

Department of Finance & Administrative Services

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Department of Finance and Administrative Service

Department Overview

The Department of Finance and Administrative Services (FAS) is one of the most functionally diverse departments within City government and was created in 2010, as part of the Mayor's reorganization of City government (please see the 2011 Adopted Budget for a longer explanation of this consolidation). Examples of the Department's responsibilities include: maintaining databases of employee information and the City's financial system; building or renovating fire stations; negotiating purchasing contracts for City departments; assuring fair competition for City-funded construction projects; operating more than one-hundred City facilities; helping sell property the City no longer needs; managing the City's investments; overseeing the central accounting system; maintaining police patrol cars and fire engines; making sure gas pumps accurately measure out a gallon of gas; regulating the taxicab industry; issuing business licenses, collecting taxes; advocating for animal welfare; finding adoptive homes for animals; and assisting constituents who call (206) 684-CITY (which is the City's Customer Service Bureau hotline where callers can get help solving problems, obtaining information, and resolving complaints).

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

- Business Technology, which builds and maintains computer applications that support internal business functions, such as financial management, payroll, and personnel records management.
- Capital Development and Construction Management, which manages the design and construction of City facilities (including upgrading, renovating, or replacing 32 of the City's 33 neighborhood fire stations), as well as renovations, asset preservation projects, tenant improvements, and sustainability/environmental stewardship related to facility design and construction.
- Purchasing and Contracting, which manages rules, bids and contracts for products, supplies, equipment and services; maintains guidelines and procedures for consultant contracting; and administers public works contracting to ensure that all City departments adhere to the City's policy goals related to social equity and environmental stewardship.
- Facility Operations, which manages more than one-hundred public buildings and facilities (2.5 million square feet), including office space, parking garages, police and fire stations, community facilities and maintenance shops; procures leased space for City tenants when needed; plans and acquires new and expanded City facilities; and disposes of surplus City property.
- Financial Services, which receives City revenue and provides Citywide financial services, including debt management, treasury, central accounting (includes producing the Comprehensive Annual Financial Report), City investments and payroll (includes producing paychecks for more than 10,000 current and retired employees), business and licensing and tax administration, and risk management (which includes claims settlements).
- Fleets Services, which buys and provides maintenance, motor pool, and fueling services for more than 4,000 vehicles and heavy equipment while supporting environmentally sustainable fleets goals and practices.
- Revenue and Consumer Protection provides a variety of regulatory services (such as overseeing Seattle's taxicab industry), and consumer protection services (such as the Weights and Measures Unit, which tests gas pumps and supermarket checkout scanners to ensure consumers get what they pay for).
- Seattle Animal Shelter, which promotes public safety and animal welfare, enforces Seattle's laws regarding animals, runs animal sheltering and adoption programs, and manages a spay and neuter clinic, working with more than 4,000 animals a year, from dogs and cats to peacocks and goats.

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

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

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

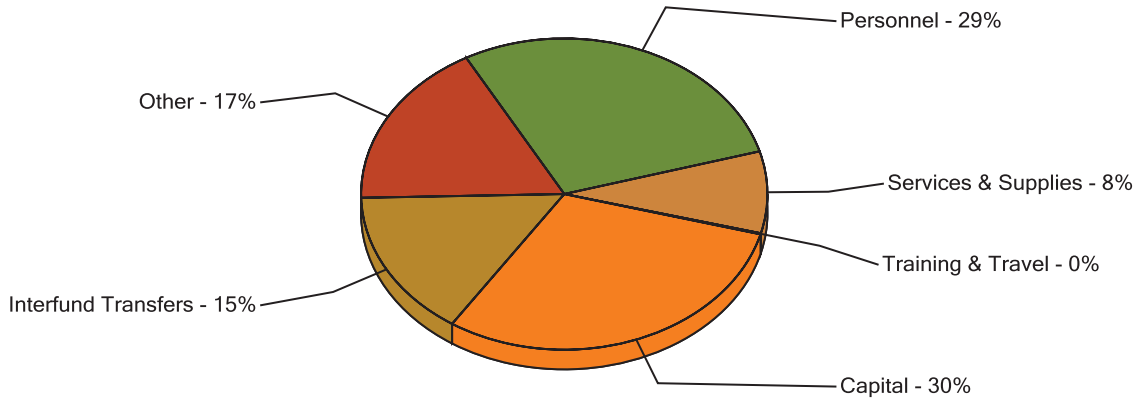
Budget Snapshot

Department Support	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
General Fund Support	\$19,682,762	\$21,332,015	\$21,542,807	\$22,803,990
Other Funding - Operating	\$115,546,325	\$132,171,868	\$136,654,133	\$138,966,497
Total Operations	\$135,229,087	\$153,503,885	\$158,196,940	\$161,770,487
Other funding - Capital	\$25,506,776	\$28,609,001	\$44,136,129	\$46,450,728
Total Appropriations	\$160,735,863	\$182,112,886	\$202,333,069	\$208,221,215
Full-time Equivalent Total*	482.25	521.75	541.75	530.75

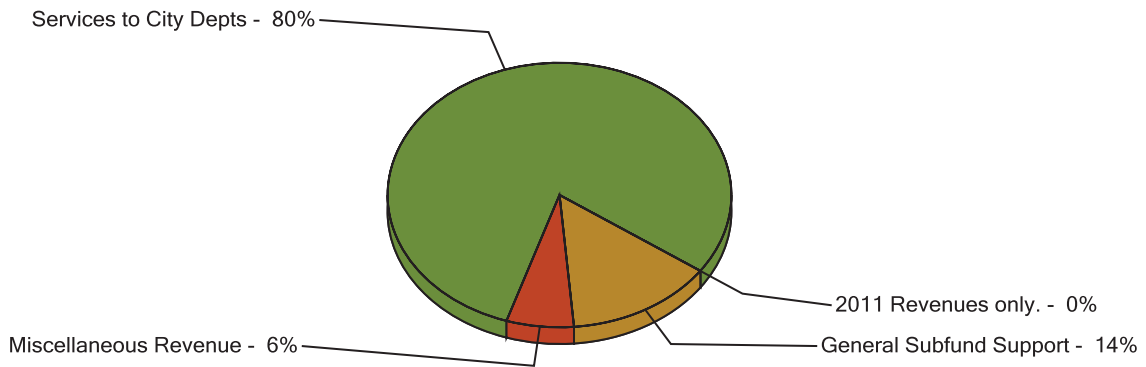
* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

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2013 Proposed Budget - Expenditure by Category



2013 Proposed Budget - Revenue by Category



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Budget Overview

The 2013-2014 Proposed Budget includes reductions for most General Fund-dependent departments. FAS receives a General Fund transfer to support the general government activities in its operations, which include functions such as constituent affairs, purchasing, contracting, financial services and the Seattle Animal Shelter. To address the General Fund shortfall, FAS' 2013-2014 Proposed Budget includes operating reductions that will reduce its reliance on the General Fund and decrease the rates and allocations it charges to General Fund departments. In addition, savings from these changes will also accrue to non-General Fund users of FAS services. The 2013-2014 Proposed Budget reflects the Department's emphasis on core services. The FAS budget preserves those resources necessary for the day-to-day operations of City government, while streamlining all operations.

Planning for the Next Generation Data Center

In 2000, the City's data center was moved to the Seattle Municipal Tower (SMT) and built to the standards of the time. In 2012, the City identified a power transmission problem in SMT that directly impacted the City's primary data center, and therefore affected the business operations of all City departments. In addition, separate IT infrastructure housed in the SMT but managed by the City Light Department and the Seattle Department of Transportation was also affected. The problem was repaired and underscored the need to upgrade the City's systems. The 2013-2014 Proposed Budget includes funding to plan for the next generation data center. In 2013, the City will begin planning and designing alternatives for a new data center that will provide more capacity, redundancy, and resiliency.

An engineering consultant report completed in 2012 developed preliminary options and costs for an upgraded system of data centers. The preliminary recommendation is to develop an integrated system with a new more redundant and reliable main data center, upgrade two existing City data centers to enhance redundancy and reliability, and to repurpose or decommission the remaining data centers. Preliminary estimates suggest the costs range from \$29 million to \$49 million depending on which choices are made to meet the City's needs. The project is expected to take three years to complete. In planning for the City's future data center needs, the Department of Information Technology and FAS, working in conjunction with other departments will take a holistic look at the City's comprehensive data center needs and assess the potential of serving those needs in facilities already maintained by the City. This options analysis will determine which systems should be housed in City facilities, which systems could be best accommodated in leased data center space, which applications may be candidates for cloud computing, and where the City needs redundancies to ensure reliable access to the City's business systems.

Long Term Financial Stability

Over the past few years, FAS has embarked on a series of projects to help address the City's overall financial management requirements. In 2012, FAS received funding to facilitate a Citywide Financial Management and Accountability Program (FinMAP) to establish financial management policies and procedures. The policies and procedures were designed to standardize the use of the City's financial system (Summit) and balance the needs of individual departments with Citywide requirements for regulatory reporting, central financial oversight, and fiscal accountability. In 2013, this project will continue with an upgrade of the Summit financial system as well as the addition of a grants and contract module to track federal grants and respond to reporting requirements. Overall this project will allow for better financial management and accountability Citywide. Examples of standardized policies and procedures to be provided by FinMAP include, but are not limited to, establishing an approach to monitor and control capital spending; standardizing the process of tracking funding sources; and creating standards to provide effective monitoring of multi-department capital improvement projects.

During the 2012 Washington State Legislative Session, the Department of Revenue drafted a bill to move the control and administration of all local jurisdictions who issue B&O tax to the Department of Revenue. While this bill was ultimately not enacted, the State Legislature did confirm the need for a local license and tax portal for cities that administer and control B&O tax at a local level. The City of Seattle has been working with five Washington cities to implement a multi-city business and occupation license and tax filing portal to

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allow businesses operating in multiple cities to register for a business license, file business taxes, and make tax payments at one online location. The 2013-2014 Proposed Budget provides funding in the Capital Improvement Program budget to create the portal.

FAS is adding additional staff to conduct a comprehensive review of policies, procedures, and practices related to the oversight of the City's finances. One position will focus on FAS internal controls to safeguard the City's assets and meet General Accepted Accounting Principles standards. A risk assessment for FAS will be completed and followed in future years by the development of internal control processes and procedures based on the assessment. The additional position will focus on the evaluation of Citywide internal control risks and identifying accounts receivable and accounts payable control failures.

Changes in Regulatory Enforcement

Seattle's taxicab and for-hire vehicle industries are composed of 688 taxicabs and 199 for-hire vehicles licensed to approximately 600 small businesses. A 30% increase in the size of the industry since 2008, legislative changes, a significant increase in illegal activities by unlicensed for-hire vehicles and other additional regulatory responsibilities have led to a need for additional regulatory staff. FAS will add additional staff for inspection, enforcement, and administrative licensing activities. An increase in taxicab and for-hire vehicle fees and an increase in for-hire driver license fees will cover the additional costs of the increased staffing. Separate administrative staffing will be provided for the new limousine enforcement program that is covered by limousine license fee revenues from the State of Washington.

During 2012, legislation was introduced to cap fees for involuntary vehicle tows from private property, provide regulation of the tow industry, protect visitors and residents from predatory towing practices, and established license fees beginning in January 2013. Predatory towing practices include: charging unwarranted or excessive fees, overcharging consumers for involuntary tows, and holding a vehicle owner's personal belongings until all tow fees have been paid. The proposed regulatory framework for all tow companies and drivers includes: background checks for truck operators, operating and conduct standards, personnel who are available to the public 24x7 to release an impounded vehicle, posting appropriate signage regarding fees and redemption procedures, and complaint investigation procedures. The 2013-2014 Proposed Budget adds an inspector and an administrative position to implement this program, the cost of which will be covered by revenues generated by the new fees.

The Office of Sustainability and Environment's Energy Benchmarking and Reporting Program was previously funded by federal and private grants. In this budget, the program is funded by fees. This program requires commercial and multifamily building owners to provide benchmarking for energy use. FAS is adding staff to cover the additional enforcement workload related to this program. FAS is also adding staff to the Regulatory Enforcement Unit to identify and collect delinquent business license fees and taxes.

Animal Shelter Changes

The Seattle Animal Shelter (SAS) is proposing a number of changes to increase the number of licensed pets and respond to the needs of the pet owners in the city. FAS will add a position to implement a Pet License Partnership program that will expand and manage pet license sales locations throughout the city, market pet licensing, coordinate special licensing events, attend local fairs and community gatherings, and work to increase pet license sales and compliance in Seattle. The Spay and Neuter Clinic will provide a new service of spaying and neutering privately owned rabbits. In addition, the pet license fee will be waived for feral cats that are brought in to be spayed or neutered to assist in managing the size of the feral cat colonies. The small animal adoption fee for hamsters, guinea pigs, rabbits, birds and reptiles is currently set at \$5.00 and will be raised to \$15.00 to bring the fee more in line with cost of the animal. The Director will be allowed to set special adoption fees for exotic animals that come into the shelter. Lastly, a permit fee for live animal trapping will be implemented to recover the costs associated with resident-initiated trap requests.

Transforming How the City Does Business

FAS currently operates an internal warehouse for vehicle maintenance parts for six City vehicle maintenance locations. The six maintenance shops purchase approximately \$4.5 million in parts each year. FAS is

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proposing to outsource the warehouse operations to a private vendor that will provide the same service starting in 2014 for cost savings and service efficiency. This will result in a \$312,000 cost savings starting in 2014 and a \$900,000 one-time revenue increase to the General Subfund for the sale of the existing inventory to the vendor.

Since 1981, the FAS Fleet Division has maintained the vehicles for Public Health - Seattle and King County (PHSKC). Starting in 2013, approximately 198 vehicles will be transferred from FAS to the King County Fleet Administration Division. This transfer was requested by King County to consolidate all PHSKC vehicles under the King County Fleet Administration Division.

The City has a decentralized capital improvement process in that individual departments are responsible for designing, constructing and maintaining their own capital improvement projects. The City, as a Title II local government entity, is subject to federal Americans with Disabilities Act (ADA) standards and requirements in addition to state and local accessibility requirements. FAS is proposing to add staff to centralize ADA quality assurance/quality control, and monitor departments' active CIP projects to ensure that capital projects will be designed and constructed in compliance with ADA standards. In addition, an existing position in FAS that works on ADA compliance and the funding for this position will be shifted from the General Subfund to capital projects where this work is focused.

Providing social equity in construction contractor workforce hiring is a major policy commitment of the City. FAS is proposing to create a Public Works Labor Program and add staff to develop, implement and enforce programs that ensure social equity in construction contractor workforce hiring. This will provide essential resources to manage and enforce complex issues of diversity in construction hiring, and provide for associated labor agreements on City construction project sites. The top priorities and objectives of the program include: seeking pathways for worker diversity on City construction sites; continuing management of the City contracts that provide apprenticeship and pre-apprenticeship workers a path to new careers; and managing City commitments for Community Workforce Agreements.

The Treasury Services Division is adding additional staff to process a new payment processing workload moving over from Seattle City Light and Seattle Public Utilities. Additionally, a position will be added to support the creation of the Local Improvement District associated with the Alaskan Way Viaduct and Seawall Replacement Project.

The Purchasing Services Division implemented a test program in 2010 for rebates on certain City contracts. Due to this program's success, FAS will recognize the rebate revenues and reduce allocation fees to departments.

The Contracting Services Division will shift funding for the Prevailing Wage and Monitoring Analyst to be 75 percent funded from General Subfund due to the work provided by this position for the Office of Housing. Currently, this position is funded through the Division's contracting allocation model which results in costs being allocated only to departments with capital projects. However, the position works approximately 75 percent of their time on City-funded affordable housing projects that are not part of the City's capital improvement programs. Shifting the funding source to the General Subfund better aligns the work to the appropriate funding source.

Facility Services & Maintenance Changes

In 2013, FAS will conduct a space utilization review of existing tenant spaces in Seattle Municipal Tower (SMT) to determine the best use of the space in this building. This study could lead to freeing up space for moves from City-leased space to City-owned space, or to freeing up space to be offered to private tenants.

The Facility Operations Division is proposing reductions in their programs to save money and reduce space rent costs for the departments. These reduction measures include reducing the frequency of preventative maintenance on the emergency generators and rollup doors, saving energy costs by setting the temperatures in City-operated buildings at established setpoints, and reducing the landscape maintenance at the City Hall and Justice Center.

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The Facility Operations Division also manages the SeaPark and SMT garages. To keep up with pricing and remain competitive, the cost for parking will increase for the general public, employees and City employees participating in the Commute Trip Reduction program. Additionally, Facility Operations manages the Pacific Place Garage and will be adding a position to provide management oversight of the garage and will be funded by revenues from the parking garage.

Managing Technology

Due to increases in technology, the Business Licensing and Tax Administration Division will reduce costs by implementing paperless tax reporting for all City of Seattle business license customers. The savings will be realized by reduced costs for printing and mailing paper forms to the businesses.

The Fleet Services Division will implement a new fleet management interface software system that will allow information to flow more easily and frequently between the existing fleet management system and the City's accounting system. This will allow the billing process to gain efficiencies by eliminating the existing separate, standalone interface that requires dedicated support.

The Business Technology Division will cut staffing and costs by reducing support to the FAS business systems, decreasing spending on outside vendors for routine technical development services and reducing costs for payroll processing due to a renegotiated contract.

Incremental Budget Changes

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	2013		2014	
	Budget	FTE	Budget	FTE
Total 2012 Adopted Budget	\$ 153,503,883	521.75	\$ 153,503,883	521.75
Baseline Changes				
Citywide Adjustments for Standard Cost Changes	\$ 3,384,666	0.00	\$ 6,597,420	0.00
Alignment of Budget with Actual Costs	\$ 681,248	0.00	\$ 152,812	0.00
Budget Neutral Transfers	\$ 0	0.00	\$ 0	0.00
Increase for Utility Rates and CPI Increases	\$ 111,350	0.00	\$ 117,100	0.00
One-Time Funding Reductions	-\$ 2,692,800	0.00	-\$ 2,754,732	0.00
Software Licensing Increases	\$ 635,000	0.00	\$ 652,555	0.00
Proposed Policy Changes				
Data Center Infrastructure Study	\$ 300,000	0.00	\$ 0	0.00
Implement Upgrade of Financial Management System and New Tax Portal	\$ 136,408	0.00	\$ 1,486,898	0.00
Add Regulatory and Enforcement Staffing	\$ 913,000	7.00	\$ 943,400	7.00
Internal Auditing Changes	\$ 280,800	2.00	\$ 238,600	2.00
Animal Shelter Fee Increases and Changes	\$ 73,700	1.00	\$ 71,200	1.00
Outsource Fleet Parts Warehousing Services and Fleet Reductions	\$ 0	0.00	-\$ 311,700	-11.00
SMT Utilization Study	\$ 125,000	0.00	\$ 0	0.00
Increase SMT and SeaPark Parking Garage Rates	\$ 135,000	1.00	\$ 139,000	1.00

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Staffing Changes in Treasury Services	\$ 320,000	3.00	\$ 318,500	3.00
ADA Inspector Changes	\$ 539,000	4.00	\$ 553,000	4.00
Add Staffing for Community Workforce Agreements	\$ 338,000	2.00	\$ 345,000	2.00
Changes in Contracting Services	\$ 0	0.00	\$ 0	0.00
License and Standards Inspector Change	\$ 0	0.00	\$ 0	0.00
Reductions in Facility Services and Maintenance	-\$ 124,000	0.00	-\$ 124,500	0.00
Business Technology Reductions	-\$ 98,100	-0.50	-\$ 100,300	-0.50
Implement Paperless Tax Reporting	-\$ 100,000	0.00	-\$ 102,300	0.00
Software Upgrades	\$ 96,000	0.00	\$ 6,000	0.00
Proposed Technical Changes				
Technical Adjustments	-\$ 1,006,974	0.50	-\$ 413,030	0.50
Final Citywide Adjustments for Standard Cost Changes	\$ 645,759	0.00	\$ 451,681	0.00
Total Incremental Changes	\$ 4,693,057	20.00	\$ 8,266,604	9.00
2013 - 2014 Proposed Budget	\$ 158,196,940	541.75	\$ 161,770,487	530.75

Description of Incremental Budget Changes

Baseline Changes

Citywide Adjustments for Standard Cost Changes - \$3,384,666

Citywide technical adjustments made in the "Baseline Phase" reflect changes due to inflation, central cost allocations, retirement, health care, workers' compensation, and employment costs. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

Alignment of Budget with Actual Costs - \$681,248

These baseline changes align the budget with actual costs for fuel, staffing, and postage.

Budget Neutral Transfers

These budget neutral baseline transfers align the existing budget with the program where the expenditures are occurring.

Increase for Utility Rates and CPI Increases - \$111,350

This baseline adjustment aligns the budget with increases in utility rates and the Consumer Price Index.

One-Time Funding Reductions - (\$2,692,800)

This reduces budget for one-time items that were only funded for one year in 2012, including initial funding for the FinMAP project and funding for roof repairs on the Mutually Offsetting Benefit buildings.

Software Licensing Increases - \$635,000

This baseline budget change covers increased software application licensing costs for the Constituent Relationship Management and Summit systems.

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Proposed Policy Changes

Data Center Infrastructure Study - \$300,000

In 2012, the City identified a power transmission problem in the Seattle Municipal Tower (SMT) that directly impacted the City's primary data center, and therefore affected the business operations of all City departments. The problem was repaired and underscored the need to upgrade the City's systems. In 2013, the City will begin planning and designing alternatives for a new data center that will provide more capacity, redundancy and resiliency. This options analysis will determine which systems should be housed in City facilities, which systems could be best accommodated in leased data center space, which applications may be candidates for cloud computing, and where the City needs redundancies to ensure reliable access to the City's business systems. The FAS infrastructure study will provide information on options for data center facilities.

Implement Upgrade of Financial Management System and New Tax Portal - \$136,408

This proposal implements a full upgrade of the City's Oracle/PeopleSoft Financial Management System (Summit) including a module for grants and contracts over the next three years. In addition, in conjunction with other municipalities, the City is implementing a business and occupation license and tax filing portal to allow businesses operating in multiple cities to register for a business license, file business taxes, and make tax payments at one online location.

Add Regulatory and Enforcement Staffing - \$913,000/7.00 FTE

This proposal adds five positions for the Limousine, Taxicab and For-Hire Vehicle Regulatory program where the workload has increased 33% since 2008. Funding is also added for the City's new program to regulate the towing industry to establish and enforce minimum standards for tow truck operators, including a cap on private property impound towing and storage rates.

Additional staffing is added to the Regulatory Enforcement Unit to identify and collect delinquent business license fees and taxes. This add is expected to bring in \$958,000 of additional General Subfund revenues that will offset the costs of the two positions. Staffing is also provided to support the City's new Energy Benchmarking Program run by the Office of Sustainability and Environment. This will allow the City to track energy use in commercial and multifamily buildings to increase energy efficiency.

Internal Auditing Changes - \$280,800/2.00 FTE

This item adds a position to review FAS' internal controls, policies, procedures, and practices related to the oversight of the City's finances. A position is also added to serve in a Citywide accounting/internal controls audit capacity and evaluate Citywide internal control risks.

Animal Shelter Fee Increases and Changes - \$73,700/1.00 FTE

This item proposes a number of changes to the Seattle Animal Shelter (SAS) including implementing a Pet License Partnership Program to further enhance and coordinate pet license sales efforts in Seattle. In addition, the following new fees are established: a rabbit surgery fee in line with other private providers; and implementation of a live animal trapping permit fee to cover the costs of carrying out the necessary tasks associated with this type of trap.

SAS proposes to exempt the pet licensing requirement for feral cats that are brought into the shelter for sterilization to reduce the feral cat population. Small pet adoption fees will be increased from the current \$5.00 amount to \$15.00 and allow the Director to set special adoption fees for exotic animals. In 2013, to increase pet license compliance, SAS will have a pet license amnesty period to allow pet owners to purchase or renew delinquent licenses without penalties.

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Outsource Fleet Parts Warehousing Services and Fleet Reductions

The City currently provides internal warehouse services for vehicle maintenance parts supply. This item proposes to contract out these services to an outside vendor to provide cost savings and service efficiency starting in 2014. This will result in \$312,000 in savings beginning in 2014 and an additional \$900,000 of revenue to the General Subfund due to selling existing inventory to the vendor. FAS will also realize one-time revenues of \$80,000 for the General Subfund due to a reduction in the FAS fleet and selling the vehicles at auction.

In 2013, the FAS Fleets Division will transfer responsibility of the 198 Public Health - Seattle and King County vehicles to King County Fleet Administrative Division. The transfer is being made at the request of King County.

SMT Utilization Study - \$125,000

FAS will prepare a comprehensive study of the City owned Seattle Municipal Tower (SMT) space to determine the best use of space in this building and to free up space to reduce the number of leases on non-City owned buildings.

Increase SMT and SeaPark Parking Garage Rates - \$135,000/1.00 FTE

This proposal increases parking rates at the SeaPark and SMT garages for both members of the general public and City employees, including fees for the Commute Trip Reduction program. FAS will also add staff to perform more intensive management oversight to the Pacific Place Garage.

Staffing Changes in Treasury Services - \$320,000/3.00 FTE

The Treasury Services Division will add three FTEs. Two cashier positions will process new workload moving over from City Light and Seattle Public Utilities. Another FTE plus \$50,000 for mailings is added midyear 2013 to provide support for the new Alaskan Way Viaduct and Seawall Replacement Project Local Improvement District work.

ADA Inspector Changes - \$539,000/4.00 FTE

This proposal shifts \$136,000 of funding for the Americans with Disabilities Act (ADA) Coordinator from the General Subfund to capital projects funding where this workload is focused. Four additional positions are added to create a centralized ADA Compliance unit to ensure that City capital projects comply with the current ADA standards.

Add Staffing for Community Workforce Agreements - \$338,000/2.00 FTE

This proposal adds staffing to develop, implement and enforce programs that provide social equity in construction contractor workforce hiring. They will also manage any project labor agreements executed by the City for public works capital improvement projects.

Changes in Contracting Services

In 2010, FAS negotiated rebates from vendors on certain City contracts. Due to this program's success, FAS will recognize the rebate revenues and reduce allocation fees to departments by \$35,000. This proposal also shifts \$72,000 of General Subfund to fund the Prevailing Wage Monitoring Analyst that performs verifications of prevailing wage solely on Office of Housing issues. Currently, this position is funded through the Division's contracting allocation model which results in costs being allocated only to departments with capital projects. However, the position spends approximately 75 percent of their time on City-funded affordable housing projects that are not part of the City's capital improvement programs. Shifting the funding source to the General Subfund better aligns the work to the appropriate funding source.

License and Standards Inspector Change

This item reduces a vacant part-time License and Standards Inspector position and increases a filled License and Standards Inspector position to full-time in the Consumer Protection and Regulatory Enforcement division. This change brings the current workload into alignment and is a budget neutral transaction.

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Reductions in Facility Services and Maintenance - (\$124,000)

This item reduces the frequency of preventative maintenance activities that FAS performs on the emergency generators and rollup doors for a savings of \$63,000 and is not expected to have a negative effect on the operation of these items. FAS will reduce the costs for heating and cooling City buildings by changing set points for temperatures for a savings of \$36,000. Finally, FAS will reduce the amount of maintenance purchased from the Parks Department for the landscaping at City Hall and the Justice Center for a \$50,000 savings.

Business Technology Reductions - (\$98,100)/(.50) FTE

This proposal reduces a half-time position in the Business Technology division that provides support to FAS business systems and results in \$60,000 of savings. Additionally, an \$18,000 reduction will decrease spending on outside vendors for routine technical development services, but will still allow for emergency related technical services if necessary. A renegotiated contract for payroll processing costs results in an additional \$20,000 in savings that has no impacts on service levels.

Implement Paperless Tax Reporting - (\$100,000)

This proposal will implement mandatory electronic tax filing for all City of Seattle business license customers saving costs in postage and printing forms. This change is not expected to impact compliance or revenues and is already mandated by the State of Washington. Customers will still be able to file a paper form for an additional fee.

Software Upgrades - \$96,000

Funds are requested in 2013 to upgrade the interface between the Fleet Anywhere management software and Summit. The internally created Fleet Anywhere Billing and Reporting System will be eliminated.

Proposed Technical Changes

Technical Adjustments - (\$1,006,974)/.50 FTE

These adjustments include bringing the fuel budget in line with the rate allocation, adjusting a one-time add from 2012 for Americans with Disabilities training, increasing a position to full-time to reflect actual workload and reductions in the debt service amounts due to lower rates.

Final Citywide Adjustments for Standard Cost Changes - \$645,759

Citywide technical adjustments made in the "Proposed Phase" reflect changes due to inflation, central cost allocations, retirement, health care, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the "Baseline Phase."

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Expenditure Overview

Appropriations	Summit Code	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Budget and Central Services Budget Control Level	A1000	3,778,843	3,930,628	4,436,362	4,524,762
Business Technology Budget Control Level	A4520	9,925,953	10,270,274	11,214,309	12,856,142
City Purchasing and Contracting Services Budget Control					
Contracting Services		1,248,792	1,437,935	2,389,253	2,465,019
Purchasing Services		1,504,847	1,566,788	1,643,337	1,694,398
Total	A4540	2,753,638	3,004,722	4,032,590	4,159,416
Facility Services Budget Control Level	A3000	61,951,242	65,818,737	64,719,965	65,253,169
Financial Services Budget Control					
Accounting		3,153,793	4,002,900	3,675,809	3,786,514
Business Licensing & Tax Administration		2,630,182	2,717,005	3,054,486	3,147,639
City Economics & Financial Management		1,694,904	1,723,823	1,785,058	1,839,753
Risk Management		1,314,878	1,247,371	1,304,552	1,343,611
Treasury		3,321,349	3,548,220	4,012,470	4,120,604
Total	A4510	12,115,105	13,239,319	13,832,375	14,238,120
Fleet Services Budget Control					
Vehicle Fueling		8,487,281	9,125,684	9,937,388	10,137,416
Vehicle Leasing		9,686,914	17,889,587	18,211,631	18,166,861
Vehicle Maintenance		17,267,017	18,689,282	19,158,107	19,353,362
Total	A2000	35,441,212	45,704,553	47,307,126	47,657,639
Judgment & Claims Budget Control Level	A4000	361,975	361,975	190,922	223,399
Office of Constituent Services Budget Control					
Office of Constituent Services		1,002,712	2,842,203	2,756,022	2,854,257
Total	A6510	1,002,712	2,842,203	2,756,022	2,854,257
Revenue and Consumer Protection Budget Control	A4530	2,306,352	2,348,202	3,376,751	3,491,953
Seattle Animal Shelter Budget Control Level	A5510	2,972,896	3,037,926	3,255,553	3,349,394
Technical Services Budget Control					
Capital Development and Construction Management		2,619,159	2,945,347	3,074,966	3,162,235
Total	A3100	2,619,159	2,945,347	3,074,966	3,162,235
Department Total		135,229,087	153,503,885	158,196,940	161,770,487
Department Full-time Equivalents Total		482.25	521.75	541.75	530.75

Department of Finance and Administrative Service

Revenue Overview

2013 Estimated Revenues

Summit Code	Source	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
433010	Federal Grants	694,137	0	0	0
434010	State Grants	94,813	0	0	0
441930	Private reimbursements - CDCM	17,450	0	0	0
461320	Unrealized Gains/Losses-Inv GASB31	31,822	0	0	0
462900	Other Rents & Use Charges	13,175	0	0	0
463000	Insurance Premiums & Recovery	48,412	0	0	0
485200	Insurance Recoveries-Fixed Assets - Vehicle Leasing	2,436,459	0	0	0
485400	Gain(Loss)-Disposition Fixed Assets - Vehicle Leasing	416,374	0	0	0
544590	Pet Population Control Fund	112,549	0	0	0
	Total 2011 Revenues only.	3,865,192	0	0	0
587001	IF ALLOC Mail Messenger - GF	329,510	344,710	371,271	384,816
587001	IF ALLOC Real Estate Svc Chrgrs - GF	413,499	423,980	264,863	273,503
587001	IF ALLOC Rent - Bldg/Other Space - GF for Small Departments	1,402,630	1,368,136	1,553,072	1,565,589
587001	IF ALLOC Warehousing Charges - GF	23,782	23,465	16,902	17,107
587001	IF Other Misc Revenue - ADA Coordinator	125,000	148,750	0	0
587001	IF Other Misc Revenue - Benaroya Passthrough	493,435	0	0	0
587001	IF Other Misc Revenue - CHH Lease	0	0	0	75,000
587001	IF Other Misc Revenue - City Hall Shelter	0	34,687	35,380	36,195
587001	IF Other Misc Revenue - Events Management	150,490	162,055	171,280	177,700
587001	IF Other Misc Revenue - MOB	350,000	350,000	350,000	350,000
587001	OPER TR IN-FR GENERAL FUND - Benaroya Concert Hall Passthrough	0	344,930	350,669	361,189
587001	OPER TR IN-FR GENERAL FUND - Business Licensing	1,283,917	1,382,743	1,100,440	1,139,639
587001	OPER TR IN-FR GENERAL FUND - Citywide Accounting	2,059,649	2,413,978	2,139,663	2,209,525
587001	OPER TR IN-FR GENERAL FUND - Claims Processing	166,771	172,449	186,560	192,973
587001	OPER TR IN-FR GENERAL FUND - Constituent Services	427,644	425,337	388,918	402,793

Department of Finance and Administrative Service

587001	OPER TR IN-FR GENERAL FUND - Consumer Protection	647,407	624,151	0	0
587001	OPER TR IN-FR GENERAL FUND - Contracting Services	0	0	72,300	72,300
587001	OPER TR IN-FR GENERAL FUND - Debt Management	139,007	112,776	118,089	121,641
587001	OPER TR IN-FR GENERAL FUND - Economics & Forecasting	447,194	461,219	469,481	485,878
587001	OPER TR IN-FR GENERAL FUND - Facility Operations	0	0	102,448	0
587001	OPER TR IN-FR GENERAL FUND - FAS Applications	1,163,402	1,139,858	1,072,602	1,107,195
587001	OPER TR IN-FR GENERAL FUND - Fiscal Policy & Mgmt	540,691	778,412	901,343	930,606
587001	OPER TR IN-FR GENERAL FUND - Garden of Remembrance Passthrough	0	165,566	168,321	173,371
587001	OPER TR IN-FR GENERAL FUND - HRIS	1,074,538	931,900	1,013,838	1,045,457
587001	OPER TR IN-FR GENERAL FUND - Investments	216,834	218,179	169,129	174,386
587001	OPER TR IN-FR GENERAL FUND - Judgment/Claims Fund	0	0	39,842	72,319
587001	OPER TR IN-FR GENERAL FUND - Neighborhood Service Centers	0	91,277	9,646	50,893
587001	OPER TR IN-FR GENERAL FUND - Parking Meter Collections	527,889	525,395	544,691	563,496
587001	OPER TR IN-FR GENERAL FUND - Purchasing Services	452,033	503,623	575,984	597,158
587001	OPER TR IN-FR GENERAL FUND - Regulatory Enforcement	633,926	632,871	1,582,929	1,637,789
587001	OPER TR IN-FR GENERAL FUND - Remittance Processing	128,167	132,506	202,300	208,700
587001	OPER TR IN-FR GENERAL FUND - Risk Management	248,083	256,458	228,771	235,803
587001	OPER TR IN-FR GENERAL FUND - Seattle Animal Shelter	1,980,134	2,033,788	1,895,975	2,010,075
587001	OPER TR IN-FR GENERAL FUND - Spay & Neuter Clinic	107,144	230,965	149,320	169,976
587001	OPER TR IN-FR GENERAL FUND - SUMMIT	1,903,264	1,801,699	2,026,153	2,585,367
587001	OPER TR IN-FR GENERAL FUND - Tax Administration	1,832,515	2,199,487	2,335,410	2,412,347
587001	OPER TR IN-FR GENERAL FUND - Treasury Operations	874,957	896,665	935,217	963,204
	Total General Subfund Support	20,143,512	21,332,015	21,542,807	22,803,990
421600	Professional and Occupational Licenses	1,092,368	1,065,800	622,400	645,400

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441930	Cable Reimbursement	0	86,439	88,076	88,076
441960	Weights and Measures Fees	235,978	212,978	1,303,754	1,362,486
442300	Animal Licenses	1,335,223	950,000	1,377,500	1,367,500
442490	Other Protective Inspection Fees	40,021	36,626	36,000	36,000
443930	Animal Control Fees and Forfeits	149,150	129,000	139,500	139,500
443936	Spay and Neuter Fees	188,521	200,000	207,500	207,500
444300	Vehicle and Equipment Repair Charges	81,955	81,578	0	0
444500	Fuel Sales	55,962	64,875	0	0
444590	Other Protective Inspection Fees	0	93,275	233,800	233,800
447800	Training	30,320	41,000	25,000	25,000
461110	Interest Earnings - Residual Cash	232,298	280,000	183,500	183,500
462190	Motor Pool	1,059	1,296	0	0
462250	Vehicle and Equipment Leases	739,457	808,388	0	0
462300	Parking Fees - Private at SeaPark Garage	859,054	982,607	905,000	905,000
462300	Parking Fees - Private at SMT Garage	858,822	1,108,716	898,000	898,000
462500	Bldg/Other Space Rent Charge - Private at AWC	882,634	879,874	852,734	852,734
462500	Bldg/Other Space Rent Charge - Private at City Hall	91,228	92,541	73,982	73,982
462500	Bldg/Other Space Rent Charge - Private at SMT	1,173,095	1,050,000	1,175,000	1,175,000
462500	Bldg/Other Space Rent Charge - Private Misc	217,153	169,370	220,000	220,000
469990	Co-locator Revenues	0	3,312	3,418	3,418
469990	Other Miscellaneous Revenues	576,708	212,191	373,312	373,312
469990	Passport Revenues	0	370,000	350,000	325,000
562300	IF Parking Fees - SeaPark Garage	335,752	425,000	415,800	447,150
562300	IF Parking Fees - SMT Garage	249,305	272,620	310,200	338,850
	Total Miscellaneous Revenue	9,426,062	9,617,486	9,794,476	9,901,208
444560	IF Other Misc Revenue - Purchasing Rebates	0	0	140,000	140,000
541490	IF Administrative Fees and Charges - Citywide Accounting	1,946,135	2,011,553	1,975,865	2,040,379
541490	IF Administrative Fees and Charges - Contracting	1,264,326	1,420,243	2,468,818	2,554,166
541490	IF Administrative Fees and Charges - CUPS	0	1,251,855	1,640,394	1,698,573
541490	IF Administrative Fees and Charges - Debt Management	250,260	203,035	212,600	218,996

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541490	IF Administrative Fees and Charges - Facilities (Data Center)	0	0	195,552	0
541490	IF Administrative Fees and Charges - Investments	215,537	216,874	270,397	278,798
541490	IF Administrative Fees and Charges - Misc. Facility	426,187	260,000	260,000	260,000
541490	IF Administrative Fees and Charges - Office of Constituent Services	920,750	780,266	698,659	723,586
541490	IF Administrative Fees and Charges - Purchasing Services	1,176,329	1,310,581	1,192,463	1,236,303
541490	IF Administrative Fees and Charges - Remittance Processing	774,416	800,632	799,178	824,459
541490	IF Administrative Fees and Charges - Risk Management	938,377	967,845	1,073,397	1,108,571
541490	IF Administrative Fees and Charges - Treasury	1,100,565	1,303,199	1,619,040	1,669,373
541830	IF DP - Applications Development - Applications	469,425	469,730	631,938	652,314
541830	IF DP - Applications Development - HRIS	962,474	889,285	885,973	913,452
541830	IF DP - Applications Development - SUMMIT	3,113,230	3,180,873	3,566,319	4,550,617
541830	IF DP - Applications Development - Technology Capital	70,970	0	0	0
541921	IF Property Management Service Charges	89,678	100,504	0	0
541930	IF Custodial/Janitorial/Security	79,614	47,684	75,000	75,000
542830	IF Mail Messenger Charges	166,932	137,259	176,490	176,490
542831	IF ALLOC Mail Messenger - Departments	244,609	255,005	269,050	278,865
543210	IF Architect/Engineering Services - Capital Programs	2,841,113	3,486,410	3,858,100	3,988,590
544300	IF Vehicle and Equipment Repair	8,919,134	10,925,542	10,925,542	10,432,350
544500	IF Fuel Sales	8,464,523	9,316,013	10,007,879	10,208,037
548921	IF ALLOC Warehousing Charges - Departments	1,307,482	1,295,511	1,281,238	1,296,756
548922	IF ALLOC Real Estate Svc Chrgs - Departments	430,377	441,285	362,317	374,137
562150	IF Motor Pool Rental Charges	466,158	512,429	805,962	813,466
562250	IF Vehicle and Equipment Leases	22,219,846	23,516,988	24,414,470	24,873,248
562500	IF Building/Other Space Rental	4,605,616	5,497,635	5,652,932	5,798,820
562510	IF ALLOC Rent - Bldg/Other Space	45,864,054	46,121,120	46,727,544	47,268,312
569990	IF Other Misc Revenue - AWW LID	0	0	111,000	102,500
569990	IF Other Misc Revenue - Facilities	462,346	380,000	380,000	380,000

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569990	IF Other Misc Revenue - FAS Accounting	-6,692	25,182	52,855	54,712
569990	IF Other Misc Revenue - HCF	138,000	142,000	149,140	154,400
569990	IF Other Misc Revenue - REET (ADA Coordinator)	0	0	136,361	141,180
569990	IF Other Misc Revenue - Subfund 46010 (DT Parking Garage Coordinator)	0	0	135,000	139,000
569990	IF Other Misc Revenue - Transportation Benefits District	8,700	54,583	56,980	59,035
Total Services to City Depts		109,930,471	117,321,121	123,208,453	125,484,485
Total Revenues		143,365,237	148,270,622	154,545,736	158,189,683
379100	Use of (Contribution To) Fund Balance	0	5,233,266	3,651,204	3,580,804
Total Use of (Contribution To) Fund Balance		0	5,233,266	3,651,204	3,580,804
Total Resources		143,365,237	153,503,888	158,196,940	161,770,487

Appropriations By Budget Control Level (BCL) and Program

Budget and Central Services Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Budget and Central Services	3,778,843	3,930,628	4,436,362	4,524,762
Total	3,778,843	3,930,628	4,436,362	4,524,762
Full-time Equivalents Total*	35.50	34.50	37.00	37.00

** FTE totals are provided for information 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 Finance and Administrative Service

Business Technology Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Business Technology	9,925,953	10,270,274	11,214,309	12,856,142
Total	9,925,953	10,270,274	11,214,309	12,856,142
Full-time Equivalents Total*	42.50	44.50	43.00	43.00

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

City Purchasing and Contracting Services Budget Control Level

The purpose of the City Purchasing and Contracting Services Budget Control Level is to conduct and administer all bids and contracts for Public Works and purchases (products, supplies, equipment, and services) on behalf of City departments.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Contracting Services	1,248,792	1,437,935	2,389,253	2,465,019
Purchasing Services	1,504,847	1,566,788	1,643,337	1,694,398
Total	2,753,638	3,004,722	4,032,590	4,159,416
Full-time Equivalents Total*	28.00	27.00	33.00	33.00

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Department of Finance and Administrative Service

The following information summarizes the programs in City Purchasing and Contracting Services Budget Control Level:

Contracting Services Program

The purpose of the Contracting Services Program is to administer the bid, award, execution, and close-out of public works projects for City departments. Staff anticipate and meet customers' contracting needs and provide education throughout the contracting process. This program also maintains the City's guidelines and procedures for consultant contracting.

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Contracting Services	1,248,792	1,437,935	2,389,253	2,465,019
Full-time Equivalents Total	13.00	13.00	19.00	19.00

Purchasing Services Program

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

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Purchasing Services	1,504,847	1,566,788	1,643,337	1,694,398
Full-time Equivalents Total	15.00	14.00	14.00	14.00

Facility Services Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Facility Services	61,951,242	65,818,737	64,719,965	65,253,169
Total	61,951,242	65,818,737	64,719,965	65,253,169
Full-time Equivalents Total*	92.50	87.50	88.50	88.50

** FTE totals are provided for information 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 Finance and Administrative Service

Financial Services Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Accounting	3,153,793	4,002,900	3,675,809	3,786,514
Business Licensing and Tax Administration	2,630,182	2,717,005	3,054,486	3,147,639
City Economics and Financial Management	1,694,904	1,723,823	1,785,058	1,839,753
Risk Management	1,314,878	1,247,371	1,304,552	1,343,611
Treasury	3,321,349	3,548,220	4,012,470	4,120,604
Total	12,115,105	13,239,319	13,832,375	14,238,120
Full-time Equivalents Total*	79.50	97.50	102.50	102.50

* FTE totals are provided for information 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 Financial Services Budget Control Level:

Accounting Program

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

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Accounting	3,153,793	4,002,900	3,675,809	3,786,514
Full-time Equivalents Total	33.50	25.50	27.50	27.50

Business Licensing and Tax Administration Program

The purpose of the Business Licensing and Tax Administration Program is to license businesses, collect business-related taxes, and administer the Business and Occupation (B&O) Tax, utility taxes, and other taxes levied by the City.

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Business Licensing and Tax Administration	2,630,182	2,717,005	3,054,486	3,147,639
Full-time Equivalents Total	0.00	25.00	25.00	25.00

Department of Finance and Administrative Service

City Economics and Financial Management Program

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

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
City Economics and Financial Management	1,694,904	1,723,823	1,785,058	1,839,753
Full-time Equivalents Total	8.00	11.00	11.00	11.00

Risk Management Program

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

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Risk Management	1,314,878	1,247,371	1,304,552	1,343,611
Full-time Equivalents Total	9.00	9.00	9.00	9.00

Treasury Program

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

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Treasury	3,321,349	3,548,220	4,012,470	4,120,604
Full-time Equivalents Total	29.00	27.00	30.00	30.00

Department of Finance and Administrative Service

Fleet Services Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Vehicle Fueling	8,487,281	9,125,684	9,937,388	10,137,416
Vehicle Leasing	9,686,914	17,889,587	18,211,631	18,166,861
Vehicle Maintenance	17,267,017	18,689,282	19,158,107	19,353,362
Total	35,441,212	45,704,553	47,307,126	47,657,639
Full-time Equivalents Total*	131.00	127.00	127.00	116.00

* FTE totals are provided for information 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 Fleet Services Budget Control Level:

Vehicle Fueling Program

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

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Vehicle Fueling	8,487,281	9,125,684	9,937,388	10,137,416
Full-time Equivalents Total	1.00	1.00	1.00	1.00

Vehicle Leasing Program

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

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Vehicle Leasing	9,686,914	17,889,587	18,211,631	18,166,861
Full-time Equivalents Total	11.00	10.00	11.00	11.00

Vehicle Maintenance Program

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

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Vehicle Maintenance	17,267,017	18,689,282	19,158,107	19,353,362
Full-time Equivalents Total	119.00	116.00	115.00	104.00

Department of Finance and Administrative Service

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.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Judgment and Claims	361,975	361,975	190,922	223,399
Total	361,975	361,975	190,922	223,399

Office of Constituent Services Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Office of Constituent Services	1,002,712	2,842,203	2,756,022	2,854,257
Total	1,002,712	2,842,203	2,756,022	2,854,257
Full-time Equivalents Total*	11.25	27.75	26.75	26.75

** FTE totals are provided for information 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 Office of Constituent Services Budget Control Level:

Office of Constituent Services Program

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

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Office of Constituent Services	1,002,712	2,842,203	2,756,022	2,854,257
Full-time Equivalents Total	11.25	27.75	26.75	26.75

Department of Finance and Administrative Service

Revenue and Consumer Protection Budget Control Level

The purpose of the Revenue and Consumer Protection Budget Control Level is to provide regulatory and consumer protection services.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Revenue and Consumer Protection	2,306,352	2,348,202	3,376,751	3,491,953
Total	2,306,352	2,348,202	3,376,751	3,491,953
Full-time Equivalents Total*	8.50	23.00	30.00	30.00

** FTE totals are provided for information 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 Revenue and Consumer Protection Budget Control Level:

Revenue and Consumer Protection Program

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

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Revenue and Consumer Protection	2,306,352	2,348,202	3,376,751	3,491,953
Full-time Equivalents Total	8.50	23.00	30.00	30.00

Seattle Animal Shelter Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Seattle Animal Shelter	2,972,896	3,037,926	3,255,553	3,349,394
Total	2,972,896	3,037,926	3,255,553	3,349,394
Full-time Equivalents Total*	32.50	32.00	33.00	33.00

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

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Technical Services Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Capital Development and Construction Management	2,619,159	2,945,347	3,074,966	3,162,235
Total	2,619,159	2,945,347	3,074,966	3,162,235
Full-time Equivalents Total*	21.00	21.00	21.00	21.00

* FTE totals are provided for information 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 Technical Services Budget Control Level:

Capital Development and Construction Management Program

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

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Capital Development and Construction Management	2,619,159	2,945,347	3,074,966	3,162,235
Full-time Equivalents Total	21.00	21.00	21.00	21.00

Finance and Administrative Services Fund Table

Finance and Administrative Services Fund (50300)

	2011 Actuals	2012 Adopted	2012 Revised	2013 Proposed	2014 Proposed
Beginning Fund Balance	12,186,152	19,610,301	19,610,301	13,153,682	9,502,478
Plus: Actual and Estimated Revenues	143,365,237	148,270,619	148,776,506	154,545,736	158,189,683
Plus: Inter-fund Transfers		3,500,000	3,500,000	3,500,000	3,500,000
Less: Actual and Budgeted Expenditures	135,229,087	153,503,883	154,758,125	158,196,940	161,770,487
Less: Capital Improvements		3,500,000	3,500,000	3,500,000	3,500,000
Ending Fund Balance	20,322,301	14,377,037	13,628,682	9,502,478	5,921,674
Working Capital - Fleets	712,000	475,000	475,000		
Total Reserves	712,000	475,000	475,000		
Ending Unreserved Fund Balance	19,610,301	13,902,037	13,153,682	9,502,478	5,921,674

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Capital Improvement Program Highlights

The 2003 Fire Facilities and Emergency Response Levy Program (FFERP) is a 9-year \$167 million property tax levy that voters approved in November 2003. In 2013 FAS will continue to execute the Fire Facilities Levy Program with the construction of eleven neighborhood fire stations and begin or continue design on five stations.

The Asset Preservation Program preserves and extends the useful life and operational capacity of existing FAS-managed facilities, and is funded by facility space rent paid by City departments. Examples of 2013-2014 projects planned include replacing aged and failing systems at the Animal Shelter including rebuilding pumps, installing new heaters and plumbing, and replacing electrical panels. Drainage improvements, lighting, and HVAC improvements are planned for the Airport Way Center complex building D and E. The Seattle Municipal Tower will continue in the second year of a 5-year weatherization program which includes a comprehensive wet seal replacement for the aluminum glass framing system at the sloped glass roof.

FAS coordination of Citywide work continues with City departments on facility improvements related to improving accessibility, as is consistent with the Americans with Disabilities Act (ADA). Funding in 2013-2014 has been included for a position to continue assisting departments track ADA improvement projects. FAS conducted a Citywide prioritization process to allocate \$3 million in 2013 for ADA improvements among the four implementing departments: Parks and Recreation, Seattle Center, Seattle Public Library, and FAS. Funding of \$626,000 is appropriated in the FAS CIP to fund ADA improvements to update or modify various FAS facilities that focus on public access at FAS owned buildings including the Seattle Justice Center, City Hall, Police Facilities and Seattle Municipal Tower.

Regulatory compliance in City fire stations will continue to be addressed through the capital project for enhanced fire resistance for sleeping quarters in fire stations.

New projects added to the FAS CIP included:

North Precinct

This project in 2013-2014 funds the due diligence and land acquisition for a new North Precinct facility from which the Seattle Police Department will serve the north end of the city. Conceptual planning considers replacing the existing facility with a new 60,000 square foot facility at a different location, adding approximately 43,000 square feet of precinct space, including holding cells and locker rooms, and a parking structure. Future project work includes, but is not limited to, verifying operational programming, building design, permitting and construction.

Airport Way Building Envelope Replacement

Airport Way Center Building A will receive a full envelope replacement that will upgrade the exterior of the building, replace windows and assemblies which are seriously failing. The major maintenance improvements will permanently prevent water intrusion and curtail further interior damage. Additional \$500,000 funding provided by the 2012 Washington State Energy Efficiency Grant expands the scope of the project to include exterior cladding replacement and mechanical improvements which lower the facilities energy consumption.

Public Safety Facilities - Police Harbor Patrol Bulkhead and HVAC and East Precinct

Two projects are funded which replace the failing bulkhead that serves the SPD Harbor Patrol facility and install a new mechanical system for the Harbor Patrol facility. Design is funded in 2014 with permitting and construction to begin in 2015 for the new bulkhead. This project will replace the existing bulkhead and address all planning and environmental permitting requirements as identified in the 2010 engineering study. The new mechanical system will include new equipment, ducts and controls. Security and telecommunication upgrades are planned at the East Precinct.

Charles Street Shops and Yards Facility Improvements

Two major maintenance projects are planned for 2013-2014 to address failing systems at separate facilities: a roof replacement and structural repair at the Charles Street Materials Test Lab and a domestic water galvanized piping replacement at Charles Street 805 Building.

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MOB Building Improvements

This project provides critical, non-roof repairs at five of the City's Mutual and Offsetting Benefit (MOB) buildings. Work includes but is not limited to HVAC replacement and upgrades, electrical system replacement and upgrades, and plumbing replacement and upgrades at specific facilities.

Information Technology

FAS plans two major information technology projects. The Summit Upgrade/FinMAP project upgrades the City's financial management system, Summit and includes major standardization and redesign of the City's accounting structure. The Multi-City Tax Portal Project implements a multi-city business and occupation license and tax filing portal, allowing all businesses operating in multiple cities to register for a business license, file business taxes and make tax payments for multiple cities in one location.

Additional information on FAS' CIP can be found in the 2013-2018 Proposed CIP online here:

<http://www.seattle.gov/financedepartment/1318proposedcip/default.htm>

Capital Improvement Program Appropriation

Budget Control Level	2013 Proposed	2014 Proposed
ADA Improvements - FAS: A1ADA		
Cumulative Reserve Subfund - REET I Subaccount (00163)	625,714	0
Subtotal	625,714	0
Asset Preservation - Civic Core: A1AP1		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	1,100,000	800,000
Subtotal	1,100,000	800,000
Asset Preservation - Public Safety Facilities: A1AP6		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	600,000	400,000
Subtotal	600,000	400,000
Asset Preservation - Seattle Municipal Tower: A1AP2		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	1,500,000	1,800,000
Subtotal	1,500,000	1,800,000
Asset Preservation - Shops and Yards: A1AP4		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	600,000	800,000
Subtotal	600,000	800,000
Garden of Remembrance: A51647		
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	23,897	24,781
Subtotal	23,897	24,781
General Government Facilities - Community-Based: A1GM2		
Cumulative Reserve Subfund - REET I Subaccount (00163)	312,000	0

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Subtotal	312,000	0
General Government Facilities - General: A1GM1		
Cumulative Reserve Subfund - REET I Subaccount (00163)	136,000	141,000
Finance and Administrative Services Fund (50300)	3,500,000	3,500,000
Subtotal	3,636,000	3,641,000
Information Technology: A1IT		
2013 Multipurpose LTGO Bond Fund	12,518,000	1,000,000
2014 Multipurpose LTGO Bond Fund	0	7,038,000
Subtotal	12,518,000	8,038,000
Maintenance Shops and Yards: A1MSY		
Cumulative Reserve Subfund - REET I Subaccount (00163)	1,370,000	2,552,000
Subtotal	1,370,000	2,552,000
Neighborhood Fire Stations: A1FL1		
2003 Fire Facilities Subfund (34440)	1,248,079	0
2013 Multipurpose LTGO Bond Fund	12,725,518	0
2014 Multipurpose LTGO Bond Fund	0	8,649,947
Cumulative Reserve Subfund - REET I Subaccount (00163)	6,706,921	1,880,000
Subtotal	20,680,518	10,529,947
Public Safety Facilities - Police: A1PS1		
2013 Multipurpose LTGO Bond Fund	750,000	0
2014 Multipurpose LTGO Bond Fund	0	17,500,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	420,000	365,000
Subtotal	1,170,000	17,865,000
Total Capital Improvement Program Appropriation	44,136,129	46,450,728

