feet.

Library buildings are some of the most intensively-used public facilities in Seattle. The Central Library hosts approximately 2 million visitors annually, and library branches see another 5 million visitors. Even the quietest branch has more than 70,000 people walk through the door each year. The Library’s historic landmark buildings have unique features such as brick facades, slate roofs and other details, and it is important to use designs and materials consistent with their landmark status – all factors that increase major maintenance costs. The Central Library poses a different set of challenges. A building

## **The Seattle Public Library**

of its size, complexity and intensity of use requires significant annual major maintenance to preserve core functionality and continually improve building efficiency.

In this post-LFA era, the Library's CIP budget is devoted primarily to asset preservation. The 2012 Proposed CIP budget includes \$600,000 in Real Estate Excise Tax (REET I) funding and \$220,000 in General Fund for a total capital budget of \$820,000. The Library's 2012 Proposed CIP budget also includes a new Technology Infrastructure Replacement Project for the purchase of technology switching and routing equipment.

### **Asset Preservation**

The overriding priority of the Library's capital program is extending the useful life of the buildings as long as possible. In the branch libraries, work in 2012 will primarily focus on building envelope maintenance, including phase two of exterior beam tip repairs at the Ballard Library, and door and window replacements which were not part of the remodel scope at some libraries. The Library has allocated approximately \$430,000 of its 2012 CIP budget for branch library asset preservation. At the Central Library, 2012 asset preservation work will focus on flooring systems, casework and building envelope repairs, with an anticipated allocation of \$80,000.

### **Library Operational Efficiency, Environmental Sustainability and Public Service Improvements**

Major maintenance work carried out under this priority supports:

- efforts to maximize environmental sustainability and reduce maintenance and utility costs at Library buildings;
- implementation of new service models to help the library reduce operating costs while minimizing impact to the public; and
- efforts to better tailor services to neighborhood needs and rapidly evolving changes in how people access and use information.

At the Central Library, the 2012 CIP work will focus on mechanical system improvements, in an ongoing effort to fully realize the building's energy efficiency potential (reducing long-term operating costs to alleviate unfunded utility cost increases) and improve air pressurization. Additional work will include phased improvements to the security system and limited functional modification items. The Library has allocated \$200,000 to fund these improvements at the Central Library in 2012. If funds are available (due to the actual cost of work being less than estimated levels), the Library will undertake mechanical system improvements in the branches as well. A total of \$30,000 for technical planning and analysis will guide all these efforts.

### **Safety and Security of Public and Staff**

Repairs and building improvements that enhance the safety of library buildings are the third main priority guiding the Library's decision-making regarding allocation of its limited capital resources. The Library has allocated \$80,000 for security improvements at the Central Library.

## The Seattle Public Library

### Technology

The Library's 2012 Proposed CIP budget also includes a new Technology Infrastructure Replacement Project which appropriates \$756,000 in 2012 for the purchase of technology switching and routing equipment. It is financed by the issuance of general obligation bonds. The debt service on this purchase will be paid out of existing resources in the Library's operating fund.

More information on the Seattle Public Library's CIP can be found in the 2012-2017 CIP online here: <http://www.seattle.gov/financedepartment/12proposedbudget/default.htm>

## Capital Improvement Program Appropriations

### The Seattle Public Library

Budget Control Level	2012 Endorsed	2012 Proposed
<b>Library Major Maintenance: B301111</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	600,000	600,000
General Subfund	220,000	220,000
<b>Subtotal</b>	<b>820,000</b>	<b>820,000</b>
<b>Technology Infrastructure Replacement: B35600</b>		
2012 Multipurpose LTGO Bond Fund	0	756,000
<b>Subtotal</b>	<b>0</b>	<b>756,000</b>
<b>Total Capital Improvement Program Appropriation</b>	<b>820,000</b>	<b>1,576,000</b>



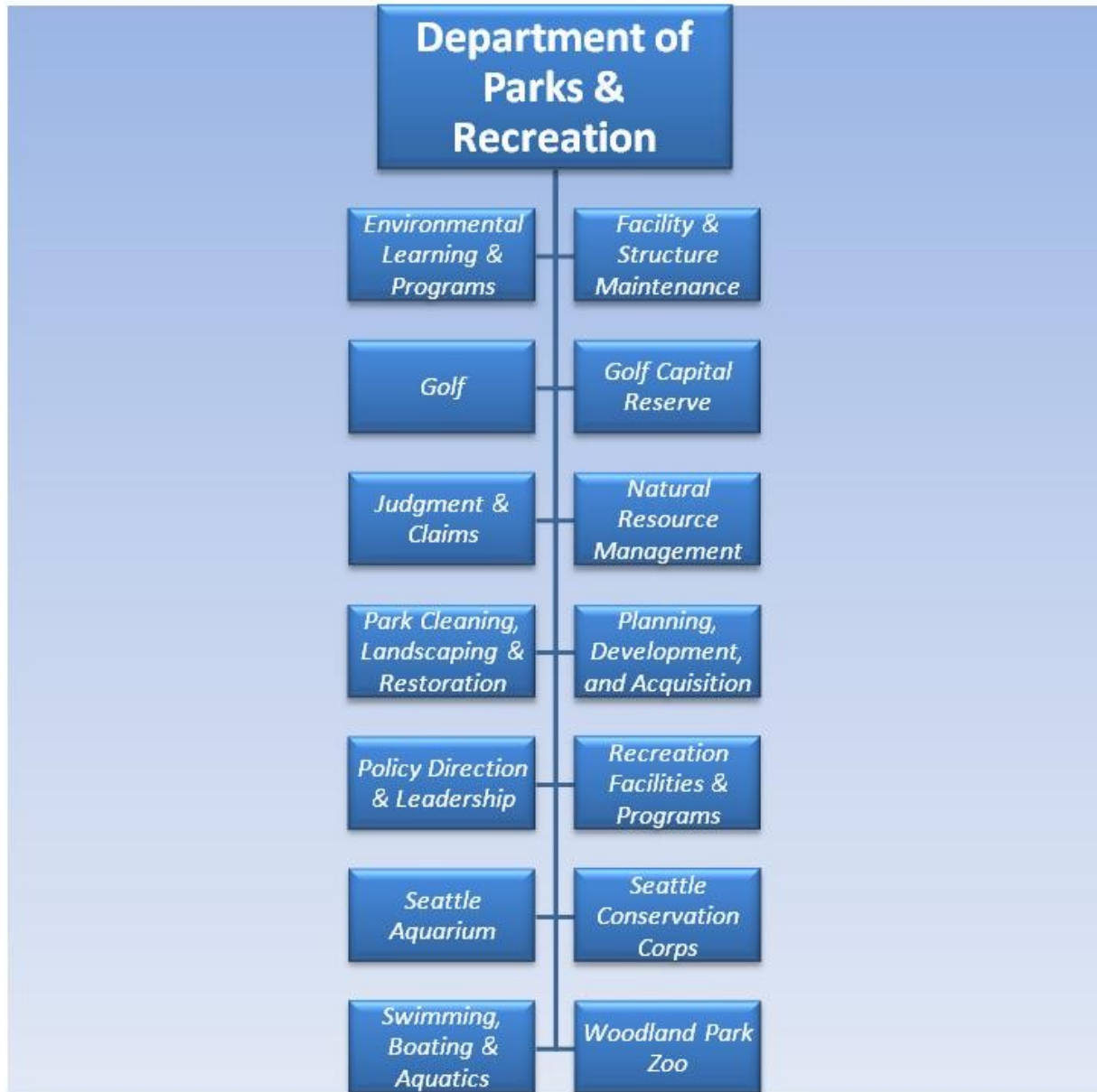
# Department of Parks and Recreation

Christopher Williams, Acting Superintendent

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<http://www.seattle.gov/parks>

## Department by Budget Control Level



## Department of Parks and Recreation

### Department Overview

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

DPR manages a 6,200-acre park system comprised of 430 developed parks, featuring 185 athletic fields, 130 children's play areas, 11 off-leash areas, nine swimming beaches, 18 fishing piers, four golf courses, and 25 miles of boulevards. Other facilities include 151 outdoor tennis courts, 26 community centers, eight indoor and two outdoor swimming pools, 22 wading pools, eight spray features, 17 miles of paved trails, and more. The Woodland Park Zoological Society operates the zoo with City financial support and the Seattle Aquarium Society operates the City-owned Seattle Aquarium. Hundreds of thousands of residents and visitors use Parks and Recreation facilities to pursue their passions from soccer to pottery, kite flying to golf, swimming to community celebrations, or to sit in quiet reflection.

Department employees work hard to develop partnerships with park neighbors, volunteer groups, non-profit agencies, local businesses, and the Seattle School District to effectively respond to increasing requests for use of Seattle's park and recreation facilities. Perhaps the most significant partnership is with the Associated Recreation Council (ARC) which provides childcare and recreation programs at Park-owned facilities, including community centers and small craft centers. ARC, a non-profit organization, also supports and manages the recreation advisory councils. These advisory councils are made up of volunteer community members who advise Parks' staff on recreation programming at community centers and other facilities. This collaborative relationship with ARC enables the Department to consistently offer quality childcare and a wide range of recreation programs to the public.

Funding for new parks facilities has historically come from voter-approved levies, County, State, or Federal matching grants, tax-exempt borrowing, and City real estate excise tax revenue. In 1999, Seattle voters approved a renewal of the 1991 Seattle Center and Community Centers Levy, continuing DPR's commitment to renovate and expand facilities and provide new recreation centers. The 1999 Levy totaled \$72 million spread over eight years; DPR received half of the total funding to build and/or renovate nine community centers. One year later, Seattle voters approved the 2000 Neighborhood Parks, Green Spaces, Trails and Zoo Levy (2000 Parks Levy), which enabled the Department to complete more than 100 park acquisition and development projects, improve maintenance, enhance environmental programs and practices, and expand recreation opportunities for youth and seniors. The remaining projects to be completed as part of the 2000 Parks Levy include the First Hill Park acquisition; development of First Hill, Crown Hill, and University Heights Parks; the Magnuson Park Wetlands- Shoreponds restoration; and three trails projects managed by the Seattle Department of Transportation.

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

While the Seattle voters have consistently chosen to expand their parks and recreation system, the money available to operate the Parks system is constrained. Parks relies heavily on the General Fund for financial support. In fact, the 2011 Adopted Budget for Parks is \$122 million, \$80 million of which –

## Department of Parks and Recreation

or 66% – comes from the General Fund. The remaining \$42 million comes from user fees, rental charges, and payments from capital funds for the time staff spend working on capital projects. The cost of operating a growing Parks system exceeds the availability of General Fund resources, requiring the Department to make some difficult choices. The 2012 Proposed Budget is no exception to this trend. Nonetheless, Parks continues to look for creative opportunities to redefine how it does business in order to preserve access for the community.

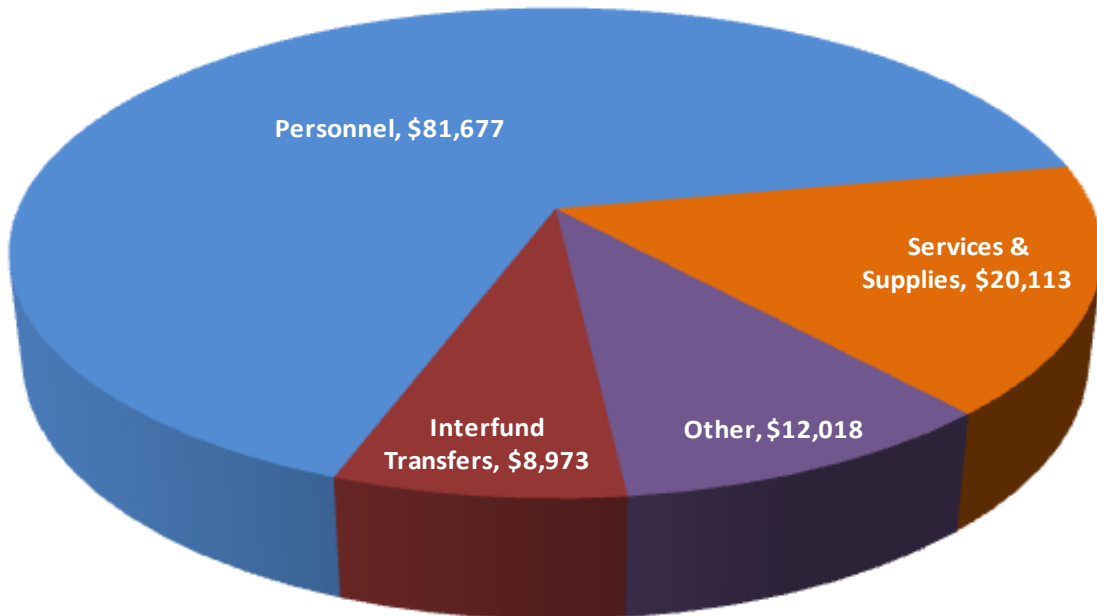
### Budget Snapshot

<b>Department of Parks &amp; Recreation</b>	<b>2010 Actuals</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>	<b>2012 Proposed</b>
General Fund	\$82,574,576	\$80,056,503	\$84,135,811	\$81,274,457
Other Revenues	\$40,875,222	\$40,430,133	\$41,074,648	\$39,856,186
<b>Total Revenues</b>	<b>\$123,449,798</b>	<b>\$120,486,636</b>	<b>\$125,210,459</b>	<b>\$121,130,643</b>
Use of (Contribution to) Fund Balance	(\$2,569,408)	\$1,237,500	(\$40,000)	\$1,650,000
<b>Total Resources</b>	<b>\$120,880,390</b>	<b>\$121,724,136</b>	<b>\$125,170,459</b>	<b>\$122,780,643</b>
<b>Total Expenditures</b>	<b>\$120,880,390</b>	<b>\$121,724,136</b>	<b>\$125,170,459</b>	<b>\$122,780,643</b>
Full-Time Equivalent * Total	1,002.49	890.89	889.27	863.09

*\*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.*

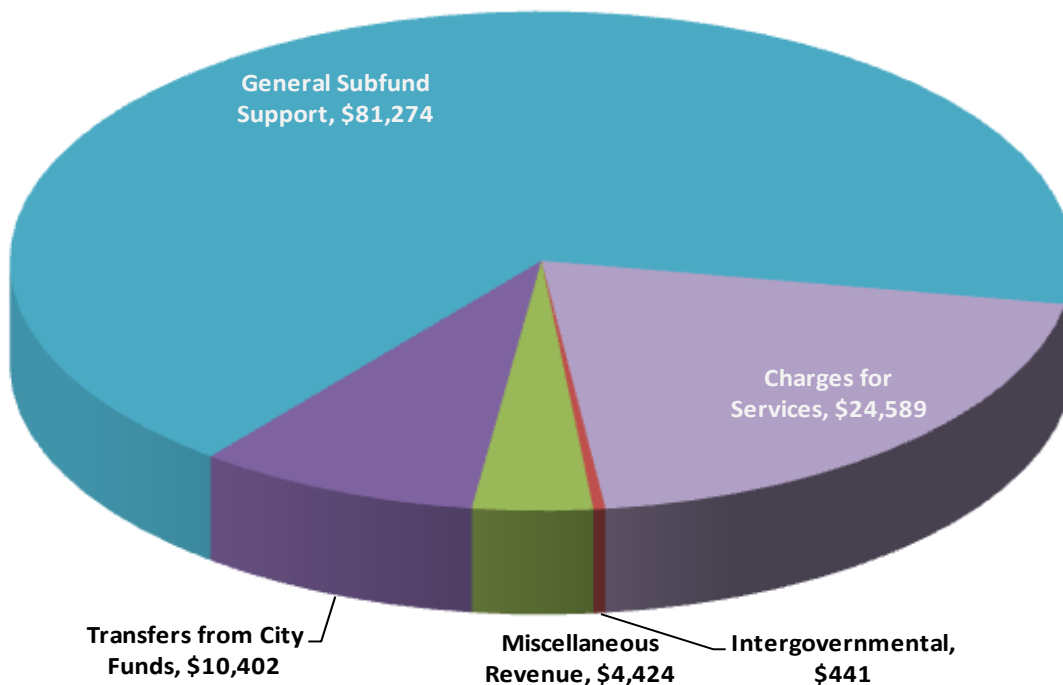
## Department of Parks and Recreation

### 2012 Proposed Budget - Expenditure by Category (\$ amounts in thousands)



Total 2012 Proposed Expenditures - \$122,781

### 2012 Proposed Budget - Revenues By Category (\$ amounts in thousands)



Total 2012 Proposed Revenues - \$121,131



### Budget Overview

General Fund budget pressures in 2012 and future years require that the Department of Parks and Recreation (DPR) make budget reductions. The Proposed Budget for DPR reflects both General Fund expenditure reductions and enhanced revenues in order to close the gap. In developing its budget for 2012, DPR sought wherever possible to protect access to facilities and maintain its assets. The Department engaged in an extensive process, involving input from the community, the City Council and the Executive, to establish a new model for managing community centers that ensures continued access and geographic equity. The Department also takes advantage of revenue opportunities and efficiencies to address the City's budget challenges.

In doing this, the 2012 Proposed Budget maintains investments in public safety resources for downtown parks, maintains funding for all City-funded swimming pools, maintains lifeguards on all of the City's public beaches, maintains 2011 funding levels for wading pools, and keeps all community centers open (the Rainier Beach Community Center and pool will reopen in 2013 following a closure for reconstruction).

#### **Maintaining Access to Community Centers:**

The 2012 Proposed Budget implements the recommendations of the Community Center Advisory Team (CCAT). The work of CCAT, which includes representation of community center stakeholders, the City Council and Executive branch, was formed in 2011 to respond to a City Council requirement that Parks re-examine its community center model. Specifically, CCAT was charged with exploring:

1. Increased partnerships for the management and operations of the City's community centers
  2. Increased partnerships for planning and fundraising for the City's community centers
  3. Alternate management, operational and staffing models for the City's community centers
- CCAT met twice a month from late January through early June. Working with Parks staff, the group familiarized itself with the current community center operations and alternate service delivery models used by other jurisdictions to inform the final recommendations.

The top recommendations chosen by DPR with input from CCAT are reflected in the 2012 Proposed Budget including:

1. **Creation of Geographic Teams:** Under this recommendation, community centers are clustered into five geographic groups (Northeast, Northwest, Central, Southeast, and Southwest), with each team managed and programmed in a coordinated fashion, with partially or fully restored hours at the current limited use community center sites (Alki, Ballard, Green Lake, Laurelhurst, and Queen Anne).
2. **Creation of Service Level Designations:** Under this recommendation, the geographic teams are further delineated by three service levels/hours of operation, based on criteria including physical facilities, current use, and demographics. Public hours and staffing depend on the service level designation. Level 1 service centers will be open up to 70 hours per week, Level 2a centers up to 45 hours per week, and Level 2b centers up to 25 hours per week.

## Department of Parks and Recreation

3. **Increase PAR Fee:** The City contracts with the Associated Recreation Council (ARC) for the provision of recreation programs at community centers. The revenues are shared, with the City currently retaining 3.25% of gross participant fee (PAR fee) revenue from ARC. This recommendation increases the PAR fee from 3.25% to 4% in 2012 resulting in additional revenue to the City.
4. **Non-Seattle-Resident Surcharge:** This recommendation pilots a non-Seattle-resident fee program at Amy Yee Tennis Center. The fee for those living outside of Seattle will be 10% higher than for those living in Seattle. This option may be expanded in the future depending on implementation issues.

Based on these recommendations, the Department will implement a new community center management model for 2012. The proposed changes are based on a data-driven approach that required staff to research, compile, and interpret a significant amount of community center usage statistics to get a base level understanding of current operations. Using this data, DPR created a ranking system by which each center was placed in a service level category (1, 2a, or 2b) that represented varying ranges of public operating hours. Criteria such as number of users, number of programs, number of childcare scholarships, rental revenues, and physical size of each facility were used to determine how centers are staffed and programmed. This means that the service level category reflects a range of public hours based on actual usage and programming data.

The final community center model groups 25 of the 26 community centers into five geographical teams (Northeast, Northwest, Central, Southeast, and Southwest), each with five centers offering different service levels. The Southwest Community Center becomes a teen center only. Level 1 centers are open for up to 70 hours per week, which is above the current average of 51 hours/week for a standard center. Each geographic team has at least one Level 1 community center. Level 2a centers are open up to 45 hours per week, and Level 2b centers are open up to 25 hours per week. This range of public hours allows for greater programming flexibility. If one center is being used less, Parks may decrease hours at that center and increase hours at another center that is being used more. While the total number of public hours per week across all centers decreases from 1,238 in 2011 to a maximum of approximately 1,095 hours in 2012, the allocation of more hours to more heavily used community centers will maximize the number of people served. In fact, Parks estimates that under this model they will be able to serve at least the same number of people in 2012 as they did in 2011 – and potentially more.

The new management model also allows for the more efficient use of community center staff. As a result, the Department makes significant changes to the community center management structure. Because staff will be deployed proportionately to the use of each center and can be redeployed as community needs change, the Department is able to decrease 13.63 FTE in 2012 and save \$784,000.

With the addition of the ARC revenues, the new approach to community centers provides the General Fund with \$1.23 million in relief for 2012 while minimizing service reductions, creating the flexibility needed to respond to rapidly changing community needs, and ensuring geographic and racial and social justice equity throughout the city.

## Department of Parks and Recreation

### **Leveraging Alternate Revenue Sources:**

In order to preserve direct services and alleviate General Fund pressures, DPR also seeks opportunities to enhance and make strategic use of revenues and other funding sources. Parks does this in a variety of ways, including continuing to leverage Admissions Tax dollars to support arts programming in parks; use of fund balances; and modest and targeted fee increases.

*Admissions Tax to Support Arts Programming in Parks:* The 2012 Proposed Budget continues to assume the use of Admissions Tax dollars to support arts programming in parks, including downtown parks arts programming, outdoor neighborhood parks activation projects, and Langston Hughes Performing Arts Center (LHPAC) operations. For 2012, \$1.14 million in Admissions Tax revenues are dedicated to these programs, as compared to \$934,000 in 2011. The main reason for this increase is the reopening of the newly renovated LHPAC facility. This approach is consistent with the parameters adopted by the City Council in Ordinance 123460 and ensures the continuation of programming that provides a wide variety of arts experiences to the public throughout the City while relieving pressure on the General Fund. These programs include concerts, art installations, street performers, ballroom dancing, performing arts training, and music exploration opportunities. These innovative programs are designed to serve all ages and all ethnic groups, and to make City parks creative, fun community spaces. They particularly emphasize youth involvement and the transformation of young lives through participation in creating art. They also emphasize activation of open space to create safe and vibrant gathering areas for neighborhoods.

*Use of Conservatory Fund Balance:* As the City's General Fund budget challenges continue, Parks is planning on making strategic use of existing fund balance in the Conservatory Reserve of the Parks and Recreation Fund in order to develop options for transitioning the Conservatory towards a self-sufficient funding model for 2013. Parks will dedicate \$50,000 in 2012 to hire a consultant to develop a long-term financial and operational model for the Conservatory. The 2012 Proposed Budget makes use of the remaining \$109,000 fund balance to support on-going Conservatory operating costs, thereby saving General Fund resources.

*Other Use of Fund Balance:* Also to alleviate General Fund budget pressures, DPR relies on \$1.65 million in Parks Fund balance to balance its budget. Parks has a tradition of efficiently managing costs and has been able to accumulate additional fund balance beyond its \$500,000 fund balance target over the past couple of years. Parks has strategically used these reserves over the past three years to help balance its budget, thereby reducing the need for scarce General Fund resources.

*New Fees:* For 2012, Parks is proposing several new fees in order to preserve direct services. All fees proposed in the 2012 Proposed Budget comply with DPR's existing fees and charges policies. These policies require that revenues from fees and charges be used exclusively to support Parks facilities; that they be based on the cost of providing the service; and that a higher percentage cost is recovered for services where the benefits of the service accrue primarily to the individual and a lower percentage is recovered where the community as a whole also benefits. In addition to ensuring that the fees comply with these policies, the Department has also analyzed comparable fees charged by other public agencies and recreation service providers.

## Department of Parks and Recreation

The fee changes in 2012 include a new pilot user fee at the Amy Yee Tennis Center for users who reside outside of the City of Seattle. These individuals will be charged an additional amount over current user fees. In addition, DPR increases the participant fee (PAR fee) for recreation services. DPR contracts with the Associated Recreation Council (ARC) for the provision of public recreation and childcare services and the administration of the community center advisory councils. The Par fee is established annually in DPR's fees and charges ordinance and is specified as a percentage of the revenues ARC generates from childcare, sports, and recreation programs. In the 2012 Proposed Budget, the Par fee increases from 3.25% to 4% which will generate an estimated \$47,000 in additional revenues.

*Paid Parking Pilot at South Lake Union Park:* The City Council, in adopting the 2011 budget, instructed Parks to analyze the viability of instituting a paid parking program in parks. In March 2011, Parks presented the City Council's Parks and Seattle Center Committee with a preliminary report on paid parking, which offered multiple options for proceeding with a paid parking program. Based on this report, the City Council directed Parks to submit a pilot program for paid parking at Lake Union Park. This direction came as a result of preliminary analysis that showed Lake Union Park to be the most appropriate park for requiring paid parking due to the following factors: the lot is heavily used by local workers parking all day for free, limiting its use by park visitors; all parking on surrounding streets is metered; and costs for parking enforcement are minimal as it is within an area frequently patrolled by parking enforcement officers.

The parking rate will be consistent with the surrounding street parking fee, and the proposed time limit is two hours. The time limit may change to be consistent with surrounding street parking if the Department determines that this change would not decrease parking demand in the park. Total first year revenues net one time installation costs for two pay stations are expected to be approximately \$45,000. In 2013 and beyond, the parking program will generate about \$59,000 annually. The Department plans to evaluate the program later next year and consider expansion options.

### **Staffing Changes:**

Parks is also protecting the provision of direct services by identifying staffing efficiencies for 2012. The Department approached staffing reductions with the goal of reducing positions that provide duplicative services and those in program areas that could be better aligned with required workloads. Parks looked broadly across all divisions and reduced positions in several different program areas resulting in a savings of approximately \$1 million. These reductions were chosen based on their relatively minimal impacts on direct services being provided to the public.

The Department evaluated key administrative functions, and found savings through the abrogation of three positions. A full time position is abrogated in the Accounting Division. While the reduction may increase the amount of time needed to perform work, such as processing invoices and conducting audits, the Department will redistribute workloads to minimize the reduction impacts. Parks also abrogates one administrative position supporting Magnuson Park, working on partnerships and requests for proposals. In 2011, the Department consolidated all of the partnership work under the Superintendent's Office to allow for a more focused and cohesive approach on partnership strategies. This change created some redundancies in areas where this work was still being done. This reduction achieves savings without any significant public impacts.

## Department of Parks and Recreation

A third position reduction is possible based on the realignment of staff responsibilities at the Langston Hughes Performing Arts Center (LHPAC). This change eliminates the need for a recreation position and provides \$132,000 in budget savings. This reduction, along with the increased admissions tax eliminates all General Fund support for the LHPAC in 2012.

Based on the overall slowdown in the Department's capital program over the past few years, positions are reduced in the Planning and Development Division. This Division ramped up when the 2008 Parks Levy was approved and when larger amounts of capital funds were available for projects. With the majority of the Levy projects complete and reduced levels of capital funding available, the Department is able to make commensurate reductions in program staff with no impacts on services for a total savings of \$667,000.

The 2012 Proposed Budget also includes staffing changes to address the unallocated management reduction target assumed in the 2012 Endorsed Budget. DPR abrogates a Strategic Advisor position and reduces two other management level positions to meet this target. The loss of the Strategic Advisor position reduces the Department's ability to perform policy analysis, coordination of the Strategic Action Plan, and research and coordination of special projects. The two management positions being reduced work in the Planning and Development division, and this reduction is appropriate based on slowed capital work planned for 2012 and beyond.

### **Leveraging Partnerships and Investing in Parks Assets:**

The 2012 Proposed Budget recognizes that investing in the City's Parks assets, even in times of financial challenge is a critical priority. This commitment is reflected in two important investments:

- Working with the Parks Levy Oversight Committee to redirect inflation savings in the 2008 Parks Levy to critical parks asset preservation investments.
- Leveraging private dollars by investing in the renovation of Building 30 at Magnuson Park.

*Asset Preservation Investments:* Capital maintenance is a vital component of Parks' Capital Improvement Program. However, weakness in the real estate market over the past couple of years has severely depressed the City's Real Estate Excise Tax (REET) revenues, a key source of funding for asset preservation in the City, has left Parks with funding that is inadequate to keep pace with the growth and aging of the system.

The 2012 Proposed Budget reverses this trend and reflects a significant increase in the amount of asset preservation activities planned for next year made possible by a reallocation of unanticipated savings in the 2008 Parks Levy. Of the total \$18.4 million budgeted in 2012 for Parks for asset preservation activities, the Levy provides \$9.8 million to cover 17 asset preservation projects that would have been unfunded otherwise. The Department worked with the Parks Levy Oversight Committee on alternate ways to spend the unanticipated savings in the Levy, and the Committee agreed that investing these dollars into asset preservation activities made sense. For more details on this plan, please refer to the 2008 Parks Levy section of the budget book.

## Department of Parks and Recreation

*Magnuson Park Building 30:* Approximately \$5.5 million in bond funding for the renovation of Building 30 at Magnuson Park is included in the 2012-2017 Proposed Capital Improvement Program with funding for annual debt service included in Parks' 2012 operating budget. The project will renovate the west wing and hangar sections of the facility to bring it into compliance with current building code requirements so that it can be utilized as a rental facility, including the very popular Friends of the Library book sale, revenues from which help support the City's library system.

Building 30 is a large structure remaining from the old Sand Point Naval Air Station. Originally built in the late 1930's, it consists of east and west office wings and a central space that was an airplane hangar. The east wing is used for Parks offices and non-profit tenants, including Friends of the Library. The west wing is unoccupied. The hangar has only been used for certain special events on a limited basis (e.g., Friends of the Library Book Sale, Arboretum Plant Sale). Only four special permits will be allowed in 2012.

Restoring the west wing and allowing for expanded use of the hangar as a public space requires a certificate of occupancy from the Department of Planning and Development (DPD). Parks is still working with DPD on the level of improvements needed to bring the building into compliance to enable higher use and generate more revenues. The revenue generated by Building 30 after the improvements are made is anticipated to cover 60% of the \$641,000 annual debt service, starting in 2013. The General Fund will cover the remaining 40%, or approximately \$260,000, depending on how actual Building 30 revenues perform. The interest only debt service payment in 2012 is estimated at \$212,000, and will be covered by the General Fund.

## Department of Parks and Recreation

### Incremental Budget Changes

#### Department of Parks and Recreation

	2012 Dollar Amount	2012 FTE
<b>2012 Endorsed Budget</b>	<b>\$125,170,459</b>	<b>889.27</b>
<b>2012 Proposed Changes</b>		
New Model for Community Centers	(\$872,577)	(14.63)
Langston Hughes Funding Model	(\$131,717)	(1.00)
Long Term Financial Strategy for Volunteer Park Conservatory	\$50,000	0.00
Increase in Recreation Fees	\$0	0.00
New Non-Resident Fee for Recreation Programs	\$0	0.00
Increase in Athletic Field Revenues	(\$274,500)	0.00
New Parking Fee Revenue at Lake Union Park	\$13,803	0.00
Align Seattle Conservation Corp Budget	(\$250,195)	0.00
Maintenance Staffing Changes	\$0	6.90
Capital Program Staff Reductions	(\$667,190)	(7.20)
Management Reductions	(\$50,995)	(1.75)
Miscellaneous Staffing Reductions	(\$192,305)	(2.50)
Transfer of Special Event Coordination	(\$156,872)	(2.00)
Reduced Financial Support for the Parks Foundation	(\$35,000)	0.00
Facility Maintenance Savings	(\$285,683)	0.00
Increase General Fund Support for Building 30 Debt Service	\$212,000	0.00
Utility Increases	\$90,110	0.00
Use of Parks Fund Balance	\$0	0.00
Technical Adjustments	\$161,305	(4.00)
<b>Total Changes</b>	<b>(\$2,389,816)</b>	<b>(26.18)</b>
<b>2012 Proposed Budget</b>	<b>\$122,780,643</b>	<b>863.09</b>

**New Model for Community Centers - (\$872,577) / (14.63) FTE.** The 2012 Proposed Budget reflects the reorganization of the community centers to create a more efficient service delivery model and to achieve budget savings. The total savings is approximately \$1.23 million, which includes \$784,000 in expenditure reductions and \$446,000 in increased revenues from the Associated Recreation Council (ARC), the organization providing childcare and recreation programming at community centers.

## Department of Parks and Recreation

The expenditure reductions are based mostly on the staffing changes resulting from the reorganization. The net impact of the changes is a reduction of 13.63 FTE, which includes a range of recreation and maintenance positions. The reorganization reduces community center staff from 109.13 FTE in 2011 to 95.50 in 2012.

To implement this new community center model, the Department also makes a change in executive level management within the Recreation Division. One of the two existing Manager 2 positions overseeing the centers is abrogated, and the remaining Manager 2 is assigned a matrix management role within the Recreation Division, taking on a range of department initiatives. The Department transfers in a vacant Manager 2 position pocket from the Aquarium and reclassifies it to a Manager 3 position. The Manager 3 will be responsible for all 26 community centers. This change saves \$109,000, and unifies the executive management function to allow for the cohesive oversight of all community centers. This new staffing structure streamlines the overall community center management structure and creates the most flexible programming options possible while achieving General Fund savings.

A related change in community centers involves the consolidation of the Delridge Neighborhood Service Center (DNSC) formerly in the Department of Neighborhoods (DON) and Parks' Southwest Community Center (SWCC). Under the new community center management model, SWCC will function as a Teen Life Center, swimming pool, and rental facility only. The DNSC will be relocated to a room in the SWCC and the current rental of space at SWCC for the Europa Kids pre-school is expected to continue. The co-location of SWCC and DNSC provides easier access to services for more customers and will create operating efficiencies with the service center staff processing rentals for the SWCC. The one time consolidation costs in 2012 are \$45,000. DON will pay annual rent to DPR of \$25,000 in 2012 and then \$20,000 starting in 2013. The first year rent is slightly higher to help offset some of the relocation costs.

**Langston Hughes Funding Model - (\$131,717) / (1.00) FTE.** The total budget for the Langston Hughes Performing Arts Center (LHPAC) is approximately \$850,000, with Admission Taxes currently covering \$539,000, program revenues covering \$71,000, and the General Fund (GF) covering the remaining \$240,000. Parks eliminates the GF support in 2012 by reducing one position and increasing the amount of Admissions Tax being provided to the facility. This change results in minimal impacts to the public and will not change the number of performances and other activities provided by LHPAC. The change is also in compliance with Ordinance 123460, which dictates how much Admissions Tax can be devoted to Parks programs.

**Long Term Financial Strategy for Volunteer Park Conservatory - \$50,000.** The total annual cost to operate the Conservatory is approximately \$350,000, with the General Fund subsidizing about \$330,000, and donations covering the rest. The budget primarily covers the costs of five gardener positions working at the Conservatory. The facility has accumulated approximately \$209,000 in fund balance over the past few years, and DPR will use this to offset General Fund support in 2012. Of this amount, \$159,000 will help fund the gardener positions, and Parks will use the remaining \$50,000 to support the Conservatory's development of long-term self-sustaining financial strategy.

**Increase in Recreation Fees - \$0.** This change increases the participation fee (PAR) assessed on recreation programs from 3.25% to 4%, and decreases the PAR fee for Life Long Learning programs from 10% to 4% to make PAR fees consistent across all applicable recreation services. The PAR fee covers a



## Department of Parks and Recreation

portion of the City's costs to maintain the physical space and for staffing support for ARC classes. This change does not decrease expenditure authority in 2012. Rather, this adjustment swaps a like amount of General Fund support for ARC revenues, with the change reflected on the revenue side of the budget. This change was recommended by the Department with input from the Community Center Advisory Team (CCAT) as one of the additional options to reduce General Fund support for community centers without reducing hours or services. ARC agrees with the change.

**New Non-Seattle Resident Fee for Recreation Programs - \$0.** The Department, with input from CCAT, also recommended piloting a new non-Seattle resident user fee at the Amy Yee Tennis Center. Starting in 2012, those living outside the City of Seattle will pay a 10% higher usage fee for tennis programs at the center. The estimated annual revenues are approximately \$5,200. This change does not decrease expenditure authority in 2012. Rather, the adjustment swaps a like amount of General Fund support for Park revenues, with the change reflected on the revenue side of the budget. Seattle residents contribute more to the operating costs of Parks facilities through City taxes, and this new fee helps ensure that non-residents pay a more equitable portion of the costs to provide Parks services. If the Department is able to mitigate first year implementation issues with reasonable strategies, the non-resident fees may be expanded to other recreation facilities in future years.

**Increase in Athletic Field Revenues - (\$274,500).** Parks recognizes \$75,000 in higher athletic field revenues in 2012. The Department is experiencing greater usage of the fields as a result of the conversion of play fields from grass to synthetic turf. Overall, revenues are slightly higher than projected as a result of increased usage. This change does not decrease expenditure authority in 2012. Rather, the adjustment swaps a like amount of General Fund support for ARC revenues, with the change reflected on the revenue side of the budget. This change also includes an adjustment to the Golf budget to reflect the elimination of the West Seattle driving range project from the Golf Master Plan.

**New Parking Fee Revenue at Lake Union Park - \$13,803.** A pilot parking fee program begins in 2012 at South Lake Union Park. The proposal will offer park visitors better access to the parking at Lake Union Park, which is now largely used by commuters who leave their vehicles in the park all day. This increase represents the one-time installation costs of the pilot project at Lake Union Park. The program is expected to generate \$45,000 in revenues in 2012.

**Align Seattle Conservation Corps Budget - (\$250,195).** The Department reduces the Seattle Conservation Corps budget to better match actual program expenditures and revenues. The Corps provides employment opportunities and access to housing for homeless individuals, and is a revenue backed program with support from contracting agencies both internal and external to the City. Since 2008, the Corps budget has not been fully spent each year, and this change right-sizes the program to better reflect actual spending patterns and needs. Parks does not anticipate that this budget adjustment will impact the Corps' operations or result in race and social justice impacts.

**Maintenance Staffing Changes - \$0 / 6.9 FTE.** As part of the staffing strategy to manage new facilities costs resulting from the 2008 Parks Levy, the Department converts intermittent facility maintenance staff into permanent positions equaling 6.9 FTE. Existing funds are used to fully cover the position conversions. Converting positions to permanent positions allows for a more stable and well trained work force to preserve and maintain parks and recreation facilities.

## Department of Parks and Recreation

**Capital Program Staff Reductions - (\$667,190) / (7.20) FTE.** Parks is able to reduce five permanent capital related positions to part time and abrogate six other positions. This reduction is appropriate given the lower volume of capital projects planned in 2012 and beyond, and there are not anticipated service level impacts on the public.

As part of the strategy to bring staffing levels in line with actual capital spending, Parks also reduces one of two CIP-supported environmental analyst senior positions from 1.0 FTE to 0.75 FTE commensurate with reduced CIP funding. The positions support indoor and outdoor hazardous waste remediation. The Department's intent was to fund the positions with non-General Fund revenue on an ongoing basis. However, over the past few years, the volume of CIP-related work has not been sufficient to fully fund the positions, thus requiring this FTE change. Similar to the above changes, this reduction will not have any impacts on the public.

**Management Reductions - (\$50,995) / (1.75) FTE.** The 2012 Endorsed Budget set an unallocated cut for Parks designed to reflect management staffing efficiencies. To meet this target, DPR reduces a 1.0 FTE Manager 2 Parks and Facility Maintenance position in the Major Maintenance Section to 0.5 FTE and reduces a 1.0 FTE Strategic Advisor in the Planning and Development Division to .75 FTE. These positions support the Department's capital improvement program, which has a smaller workload now than in past years. There are no service level impacts associated with these reductions.

Parks also abrogates 1.0 FTE Strategic Advisor 2 in the Policy Direction and Leadership Division. This position has historically performed policy analysis, budget development and monitoring and performed planning and research for the Superintendent's Division and the workload will be shared among existing staff and a lower level of planning and research work will be accomplished. This administrative reduction is internal to the Department and will not impact the public, nor reduce services currently being provided.

**Miscellaneous Staffing Reductions - (\$192,305) / (2.50) FTE.** Parks achieves budget savings through the elimination of positions across several different divisions. The Department abrogates one full time accounting tech II position in the Accounting Unit, one part-time parks concession coordinator position at Magnuson Park, and one full time truck driver position. These reductions may slow down the Department's work in these areas, but the Department shifts the work associated with these positions to existing staff to minimize impacts on direct services.

**Transfer of Special Event Coordination - (\$156,872) / (2.0) FTE.** The 2012 Proposed Budget reflects a change in the administration of Citywide special events, such as SeaFair. A Manager 1 position responsible for coordination of Citywide special events will transfer from Parks to the new Department of Housing and Economic Development (HED) in order to take better advantage of the linkages between special events and the promotion of economic development in the City of Seattle. In addition, the administrative position supporting the Manager also transfers to HED.

**Reduced Financial Support for the Parks Foundation – (\$35,000).** This proposal reduces the amount of funding provided to the Seattle Parks Foundation. The Foundation is an independent nonprofit organization working with public and private partners to conserve, improve, and expand city parks, green spaces, and programs. The Foundation recognizes the City's financial challenges and will endeavor to fund raise or find other financial alternatives to balance the loss of City funds. They do not anticipate any significant impacts from this reduction.

## Department of Parks and Recreation

**Facility Maintenance Savings – (\$285,683).** DPR reduces \$150,000 in materials and supplies for facility maintenance and realizes \$136,000 of General Fund savings because of delays in anticipated completion dates of several 2008 Parks Levy projects.

**Increase General Fund Support for Building 30 Debt Service – \$212,000.** The 2012 Proposed Budget and the 2012-2017 Proposed Capital Improvement Program (CIP) include funding for the first phase of improvements to Building 30 at Magnuson Park. The total cost to fully renovate the building is approximately \$9 million, and Parks is using a phased approach that will meet the Department of Planning and Development's code requirements. The exact scope of work to be undertaken with an initial \$5.5 million in funding is still being determined. Improvements may include exiting upgrades, unreinforced masonry seismic upgrades, fire suppression sprinklers and fire alarm systems in the hangar and west wing, lighting, heating and ventilation upgrades, an elevator, ADA toilet rooms, and related work, depending on permitting requirements. Water service, natural gas systems, and primary electrical services to the building may also be upgraded to support the building renovations. The Department anticipates that the existing tenants will be able to remain in the building during construction, thus eliminating any potential relocation issues.

In its current condition, the majority of Building 30 is unusable by the community. However, the building has the potential to provide exceptional public space to new and existing tenants like Friends of the Library. The initial capital investment in the first phase of improvements is the first step in transforming Building 30. In turn, the revenues generated by increased usage will help offset the costs of the capital investment over time; all while providing tremendous benefits to arts and cultural organizations.

**Utility Increases – \$90,110.** Due to unforeseen increases in several utility costs, including natural gas, drainage, electricity, and sewer, the 2012 Proposed Budget increases the utility budget for DPR. The Department practices strict conservation efforts in parks and recreation facilities, however, the unanticipated rate increases have created funding pressures that the department was not able to manage without additional General Fund support.

**Use of Parks Fund Balance – \$0.** The Department has accumulated a healthy fund balance over the past several years and will use \$1.65 million to offset General Fund support in 2012. This change does not decrease expenditure authority in 2012. Rather, this adjustment swaps Parks Fund balance with General Fund, which means the change is reflected on the revenue side of the budget.

**Technical Adjustments – \$161,305 / (4.0) FTE.** Technical adjustments in the 2012 Proposed Budget include departmental and citywide non-programmatic adjustments that do not represent fundamental changes in DPR's service delivery. The Department adjusts revenue and expense budgets between or within Budget Control Levels (BCLs) to better reflect actual spending patterns. The technical adjustments also include the elimination of the Golf Capital Reserve BCL; the transferring of several lines of businesses to different BCLs to more accurately represent where program dollars are being spent; and the reclassification of several positions that were approved outside of the budget process.

The 2012 Proposed Budget makes two changes to the Aquarium BCL including the abrogation of the three positions that transferred over to the Seattle Aquarium Society (SEAS) in 2011 per the agreement between the City and SEAS to transfer all city funded Aquarium staff to SEAS over a five year period

## Department of Parks and Recreation

starting in 2010. It also removes the Aquarium debt service from the operating budget as the debt will be paid through the capital budget.

### Expenditure Overview

	Summit	2010	2011	2012	2012
Appropriations	Code	Actuals	Adopted	Endorsed	Proposed
Environmental Learning and Programs Budget Control Level	K430A	3,654,360	3,518,159	3,670,733	3,751,712
Facility and Structure Maintenance Budget Control Level	K320A	12,497,853	12,958,173	13,470,326	13,633,293
Finance and Administration Budget Control Level	K390A	6,985,391	8,832,740	8,160,756	7,895,467
Golf Budget Control Level	K400A	8,422,381	9,017,500	9,677,101	9,421,001
Golf Capital Reserve Budget Control Level	K410A	824,182	435,000	11,000	0
Judgment and Claims Budget Control Level	K380A	1,641,680	1,143,365	1,143,365	1,143,365
Natural Resources Management Budget Control Level	K430B	6,168,522	6,318,281	6,478,633	6,607,616
Park Cleaning, Landscaping, and Restoration Budget Control Level	K320B	23,428,658	24,665,543	26,140,276	26,383,759
Planning, Development, and Acquisition Budget Control Level	K370C	6,002,960	6,714,198	6,872,003	6,261,398
Policy Direction and Leadership Budget Control Level	K390B	3,747,100	3,734,284	3,726,009	5,006,270
Recreation Facilities and Programs Budget Control Level	K310D	22,332,859	21,828,100	22,762,157	20,762,675
Seattle Aquarium Budget Control Level	K350A	7,848,771	4,713,222	4,822,436	3,882,594
Seattle Conservation Corps Budget Control Level	K320C	3,264,383	4,073,257	4,152,111	3,916,199
Swimming, Boating, and Aquatics Budget Control Level	K310C	7,698,654	7,288,617	7,495,826	7,527,567
Woodland Park Zoo Budget Control Level	K350B	6,362,637	6,483,698	6,587,726	6,587,726
<b>Department Total</b>		<b>120,880,390</b>	<b>121,724,136</b>	<b>125,170,459</b>	<b>122,780,643</b>
<b>Department Full-time Equivalents Total*</b>		<b>1,002.49</b>	<b>890.89</b>	<b>889.27</b>	<b>863.09</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.

## Department of Parks and Recreation

### Revenue Overview

#### 2012 Estimated Revenues for the Park and Recreation Fund (10200)

Summit Code	Source	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
441710	Sales of Merchandise	154,676	5,000	5,000	24,884
441990	Miscellaneous Charges and Fees	293,947	1,109,329	1,109,329	259,026
443870	Resource Recovery Revenues	3,308,641	1,328,688	1,296,113	4,848,042
447300	Recreational Activity Fees	9,523,353	19,739,273	20,058,457	10,040,351
447350	Recreation Shared Revenues - ARC	347,758	0	0	817,565
447400	Event Admission Fees	0	0	0	0
447450	Recreation Admission Fees	1,814,492	0	0	1,790,256
447500	Exhibit Admission Fees	3,971,906	4,988,151	5,097,381	274,972
447550	Athletic Facility Fees	1,793,246	0	0	2,325,867
447600	Program Fees	2,479,548	0	0	2,455,336
462300	Parking Fees	0	59,900	59,900	104,792
469990	Miscellaneous Revenue	134,216	113,101	113,101	161,771
543970	Charges to Other City Departments	1,170,229	270,590	270,590	278,890
569990	Miscellaneous Revenue	119,303	1,020,391	1,037,608	1,207,041
<b>Total Charges for Services</b>		<b>25,111,315</b>	<b>28,634,423</b>	<b>29,047,479</b>	<b>24,588,793</b>
587001	General Subfund Support	82,574,576	80,056,503	84,135,811	81,274,457
<b>Total General Subfund Support</b>		<b>82,574,576</b>	<b>80,056,503</b>	<b>84,135,811</b>	<b>81,274,457</b>
433010	Federal Grants	238,552	0	0	0
434010	State Grants	8,733	0	0	0
437010	Interlocal Grants	0	0	0	0
439090	Private Contributions	1,019,385	441,400	441,400	441,400
<b>Total Intergovernmental</b>		<b>1,266,670</b>	<b>441,400</b>	<b>441,400</b>	<b>441,400</b>
462400	ST Space Facilities Rentals	3,976,122	372,420	392,420	3,467,684
462500	LT Space/Facilities Leases	1,187,030	42,874	42,874	495,680
462800	Concession Proceeds	80,587	637,143	637,143	80,000
462900	Rents and Use Charges	320,308	223,349	223,349	378,979
469100	Salvage Sales	9,271	0	0	0
469400	Judgments & Settlements	18,605	0	0	0
469970	Telephone Commission Revenue	1,297	3,183	3,183	1,300
<b>Total Miscellaneous Revenue</b>		<b>5,593,220</b>	<b>1,278,969</b>	<b>1,298,969</b>	<b>4,423,643</b>

## Department of Parks and Recreation

### 2012 Estimated Revenues for the Park and Recreation Fund (10200) - continued

Summit Code	Source	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
587165	Transfer from Neighborhood Matching Subfund	98,164	0	0	0
587637	Transfer from Donations Fund	42,565	0	0	209,000
587900	Transfers from CRS & Parks Levy	8,763,288	10,075,341	10,286,800	10,193,350
<b>Total Transfers from City Funds</b>		<b>8,904,017</b>	<b>10,075,341</b>	<b>10,286,800</b>	<b>10,402,350</b>
<b>Total Revenues</b>		<b>123,449,798</b>	<b>120,486,636</b>	<b>125,210,459</b>	<b>121,130,643</b>
379100	Use of Fund Balance	(2,569,408)	1,237,500	(40,000)	1,650,000
<b>Total Use of Fund Balance</b>		<b>(2,569,408)</b>	<b>1,237,500</b>	<b>(40,000)</b>	<b>1,650,000</b>
<b>Total Resources</b>		<b>120,880,390</b>	<b>121,724,136</b>	<b>125,170,459</b>	<b>122,780,643</b>

**Appropriations by Budget Control Level (BCL)**

**Environmental Learning and Programs Budget Control Level**

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

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Environmental Learning and Programs	3,654,360	3,518,159	3,670,733	3,751,712
Full-Time Equivalents Total*	33.94	32.44	32.44	32.19

*\*FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions*

**Facility and Structure Maintenance Budget Control Level**

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

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Facility and Structure Maintenance	12,497,853	12,958,173	13,470,326	13,633,293
Full-Time Equivalents Total*	117.25	110.74	108.75	107.74

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

**Finance and Administration Budget Control Level**

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

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Finance and Administration	6,985,391	8,832,740	8,160,756	7,895,467
Full-Time Equivalents Total*	57.00	54.00	54.00	52.50

*\*FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions*

## Department of Parks and Recreation

### Appropriations by Budget Control Level (BCL)

#### **Golf Budget Control Level**

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

**Additional Information:** The Golf Budget Control Level (BCL) also transfers resources from the Golf Subfund to the Cumulative Reserve Subfund to provide for previously identified Golf Program capital projects.

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Golf	8,422,381	9,017,500	9,677,101	9,421,001
Full-Time Equivalents Total*	25.00	25.00	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.*

#### **Golf Capital Reserve Budget Control Level**

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

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Golf Capital Reserve	824,182	435,000	11,000	0



**Appropriations by Budget Control Level (BCL)**

**Judgment and Claims Budget Control Level**

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.

	2010	2011	2012	2012
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Judgment and Claims	1,641,680	1,143,365	1,143,365	1,143,365

**Natural Resources Management Budget Control Level**

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

	2010	2011	2012	2012
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Natural Resources Management	6,168,522	6,318,281	6,478,633	6,607,616
Full-Time Equivalents Total*	62.74	58.74	58.74	56.74

*\*FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions*

**Park Cleaning, Landscaping, and Restoration Budget Control Level**

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

	2010	2011	2012	2012
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Park Cleaning, Landscaping, and Restoration	23,428,658	24,665,543	26,140,276	26,383,759
Full-Time Equivalents Total*	230.67	203.84	203.84	211.74

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

## Department of Parks and Recreation

### Appropriations by Budget Control Level (BCL)

#### **Planning, Development, and Acquisition Budget Control Level**

The purpose of the Planning, Development, and Acquisition Budget Control Level (BCL) is to acquire, plan, design, and develop new park facilities, and make improvements to existing park facilities to benefit the public. This effort includes providing engineering and other technical services to solve maintenance and operational problems. This BCL also preserves open spaces through a combination of direct purchases, transfers, and consolidations of City-owned lands and resolution of property encroachment issues.

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Planning, Development, and Acquisition	6,002,960	6,714,198	6,872,003	6,261,398
Full-Time Equivalents Total*	57.60	53.60	53.60	45.90

*\*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.*

#### **Policy Direction and Leadership Budget Control Level**

The purpose of the Policy Direction and Leadership Budget Control Level is to provide policy guidance within the Department and outreach to the community on policies that enable the Department to offer outstanding parks and recreation opportunities to Seattle residents and our guests. It also provides leadership in establishing new partnerships or strengthening existing ones in order expand recreation services.

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Policy Direction and Leadership	3,747,100	3,734,284	3,726,009	5,006,270
Full-Time Equivalents Total*	24.50	23.50	23.50	30.25

*\*FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions*

#### **Recreation Facilities and Programs Budget Control Level**

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

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Recreation Facilities and Programs	22,332,859	21,828,100	22,762,157	20,762,675
Full-Time Equivalents Total*	238.29	207.41	207.79	182.91

*\*FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions*

**Appropriations by Budget Control Level (BCL)**

**Seattle Aquarium Budget Control Level**

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

**Additional Information:** In December, 2009, Ordinance 123205 authorized the Department of Parks and Recreation to enter into an agreement with the Seattle Aquarium Society (SEAS) whereby SEAS began to operate and maintain the Aquarium on July 1, 2010. During a 5-year transition period, Aquarium employees may opt to remain City employees. The appropriation in this BCL is used for payment of salary and benefits for these City employees that work at the Aquarium. SEAS fully reimburses DPR for these expenses.

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Seattle Aquarium	7,848,771	4,713,222	4,822,436	3,882,594
Full-Time Equivalents Total*	73.25	50.50	50.50	47.00

*\*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.*

**Seattle Conservation Corps Budget Control Level**

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

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Seattle Conservation Corps	3,264,383	4,073,257	4,152,111	3,916,199
Full-Time Equivalents Total*	20.35	19.55	19.55	19.55

*\*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 Parks and Recreation

### Appropriations by Budget Control Level (BCL)

#### **Swimming, Boating, and Aquatics Budget Control Level**

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

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Swimming, Boating, and Aquatics	7,698,654	7,288,617	7,495,826	7,527,567
Full-Time Equivalents Total*	61.90	51.57	51.57	51.57

*\*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.*

#### **Woodland Park Zoo Budget Control Level**

The purpose of the Woodland Park Zoo Budget Control Level is to provide care for animals and offer exhibits, educational programs, and appealing visitor amenities so Seattle residents and visitors have the opportunity to enjoy and learn about animals and wildlife conservation.

Additional Information: In December 2001, the City of Seattle, by Ordinance 120697, established an agreement with the non-profit Woodland Park Zoological Society to operate and manage the Woodland Park Zoo beginning in March 2002. The Department's budget includes the City's support for Zoo operations.

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Woodland Park Zoo	6,362,637	6,483,698	6,587,726	6,587,726

Department of Parks and Recreation

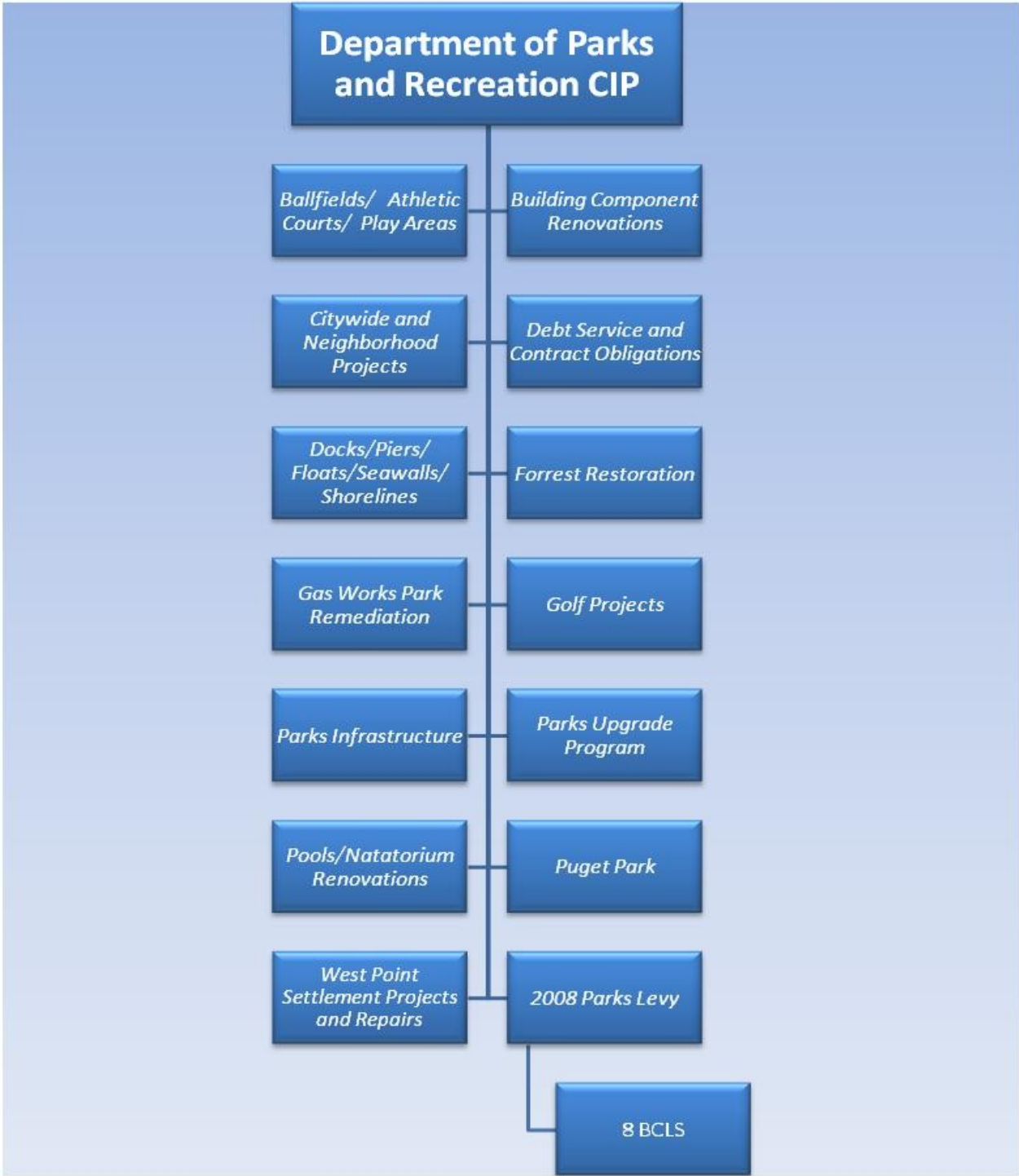
**Fund Table**

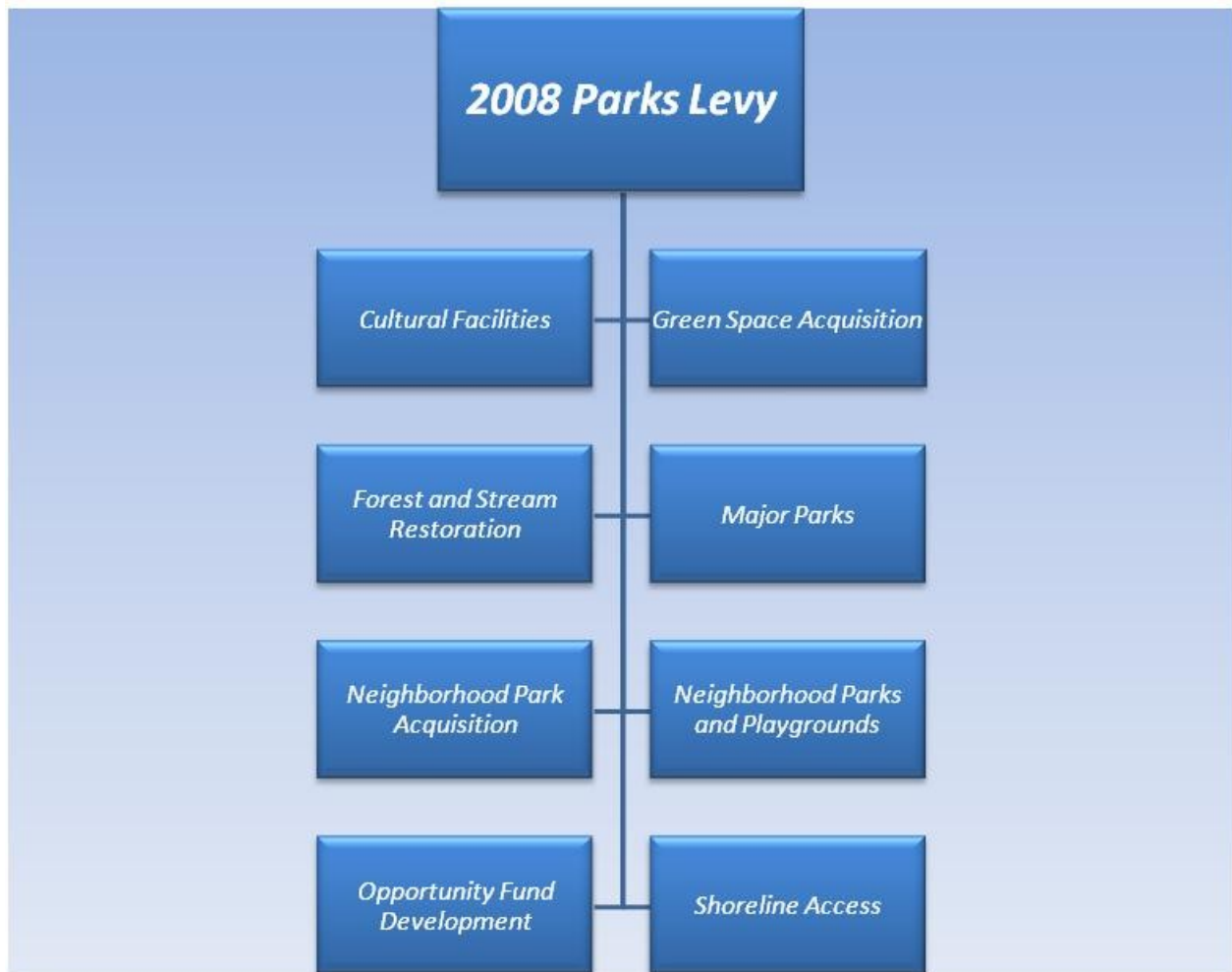
**Park and Recreation Fund (10200)**

	2010 Actuals	2011 Adopted	2011 Revised	2012 Endorsed	2012 Proposed
<b>Beginning Fund Balance</b>	<b>5,541,191</b>	<b>2,629,754</b>	<b>8,110,599</b>	<b>1,352,254</b>	<b>3,784,320</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	123,449,798	120,486,636	118,233,724	125,210,459	121,130,643
Less: Actual and Budgeted Expenditures	120,880,390	121,724,136	122,520,003	125,170,459	122,780,643
Less: Capital Improvements	0	40,000	40,000	40,000	0
<b>Ending Fund Balance</b>	<b>8,110,599</b>	<b>1,352,254</b>	<b>3,784,320</b>	<b>1,352,254</b>	<b>2,134,320</b>
Transfer to Golf Capital Reserve	0	0	0	0	0
Westbridge Debt	829,300	829,300	829,300	829,300	829,300
<b>Total Reserves</b>	<b>829,300</b>	<b>829,300</b>	<b>829,300</b>	<b>829,300</b>	<b>829,300</b>
<b>Ending Unreserved Fund Balance</b>	<b>7,281,299</b>	<b>522,954</b>	<b>2,955,020</b>	<b>522,954</b>	<b>1,305,020</b>

# Department of Parks and Recreation Capital Improvement Program

## Capital Improvement Program (CIP) by Budget Control Level





## Capital Improvement Program Highlights

The 2012 CIP reflects a wide range of projects. With \$52 million appropriated in 2012, Parks will continue to have a robust capital improvement program, despite the economic downturn. The 2008 Parks Levy provides \$18 million of this funding, in addition to the \$86 million appropriated from the Levy in Parks CIP from 2009 through 2011. The Cumulative Reserve Subfund (CRS) appropriation for the Department is \$13.8 million in 2012, of which \$11.5 million is REET funding for capital projects.

Capital maintenance is a vital component of Parks' Capital Improvement Program, with \$18.4 million funded in 2012. Of this amount, \$9.8 million is for 17 major maintenance projects funded by the 2008 Parks Levy, reallocating funding originally planned to cover inflation for Levy projects. This funding addresses basic infrastructure across the Parks system, such as electrical system replacement, environmental remediation, landscape restoration, irrigation system replacement, and replacing major roof and HVAC systems. Work at the Seattle Aquarium will continue to address Pier 60 corrosion and pier piling problems.

## Department of Parks and Recreation

Of the 59 development projects funded by the 2008 Levy, 54 will be in progress through 2012, and 22 will have been completed by the end of 2011. Most of these projects are play area renovations and neighborhood park developments. In 2012, implementation will continue for the environmental projects; restoration of forests, trails, wetlands, and shorelines; and development for P-Patches and shoreline access.

Restoration of the Capehart site at Discovery Park will continue in 2012. Park development continues for reservoir lids at Jefferson Park, Maple Leaf, and West Seattle. Construction of the new Rainier Beach Community Center and Pool is expected to be completed in 2013. Also in 2012, the City will continue implementation of the Golf Master Plan which will provide major improvements at three City-owned golf courses ( Jackson, Jefferson, and West Seattle), including building replacements, driving ranges, cart path improvements, and course and landscaping renovation. Future revenue from the golf courses will cover associated debt service payments. These improvements will be phased over six or more years

One remaining 2000 Pro Parks Levy acquisition remains to be completed in 2012, and acquisition of new neighborhood parks and green spaces continues with 2008 Parks Levy funding.

The 2012-2017 Proposed CIP includes approximately \$5.5 million of bond funding for the first phase of improvements to Building 30 at Magnuson Park. The project will renovate the facility to start phased compliance with current building code requirements so that the west wing can be leased and the hanger can be used for more events. After these improvements, increased revenue from the building will pay for 60% of the \$641,000 annual debt service with the General Fund paying the rest.

Additional information on the Parks CIP can be found in the 2012-2017 Proposed CIP online here: <http://www.seattle.gov/financedepartment/12proposedbudget/default.htm>



## Department of Parks and Recreation

### Capital Improvement Program Appropriations

#### Department of Parks and Recreations

Budget Control Level	2012 Endorsed	2012 Proposed
<b>Ballfields/Athletic Courts/Play Areas: K72445</b>		
Cumulative Reserve Subfund - REET II Subaccount (00161)	200,000	200,000
<b>Building Component Renovations: K72444</b>		
2012 Multipurpose LTGO Bond Fund	0	12,240,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	1,470,000	0
Cumulative Reserve Subfund - REET II Subaccount (00161)	1,533,000	2,970,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	140,000	371,000
General Subfund	0	485,000
<b>Subtotal</b>	<b>3,143,000</b>	<b>16,066,000</b>
<b>Citywide and Neighborhood Projects: K72449</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	325,000	0
Cumulative Reserve Subfund - REET II Subaccount (00161)	630,000	1,034,000
<b>Subtotal</b>	<b>955,000</b>	<b>1,034,000</b>
<b>Debt Service and Contract Obligation: K72440</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	814,000	814,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	1,644,000	1,644,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	1,095,000	1,095,000
Park and Recreation Fund (10200)	40,000	0
<b>Subtotal</b>	<b>3,593,000</b>	<b>3,553,000</b>
<b>Docks/Piers/Floats/Seawalls/Shorelines: K72447</b>		
Beach Maintenance Trust Fund	25,000	25,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	2,596,000	2,596,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	75,000	45,000
<b>Subtotal</b>	<b>2,696,000</b>	<b>2,666,000</b>
<b>Forest Restoration: K72442</b>		
Cumulative Reserve Subfund - REET II Subaccount (00161)	2,081,000	864,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	95,000	95,000
<b>Subtotal</b>	<b>2,176,000</b>	<b>959,000</b>

## Department of Parks and Recreation

Budget Control Level	2012 Endorsed	2012 Proposed
<b>Gas Works Park Remediation: K72582</b>		
Cumulative Reserve Subfund - REET II Subaccount (00161)	0	70,000
Gasworks Park Contamination Remediation Fund	20,000	20,000
<b>Subtotal</b>	<b>20,000</b>	<b>90,000</b>
<b>Golf Projects: K72253</b>		
2012 Multipurpose LTGO Bond Fund	2,146,000	6,003,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	440,000	435,000
Golf Subfund	882,000	0
<b>Subtotal</b>	<b>3,468,000</b>	<b>6,438,000</b>
<b>Parks Infrastructure: K72441</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	120,000	0
Cumulative Reserve Subfund - REET II Subaccount (00161)	567,000	687,000
<b>Subtotal</b>	<b>687,000</b>	<b>687,000</b>
<b>Parks Upgrade Program: K72861</b>		
Cumulative Reserve Subfund - REET II Subaccount (00161)	508,000	508,000
<b>Pools/Natatorium Renovations: K72446</b>		
Cumulative Reserve Subfund - REET II Subaccount (00161)	0	140,000
<b>Puget Park: K72127</b>		
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	0	230,000
<b>West Point Settlement Projects: K72982</b>		
Shoreline Park Improvement Fund	0	810,000
<b>2008 Parks Levy</b>		
<b>2008 Parks Levy- Cultural Facilities: K720021</b>		
2008 Parks Levy Fund	4,500,000	0
<b>2008 Parks Levy- Forest &amp; Stream Restoration: K720030</b>		
2008 Parks Levy Fund	100,000	100,000
<b>2008 Parks Levy- Green Space Acquisition: K720011</b>		
2008 Parks Levy Fund	750,000	750,000

## Department of Parks and Recreation

Budget Control Level	2012 Endorsed	2012 Proposed
<b>2008 Parks Levy- Major Parks: K720023</b>		
2008 Parks Levy Fund	1,018,000	1,018,000
<b>2008 Parks Levy- Neighborhood Park Acquisition: K720010</b>		
2008 Parks Levy Fund	1,800,000	0
<b>2008 Parks Levy- Neighborhood Parks and Playgrounds: K720020</b>		
2008 Parks Levy Fund	6,370,000	6,370,000
<b>2008 Parks Levy- Shoreline Access: K720032</b>		
2008 Parks Levy Fund	75,000	75,000
<b>Opportunity Fund Development: K720041</b>		
2008 Parks Levy Fund	0	10,008,000
<b>Total Capital Improvement Program Appropriation</b>	<b>32,059,000</b>	<b>51,702,000</b>

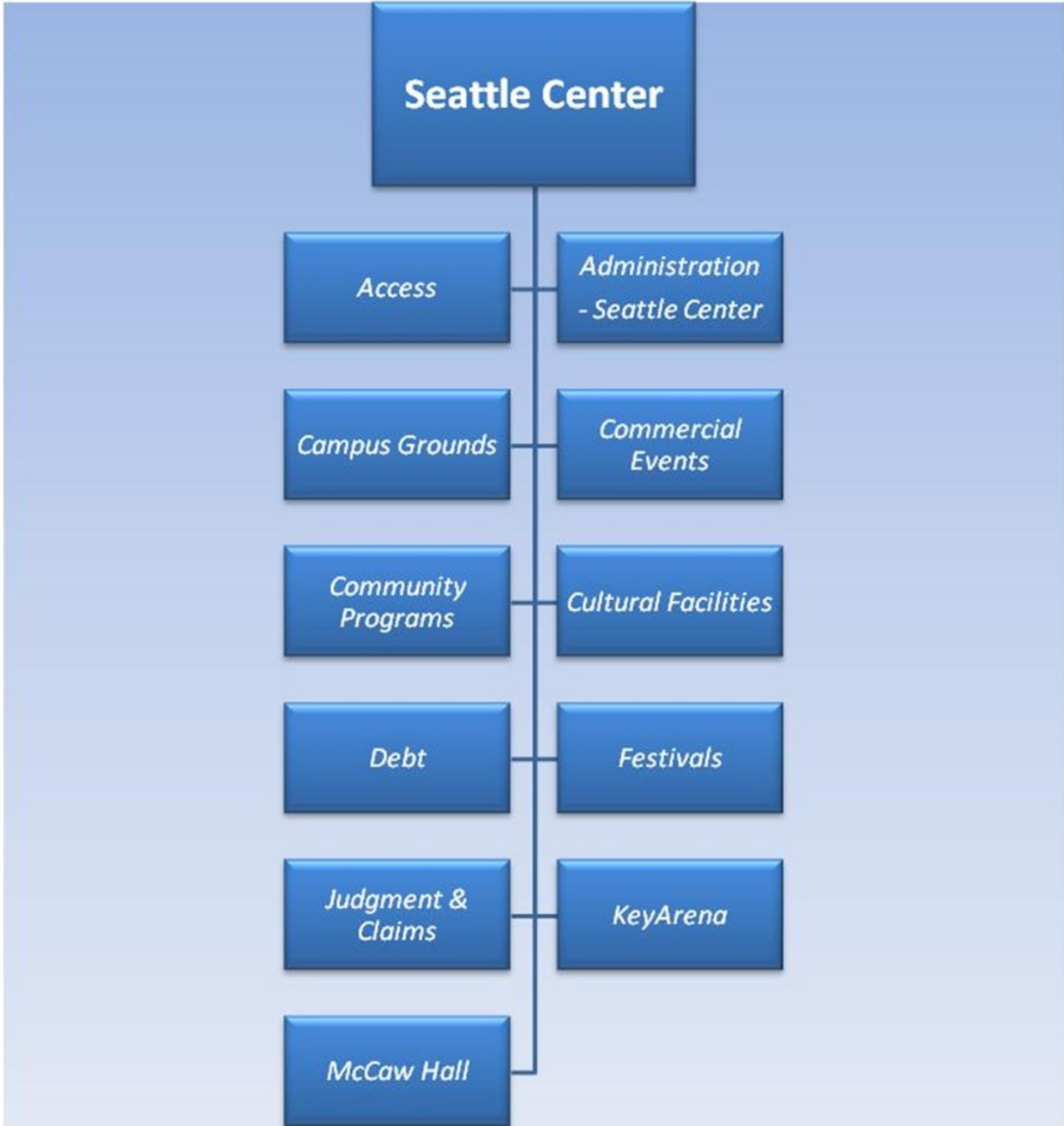


# Seattle Center

Robert Nellams, Director

Information Line: (206) 684-7200  
<http://www.seattlecenter.com/>

## Department by Budget Control Level



## Seattle Center

### Department Overview

Seattle Center is home to cultural and education organizations, sports teams, festivals, community programs, including cultural and community celebrations, and entertainment facilities. Millions of people visit the 74-acre Seattle Center campus annually. Consistently rated as one of the City's top attractions, Seattle Center is a premier urban park whose mission is to delight and inspire the human spirit, and to bring people together as a rich and varied community.

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

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

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

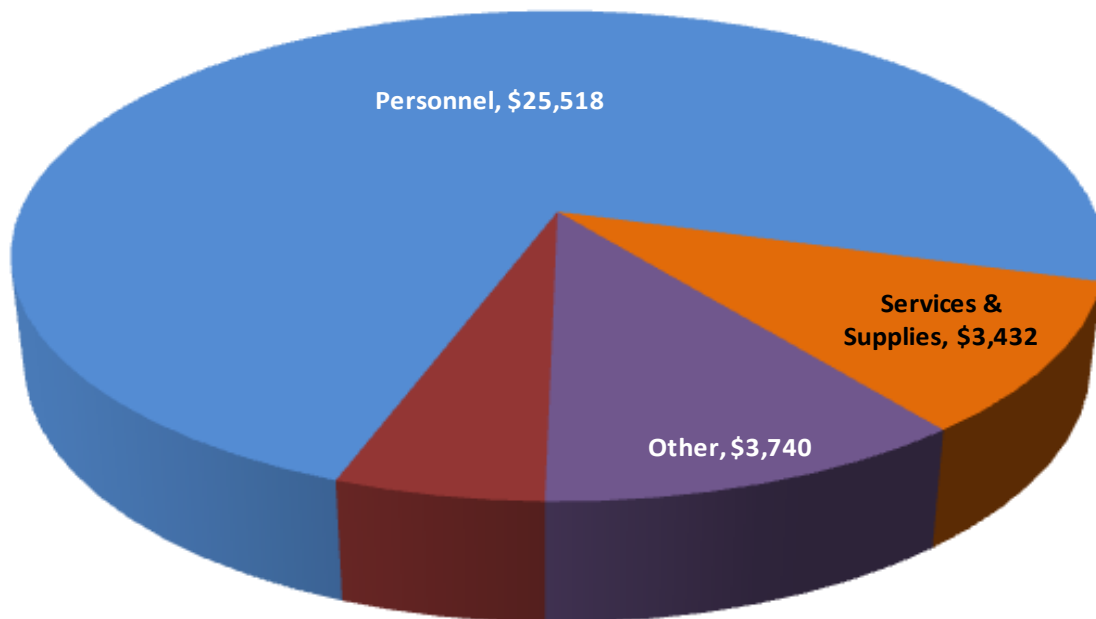
Due to its heavy reliance on commercial revenues, Seattle Center faces many of the same financial challenges confronting other businesses. Consumer preferences, fluctuating demand, and competition for customer discretionary spending all influence the financial performance of the Department. Over the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

**Budget Snapshot**

Seattle Center	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
General Fund	\$12,883,065	\$13,229,236	\$13,305,083	\$12,889,411
Other Revenues	\$21,275,043	\$20,748,633	\$21,533,146	\$21,610,515
<b>Total Revenues</b>	<b>\$34,158,108</b>	<b>\$33,977,869</b>	<b>\$34,838,229</b>	<b>\$34,499,926</b>
Use of (Contribution to) Fund Balance	(\$688,019)	\$0	\$0	\$0
<b>Total Resources</b>	<b>\$33,470,089</b>	<b>\$33,977,869</b>	<b>\$34,838,229</b>	<b>\$34,499,926</b>
<b>Total Expenditures</b>	<b>\$33,470,089</b>	<b>\$33,977,869</b>	<b>\$34,838,229</b>	<b>\$34,499,926</b>
Full-Time Equivalent * Total	257.77	245.12	245.12	245.12

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

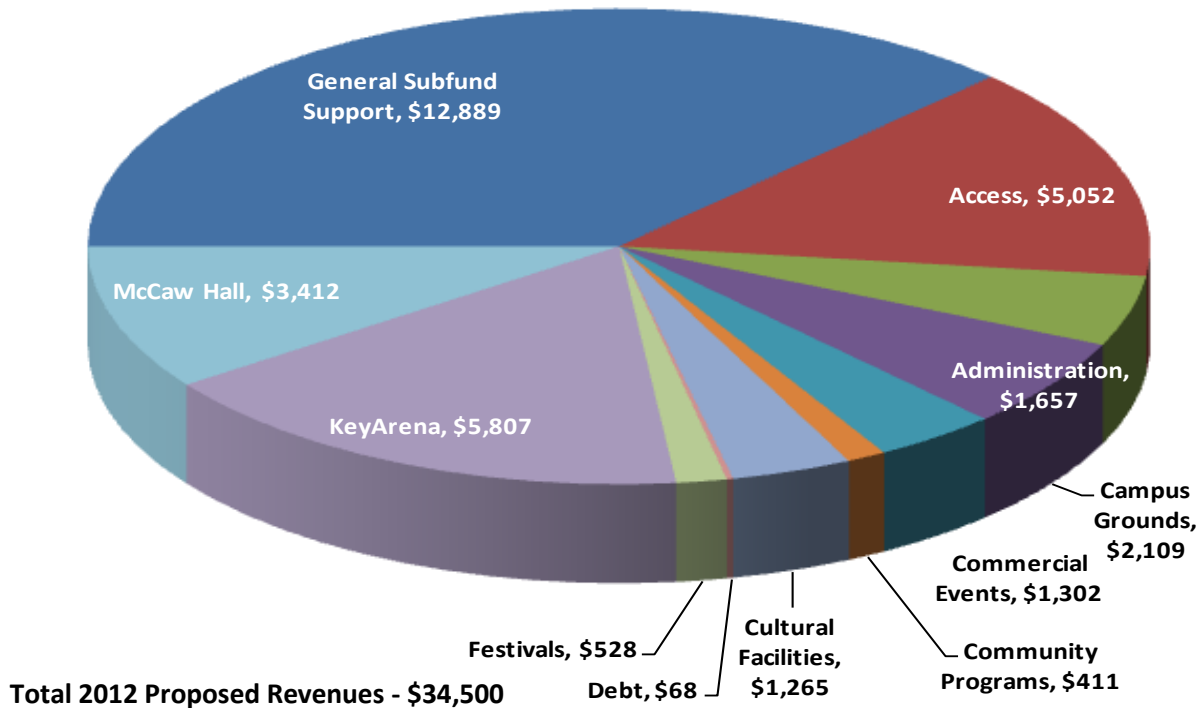
**2012 Proposed Budget - Expenditure by Category**  
(\$ amounts in thousands)



**Interfund Transfers, \$1,811**      **Total 2012 Proposed Expenditures - \$34,500**

## Seattle Center

### 2012 Proposed Budget - Revenues By Category (\$ amounts in thousands)



## Budget Overview

General Fund budget pressures in 2012 and future years require that Seattle Center make budget reductions. The Department focused its reductions on operational and administrative cuts across its programs. The Seattle Center 2012 Proposed Budget reflects a \$428,000 reduction from the Department's 2012 Endorsed Budget.

The economic challenges that led to General Fund shortfalls have also impacted other areas of Seattle Center's revenues. The Department has more than 75 sources of earned revenue, with the largest being parking fees, facility rentals, programming at McCaw Hall, and sales of tickets and suites at Key Arena. Long-term facility leases are another large source of revenue and primarily consist of theaters, museums, and other arts groups, often referred to as "resident tenants." It is this group that has experienced the most significant reductions in revenues, brought on by the recent downturn in the national and local economies, as the discretionary income of arts patrons and donated income from funders contracted. As a result, a number of resident tenants have been unable to pay the full amount of their contractual lease payments. To address the shortfall in lease payments, legislation was passed in 2011 which provided a loan to Seattle Center from the City's cash pool through 2012. This loan will allow the Department to maintain a positive fund balance in the short-term while working with resident tenants to reach longer-term solutions. Possible solutions include restructuring leases, setting up payment plans, and in some cases forgiving portions of the accumulated debt, or implementing other operational changes.



## Seattle Center

Not all revenues have suffered during this downturn in the economy. Event bookings at KeyArena have continued to grow after hitting a low point in 2009 after the departure of the Seattle SuperSonics. Along with steady growth in bookings and more diverse programming, additional changes, including a restructured KeyArena management team, a new concessionaire, and an improved ticketing arrangement, have further enhanced revenues. McCaw Hall continues to have consistent event bookings and attendance. In addition to attracting new concerts and events, the building's primary users, Pacific Northwest Ballet and Seattle Opera, continue to draw large audiences for their productions. Lastly, parking revenues continue to increase after last year's adjustment to rates. Another minor adjustment will be made to the rate structure for 2012, and the trend of strong revenues in this area is expected to continue.

In regard to the need for expenditure reductions, the Department approached the 2012 Proposed Budget with the purpose of meeting General Fund reduction goals while preserving direct services to the greatest extent possible. To achieve this goal, reduction strategies focused on administrative and operational efficiencies that resulted in minimal service level impacts. Examples of reductions include: cuts to supplies, services, and maintenance costs; a fleet re-alignment; janitorial scheduling adjustments; marketing reductions; and a parking rate change. Targeting these efficiency savings allows the Department to maintain the funding and staffing levels needed for programming.

Visitors to Seattle Center will continue to have access to a vast array of events and performances, with the only major programming change being the loss of the Giant Magnet Festival (formerly the Seattle International Children's Festival), which will close its doors after 25 years due to scheduling and transportation challenges for the public schools which provided much of the festival's audience. In addition to the usual programming, special activities related to the 50<sup>th</sup> Anniversary of the 1962 World's Fair will make 2012 a special year at the Center. A full six-month celebration from April 21 to October 21 will bring new partnerships and programming to Seattle Center, with a focus on issues of regional innovation and leadership, including sustainability, global health, science and technology, learning, commerce and innovation, and civic action. Conferences, speakers, forums, a themed movie and lecture series, special concerts, interactive exhibits, demonstrations, and temporary art installations are expected to increase the number of visitors to the campus.

Structural changes are underway on the campus as well, and will continue into 2012. The Chihuly Garden and Glass exhibition broke ground in August 2011 and is expected to open in time for the 50<sup>th</sup> Anniversary celebration. The exhibit will include an indoor pavilion with gallery spaces, a publicly accessible cafe with an outdoor patio and seating area, a retail/bookstore space, a 50-seat theater/lecture hall along with a lobby/ticketing area, and an outdoor garden featuring glass pieces interspersed among the landscaping. An upgrade of the Center House Food Court also began in 2011. The revamped Center House will open its doors during the spring of 2012 with changes that include an open west-facing deck with a dining area, enlarged windows and doors, new food vendors, and a reconfigured south entrance. In addition to the structural changes at the Center House Food Court, management changes are also underway that the Department anticipates will bring new energy to the food court. A contract was signed with Levy Restaurants, an experienced food service management organization, to both manage the food court and provide plans for its future development.

## Seattle Center

### Incremental Budget Changes

#### Seattle Center

	2012 Dollar Amount	2012 FTE
<b>2012 Endorsed Budget</b>	\$34,838,229	245.12
<b>2012 Proposed Changes</b>		
Operational Efficiencies	(\$213,000)	0.00
Administrative Savings	(\$45,000)	0.00
Program Reductions	(\$170,000)	0.00
Technical Adjustments	\$89,696	0.00
<b>Total Changes</b>	<b>(\$338,304)</b>	<b>0.00</b>
<b>2012 Proposed Budget</b>	<b>\$34,499,926</b>	<b>245.12</b>

**Operational Efficiencies - (\$213,000).** Operational efficiencies were achieved through reductions in several areas. The Department will make their fleet more efficient by replacing 13 gas-powered carts with electric carts. These new carts are both less expensive and less costly to operate and maintain, and are expected to meet the needs of the Department. Other reductions were taken in the supplies and services budget. The use and purchase of paper, postage, and general office supplies will be reduced as will contingency funding for other office equipment and consulting work will be reduced. Maintenance reductions will also be taken. Budgets for supplies, parts, and materials in the trades and labor shops will be reduced by approximately 10%. In addition, savings will be realized in the area of janitorial services through scheduling adjustments. Through the reprioritization and redistribution of work, minimal impacts are anticipated to services and the overall appearance of Seattle Center.

**Administrative Savings - (\$45,000).** Administrative savings will be realized by delaying hiring by 30 days when a position is vacated. Normal practice is to move immediately to fill vacant positions. Additional savings will be realized by a temporary reduction (through 2012 only) of the marketing budget for McCaw Hall and other campus facilities. No long-term impacts are expected to Seattle Center's operations with these temporary reductions.

**Program Reductions - (\$170,000).** After 25 years in operation, the annual Giant Magnet Festival (formerly the Seattle International Children's Festival) will close its doors. Seattle Center contributed \$130,000 to the event in 2011, and will reduce the budget by this amount in 2012. Although the vast majority of Seattle Center programming will remain intact, an additional \$40,000 of General Fund will be saved by eliminating several smaller programs, including a campus rotating arts exhibit, the summer fitness programs, an expanded component of the Seafair Torchlight parade called "the Taste of Torchlight," and the Martin Luther King Day celebration. An important part of the analysis in selecting program reductions was the goal of minimizing the impact to visitors. Although Seattle Center will be unable to provide the programming outlined above beginning in 2012, similar programs do exist within the City in which interested patrons can participate.

**Technical Adjustments - \$89,696.** Technical adjustments in the 2012 Proposed Budget include departmental and citywide non-programmatic adjustments that do not represent fundamental changes in Seattle Center's service delivery. Citywide technical adjustments reflect changes in central cost allocations, retirement, health care, workers compensation and unemployment costs. In addition, parking rates on the campus will be adjusted to align more accurately with customer use.

## Expenditure Overview

	Summit	2010	2011	2012	2012
Appropriations	Code	Actuals	Adopted	Endorsed	Proposed
Access Budget Control Level	SC670	1,056,894	1,102,651	1,129,817	1,136,671
Administration-SC Budget Control Level	SC690	6,894,638	6,963,311	7,031,213	6,932,494
Campus Grounds Budget Control Level	SC600	11,763,067	11,542,598	11,657,280	11,573,475
Commercial Events Budget Control Level	SC640	700,122	922,826	945,139	943,613
Community Programs Budget Control Level	SC620	2,089,907	1,979,208	2,070,340	2,039,712
Cultural Facilities Budget Control Level	SC630	242,212	147,941	212,440	212,848
Debt Budget Control Level	SC680	136,350	139,194	135,994	135,994
Festivals Budget Control Level	SC610	750,344	822,595	843,436	715,490
Judgment and Claims Budget Control Level	SC710	607,968	931,564	931,564	931,564
KeyArena Budget Control Level	SC660	5,594,007	5,489,518	5,809,060	5,804,923
McCaw Hall Budget Control Level	SC650	3,634,579	3,936,463	4,071,945	4,073,140
<b>Department Total</b>		<b>33,470,089</b>	<b>33,977,869</b>	<b>34,838,229</b>	<b>34,499,926</b>
<b>Department Full-time Equivalents Total*</b>		<b>257.77</b>	<b>245.12</b>	<b>245.12</b>	<b>245.12</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.

## Seattle Center

### Revenue Overview

#### 2012 Estimated Revenues for the Seattle Center Fund (11410)

Summit Code	Source	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
462300	Parking	4,223,384	4,392,314	4,551,944	4,601,944
462800	Monorail	380,896	450,000	450,000	450,000
<b>Total Access</b>		<b>4,604,280</b>	<b>4,842,314</b>	<b>5,001,944</b>	<b>5,051,944</b>
441960	Seattle Center Fund	152,912	100,000	100,000	100,000
462900	Administration	11,439	7,500	7,000	7,000
481500	Lease Settlement	1,492,000	0	0	0
541490	CIP	1,121,748	1,521,010	1,550,085	1,550,085
<b>Total Administration</b>		<b>2,778,099</b>	<b>1,628,510</b>	<b>1,657,085</b>	<b>1,657,085</b>
462500	Leases - Campus Grounds	705,839	1,242,208	1,269,326	1,207,432
462800	Amusement Park Concessions	186,404	0	0	0
462800	Center House Concessions	841,119	879,539	901,899	901,899
<b>Total Campus Grounds</b>		<b>1,733,362</b>	<b>2,121,747</b>	<b>2,171,225</b>	<b>2,109,331</b>
462400	Campus Commercial Events	1,202,432	1,274,821	1,301,664	1,301,664
<b>Total Commercial Events</b>		<b>1,202,432</b>	<b>1,274,821</b>	<b>1,301,664</b>	<b>1,301,664</b>
439090	Campus Sponsorships	2,500	350,000	350,000	350,000
441960	Seattle Center Productions	73,212	60,000	60,800	60,800
<b>Total Community Programs</b>		<b>75,712</b>	<b>410,000</b>	<b>410,800</b>	<b>410,800</b>
462500	Leases - Cultural Facilities	1,310,399	1,349,173	1,360,556	1,265,362
<b>Total Cultural Facilities</b>		<b>1,310,399</b>	<b>1,349,173</b>	<b>1,360,556</b>	<b>1,265,362</b>
462500	McCaw Hall Tenant Use Fees - Debt	68,596	69,597	67,997	67,997
<b>Total Debt</b>		<b>68,596</b>	<b>69,597</b>	<b>67,997</b>	<b>67,997</b>
441960	Festivals	622,790	518,744	528,079	528,079
<b>Total Festivals</b>		<b>622,790</b>	<b>518,744</b>	<b>528,079</b>	<b>528,079</b>
587001	General Fund - McCaw Hall	520,754	528,931	538,981	538,981
587001	General Fund - McCaw Hall Debt	68,175	69,597	67,997	67,997
587001	General Subfund Support	11,686,168	11,699,144	11,766,541	11,350,869
587001	Judgment and Claims Allocation	607,968	931,564	931,564	931,564
<b>Total General Subfund Support</b>		<b>12,883,065</b>	<b>13,229,236</b>	<b>13,305,083</b>	<b>12,889,411</b>

## Seattle Center

### 2012 Estimated Revenues for the Seattle Center Fund (11410) - continued

Summit Code	Source	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
441710	KeyArena Miscellaneous	58,203	94,735	115,366	115,366
441960	KeyArena Reimbursables	1,992,173	1,569,683	1,711,414	1,711,414
462400	KeyArena Premium Seating	188,971	320,000	380,000	380,000
462400	KeyArena Rent	1,252,941	1,322,722	1,354,418	1,354,418
462800	KeyArena Concessions	529,156	504,854	504,854	604,854
462800	KeyArena Sponsorship	300,000	300,000	300,000	0
462800	KeyArena Ticketing	1,295,833	1,153,396	1,283,363	1,640,451
<b>Total KeyArena</b>		<b>5,617,277</b>	<b>5,265,390</b>	<b>5,649,415</b>	<b>5,806,503</b>
441960	McCaw Hall Reimbursables	1,254,831	1,338,006	1,350,661	1,350,661
462400	McCaw Hall Rent	334,159	397,400	426,677	426,677
462500	McCaw Hall Tenant Use Fees	1,227,091	1,023,383	1,089,069	1,116,438
462800	McCaw Hall Catering & Concessions	294,571	335,000	335,000	335,000
462800	McCaw Hall Miscellaneous	151,445	174,548	182,974	182,974
<b>Total McCaw Hall</b>		<b>3,262,097</b>	<b>3,268,337</b>	<b>3,384,381</b>	<b>3,411,750</b>
<b>Total Revenues</b>		<b>34,158,108</b>	<b>33,977,869</b>	<b>34,838,229</b>	<b>34,499,926</b>
379100	Use of (Contribution To) Fund Balance	(688,019)	0	0	0
<b>Total Use of Fund Balance</b>		<b>(688,019)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>		<b>33,470,089</b>	<b>33,977,869</b>	<b>34,838,229</b>	<b>34,499,926</b>

## Seattle Center

### Appropriations by Budget Control Level (BCL)

#### Access Budget Control Level

The purpose of the Access Budget Control Level is to provide the services needed to assist visitors in coming to and traveling from the campus while reducing congestion in adjoining neighborhoods.

Additional information: Program services include providing parking services, maintaining parking garages, managing the Seattle Center Monorail, and encouraging use of alternate modes of transportation.

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Access	1,056,894	1,102,651	1,129,817	1,136,671
Full-Time Equivalents Total*	11.23	11.23	11.23	11.23

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

#### Administration-SC Budget Control Level

The purpose of the Administration-SC Budget Control Level is to provide the financial, human resource, technology, and business support necessary to provide effective delivery of the Department's services.

Additional information: Program services include administrative oversight and support to all other Department programs, financial management of the Department's operating funds, and management of the Department's Capital Improvement Program.

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Administration - SC	6,894,638	6,963,311	7,031,213	6,932,494
Full-Time Equivalents Total*	27.11	22.61	22.61	22.61

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## Appropriations by Budget Control Level (BCL)

### Campus Grounds Budget Control Level

The purpose of the Campus Grounds Budget Control Level is to provide and maintain the gathering spaces and open-air venues at Seattle Center.

Additional information: Program services include landscape maintenance, security patrols, lighting, litter and garbage removal, recycling operations, hard surface and site amenities maintenance, and management of revenues associated with leasing outdoor spaces.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Campus Grounds	11,763,067	11,542,598	11,657,280	11,573,475
Full-Time Equivalents Total*	84.37	78.97	78.97	78.97

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### Commercial Events Budget Control Level

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

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Commercial Events	700,122	922,826	945,139	943,613
Full-Time Equivalents Total*	7.48	7.48	7.48	7.48

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

### Community Programs Budget Control Level

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

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Community Programs	2,089,907	1,979,208	2,070,340	2,039,712
Full-Time Equivalents Total*	13.63	11.88	11.88	11.88

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## Seattle Center

### Appropriations by Budget Control Level (BCL)

#### Cultural Facilities Budget Control Level

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

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Cultural Facilities	242,212	147,941	212,440	212,848
Full-Time Equivalents Total*	3.26	3.26	3.26	3.26

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

#### Debt Budget Control Level

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

	2010	2011	2012	2012
Expenditures	Actuals	Adopted	Endorsed	Proposed
Debt	136,350	139,194	135,994	135,994

#### Festivals Budget Control Level

The purpose of the Festivals Budget Control Level is to provide a place for the community to hold major festival celebrations.

**Additional information:** This program includes the revenue and expenses related to the Northwest Folklife Festival, Bite of Seattle, and Bumbershoot events.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Festivals	750,344	822,595	843,436	715,490
Full-Time Equivalents Total*	8.72	8.72	8.72	8.72

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



## Appropriations by Budget Control Level (BCL)

### Judgment and Claims Budget Control Level

The purpose of the Judgment/Claims Budget Control Level is to pay for judgments, settlements, claims, and other eligible expenses associated with legal claims and suits against the City.

Additional information: Premiums are based on average percentage of Judgment/Claims expenses incurred by the Department over the previous five years.

	2010	2011	2012	2012
Expenditures	Actuals	Adopted	Endorsed	Proposed
Judgment and Claims	607,968	931,564	931,564	931,564

### KeyArena Budget Control Level

The purpose of the KeyArena Budget Control Level is to manage and operate the KeyArena as the premier large scale entertainment venue in the Seattle region.

Additional information: Included in the KeyArena Budget Control Level are all operations related to sports events in the arena, along with concerts, family shows, and private meetings.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
KeyArena	5,594,007	5,489,518	5,809,060	5,804,923
Full-Time Equivalents Total*	66.99	65.99	65.99	65.99

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

### McCaw Hall Budget Control Level

The purpose of the McCaw Hall Budget Control Level is to manage and operate Marion Oliver McCaw Hall in partnership with Seattle Opera and Pacific Northwest Ballet.

Additional information: Seattle Center manages and operates McCaw Hall as the home of two of performing arts organizations in the Pacific Northwest region, Seattle Opera and Pacific Northwest Ballet. The Seattle International Film Festival also holds part of its annual festival and many other film screenings in this facility. McCaw Hall is also a venue for concerts, family shows, and private meetings.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
McCaw Hall	3,634,579	3,936,463	4,071,945	4,073,140
Full-Time Equivalents Total*	34.98	34.98	34.98	34.98

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

## Seattle Center

### Fund Tables

#### Seattle Center Fund (11410)

	2010 Actuals	2011 Adopted	2011 Revised	2012 Endorsed	2012 Proposed
<b>Beginning Fund Balance</b>	<b>1,207,549</b>	<b>1,207,549</b>	<b>1,873,402</b>	<b>1,207,549</b>	<b>1,873,402</b>
Accounting and Technical Adjustments	(22,166)	0	0	0	0
Plus: Actual and Estimated Revenue	34,158,108	33,977,869	33,713,869	34,838,229	34,499,926
Less: Actual and Budgeted Expenditures	33,470,089	33,977,869	33,713,869	34,838,229	34,499,926
<b>Ending Fund Balance</b>	<b>1,873,402</b>	<b>1,207,549</b>	<b>1,873,402</b>	<b>1,207,549</b>	<b>1,873,402</b>
McCaw Hall Reserves	987,000	843,000	1,037,000	843,000	1,087,000
Inventories	259,000	272,000	259,000	272,000	259,000
<b>Total Reserves</b>	<b>1,246,000</b>	<b>1,115,000</b>	<b>1,296,000</b>	<b>1,115,000</b>	<b>1,346,000</b>
<b>Ending Unreserved Fund Balance</b>	<b>627,402</b>	<b>92,549</b>	<b>577,402</b>	<b>92,549</b>	<b>527,402</b>

Seattle Center

**KeyArena Settlement Proceeds Fund**

	2010 Actuals	2011 Adopted	2011 Revised	2012 Endorsed	2012 Proposed
<b>Beginning Fund Balance</b>	<b>3,907,000</b>	<b>820,000</b>	<b>1,015,000</b>	<b>0</b>	<b>683,000</b>
Plus: Actual and Estimated Revenue	0	0	0	0	0
Less: Actual and Budgeted Expenditures	1,492,000	0	0	0	0
Less: Capital Improvements	1,400,000	820,000	332,000	0	683,000
<b>Ending Fund Balance</b>	<b>1,015,000</b>	<b>0</b>	<b>683,000</b>	<b>0</b>	<b>0</b>

**McCaw Hall Capital Reserve Fund**

	2010 Actuals	2011 Adopted	2011 Revised	2012 Endorsed	2012 Proposed
<b>Beginning Fund Balance</b>	<b>100,000</b>	<b>341,000</b>	<b>447,000</b>	<b>0</b>	<b>694,000</b>
Plus: Actual and Estimated Revenue	400,000	400,000	400,000	400,000	400,000
Less: Capital Improvements	53,000	741,000	153,000	400,000	1,078,000
<b>Ending Fund Balance</b>	<b>447,000</b>	<b>0</b>	<b>694,000</b>	<b>0</b>	<b>16,000</b>

# Seattle Center Capital Improvement Program

## Capital Improvement Program (CIP) by Budget Control Level



## Capital Improvement Program Highlights

Seattle Center's 2012-2017 Capital Improvement Program (CIP) is at the heart of Seattle Center's vision to be the premier urban park. Seattle Center's CIP repairs, renovates, and redevelops the facilities and grounds of Seattle Center's 74-acre campus to provide a safe and welcoming place for millions of visitors and 5,000 events each year. In 2012, Seattle Center continues implementation of the Seattle Center Century 21 Master Plan. Adopted by the City Council in August 2008, the Century 21 Master Plan will guide development of the Seattle Center campus over the next 20 years.

## Seattle Center

The 2012-2017 CIP includes funding for renovation of the Center House food court to support increased revenues and realize the first phase of implementation of the vision for Center House in the Seattle Center Century 21 Master Plan. Funding is also included for asset preservation investments in Seattle Center's two largest public assembly facilities, KeyArena and McCaw Hall, as well as for campus open space and the Seattle Center Monorail.

The costs of managing Seattle Center's CIP, including project management and administration, are presented in Seattle Center's operating budget. These costs are offset by revenues to the Seattle Center Fund from the funding sources of the CIP projects.

Funding for Seattle Center's 2012-2017 Proposed CIP comes primarily from the Cumulative Reserve Subfund, property sale proceeds, federal grant funds, and private sources.

More information and background on Seattle Center's CIP can be found in the 2012-2017 Proposed CIP online here: <http://www.seattle.gov/financedepartment/12proposedbudget/default.htm>

## Capital Improvement Program Appropriations

### Seattle Center

Budget Control Level	2012 Endorsed	2012 Proposed
<b>Campuswide Improvements and Repairs: S03P01</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	193,000	193,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	30,000	30,000
<b>Subtotal</b>	<b>223,000</b>	<b>223,000</b>
<b>Center House Rehabilitation: S9113</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	432,000	381,000
<b>Subtotal</b>	<b>432,000</b>	<b>381,000</b>
<b>Facility Infrastructure Renovation and Repair: S03P02</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	784,000	784,000
<b>Subtotal</b>	<b>784,000</b>	<b>784,000</b>
<b>McCaw Hall Maintenance Fund: S0303</b>		
McCaw Hall Capital Reserve Fund (34070)	400,000	400,000
<b>Subtotal</b>	<b>400,000</b>	<b>400,000</b>
<b>Monorail Improvements: S9403</b>		
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	1,319,000	1,319,000
<b>Subtotal</b>	<b>1,319,000</b>	<b>1,319,000</b>
<b>Public Gathering Space Improvements: S9902</b>		
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	50,000	50,000
<b>Subtotal</b>	<b>50,000</b>	<b>50,000</b>
<b>Total Capital Improvement Program Appropriation</b>	<b>3,208,000</b>	<b>3,157,000</b>

