

Department of Finance & Administrative Services

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Department Overview

The Department of Finance and Administrative Services (FAS), with more than 600 employees represented by 16 different unions, has the most diverse set of responsibilities of any City department. In addition to the services FAS provides directly to its external customers, FAS also provides behind-the-scenes services to internal customers (all City departments), which support the work City departments do on the public's behalf. FAS's work can be broken into four categories, though there is much overlap among them.

Customer Service

FAS is often the first stop for the public to interact with City government. This contact may come through the City's Customer Service Bureau, the Downtown Customer Service Center or the six customer service centers located throughout the city, or through the Mobile Customer Service Center which launched in late 2016. Over the phone, online and in person, customers can get information, request services, pay bills, resolve problems and voice opinions. FAS supports transparency in City work by providing Citywide coordination and guidance on public disclosure, and by helping customers clarify requests so they receive the information they are seeking either from FAS or from other departments. In addition, FAS oversees the City's efforts to comply with Title II of the Americans with Disabilities Act and the Washington State Public Records Act. Finally, through the Seattle Animal Shelter, FAS advocates for animal welfare, reunites lost animals with their owners and finds suitable owners to adopt homeless animals.

Regulation and Oversight

FAS ensures that all businesses operating in Seattle are properly licensed and paying required business and occupation taxes. FAS issues regulatory licenses for certain businesses types - including taxis, transportation network company and for-hire vehicles, adult entertainment venues, door-to-door salespeople, recreational marijuana establishments and trade shows - and enforces requirements related to those licenses. FAS also monitors certain types of businesses to increase consumer safety and ensure proper charges for services. This includes setting rate caps for private property tows, as well as ensuring consumers are not overcharged due to an inaccurate device, such as a gas pump or a supermarket scanner or scale. As the central coordinator for City contracting, FAS establishes policies and procedures to ensure fair competition for City-funded construction projects and oversees programs to ensure everyone in the community has equal access to jobs and opportunities involving those projects. As part of these efforts, FAS administers the City's Priority Hire program to increase employment within the construction trades among women, people of color and/or those living in economically distressed ZIP codes. FAS also enforces animal-related ordinances, including the investigation of animal cruelty, neglect and abuse.

Financial Services

The City Finance Director is located within FAS and oversees functions that ensure the City's financial health. These functions include managing City debt, purchasing insurance, and overseeing City investments, all of which

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are essential to financial planning and budgeting. FAS also manages claims for damages against the City, balancing proper stewardship of taxpayer dollars when settling a claim with fairness to claimants. FAS oversees the City's accounting system, as well as payroll and treasury services, ensuring revenue is collected and vendors and staff are properly paid in a timely manner. Finally, FAS helps administer the City's three retirement systems: Employees' Retirement System, Firefighters' Pension Fund and the Police Relief and Pension Fund.

Operational Services

FAS designs, builds and maintains most City-owned buildings, including Seattle City Hall, the Seattle Municipal Tower, the Justice Center, the Joint Training Facility, 33 neighborhood fire stations and five police stations. When departments need to acquire property or when the City no longer has a purpose for property, FAS is responsible for managing the acquisition or disposition of the property. FAS also maintains the City's vehicle fleet, which includes police patrol cars, fire engines and heavy equipment. Departments have relied on FAS to build and maintain the technology that supports the City's financial management, payroll and personnel records management systems. Many of these information technology (IT) functions transitioned to the new Seattle IT department in mid-2016. FAS also negotiates purchasing contracts on behalf of all City departments and establishes purchasing guidelines for departments.

FAS's budget is split into the following eight functional areas:

- Capital Development and Construction Management, which manages the design and construction of City facilities, including upgrading, renovating, or replacing neighborhood fire stations, as well as renovations, asset preservation projects, tenant improvements, and sustainability and 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 all City departments adhere to the City's policy goals related to social equity and environmental stewardship.
- Facility Operations, which manages more than 150 public buildings and facilities, covering 3.7 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.
- City Finance, which receives City revenue and provides Citywide financial services, including debt management, treasury, Citywide accounting (includes producing the Comprehensive Annual Financial Report, City investments and payroll, including producing paychecks for more than 12,000 current and retired employees), business licensing, tax administration and risk management, which includes claims settlements.
- Fleet Services, which buys and provides maintenance, motor pool, and fueling services for more than 4,000 vehicles and heavy equipment while supporting environmentally sustainable fleet goals and practices.
- Regulatory Compliance and Consumer Protection provides a variety of regulatory services, such as overseeing Seattle's taxicab, transportation network company and for-hire vehicle industry, and consumer protection services, such as the Weights and Measures program.
- 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 5,500 animals a year, from dogs and cats to chickens and goats.
- Office of Constituent Services, which provides customer service interface for the City's constituents through the Customer Service Bureau and at seven customer service centers, responding to more than 232,000 constituent contacts each year.

In 2016, the Business Technology division of FAS was dissolved as part of the IT consolidation with many positions and functions transferring to Seattle IT. 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

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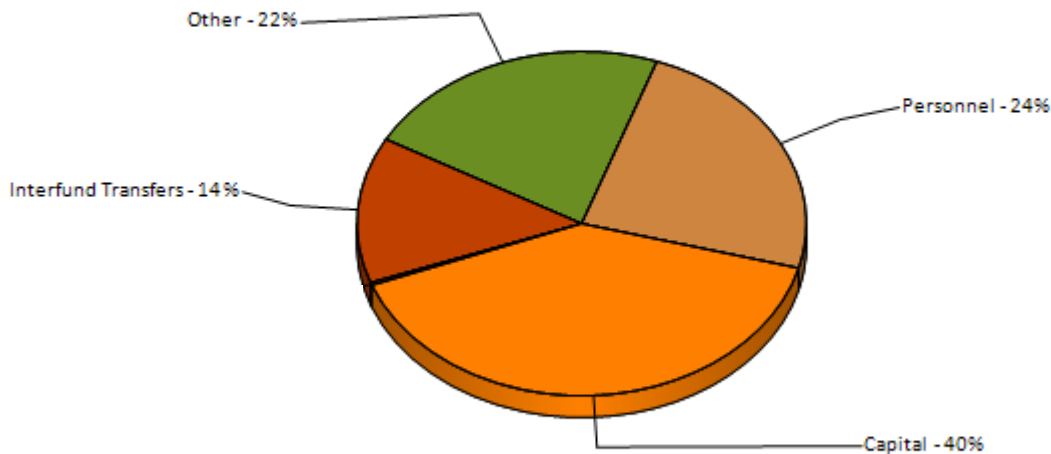
individuals. FAS also collects certain fees specifically to pay for its services, such as the Seattle Animal Shelter Spay and Neuter Clinic, pet licensing, the Weights and Measures program and for-hire driver licenses. Finally, FAS receives General Fund support from the City to pay for certain financial services, as well as administration of the City's taxes and business licensing services.

Budget Snapshot

Department Support	2016 Actuals	2017 Adopted	2018 Endorsed	2018 Proposed
General Fund Support	\$29,614,281	\$28,141,267	\$29,301,551	\$31,623,817
Other Funding - Operating	\$162,521,420	\$174,101,638	\$168,695,409	\$170,316,808
Total Operations	\$192,135,701	\$202,242,905	\$197,996,960	\$201,940,625
Other funding - Capital	\$82,212,579	\$66,990,200	\$44,365,210	\$53,456,928
Total Appropriations	\$274,348,280	\$269,233,105	\$242,362,170	\$255,397,553
Full-time Equivalent Total*	641.50	625.00	620.50	627.50

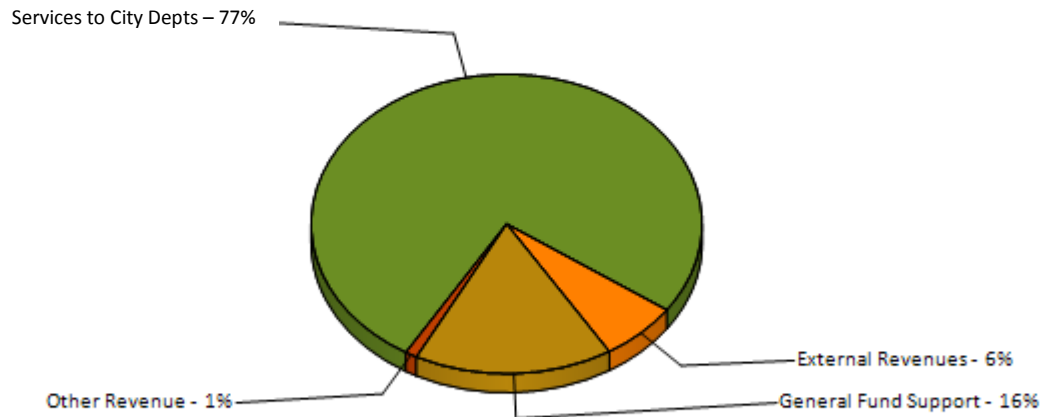
** FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.*

2018 Proposed Budget - Expenditure by Category



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2018 Proposed Budget - Revenue by Category



Budget Overview

As an internal service department, the Department of Finance and Administrative Services (FAS) bills many of its functions to other City departments through central rates and allocations in exchange for services provided. For example, FAS supports all City departments through its fleets, facilities, customer service, finance, contracting and purchasing functions. FAS also performs general government functions, like business licensing and tax collection, consumer protection, and the Seattle Animal Shelter, which are supported by General Fund transfers.

The 2018 Proposed Budget sustains and adds resources for the coordination of City departments as part of the Homelessness State of Emergency and includes staffing to address new and evolving bodies of work in the City Finance division. It also provides resources to the Citywide ADA Title II Compliance program to better to meet the needs of both community members and City employees. The 2018 Proposed Budget adds ongoing funding for two innovative programs in City Contracting and Purchasing Services that are intended to assist Women and Minority-Owned (WMBE) businesses and to offer additional support to both workers and companies who may benefit from the existing, successful Priority Hire program.

Some of the items listed above are offset by a combination of operating efficiencies and increased revenues to avoid large rate increases to departments and minimal General Fund impacts. Examples include a revenue increase from passport renewals processed at City Customer Service Centers and modestly increased fees for some regulatory licenses and some fees at the Seattle Animal Shelter.

Connecting Individuals Living Unsheltered with Services

Like many departments, FAS plays a role in the City's unified response to homelessness and outreach to those who are experiencing homelessness. In 2018 FAS will create the Emergency Homelessness Response program, which will coordinate all Citywide actions and operationalize the policies developed by City stakeholders and the

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[Multidepartment Administrative Rules](#) (MDARs) that guide those policies' execution. To reflect this central function, the 2018 Proposed Budget transfers the City Director of Homelessness position from the Office of the Mayor to FAS. Currently, various FAS executive staff work together to lead the department's response work, and the position transfer will both enable a more direct focus and allow FAS staff to return to deeper engagement with their existing work programs.

In response to the Homelessness State of Emergency declared by the City in late 2015, FAS added two positions that were funded through the end of 2017. These two positions became members of the Navigation Team, a multidisciplinary team designed to bring citywide outreach engagement under a single, unified organizational structure that emphasizes the collection and analysis of data. For more information about the Navigation Team and how the FAS Office of Emergency Homelessness Response staff supports work in other City Departments, see the Human Services Department budget section.

Since the formation of the Navigation Team, hazardous encampment sites have been cleaned up more quickly and a greater number of people experiencing homelessness have been connected with services. The 2018 Proposed Budget recognizes the impact of the Navigation Team and provides permanent position authority and funding for the Navigation Team outreach coordinator, who provides mental health consultation services, trains others in outreach best practices and works with contracted outreach vendors to ensure that their work supports overall City efforts. It also provides permanent position authority and funding for a part-time administrative staff member who gathers and tracks data and performance metrics related to homelessness response.

Also as part of the Navigation Team, FAS added an emergency position in 2017 to coordinate the implementation of MDARs, to document centrally the work of all City departments, to help site new authorized encampments as the permits for existing encampments expire and to update City policies and procedures concerning encampments. That body of work is central to maintaining the results the City has been able to sustain with 2017 funding, and the 2018 Proposed Budget adds permanent position authority and funding so that it may continue.

The Navigation Team has been working out of the City Emergency Operations Center (EOC) on a temporary basis, but this arrangement cannot continue because the EOC needs to stand ready for activation due to weather conditions or an emergent threat to public well-being. The 2018 Proposed Budget provides resources to rent designated space for all Navigation Team members, which will sustain their efficiency and ability to collaborate. Pending the results of a 2018 needs assessment, additional staff working on vehicular living response may join the Navigation Team at this new location. Finally, the 2018 Proposed Budget includes a reduction in FAS's costs for encampment cleanup and services that will be achieved through a greater reliance on crews from the Department of Parks and Recreation for waste removal and less use of outside contracts. Because of the Navigation Team's focus on data collection and mapping, FAS will be able to direct cleanup and outreach resources at the appropriate staff level to the locations where they are most needed. The Navigation Team provides adequate notice for encampment cleanup, and cleanup always takes place along with offers of safer alternatives and person-centered offerings for those who are living unsheltered. Because of this comprehensive, tailored approach to engagement, service levels have improved.

Improving Customer Service

In 2015, FAS was directed to implement and manage a new program to expand the City's compliance efforts around the Americans with Disabilities Act (ADA) Title II requirements. These requirements provide a framework for the City's efforts to make its programs and services equally accessible and useable to people living with disabilities. The following year FAS staff coordinated a compliance review of 25 City departments, housing 158 programs, that resulted in a report detailing areas of success and opportunities for improvement. The majority of improvement opportunities that were identified related to training that the City could provide to its staff, particularly those who work in front-line customer service and may interact with people living with disabilities. The 2018 Proposed Budget adds funding for FAS staff to work with the Seattle Department of Human Resources to develop online and in-person training curricula on complying with Title II of the ADA. It also provides designated funding for ADA accommodations for FAS-facilitated meetings, ensuring that when FAS staff seeks

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feedback at internal and external meetings regarding the City's ADA programs, all are able to participate.

Meeting the Expanded Needs of City Finance

The 2018 Proposed Budget addresses two new work programs in the City Finance division that arose during 2017. In June 2017, Council passed [Ordinance 125324](#) approving the Sweetened Beverage Tax (SBT), which will add a per-ounce tax to such beverages distributed in Seattle and dedicate tax revenues to programs that focus on the provision of healthy food, education and child development. The administration and collection of the new tax will be managed by the City Finance division, which receives new funding in the proposed budget for staffing, oversight and maintenance of the SBT data systems and the provision of support to the vendors who are subject to the new tax. For additional information about the City's use of the Sweetened Beverage Tax, see the 2018 Proposed Budget Executive Summary in the Introduction section of the budget.

In February 2017, the Council passed [Ordinance 125257](#), which strengthened the City's policies for conducting its business according to fair business practices and committed the City to not renewing the contract of its current financial-services provider, which expires in 2018. The Council's expectation is that by including fair business practice criteria in awarding contracts, and developing contractual remedies for engagement in unfair business practices, it will have positive impacts in vulnerable or historically disadvantaged communities, which may be disproportionately impacted by unfair business practices. FAS responded to Council's request by creating a new Banking Services program within City Finance and adding 2017 resources, including a manager for the program, to support the new body of work. The proposed budget includes permanent position authority and funding for this new position. The Banking Services Manager will manage the process by which a new financial-services provider is selected and, after that selection, monitor all banking contracts and ensure compliance with socially responsible banking requirements and fair business practices.

The proposed budget also includes funding for staff and administrative expenses that support the formation and administration of the Central Waterfront Local Improvement District (LID). The LID will be funded by property assessments to discrete real estate in the downtown area that will benefit from the Central Waterfront redevelopment plan. The legislative process to begin formation of the LID is anticipated to begin in 2018. The new expenses will be funded by the Central Waterfront Improvement Fund, and more information is available in that section of this book.

Expanding Current Equity Programs

The Council passed [Ordinance 124690](#) in early 2015, creating the City's Priority Hire program, and later that year the City entered into a Community Workforce Agreement (CWA) with local construction unions, committing to work together to create equitable access in construction training and employment for women and people of color and for those in economically distressed ZIP codes. These groups have historically not been well represented in the construction trades, which provide a means to family-wage careers. Priority Hire invests in recruiting a diverse construction workforce and supports these workers on job sites with standardized work rules and a dispute-resolution process. The 2016 Priority Hire Annual Report noted several areas in which the program has had a positive impact:

- Women now work 12% of CWA project hours, compared to 5% as measured against past projects.
- Apprentices of color now work nearly 50% of all apprentice hours on CWA projects, compared to 32% on traditional past projects.
- African Americans now work nearly 10% of CWA project hours, compared to 3% on non-CWA projects and 4% on traditional past projects.
- Seattle residents have doubled their percentage of hours: 12% on CWA projects compared to 5% on traditional past projects.
- Workers in economically distressed neighborhoods in Seattle now perform 10% of CWA project hours, compared to 3% on traditional past projects.

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The 2018 Proposed Budget adds funding to create the Respectful Workplace Program, a new program that will support Priority Hire's ability to aid entrants to the construction industry. When workers are uncomfortable at a job site, for various reasons they may be reluctant to advocate for themselves. As part of the new program, FAS staff in Contracting and Purchasing Services (CPCS) will work with both construction companies and their workers to clarify behavior expectations and provide information on how they can support and sustain equitable work environments, intervene when needed and report issues on City construction sites. Building on the successes of Priority Hire, the Respectful Workplace Program will help ensure that workplaces are safe, productive, and collaborative spaces for all workers. FAS anticipates that the result of the new program will be that a greater proportion of Priority Hire participants remain in the construction industry after pre-apprenticeship training.

The proposed budget also contains funding for the creation of a new Technical Assistance Center for Women-and Minority-Owned Businesses (WMBEs). The center will serve two purposes. First, it will provide WMBE firms with business and technical resources that will allow them to compete more successfully for public projects. Many WMBE firms are small firms that are less able to absorb administrative overhead within their operating costs, and the center will provide assistance and expertise that the firms do not typically have in house. CPCS staff are surveying WMBE firms to identify their priority needs from a range of services that the Technical Assistance Center could provide. These may be best management practice frameworks, assistance on resolving billing disputes, and help parsing contract language. In addition, the center will work with WMBE firms to help them meet the program requirements for Priority Hire participation. These requirements were established to provide businesses with clear, consistent guidelines for supporting equity in hiring, but they have had the unintended consequence of creating an additional administrative burden for firms that want to participate. The Technical Business Center will lessen that burden, making it possible for Priority Hire to expand its reach.

Recognizing Higher Costs

Finally, the 2018 Proposed Budget addresses ongoing funding needs in FAS for which costs have increased. Although the City owns the Seattle Municipal Tower (SMT), which houses the majority of staff who work for various City departments, the ground underneath the SMT is owned by the Washington State Department of Transportation (WSDOT). In 2017 the City's lease costs associated with the SMT increased substantially with the renewal of the lease on the land.

A smaller funding increase will support FileLocal, which is a multicity agency that operates a single website for the payment of certain local taxes, simplifying users' experience and saving them time. Each of the four currently participating cities (Seattle, Bellevue, Tacoma and Everett) share the operating expenses of the program, the website and the systems that support it.

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Incremental Budget Changes

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	2018	
	Budget	FTE
Total 2018 Endorsed Budget	\$ 197,996,960	620.50
Baseline Changes		
Citywide Adjustments for Standard Cost Changes	\$ 241,170	0.00
Supplemental Budget Changes	\$ 0	0.50
Budget-Neutral Transfers	\$ 0	0.00
Alignment of Budget with Actual Costs	\$ 189,559	0.00
Remove Sunset Status from Operations Position	\$ 0	1.00
Proposed Changes		
Sustained and Integrated Citywide Response for Individuals Living Unsheltered	\$ 662,819	3.50
Citywide ADA Accommodations and Title II Training	\$ 195,000	0.00
Funding Increase for City Finance	\$ 332,090	2.00
Waterfront LID Administration	\$ 956,000	0.00
Equity Programs in City Contracting	\$ 300,000	0.00
Ground Lease Rent Increase for Seattle Municipal Tower	\$ 0	0.00
Operations Costs of FileLocal Agency	\$ 182,330	0.00
Proposed Technical Changes		
Technical Adjustments	\$ 1,028,166	0.00
Alignment of Departmental Resources	-\$ 143,469	0.00
Total Incremental Changes	\$ 3,943,665	7.00
2018 Proposed Budget	\$ 201,940,625	627.50

Descriptions of Incremental Budget Changes

Baseline Changes

Citywide Adjustments for Standard Cost Changes - \$241,170

Citywide technical adjustments made in the baseline phase reflect changes to internal services costs, health care, and industrial insurance charges for the department. These adjustments reflect initial assumptions about these costs and inflators early in the budget process. This adjustment also includes the Annual Wage Increase (AWI) for

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Local 77 Information Technology Professionals B and Cs who were not consolidated into Seattle Information Technology in 2016.

Supplemental Budget Changes - .50 FTE

This adjustment reflects changes made through supplemental budget legislation since the last adopted budget. Supplemental budget legislation is developed by the Executive and adopted by the City Council four times a year to provide for corrections to the adopted budget, unforeseen changes in circumstance, new funding opportunities or new policy priorities. These changes may include additions or reductions in appropriations and FTEs. In the 2016 4th Quarter Supplemental Budget Ordinance, FAS increased a 0.5 FTE Resource Conservation Specialist to 1.0 FTE to support the department's work in improving the energy efficiency of buildings under FAS management and reporting on building energy use.

Budget-Neutral Transfers

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

Alignment of Budget with Actual Costs - \$189,559

These baseline changes align the budget with actual costs for staffing, vendor contracts, leasing, contracted services and maintenance obligations.

Remove Sunset Status from Operations Position/1.00 FTE

This adjustment removes the sunset status from, and makes permanent, a position in the Operations Division. The position will provide executive-level oversight and management of FAS operations, which have increased in complexity in recent years.

Proposed Changes

Sustained and Integrated Citywide Response for Individuals Living Unsheltered - \$662,819/3.50 FTE

To address concerns from business districts, neighborhoods, human service advocates and individuals experiencing homelessness, the City convened the Task Force on Unsanctioned Encampment Protocols in late 2016 to evaluate the City's response to the growing number of individuals living unsheltered. The task force made a series of recommendations to modify how City departments engage with individuals living in encampments. In February 2017, the City opened the Emergency Operations Center and convened City departments to speed implementation of these recommendations and create a focused, integrated and sustainable Citywide response.

The 2018 Proposed Budget provides funding for this response in several City departments, focused around three key areas:

1. creating safer places for individuals living unsheltered;
2. connecting individuals living unsheltered with services; and
3. reducing the impact of living unsheltered on individuals and the surrounding environment.

FAS connects individuals living unsheltered with services through its role coordinating Citywide homelessness response and operationalizing both the policies developed by the City stakeholders and the Multidepartment Administrative Rules (MDARs) that guide those policies' execution. In 2018 this work will become part of the Emergency Homelessness Response program in FAS. This adjustment aggregates the impacts of multiple changes that together will allow the City to strengthen the Navigation Team, which coordinates across departments to provide outreach and to address the hazards that encampments may pose. It transfers an existing executive

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position from the Office of the Mayor to FAS, adds a new position and funding to guide and document work on encampments and makes permanent two positions on the Navigation Team that direct and support City response. It also provides funding to locate all Navigation Team staff, for the first time, in a central location that will increase their efficiency and ability to collaborate. The adjustment also includes a reduction in encampment-cleanup costs that will result from a proposed reduction in FAS's use of vendors to perform this work.

Additional funding in the 2018 Proposed Budget related to this Citywide response is part of a single program implemented by multiple departments. For additional information, see the 2018 Proposed Budget Executive Summary in the Introduction section of this proposed budget.

Citywide ADA Accommodations and Title II Training - \$195,000

In 2015, the Mayor and the Council directed FAS to implement and manage a new program to expand the City's compliance efforts around Americans with Disabilities Act (ADA) Title II requirements. These requirements provide a framework for the City's efforts to make its programs and services equally accessible and usable to people living with disabilities. In a continuation of this effort, this item provides funding for accommodations for the hearing or visually impaired that are facilitated by the FAS Citywide ADA Compliance unit. It also provides funding for FAS to work with the Seattle Department of Human Resources to develop a curriculum and training, for City staff, on complying with Title II of the ADA and providing equitable service to the disabled community.

Funding Increase for City Finance - \$332,090/2.00 FTE

In June 2017, Council passed Ordinance 125324 approving the Sweetened Beverage Tax (SBT), which will add a per-ounce tax to such beverages distributed in Seattle and dedicate tax revenues to programs that focus on the provision of healthy food, education and child development. This adjustment includes funding for a new Management Systems Analyst position and resources that support SBT administration. Also included is funding for a new Strategic Advisor 2 position and resources to oversee the City's Request for Proposals (RFP) process and to manage a new banking services program to comply with new fair business practice criteria in awarding contracts. For additional information about the City's use of the Sweetened Beverage Tax, see the 2018 Proposed Budget Executive Summary in the Introduction section of the budget.

Waterfront LID Administration - \$956,000

FAS has a key role in the development and administration of the Central Waterfront Local Improvement District (LID), the formation of which is anticipated in 2018. This increment continues funding for the LID study that began in 2017 and for positions in the City Finance division that support this work. It also adds funding for outreach services and materials and administrative expenses. These expenses are funded by the Central Waterfront Improvement Fund.

Equity Programs in City Contracting - \$300,000

Building on the success of the Priority Hire program, which has increased construction employment for women and people of color in economically distressed ZIP codes, two new programs will be implemented in 2018. The new Respectful Workplace program and the new Women and Minority Businesses (WMBE) Technical Business Center will assist in developing workers and engaging businesses, and contributing to a strong local construction sector that sustains family-wage jobs. The Respectful Workplace Program will provide training that helps construction businesses support equitable work environments, which will benefit not only Priority Hire participants but all workers on a job site. The WMBE Technical Business Center will provide administrative resources to make it easier for WMBE firms to participate in Priority Hire and to compete for City contracts.

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Ground Lease Rent Increase for Seattle Municipal Tower

The Seattle Municipal Tower, which houses many City departments and functions, is built over land that is owned by the Washington State Department of Transportation (WSDOT). The City of Seattle owns the Seattle Municipal Tower but leases the ground beneath it from WSDOT. A new lease term began in 2017 and the City will now pay higher rent for use of the land. This is a budget-neutral adjustment to redirect one-time existing FAS resources to cover the lease cost increase of \$2.5 million per year. In the future, FAS will recover the additional cost via its billing of departments for space rent.

Operations Costs of FileLocal Agency - \$182,330

FileLocal is a multi-city business license and tax payment portal in which the City of Seattle is a partner, along with the cities of Tacoma, Bellevue and Everett. These cities also all contribute to the operations expenses of maintaining the FileLocal program. This adjustment provides the City's share of funding for increased expenses in 2018 for security monitoring and auditing, hosting and software, and custom software development. The new funding will help ensure the data security of FileLocal users.

Proposed Technical Changes

Technical Adjustments - \$1,028,166

This adjustment includes a baseline change that aligns the budget with FAS's actual operational costs, including Seattle IT charges. Seattle IT's charges to FAS are higher than was provided for in the 2018 Endorsed Budget. It also includes a reduction in FAS debt-service charges.

Alignment of Departmental Resources - (\$143,469)

This adjustment includes two budget-neutral changes that align existing budget with the program where the expenses are occurring. It also removes the budget authority from a position that has sunset. The position focused on tenant improvements and renovations at Fire Station 5, and that work is now complete.

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Expenditure Overview

Appropriations	Summit Code	2016 Actuals	2017 Adopted	2018 Endorsed	2018 Proposed
FileLocal Agency Budget Control Level	A9POR	259,925	363,952	374,950	384,754
Wheelchair Accessible Services Program Budget Control Level	AW001	654,095	1,487,808	1,487,808	1,487,808
Central Waterfront Fund					
Central Waterfront Improvement Program Financial Support Budget Control Level	A8CWF	1,118,829	1,099,000	924,000	1,880,336
FAS Operating Fund					
Budget and Central Services Budget Control Level	A1000	5,810,419	15,211,137	12,137,519	13,990,071
Business Technology Budget Control Level	A4520	21,041,290	0	0	0
City Finance Division Budget Control					
Accounting		4,064,777	10,562,859	12,787,968	12,317,477
Business Licensing and Tax Administration		3,952,746	3,717,446	3,721,367	4,403,901
City Financial Management		1,724,974	1,778,394	1,831,308	1,595,787
Risk Management		1,370,428	1,375,185	1,411,222	1,365,119
Treasury		4,139,293	4,690,708	4,791,399	4,791,749
Total	A4510	15,252,219	22,124,592	24,543,264	24,474,033
City Purchasing and Contracting Services Budget Control					
Contracting Services		4,376,054	4,465,218	4,358,765	4,662,218
Purchasing Services		1,898,015	2,605,730	2,679,282	2,693,012
Total	A4540	6,274,069	7,070,948	7,038,047	7,355,230
Facility Services Budget Control Level	A3000	71,699,713	79,015,818	72,713,785	73,576,696
Fleet Capital Program Budget Control Level	A2001	26,444,988	21,829,848	21,829,848	21,829,848
Fleet Services Budget Control					
Vehicle Fueling		5,196,992	10,582,509	10,586,493	10,586,658
Vehicle Leasing		2,086,000	2,070,820	2,134,942	2,147,008
Vehicle Maintenance		19,217,034	20,733,077	21,103,078	21,187,936
Total	A2000	26,500,026	33,386,406	33,824,513	33,921,602
Office of Constituent Services Budget Control					
Office of Constituent Services		3,882,674	4,633,381	4,650,200	5,075,127

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Total	A6510	3,882,674	4,633,381	4,650,200	5,075,127
Regulatory Compliance and Consumer Protection Budget Control Level	A4530	5,190,979	7,062,313	9,275,904	8,901,573
Seattle Animal Shelter Budget Control Level	A5510	3,932,739	4,410,611	4,524,515	4,530,674
Technical Services Budget Control					
Capital Development and Construction Management		4,073,736	4,547,091	4,672,607	4,532,873
Total	A3100	4,073,736	4,547,091	4,672,607	4,532,873
Department Total		192,135,701	202,242,905	197,996,960	201,940,625
Department Full-time Equivalent Total*		641.50	625.00	620.50	627.50

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

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Revenue Overview

2018 Estimated Revenues

Summit Code	Source	2016 Actuals	2017 Adopted	2018 Endorsed	2018 Proposed
379100	Use of (Contribution to) Fund Balance - Central Waterfront Improvement Fund	0	1,099,000	924,000	1,880,000
379100	Use of (Contribution to) Fund Balance - FileLocal Agency Fund	-22,000	-12,000	-12,000	-12,000
379100	Use of (Contribution to) Fund Balance - FAS Operating Fund	8,354,807	16,070,396	7,667,191	7,546,524
	Total Use of (Contribution to) Fund Balance	8,332,807	17,157,396	8,579,191	9,414,524
444590	FileLocal Agency Fund Revenue	282,050	375,952	386,950	385,961
421607	Transportation Network Company Fees	1,451,846	1,487,808	1,487,808	1,531,000
	Total Other Revenue	1,733,896	1,863,760	1,874,758	1,916,961
421600	Professional and Occupational Licenses	462,782	447,746	447,746	447,746
421601	Licenses - Taxi/For Hire	523,607	578,843	606,343	606,343
421605	Licenses - Fore Hire Drivers	135,150	192,905	192,905	192,905
421607	Tran Net Co Fees	1,623,107	1,922,164	2,054,338	1,784,338
421700	Licenses - Tow Operators/Companies	11,425	15,000	15,000	15,000
421750	Panoram Licenses	4,510	1,500	1,500	1,500
421790	Other Amusement Licenses	64,375	65,000	65,000	65,000
421800	Penalties-Business Licenses	129,514	114,000	114,000	114,000
421990	Marijuana Program	178,615	0	0	0
422310	Cat Licenses	305,985	378,152	350,550	350,550
422320	Dog Licenses	824,367	1,184,673	1,144,843	1,144,843
422800	Penalties on Non-Business Licenses	115	0	0	0
422802	Lic Late Fees - Taxi/For Hire	2,455	0	0	0
422803	Fires - Taxi/For Hire	10,130	9,805	9,805	9,805
422820	Tow Company License Late Fees	290	0	0	0
441300	OCS-Records Services	227	0	0	0
441630	Photocopy Services	204	0	0	0
441710	Sales of Merchandise	65,288	90,000	90,000	90,000
441930	Cable/Private Reimbursements	63,028	20,000	20,000	20,000
441970	Scanning Systems License	137,873	146,425	146,425	146,425
441980	State Wts & Meas Dev Reg Fees	87,186	99,955	99,955	99,955
442491	Fees - Taxi/For Hire	39,900	20,000	20,000	20,000
442492	Fees - Limo Inspections	37,800	37,000	37,000	37,000
442493	Fees - Limo Payment From State	127,500	240,000	240,000	240,000

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442494	Tow company Impound Fees	49,095	50,000	50,000	50,000
443210	Capital Development and Construction Management	9,658	0	0	0
443870	Resource Recovery Revenue	3,470	0	0	0
443931	Animal Control Admin Fees	26,665	30,029	31,530	40,405
443932	Animal Adoption Fees	25,318	23,119	24,275	54,275
443934	Kennel Fees	18,787	17,188	18,047	31,847
443936	Spay and Neuter Fees	187,423	289,222	303,683	303,683
443937	Surrender Fees	3,090	7,117	7,472	12,692
443939	Misc Other Animal Control Fees	82,493	80,610	84,641	89,188
443979	Sundry Recoveries (Kubra CC)	202,297	200,000	200,000	200,000
444300	Vehicle & Equipment Repair Charges	207	0	0	0
444590	Miscellaneous - Other Revenue	623,343	930,000	930,000	952,071
459896	Penalties on Delinquent Receivable	250	0	0	0
459900	Miscellaneous Fine & Penalties	10,612	0	0	0
459930	NSF Check Fees	60	0	0	0
461110	Interest Earnings - Residual Cash	684,511	223,500	223,500	223,500
461320	Unrealized Gains/Losses-Inv GASB31	-145,903	0	0	0
462300	Parking Fees	2,244,171	2,400,000	2,400,000	2,400,000
462500	Bldg/Other Space Rental Charge	2,389,699	1,860,116	1,860,116	1,860,116
462900	Other Rents & use Charges	10,458	11,000	11,000	11,000
463000	Insurance Premiums & Recoveries	938	0	0	0
469100	Sales of Junk or Salvage	33,527	0	0	0
469400	Other Judgments & Settlements	6,957	0	0	0
469810	Cashier's Overages & Shortages	-415	0	0	0
469990	Other Miscellaneous Revenues	1,122,033	741,718	726,718	864,345
479010	Other External Revenues	30,000	0	0	0
485400	Gain(Loss)-Disposition Fixed Assets - Vehicle Leasing	1,109,109	0	0	0
	Total External Revenues	13,563,286	12,426,787	12,526,392	12,478,532
587001	Accounting Director's Office	303,978	302,830	314,137	306,248
587001	Business Licensing	2,053,318	1,973,771	1,933,000	2,241,716
587001	Capital Development and Construction Management	115,000	0	0	0
587001	Central Accounting	1,074,069	1,178,882	1,209,448	1,187,532
587001	City Purchasing	683,405	585,845	604,919	604,919
587001	Citywide Summit	0	3,324,060	4,566,558	4,559,368
587001	Claims Processing	186,403	164,020	168,906	156,624
587001	Concert Hall	370,523	380,876	390,232	392,002
587001	Consumer Protection	824,051	3,493,687	3,280,575	2,877,741
587001	Contracting Services	471,278	665,196	463,132	663,132
587001	Customer Service Bureau	323,933	324,953	334,542	334,542

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587001	Debt Management	123,454	97,813	99,810	95,635
587001	Department Director	202,247	170,818	170,818	551,581
587001	Distribution Services	411,910	429,724	440,103	440,103
587001	Economics and Forecasting	185,347	175,723	180,605	75,569
587001	Electronic Records	0	463,827	463,572	463,572
587001	Encampment Clean-Up	0	1,361,188	1,052,615	1,836,749
587001	FAS Accounting	72,919	74,665	76,725	76,725
587001	FAS Applications	1,885,157	0	0	0
587001	FAS IT Services	0	830,800	844,321	844,321
587001	Fiscal Policy and Management	937,597	1,162,722	1,201,411	802,575
587001	Garden of Remembrance	177,836	182,805	187,296	188,144
587001	HRIS	1,352,641	0	0	0
587001	Human Resources	58,331	50,104	51,567	51,567
587001	Investments	172,359	208,914	213,600	207,073
587001	Judgmt/Claims Alloc - 50330	0	0	0	0
587001	Nghd Payment & Information Svcs	217,649	342,420	354,477	341,853
587001	Office of Constituent Services	251,774	565,739	541,115	611,335
587001	Parking Meter Collections	571,768	445,513	460,227	446,576
587001	Payroll	978,674	997,727	1,020,971	999,151
587001	Property Management Services	1,680,685	1,473,808	1,493,328	1,505,554
587001	Regulatory Enforcement	2,296,021	250,000	750,000	750,000
587001	Remittance Processing	189,701	237,511	242,784	236,262
587001	Risk Management	254,097	217,850	222,627	222,519
587001	Seattle Animal Shelter	2,613,393	2,764,238	2,661,920	2,746,478
587001	Shared Accounting Services	117,400	74,375	76,473	76,473
587001	Spay and Neuter Clinic	94,441	65,052	58,160	58,160
587001	SRI Project	1,235,000	0	0	0
587001	SUMMIT	3,813,808	0	0	0
587001	Tax Administration	2,290,720	2,239,591	2,289,408	3,768,384
587001	Treasury Operations	1,016,853	856,620	874,475	895,940
587001	Warehousing Services	6,541	7,600	7,694	7,694
	Total General Fund Support	29,614,281	28,141,267	29,301,551	31,623,817
541490	Accounting Director's Office	270,651	248,973	258,269	251,783
541490	Central Accounting	956,307	911,335	934,963	918,021
541490	City Purchasing	1,331,076	1,903,054	1,965,016	1,965,016
541490	Citywide Summit	0	3,629,438	4,452,303	4,440,283
541490	Claims Processing	479,687	519,954	535,161	500,422
541490	Contracting Services	5,006,444	3,938,030	4,032,749	4,132,749
541490	Customer Service Bureau	590,091	577,528	594,570	594,570
541490	Debt Management	222,217	254,285	259,477	248,624
541490	Economics and Forecasting	0	0	0	97,509
541490	Electronic Records	0	446,173	445,929	445,929
541490	FAS IT Services	0	1,233,865	1,574,104	1,253,468
541490	Fiscal Policy and Management	0	167,102	171,326	641,813

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541490	Human Resources	112,627	95,042	97,815	97,815
541490	Investments	303,342	275,827	282,013	273,395
541490	Nghd Payment & Information Svcs	1,069,722	2,180,939	2,257,736	2,177,328
541490	Office of Constituent Services	458,641	1,005,469	961,707	1,086,487
541490	Payroll	871,371	870,957	891,247	872,198
541490	Property Management Services	541,197	260,000	260,000	260,000
541490	Remittance Processing	792,571	756,259	773,049	752,281
541490	Risk Management	661,554	700,223	715,815	715,510
541490	Treasury Operations	2,038,661	2,269,590	2,319,318	2,372,359
541830	FAS Applications	1,170,940	0	0	0
541830	HRIS	1,287,141	0	0	0
541830	SUMMIT	6,485,708	0	0	0
541930	Facilities Maintenance	40,510	75,000	75,000	75,000
542830	Distribution Services	280,070	291,760	291,760	291,760
542831	Distribution Services	266,197	252,052	258,140	258,140
543210	Capital Development and Construction Management	4,910,542	5,530,310	5,541,234	5,541,234
543936	Spay and Neuter Clinic	84,125	50,000	50,000	50,000
543970	Nghd Payment & Information Svcs	225,850	0	0	0
544300	Vehicle Maintenance	8,004,316	8,706,388	8,901,453	8,901,453
544400	Vehicle Warehousing	3,162,561	3,003,009	3,024,261	3,024,261
544500	Vehicle Fuel	5,403,675	10,598,233	10,682,120	10,682,120
544590	Human Resources	-13	0	0	0
544590	Vehicle Leasing	2,496	0	0	0
548921	Warehousing Services	1,383,652	1,361,035	1,377,921	1,377,921
548922	Property Management Services	413,304	400,243	412,187	412,187
562150	Motor Pool	695,612	911,793	912,934	912,934
562250	Fleet Capital Program	0	16,853,578	17,290,292	17,290,292
562250	Vehicle Leasing	27,521,694	11,407,259	11,661,915	11,661,915
562300	Parking Services	762,495	686,020	686,020	686,020
562500	Nghd Payment & Information Svcs	551,253	11,522	11,710	0
562500	Property Management Services	8,018,892	10,126,597	10,295,345	10,295,345
562500	Seattle Municipal Tower	1,575	0	0	0
562510	Property Management Services	48,204,277	48,996,256	49,295,568	49,784,008
569990	Central Accounting	149,989	241,313	247,570	247,570
569990	Department Director	0	12,043	12,402	12,402
569990	FAS Accounting	27,660	6,530	6,737	6,737
569990	FAS IT Services	0	28,078	29,110	29,110
569990	Fiscal Policy and Management	171,616	172,000	176,344	176,344
569990	Human Resources	0	6,894	7,099	7,099
569990	Office of Constituent Services	300,000	0	0	0
569990	Policy & Budget	0	7,621	7,856	7,856
569990	Property Management Services	154,190	0	0	0

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569990	Seattle Animal Shelter	50,709	124,195	127,472	127,472
569990	Seattle Municipal Tower	621,619	545,000	545,000	545,000
569990	Shared Accounting Services	908	4,924	5,051	5,051
569990	Treasury Operations	42,815	0	0	0
569990	Vehicle Leasing	2,431,340	0	0	0
569990	Vehicle Maintenance	4,334	0	0	0
569999	HRIS	215,162	0	0	0
569999	Property Management Services	52,066	0	0	0
569999	Treasury Operations	85,992	0	0	0
Total Services to City Depts		138,891,431	142,653,696	145,715,068	146,506,791
Total Revenues		183,802,894	185,085,510	189,417,769	192,526,101
Total Resources		192,135,701	202,242,906	197,996,960	201,940,625

Department of Finance and Administrative Services

Appropriations By Budget Control Level (BCL) and Program

FileLocal Agency Budget Control Level

The purpose of the FileLocal Agency Budget Control Level is to execute the City's response to the Washington Multi-City Business License and Tax Portal Agency Interlocal Agreement. The City of Seattle will be reimbursed by the agency for all costs.

	2016	2017	2018	2018
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
FAS FileLocal Agency	259,925	363,952	374,950	384,754
Total	259,925	363,952	374,950	384,754
Full-time Equivalents Total*	2.50	2.50	2.50	2.50

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

Wheelchair Accessible Services Program Budget Control Level

The purpose of the Wheelchair Accessible Services Budget Control Level is to disburse monies collected on every taxi, for hire and Transportation Network Company (TNC) trip that originates in the city of Seattle. This BCL is funded by the Wheelchair Accessibility Disbursement Fund.

	2016	2017	2018	2018
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Wheelchair Accessible Services Program	654,095	1,487,808	1,487,808	1,487,808
Total	654,095	1,487,808	1,487,808	1,487,808

Central Waterfront Improvement Program Financial Support Budget Control Level

The purpose of the Central Waterfront Improvement Program Financial Support Budget Control Level (BCL) is to provide resources to the City Finance Division for the development of funding mechanisms for the Central Waterfront Improvement Program. This BCL is funded by the Central Waterfront Improvement Fund (Fund 35900).

	2016	2017	2018	2018
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
FAS CWF Finance	1,118,829	1,099,000	924,000	1,880,336
Total	1,118,829	1,099,000	924,000	1,880,336
Full-time Equivalents Total*	3.00	3.00	3.00	3.00

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Department of Finance and Administrative Services

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	2016	2017	2018	2018
	Actuals	Adopted	Endorsed	Proposed
Budget and Central Services	5,810,419	15,211,137	12,137,519	13,990,071
Total	5,810,419	15,211,137	12,137,519	13,990,071
Full-time Equivalents Total*	40.00	42.00	42.00	43.00

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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	2016	2017	2018	2018
	Actuals	Adopted	Endorsed	Proposed
Business Technology	21,041,290	0	0	0
Total	21,041,290	0	0	0
Full-time Equivalents Total*	45.50	0.00	0.00	0.00

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City Finance Division Budget Control Level

The purpose of the City Finance Division 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 debt issuance and management, Citywide payroll processing, investments, risk management tax administration, and revenue and payment processing services and support to the City Budget Office economic forecasting efforts. 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	2016	2017	2018	2018
	Actuals	Adopted	Endorsed	Proposed
Accounting	4,064,777	10,562,859	12,787,968	12,317,477
Business Licensing and Tax Administration	3,952,746	3,717,446	3,721,367	4,403,901
City Financial Management	1,724,974	1,778,394	1,831,308	1,595,787
Risk Management	1,370,428	1,375,185	1,411,222	1,365,119
Treasury	4,139,293	4,690,708	4,791,399	4,791,749
Total	15,252,219	22,124,592	24,543,264	24,474,033
Full-time Equivalents Total*	134.50	146.00	146.00	148.00

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The following information summarizes the programs in City Finance Division 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	2016	2017	2018	2018
	Actuals	Adopted	Endorsed	Proposed
Accounting	4,064,777	10,562,859	12,787,968	12,317,477
Full-time Equivalents Total	59.50	65.50	65.50	67.50

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	2016	2017	2018	2018
	Actuals	Adopted	Endorsed	Proposed
Business Licensing and Tax Administration	3,952,746	3,717,446	3,721,367	4,403,901
Full-time Equivalents Total	26.00	28.50	28.50	30.00

City 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

Department of Finance and Administrative Services

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 also administers the City's debt portfolio and provides support to City Budget Office economic forecasting efforts. 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	2016 Actuals	2017 Adopted	2018 Endorsed	2018 Proposed
City Financial Management	1,724,974	1,778,394	1,831,308	1,595,787
Full-time Equivalents Total	9.00	11.00	11.00	9.00

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	2016 Actuals	2017 Adopted	2018 Endorsed	2018 Proposed
Risk Management	1,370,428	1,375,185	1,411,222	1,365,119
Full-time Equivalents Total	9.00	9.00	9.00	8.50

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 programs, and collects and processes parking meter revenues.

Expenditures/FTE	2016 Actuals	2017 Adopted	2018 Endorsed	2018 Proposed
Treasury	4,139,293	4,690,708	4,791,399	4,791,749
Full-time Equivalents Total	31.00	32.00	32.00	33.00

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	2016 Actuals	2017 Adopted	2018 Endorsed	2018 Proposed
Contracting Services	4,376,054	4,465,218	4,358,765	4,662,218
Purchasing Services	1,898,015	2,605,730	2,679,282	2,693,012
Total	6,274,069	7,070,948	7,038,047	7,355,230
Full-time Equivalents Total*	45.00	47.00	47.00	47.00

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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. The program is also responsible for social equity monitoring and contract compliance on City contracts, particularly focused on construction and procurement.

Expenditures/FTE	2016 Actuals	2017 Adopted	2018 Endorsed	2018 Proposed
Contracting Services	4,376,054	4,465,218	4,358,765	4,662,218
Full-time Equivalents Total	30.00	27.00	27.00	28.00

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 \$47,000 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	2016 Actuals	2017 Adopted	2018 Endorsed	2018 Proposed
Purchasing Services	1,898,015	2,605,730	2,679,282	2,693,012
Full-time Equivalents Total	15.00	20.00	20.00	19.00

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	2016 Actuals	2017 Adopted	2018 Endorsed	2018 Proposed
Facility Services	71,699,713	79,015,818	72,713,785	73,576,696
Total	71,699,713	79,015,818	72,713,785	73,576,696
Full-time Equivalents Total*	92.50	97.00	94.50	99.50

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Fleet Capital Program Budget Control Level

The purpose of the Fleet Capital Program Budget Control Level is to manage City of Seattle Fleet Replacement, including the purchase and disposal of vehicles owned by the Department of Finance and Administrative Services (FAS) and the administration of the Fleet Replacement Capital Reserve.

Program Expenditures	2016	2017	2018	2018
	Actuals	Adopted	Endorsed	Proposed
Fleet Capital Program	26,444,988	21,829,848	21,829,848	21,829,848
Total	26,444,988	21,829,848	21,829,848	21,829,848

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	2016	2017	2018	2018
	Actuals	Adopted	Endorsed	Proposed
Vehicle Fueling	5,196,992	10,582,509	10,586,493	10,586,658
Vehicle Leasing	2,086,000	2,070,820	2,134,942	2,147,008
Vehicle Maintenance	19,217,034	20,733,077	21,103,078	21,187,936
Total	26,500,026	33,386,406	33,824,513	33,921,602
Full-time Equivalents Total*	129.00	131.00	131.00	131.00

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

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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	2016 Actuals	2017 Adopted	2018 Endorsed	2018 Proposed
Vehicle Fueling	5,196,992	10,582,509	10,586,493	10,586,658
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	2016 Actuals	2017 Adopted	2018 Endorsed	2018 Proposed
Vehicle Leasing	2,086,000	2,070,820	2,134,942	2,147,008
Full-time Equivalents Total	15.00	15.00	15.00	15.00

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	2016 Actuals	2017 Adopted	2018 Endorsed	2018 Proposed
Vehicle Maintenance	19,217,034	20,733,077	21,103,078	21,187,936
Full-time Equivalents Total	113.00	115.00	115.00	115.00

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 improve on consistently providing 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	2016 Actuals	2017 Adopted	2018 Endorsed	2018 Proposed
Office of Constituent Services	3,882,674	4,633,381	4,650,200	5,075,127
Total	3,882,674	4,633,381	4,650,200	5,075,127
Full-time Equivalents Total*	34.00	38.00	38.00	39.00

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Department of Finance and Administrative Services

The following information summarizes the programs in Office of Constituent Services Budget Control Level:

Office of Constituent Services Program

Expenditures/FTE	2016 Actuals	2017 Adopted	2018 Endorsed	2018 Proposed
Office of Constituent Services	3,882,674	4,633,381	4,650,200	5,075,127
Full-time Equivalents Total	34.00	38.00	38.00	39.00

Regulatory Compliance and Consumer Protection Budget Control Level

The purpose of the Regulatory Compliance and Consumer Protection Budget Control Level is to support City services and regulations that attempt to provide Seattle consumers with a fair and well-regulated marketplace. Expenditures from this BCL include support for taxicab inspections and licensing, the weights and measures inspection program, vehicle impound and consumer complaint investigation.

Program Expenditures	2016 Actuals	2017 Adopted	2018 Endorsed	2018 Proposed
Regulatory Compliance and Consumer Protection	5,190,979	7,062,313	9,275,904	8,901,573
Total	5,190,979	7,062,313	9,275,904	8,901,573
Full-time Equivalents Total*	47.50	49.50	48.50	46.50

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

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	2016 Actuals	2017 Adopted	2018 Endorsed	2018 Proposed
Seattle Animal Shelter	3,932,739	4,410,611	4,524,515	4,530,674
Total	3,932,739	4,410,611	4,524,515	4,530,674
Full-time Equivalents Total*	39.00	40.00	40.00	40.00

** FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources 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.

	2016	2017	2018	2018
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Capital Development and Construction Management	4,073,736	4,547,091	4,672,607	4,532,873
Total	4,073,736	4,547,091	4,672,607	4,532,873
Full-time Equivalents Total*	29.00	29.00	28.00	28.00

** FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources 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.

	2016	2017	2018	2018
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Capital Development and Construction Management	4,073,736	4,547,091	4,672,607	4,532,873
Full-time Equivalents Total	29.00	29.00	28.00	28.00

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Finance and Administrative Services Fund Table

Wheelchair Accessible Services Fund

	2016 Actuals	2017 Adopted	2017 Revised	2018 Endorsed	2018 Proposed
Beginning Fund Balance	723,866	0	1,512,324	0	2,278,132
Accounting and Technical Adjustments	-9,293	0	0	0	0
Plus: Actual and Estimated Revenues	1,451,846	1,487,808	1,487,808	1,487,808	1,531,000
Less: Actual and Budgeted Expenditures	654,095	1,487,808	722,000	1,487,808	1,487,808
Ending Fund Balance	1,512,324	0	2,278,132	0	2,321,324
Ending Unreserved Fund Balance	1,512,324	0	2,278,132	0	2,321,324

FileLocal Agency Fund

	2016 Actuals	2017 Adopted	2017 Revised	2018 Endorsed	2018 Proposed
Beginning Fund Balance	0	24,000	22,125	36,000	34,125
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	282,050	375,952	375,952	386,950	385,961
Less: Actual and Budgeted Expenditures	259,925	363,952	363,952	374,950	384,754
Ending Fund Balance	22,125	36,000	34,125	48,000	35,332
Ending Unreserved Fund Balance	22,125	36,000	34,125	48,000	35,332

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Finance and Administrative Services Fund Table

Finance and Administrative Services Fund (50300)

	2016	2017	2017	2018	2018
	Actuals	Adopted	Revised	Endorsed	Proposed
Beginning Fund Balance	39,108,000	28,533,479	31,073,214	18,465,826	19,463,097
Accounting and Technical Adjustments-Add Back Non-cash Items	-	7,002,742	6,141,000	7,042,310	8,985,000
Plus: Actual and Estimated Revenue	182,068,998	183,221,750	182,951,750	187,543,011	190,609,140
Plus: Inter-fund Transfer	10,625,692	10,862,000	19,661,380	10,397,000	10,397,000
Less: Actual and Budgeted Expenditures	190,102,852	199,292,146	197,998,868	195,210,202	198,187,727
Less: Capital Improvements	10,626,623	11,462,000	22,365,380	10,397,000	10,397,000
Ending Fund Balance	31,073,214	18,865,824	19,463,097	17,840,945	20,869,510
Continuing Appropriations	5,899,345				
Working Capital - Fleets Planning Reserve	7,378,000	9,919,678	9,919,678	12,339,325	12,919,678
Total Reserves	13,277,345	9,919,678	9,919,678	12,339,325	12,919,678
Ending Unreserved Fund Balance	17,795,869	8,946,146	9,543,419	5,501,620	7,949,832

Capital Improvement Program Highlights

The Department of Finance and Administrative Services (FAS) is responsible for building, operating and maintaining general government facilities, including:

- 33 fire stations and waterfront marine operations;
- five police precinct buildings;
- police mounted patrol facility;
- harbor patrol facility;
- Seattle Emergency Operations and Fire Alarm Centers;
- City vehicle maintenance shops and other support facilities; and
- City downtown office building portfolio.

FAS also maintains core building systems for some of the community-based facilities owned by the City, such as senior centers and community service centers. In addition to these facility assets, FAS is responsible for the reimplementation of City's financial management system (Summit).

The department's 2018-2023 Proposed Capital Improvement Program (CIP) is FAS's plan for maintaining, renovating, expanding, and replacing its extensive inventory of buildings and technology systems. The

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department's CIP is financed by a variety of revenue sources, including the City's General Fund, the Cumulative Reserve Sub-fund (this fund includes unrestricted funds, REET I, and FAS Asset Preservation subaccounts), general obligation bonds, FAS funds collected through rates and proceeds from property sales.

2018 Project Highlights

Americans with Disabilities Act (ADA) - Citywide and FAS. In 2018, FAS will continue to manage the City's efforts to improve accessibility to City facilities, consistent with the Americans with Disabilities Act (ADA). This work will take place along two tracks, both of them responsive to the ADA Transition Plan, a 2017 consultant study of citywide facilities. FAS Capital Development and Construction Management (CDCM) will lead the development of pre-design work looking at how departments can incorporate ADA compliance into their ongoing maintenance projects, with the results of that work to begin in 2019. Additionally, CDCM will work with the FAS ADA Compliance group to identify and remediate a high-priority finding or findings of the ADA Transition Plan.

Asset Preservation Program. FAS's asset preservation program extends the useful life of the various buildings owned and maintained by FAS by making strategic investments in major maintenance. The asset preservation program is funded primarily through facility space rent charges paid by City departments, with additional funding from Real Estate Excise Tax (REET). Large projects on the horizon, including the replacement of the chiller units in the Seattle Municipal Tower (SMT), will require additional funding. In 2018, debt-service charges owed by FAS for the SMT began to decrease, and it had been the department's intent to dedicate the incremental funding to asset preservation while keeping space rent rates stable. Because of the increased costs for the SMT ground lease over the I-5 ramp with the Washington State Department of Transportation (WSDOT), FAS no longer has this incremental funding available for asset preservation in 2018. As debt service costs are reduced and space rent is freed from these costs, FAS and the City Budget Office will evaluate long-term strategies to fund asset preservation while continuing to keep space rent rates stable in the future. Some of the projects started in 2017 and planned for 2018 include:

- weatherization of the Seattle Municipal Tower (SMT);
- predesign for the water heater replacement at the Seattle Justice Center (SJC);
- predesign for work on SMT elevators and lighting controls;
- installation of LED lighting in City Hall;
- work on the envelopes (exteriors) of the Charles Street Tire Shop, Emergency Operations Center, and Seattle Fire Department (SFD) Headquarters; and
- heating, ventilation, and air conditioning (HVAC) work at the Joint Training Facility and the Charles Street Fire Garage

Benaroya Hall. The City is committing resources to assist in the transformation of the Soundbridge educational space at Benaroya Hall into OCTAVE 9. OCTAVE 9 will be an acoustically superb small flexible performance venue, supported by the latest audio-visual technology that will allow music exploration, education, creation, and performance. As well as a performance hub, it will be a window into the vibrant creativity and stellar performances that happen inside Benaroya Hall, allowing young people, communities, visitors, and audiences to see deep into the creative process. In addition to supporting the Seattle Symphony's community and education ambitions, OCTAVE 9 also represents a major capital improvement to Benaroya Hall.

Charles Street Campus Development. In mid-2017, FAS began working with the Office of Planning and Community Development (OPCD) to engage a consultant on assessment, work scoping, and pre-design for the City's future development of some or all of the Charles Street campus, which houses work units of FAS and other City departments. The work will continue in 2018.

City Facilities Project Delivery Services. This proposed new program provides pass-through budget authority for FAS to provide design and construction management services, as requested by City departments, at facilities that are neither owned nor managed by FAS. Departments at these facilities will have already identified funding for FAS services and this project structure will enable FAS Capital Development and Construction Management

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(CDCM) to start its work as quickly as possible. FAS proposes to use the second and fourth quarterly supplemental budget process to appropriate the pass-through budget authority based on actual expenses.

Customer Requested Tenant Improvements. This ongoing program provides a process for FAS to manage and execute all public works tenant improvement projects and space planning in FAS owned and leased facilities. FAS is also hired by other City departments to manage their facilities' capital improvement projects in non-FAS buildings. In 2018, projects include tenant improvements in the Seattle Municipal Tower and Seattle City Hall. Appropriations for FAS's Customer Requested Tenant Improvements (CRTI) program serve as a pass-through to the requesting departments that are responsible for all project costs with funding coming from their capital or operating funds.

Drive Clean Seattle. As part of Mayor Ed Murray's Drive Clean Seattle Initiative, this project funded the installation of 150 charging stations for electric vehicles at the SMT and pre-design work on increasing the electrical service capacity in the SeaPark Garage. The initiative sets a goal of 50% reduction in greenhouse gas emissions for the City's fleet by 2025. Part of this work includes the transition of Seattle's transportation sector from reliance on fossil fuels to the increased use of clean and carbon-neutral electricity. The City is leading by example in transitioning the fleet to electric vehicles where cost-effective electric alternatives are available. Construction of the SMT project will conclude in late 2017, and the pre-design work at SeaPark garage will conclude in early 2018.

Energy Efficiency for Municipal Buildings. In an effort to reduce energy use in City-owned buildings, this project funds work by the Office of Sustainability and Environment (OSE) to support the City's goal of a 20% reduction in building energy use by 2020. This work is part of a Citywide Resource Conservation Initiative coordinated by OSE to improve the energy efficiency of City facilities.

Facilities Upgrade at Seattle Municipal Tower. This new 2018 project will add full gender-neutral restrooms, showers and lockers on floor 14 of the SMT to support City employees who commute on foot or by bicycle. It will also construct new gender-neutral restrooms on SMT 3 and 40, which are accessible by the building's occupants and visitors. This project is an update to a building that was designed and constructed before family restrooms and gender-neutral restrooms were commonplace. The locations for the new restrooms were selected based on proximity to building plumbing infrastructure, security, ability to provide wayfinding for restroom users and minimal functional impact and cost.

Fire Facilities and Emergency Response Levy Program. The 2003 Fire Facilities and Emergency Response Levy Program was a nine-year \$167 million property tax levy voters approved in November 2003. FAS has used levy proceeds to:

- upgrade or replace fire stations and other fire facilities;
- construct a new emergency operations center and fire alarm center; and
- build new fireboats and renovate the Chief Seattle fireboat.

The program is nearing completion. FAS will continue to execute the Fire Facilities Levy Program by continuing construction on the final station, Fire Station 32 in West Seattle. That work will conclude in 2018.

Fire Facilities Non-Levy Work. The project provides retrofits to existing fire stations. Fire Station 31 requires a larger apparatus bay to accommodate the new larger tillered aerial ladder truck, now required by state law. In addition, Fire Station 5 on the waterfront requires seismic retrofits to structurally tie it to the new seawall, as well as concurrent updates to the major systems to extend the useful life of the building and reduce energy consumption. In 2018, FAS will begin work on a multi-year project to provide ventilation upgrades at 11 fire stations and the Joint Training Facility, bringing them into conformance with the current Washington Administrative Code that defines safety standards for firefighters.

North Precinct. In 2018, funding will support modifications to the existing North Precinct facility in order to accommodate anticipated staffing needs for the next several years. These modifications will include remodeling

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the interior to dedicate more space to high-need functions and installing portable trailers in the precinct's parking lot.

Seattle Municipal Court Security Improvements. Two facility security surveys performed by the U.S. Marshals identified opportunities for the City to make upgrades at this facility. This project will begin in 2018 and last through 2020.

South Lake Union Public Safety Facility Needs. The City has identified the need for an additional fire station in the fast-growing South Lake Union area. A potential site has been identified for this new station and options are being explored to identify funding for acquisition and construction.

Summit Re-Implementation (SRI). In 2011, the City of Seattle initiated a Financial Management and Accountability Program (FinMAP) to create Citywide financial management policies and standardization of the City enterprise financial system, Summit. The Summit Re-Implementation project is a key deliverable for this program. It will improve financial reporting and access to financial information for decision-makers across the City and will simplify and standardize regulatory reporting and oversight. Phase One, from January 2013 to August 2015, identified the appropriate scope for SRI. Phase Two, which began in September 2015, is the implementation phase with an operational start date of January 2018. This project has central capital components as well as department-specific components. The central capital project is detailed in the FAS Capital Improvement Program, along with a funding mechanism to reimburse operating departments for certain capital expenditures they incur during the project. Departmental components are budgeted in individual departments and Seattle IT.

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Capital Improvement Program Appropriation

Budget Control Level	2018 Endorsed	2018 Proposed
ADA Improvements - FAS: A1ADA		
Cumulative Reserve Subfund - REET I Subaccount (00163)	0	200,000
Subtotal	0	200,000
Asset Preservation - Schedule 1 Facilities: A1APSCH1		
Cumulative Reserve Subfund - REET I Subaccount (00163)	2,000,000	2,000,000
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	4,124,000	2,152,000
Subtotal	6,124,000	4,152,000
Asset Preservation - Schedule 2 Facilities: A1APSCH2		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	1,848,000	1,848,000
Subtotal	1,848,000	1,848,000
FAS Oversight-External Projects: A1EXT		
Cumulative Reserve Subfund - REET I Subaccount (00163)	2,500,000	2,500,000
Subtotal	2,500,000	2,500,000
FAS Project Delivery Services: A1GMPDS		
Finance and Administrative Services Fund (50300)	0	3,500,000
Subtotal	0	3,500,000
Garden of Remembrance: A51647		
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	27,675	27,675
Subtotal	27,675	27,675
General Government Facilities - General: A1GM1		
Cumulative Reserve Subfund - REET I Subaccount (00163)	774,535	4,959,535
Finance and Administrative Services Fund (50300)	3,500,000	0
Subtotal	4,274,535	4,959,535
Information Technology: A1IT		
2018 Multipurpose LTGO Bond Fund	4,903,000	8,248,000
Finance and Administrative Services Fund (50300)	6,897,000	6,897,000
Subtotal	11,800,000	15,145,000

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Neighborhood Fire Stations: A1FL1

2018 Multipurpose LTGO Bond Fund	0	1,400,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	3,590,000	3,342,834
Subtotal	3,590,000	4,742,834

Public Safety Facilities - Fire: A1PS2

Cumulative Reserve Subfund - REET I Subaccount (00163)	1,043,000	1,043,000
Subtotal	1,043,000	1,043,000

Public Safety Facilities - Police: A1PS1

Cumulative Reserve Subfund - REET I Subaccount (00163)	11,600,000	14,100,000
General Subfund	352,000	0
Subtotal	11,952,000	14,100,000

Summit Re-Implementation Department Capital Needs: A1IT1

2018 Multipurpose LTGO Bond Fund	1,206,000	1,238,884
Subtotal	1,206,000	1,238,884

Total Capital Improvement Program Appropriation	44,365,210	53,456,928
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