

## Office of Arts and Cultural Affairs

Michael Killoren, Director

### Contact Information

Department Information Line: (206) 684-7171

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

On the Web at: <http://www.cityofseattle.net/arts/>

### Department Description

The Office of Arts and Cultural Affairs promotes the value of arts and culture in, and of, communities throughout Seattle. It strives to ensure that a wide range of high-quality artistic experiences are available to everyone, encourage artist-friendly arts and cultural policy, and promote Seattle as a cultural destination. The Office is a resource for the entire City, focusing on the artist, the creative life of the community, and the next generation. The Office's major areas of emphasis are:

Public Art, which integrates artworks and artists' visions into public settings through the 1% for Art program, expanding the public's experience with visual art, and creating enduring public art projects.

Civic Partnerships, which manages and leverages the City's investments in arts and cultural organizations in order to increase public access to arts and culture. Partnerships between and among artists, arts organizations, City agencies, and other public and private entities, promote arts and cultural initiatives that support Seattle's artistic and cultural assets.

Community Development and Outreach, which oversees outreach programs that promote Seattle as a creative capital, provide information and resources to artists and arts organizations, and assist in the development of new arts councils in Seattle neighborhoods and communities, and helps leverage other City cultural resources.

Advocacy, which heightens awareness of ideas and issues, including the role of the arts in economic development, arts education for young people, and cultural tourism.

### Proposed Policy and Program Changes

The 2004 Proposed Budget reflects the Office of Arts and Cultural Affairs' evolving role as an arts resource for the entire City. Although the 2004 proposed General Fund budget includes about \$90,000 in budget cuts (reducing support to the VERA project and technical support to community arts organizations), the Office continues to forge new partnerships with City agencies and private businesses, and develop the Seattle Arts Commission into a vital advisory body promoting the values of arts and culture throughout Seattle. The 2004 Proposed Budget also revises the anticipated 1% for Art funding downward by approximately \$234,000 from the 2004 Endorsed Budget. This funding is from "arts eligible" projects in the City's 2004 Proposed Capital Improvement Program (CIP).

The following table reflects the reorganization of the Office that was effective on January 1, 2003. Prior to 2003, the Office's budget was appropriated at the Fund level (General Fund, Arts Account, and Municipal Arts Fund) and the budget did not distinguish between program areas. The newly reorganized Office and its budget are now appropriated by program within each fund.

# Arts & Cultural Affairs

<b>Appropriations</b>	<b>Summit Code</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
<b>General Subfund Budget Control Level</b>					
Administrative Services - GF		0	457,430	467,089	441,034
Civic Partnerships - GF		0	1,541,922	1,569,302	1,548,816
Community Development and Outreach - GF		0	371,640	379,345	335,804
Public Art - GF		0	0	0	0
<b>General Subfund Budget Control Level</b>	<b>VA400</b>	<b>3,140,545</b>	<b>2,370,992</b>	<b>2,415,736</b>	<b>2,325,654</b>
<b>Municipal Arts Fund Budget Control Level</b>					
Administrative Services - MAF		0	100,811	103,331	103,331
Civic Partnerships - MAF		0	74,007	75,857	75,857
Community Development and Outreach - MAF		0	41,985	43,035	43,035
Public Art - MAF		0	1,009,593	1,280,885	1,046,998
<b>Municipal Arts Fund Budget Control Level</b>	<b>2VMAO</b>	<b>2,202,396</b>	<b>1,226,396</b>	<b>1,503,108</b>	<b>1,269,221</b>
<b>Department Total</b>		<b>5,342,941</b>	<b>3,597,388</b>	<b>3,918,844</b>	<b>3,594,875</b>
<b>Department Full-time Equivalents Total*</b>		<b>19.60</b>	<b>20.60</b>	<b>20.60</b>	<b>19.85</b>
<i>*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.</i>					
<b>Resources</b>					
General Subfund		3,140,545	2,370,992	2,415,736	2,325,654
Other Funds		2,202,396	1,226,396	1,503,108	1,269,221
<b>Total</b>		<b>5,342,941</b>	<b>3,597,388</b>	<b>3,918,844</b>	<b>3,594,875</b>

# Arts & Cultural Affairs

## General Subfund Budget Control Level

### Purpose Statement

The General Subfund Budget Control Level is an administrative mechanism that distinguishes the Office's use of General Fund dollars from the use of Municipal Arts Fund (MAF) dollars. Both funding sources may be allocated to each of the Office's four programs. Other departments with multiple funding sources often use an operating fund into which the revenues are mixed and expended interchangeably. The Office of Arts and Cultural Affairs does not use an operating fund because the revenues which fund the MAF may only be used for certain purposes.

The following table reflects the reorganization of the Office that was effective on January 1, 2003. Prior to 2003, the Office's budget was appropriated at the Fund level (General Fund, Arts Account, and Municipal Arts Fund) and the budget did not distinguish between program areas. The newly reorganized Office and its budget are now appropriated by program within each fund.

<b>Program Expenditures</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Administrative Services - GF	0	457,430	467,089	441,034
Civic Partnerships - GF	0	1,541,922	1,569,302	1,548,816
Community Development and Outreach - GF	0	371,640	379,345	335,804
Public Art - GF	0	0	0	0
<b>TOTAL</b>	<b>3,140,545</b>	<b>2,370,992</b>	<b>2,415,736</b>	<b>2,325,654</b>
Full-time Equivalents Total*	10.75	12.00	12.00	11.25

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

# Arts & Cultural Affairs

## General Subfund: Administrative Services - GF

### Purpose Statement

The purpose of Administrative Services program is to provide leadership and executive management of the staff, arts and cultural policy support and accountability to the Executive and Council, and support services (including accounting, reception, personnel, contracting, and office management) in order to effectively accomplish the mission and goals of the Office. This program also provides support to the Seattle Arts Commission, the 15-member advisory board to the Mayor and City Council.

The Office of Arts and Cultural Affairs was significantly reorganized in January, 2003. The FTE figure for 2002 in the following table is an approximation of how 6.0 FTEs of the Office's total 19.6 FTEs in 2002 were allocated in the new 2003 organizational structure.

### Program Summary

Reduce support to the VERA project by \$5,000. The Office of Arts and Cultural Affairs contributes \$20,000, the Department of Parks and Recreation contributes \$15,000, and Seattle Center contributes \$10,000, for total City funding to VERA of \$45,000 in 2004.

Reduce funding for a Supported Employment position to reflect the actual cost, for a savings of about \$7,000.

Citywide adjustments to inflation assumptions reduce the budget by about \$14,000, for a total reduction from the 2004 Endorsed Budget to the 2004 Proposed Budget of approximately \$26,000.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Administrative Services - GF	0	457,430	467,089	441,034
Full-time Equivalents Total*	6.00	5.25	5.25	5.25

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

## General Subfund: Civic Partnerships - GF

### Purpose Statement

The Civic Partnerships program manages the City's investments in arts and cultural organizations of all sizes. The program strengthens arts organizations and encourages mentoring of emerging artists and arts organizations to increase the technical and economic success of the whole cultural community.

The Office of Arts and Cultural Affairs was significantly reorganized in January, 2003. The FTE figure for 2002 in the following table is an approximation of how 4.75 FTEs of the Office's total 19.6 FTEs in 2002 were allocated in the new 2003 organizational structure.

### Program Summary

Reduce an Arts Program Specialist Supervisor position by 0.25 FTE, to 0.75 FTE, for a savings of about \$19,000. Some of the policy work conducted by this position shifts to the Director. Also, this cut reduces grant management capacity.

Citywide adjustments to inflation assumptions reduce the budget by about \$1,000, for a total reduction from the 2004 Endorsed Budget to the 2004 Proposed Budget of approximately \$20,000.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Civic Partnerships - GF	0	1,541,922	1,569,302	1,548,816
Full-time Equivalents Total*	4.75	2.00	2.00	1.75

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

# Arts & Cultural Affairs

## General Subfund: Community Development and Outreach - GF

### Purpose Statement

The Community Development and Outreach program encourages, supports, and instigates the development of arts and culture in Seattle. The program promotes Seattle as a cultural capital, and assists neighborhoods and communities in using the arts to explore issues and ideas and increase economic vitality. The program provides technical support to Seattle's 18 existing community arts councils, and supports the development of new councils and initiatives. The program also works with the Department of Neighborhoods, the Seattle Public Library, the Department of Parks and Recreation, Seattle Public Utilities, and other City departments to respond to community-based arts opportunities.

### Program Summary

Reduce an Administrative Secretary position and a Community Arts Specialist position by 0.25 FTE each, for a savings of about \$29,000, and reduce funding for technical assistance to community arts groups, for a savings of about \$7,000. The administrative cut reduces support to the Director. The Community Arts Specialist and technical assistance cut results in fewer training and development opportunities for community arts organizations.

Citywide adjustments to inflation assumptions reduce the budget by about \$8,000, for a total reduction from the 2004 Endorsed Budget to the 2004 Proposed Budget of approximately \$44,000.

The Office of Arts and Cultural Affairs was significantly reorganized in January, 2003. The FTE figure for 2002 in the following table is an approximation of how the Office's total 2002 FTEs (19.6 FTE) were allocated in the new 2003 organizational structure.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Community Development and Outreach - GF	0	371,640	379,345	335,804
Full-time Equivalents Total*	0.00	4.75	4.75	4.25

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

## General Subfund: Public Art - GF

### Purpose Statement

The Public Art program works with other City agencies to integrate works of art and the ideas of artists into a variety of public settings. Funded by the 1% for Art revenue generated from the City's Capital Improvement Program, the Public Art program works to ensure the quality of the City's art investments, and to increase opportunities for stakeholder involvement.

### Program Summary

No change.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Public Art - GF	0	0	0	0
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

# Arts & Cultural Affairs

## Municipal Arts Fund Budget Control Level

### Purpose Statement

The Municipal Arts Fund Budget Control Level is an administrative mechanism that distinguishes the Office's use of Municipal Arts Fund (MAF) dollars from the use of General Fund dollars. Both funding sources may be allocated to each of the Office's four programs. Other departments with multiple funding sources often utilize an operating fund into which the revenues are mixed and expended interchangeably. The Office of Arts and Cultural Affairs does not utilize an operating fund because the revenues which fund the MAF may only be used for certain purposes.

The following table reflects the reorganization of the Office that was effective on January 1, 2003. Prior to 2003, the Office's budget was appropriated at the Fund level (General Fund, Arts Account, and Municipal Arts Fund) and the budget did not distinguish between program areas. The newly reorganized Office and its budget are now appropriated by program within each fund.

	2002 Actual	2003 Adopted	2004 Endorsed	2004 Proposed
<b>Program Expenditures</b>				
Administrative Services - MAF	0	100,811	103,331	103,331
Civic Partnerships - MAF	0	74,007	75,857	75,857
Community Development and Outreach - MAF	0	41,985	43,035	43,035
Public Art - MAF	0	1,009,593	1,280,885	1,046,998
<b>TOTAL</b>	<b>2,202,396</b>	<b>1,226,396</b>	<b>1,503,108</b>	<b>1,269,221</b>
Full-time Equivalents Total*	8.85	8.60	8.60	8.60

\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.

## Municipal Arts Fund: Administrative Services - MAF

### Purpose Statement

The purpose of Administrative Services program is to provide leadership and executive management of the staff, arts and cultural policy support and accountability to the Executive and Council, and support services (including accounting, reception, personnel, contracting, and office management) in order to effectively accomplish the mission and goals of the Office. This program also provides support to the Seattle Arts Commission, the 15-member advisory board to the Mayor and City Council.

### Program Summary

No change.

	2002 Actual	2003 Adopted	2004 Endorsed	2004 Proposed
<b>Expenditures/FTE</b>				
Administrative Services - MAF	0	100,811	103,331	103,331
Full-time Equivalents Total*	0.00	1.25	1.25	1.25

\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.



# Arts & Cultural Affairs

## Municipal Arts Fund: Civic Partnerships - MAF

### Purpose Statement

The Civic Partnerships program manages the City's investments in arts and cultural organizations of all sizes. The program strengthens arts organizations and encourages mentoring of emerging artists and arts organizations to increase the technical and economic success of the whole cultural community.

### Program Summary

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<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Civic Partnerships - MAF	0	74,007	75,857	75,857
Full-time Equivalents Total*	0.00	1.00	1.00	1.00

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

## Municipal Arts Fund: Community Development and Outreach - MAF

### Purpose Statement

The Community Development and Outreach program encourages, supports, and instigates the development of arts and culture in Seattle. The program promotes Seattle as a cultural capital, and assists neighborhoods and communities in using the arts to explore issues and ideas and increase economic vitality. The program provides technical support to Seattle's 18 existing community arts councils, and supports the development of new councils and initiatives. The program also works with the Department of Neighborhoods, the Seattle Public Library, the Department of Parks and Recreation, Seattle Public Utilities, and other City departments to respond to community-based arts opportunities.

### Program Summary

No change.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Community Development and Outreach - MAF	0	41,985	43,035	43,035
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

# Arts & Cultural Affairs

## Municipal Arts Fund: Public Art - MAF

### Purpose Statement

The Public Art program works with other City agencies to integrate works of art and the ideas of artists into a variety of public settings. Funded by the 1% for Art revenue generated from the City's Capital Improvement Program, the Public Art program works to ensure the quality of the City's art investments, and to increase opportunities for stakeholder involvement.

### Program Summary

Reduce the 2004 Endorsed estimate of 1% for Art funding by about \$234,000 to reflect the 1% for Art contributions anticipated in the City's 2004 Proposed Capital Improvement Program.

The Office of Arts and Cultural Affairs was significantly reorganized in January, 2003. The FTE figure for 2002 in the following table is an approximation of how 8.85 FTEs of the Office's total 19.6 FTEs in 2002 were allocated in the new 2003 organizational structure.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Public Art - MAF	0	1,009,593	1,280,885	1,046,998
Full-time Equivalents Total*	8.85	6.35	6.35	6.35

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

# Arts & Cultural Affairs

## 2004 Estimated Revenues for the Municipal Arts Fund

The Municipal Art Fund (MAF, #00626) was established in 1973 by the Seattle Municipal Code (SMC 20.32) to fund works of art through the appropriation of 1% of the budgets of selected City Capital Improvement Projects. Funding sources for 1% For Art projects include public utilities revenue (Seattle City Light, Seattle Public Utilities), tax levies, bond issues (e.g. for Seattle Center, the Department of Parks and Recreation, and the Civic Center), the General Fund, and special funds, such as grants. The MAF is used to fund a variety of art, including site-integrated art for municipal construction projects (e.g. buildings, streetscapes, parks), portable art to be displayed in City buildings, freestanding art on public sites, and special projects such as publications, exhibitions, films, and artist residencies in City departments.

The MAF is the funding source for the Municipal Arts Fund Budget Control Level. Revenues in the table below reflect the MAF's allocation in the 2004 Proposed Budget for the CIP. This includes approximately \$492,000 of funding related to projects in the proposed Fire Facilities and Emergency Response Levy that is subject to public vote in November 2003. If the levy is not approved by the voters, the MAF funding and the budget of the Office of Arts & Cultural Affairs will be reduced.

Summit Code	Source	2002 Actual	2003 Adopted	2003 Revised	2004 Proposed
541990	City Light Percent For Art	\$ 607,900	\$ 158,577	\$ 264,974	\$ 10,704
541990	Seattle Public Utilities Percent For Art	232,200	396,740	455,690	314,857
541990	Fleets and Facilities Department Percent For Art	22,500	29,000	105,000	499,430
541990	Seattle Center Percent For Art	200,000	2,950	2,950	8,200
541990	Department of Parks and Recreation Percent For Art	243,670	357,710	332,730	188,900
541990	Seattle Dept. of Transportation Percent For Art	203,810	111,220	117,580	47,130
441990	Other Miscellaneous Revenue	294,500	170,199	183,199	-
	<b>Total Revenues</b>	<b>\$ 1,804,580</b>	<b>\$ 1,226,396</b>	<b>\$ 1,462,123</b>	<b>\$ 1,269,221</b>
371000	Increase or (Decrease) in Fund Balance	18,947	-	-	-
	<b>Total Resources</b>	<b>\$ 1,823,527</b>	<b>\$ 1,226,396</b>	<b>\$ 1,462,123</b>	<b>\$ 1,269,221</b>

# Arts & Cultural Affairs

## Capital Improvement Program Highlights

The Office of Arts and Cultural Affairs' Capital Improvement Program (CIP) maintains the City's sited and portable artwork collection, and circulates and stores the City's portable artwork collection. The portable collection includes more than 2,500 individual pieces, including sculptures, paintings, mixed media, photographs, and textiles, all procured with 1% for Art funding generated by the City's Capital Improvement Program. While funding for procurement of new artworks is appropriated in the capital budgets of the departments with "art eligible" CIP projects, funding for the relocation and maintenance work in the Office's CIP is funded by the Cumulative Reserve Subfund.

The Office of Arts and Cultural Affairs' CIP supports the agency's work to integrate artworks into a variety of public settings, to preserve the quality of the City's art investments, and to ensure public access to the City's art collection.

## Capital Improvement Program Appropriation

<b>Budget Control Level</b>	<b>2003 Revised</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
<b>Artwork Relocation: V2ACAR</b>			
Cumulative Reserve Subfund-Unrestricted	68,000	35,000	35,000
<b>Subtotal</b>	<b>68,000</b>	<b>35,000</b>	<b>35,000</b>
<b>General Maintenance: V2ACGM</b>			
Cumulative Reserve Subfund-Unrestricted	74,000	70,000	70,000
<b>Subtotal</b>	<b>74,000</b>	<b>70,000</b>	<b>70,000</b>
<b>Portable Works Maintenance: V2ACPW</b>			
Cumulative Reserve Subfund-Unrestricted	15,000	15,000	15,000
<b>Subtotal</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
<b>Total Capital Improvement Program Funds Appropriation</b>	<b>157,000</b>	<b>120,000</b>	<b>120,000</b>

# The Seattle Public Library

Deborah L. Jacobs, City Librarian

## Contact Information

Department Information Line: (206) 386-4636

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

On the Web at: <http://www.spl.org/>

## Department Description

The Seattle Public Library, founded in 1891, includes the Central Library, 24 neighborhood libraries, mobile services, and the Washington Talking Book and Braille Library.

The Library is governed by a five-member citizens' board of trustees, which is appointed by the Mayor and confirmed by the City Council. Board members serve five-year terms and meet monthly.

As the center of Seattle's information network, the Library provides a vast array of resources and services to the public, including:

- books, magazines, newspapers;
- online catalog and web site ([www.spl.org](http://www.spl.org));
- internet access and classes;
- CDs, DVDs, books on tape;
- sheet music;
- electronic databases;
- an extensive multilingual collection;
- English as a Second Language (ESL) and literacy services;
- more than 4,000 annual literary programs for children, teens, and adults;
- 10 community meeting rooms;
- Quick Information Center telephone reference service (386-INFO); and
- services for the deaf and blind.

The Library is currently implementing projects from the \$268.4 million "Libraries for All" building program, funded in part by \$196.4 million in bonds approved by the voters in 1998 and \$35 million in private funding. The program provides a new Central Library, improvements to the 22 branch libraries in the system as of 1998, and the construction of five new branches in neighborhoods without libraries. For more information about this program, see the 2004-2009 Proposed Capital Improvement Program.

## Proposed Policy and Program Changes

The Library collections budget is reduced by approximately \$379,000 relative to the amount in the 2004 Endorsed Budget, a 12% decrease. Fewer books and non-print materials are purchased and the number of periodical subscriptions is decreased.

All Library operations close for one week in the first half of 2004. The closure is timed to coincide with the disruption to Library services required to move systems and materials from the Temporary Central Library to the new Central Library. The 2003 Adopted Budget included a two-week closure in the fourth quarter of 2003, but delays in the construction of the new Library changed the move period to the first half of 2004. To minimize the impact of the closure on patrons, the Library closed for one week in August 2003, and will require only a one-

# Library

week system-wide closure during the move to the new Central Library in 2004. All staff are on unpaid leave during the closure periods except Information Technology staff, who will take staggered leaves at other times of the year.

Delayed openings of Libraries for All facilities, including the new Central Library and several branch projects, result in a savings of operations and maintenance costs of approximately \$655,000. These savings are shown in Finance General, and are partially offset by the cost of extending the lease for the Temporary Central Library through early 2004.

The Library's pay-for-print system continues in 2004. Implemented in late 2003, the system charges patrons for printing materials from Library computers. Pay-for-print revenues recover costs of approximately \$195,000, making print and copy services self-sufficient and allowing the Library to use funds that had subsidized print services for other critical services.

Approximately \$148,000 in revenue from the parking garage in the new Central Library displaces an equal amount of General Fund funding. This represents a one-time savings for the General Fund because the revenue will be used to pay debt service for the garage when payments begin in 2005.

Approximately \$50,000 in revenue from increases in fines and fees displaces an equal amount of General Fund funding.

<b>Appropriations</b>	<b>Summit Code</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
<b>Capital Projects Budget Control Level</b>	<b>2B1CAP</b>	<b>41,597,938</b>	<b>39,716,000</b>	<b>7,564,000</b>	<b>8,080,000</b>
<b>Collections and Administration Budget Control Level</b>					
City Librarian		908,495	774,714	820,713	888,158
Facilities and Fleet Services		3,178,325	3,714,480	4,016,492	3,962,040
Finance		1,430,963	764,363	780,851	1,267,264
Human Resources		844,484	971,026	1,022,970	1,007,507
Information Technology		1,737,240	1,613,887	1,695,773	1,668,438
Library/Community Partnerships/Volunteers		142,373	76,424	84,823	0
Technical and Collection Services		6,131,171	6,040,957	6,253,767	5,785,006
<b>Collections and Administration Budget Control Level</b>	<b>B01ADM</b>	<b>14,373,051</b>	<b>13,955,851</b>	<b>14,675,389</b>	<b>14,578,413</b>
<b>Public Services Budget Control Level</b>					
Center for the Book		0	0	0	0
Central Library Services		8,406,094	7,660,295	8,174,131	8,051,143
Mobile Services		796,862	940,106	991,371	980,274
Neighborhood Libraries		10,669,500	10,061,461	10,696,744	10,554,802
Washington Talking Book and Braille Library		1,393,197	1,350,000	1,350,000	1,350,000
<b>Public Services Budget Control Level</b>	<b>B01PUB</b>	<b>21,265,653</b>	<b>20,011,862</b>	<b>21,212,246</b>	<b>20,936,219</b>
<b>Department Total</b>		<b>77,236,642</b>	<b>73,683,713</b>	<b>43,451,635</b>	<b>43,594,632</b>
<b>Resources</b>					
General Subfund		33,657,532	31,902,808	33,822,730	32,934,279
Other Funds		43,579,110	41,780,905	9,628,905	10,660,353
<b>Total</b>		<b>77,236,642</b>	<b>73,683,713</b>	<b>43,451,635</b>	<b>43,594,632</b>

# Library

## Selected Midyear Performance Measures

### Dedicated to improving daily access to Library services in all Seattle Public Libraries

Reference questions answered both in person and through the internet

2002 Year End Actuals: 1,370,438

2003 Midyear Actuals: 561,456

2003 Year End Projection: 1,125,000 - Decline is due to the closure of 6 branch libraries for construction.

Number of people served through the Center for the Book's humanities/literary programs and Central and branch programs

2002 Year End Actuals: 109,910

2003 Midyear Actuals: 56,045

2003 Year End Projection: 112,000

Number of facilities served by Mobile Services (bookmobile) visits

2002 Year End Actuals: 43

2003 Midyear Actuals: 43

2003 Year End Projection: 43

Number of customers served at Central and branch libraries (in person)

2002 Year End Actuals: 4,254,006

2003 Midyear Actuals: 1,909,165

2003 Year End Projection: 3,818,330 - Decline is due to the closure of 6 branch libraries for construction, and reductions in the collections budget.

### Committed to improving the availability and quality of print, media, and electronic resources for Library users

Use of Library materials (circulation)

2002 Year End Actuals: 6,663,318

2003 Midyear Actuals: 3,192,735

2003 Year End Projection: 6,400,000 - Decline is due to the closure of 6 branch libraries for construction, and reductions in the collections budget.

Number of web visits

2002 Year End Actuals: 2,403,926

2003 Midyear Actuals: 1,284,841

2003 Year End Projection: 2,600,000



## Number of in-house usage of library materials (items not checked out)

2002 Year End Actuals: 1,160,737

2003 Midyear Actuals: 506,900

2003 Year End Projection: 1,000,000 - Decline is due to the closure of 6 branch libraries for construction, and reductions in the collections budget.

## Book collection size

2002 Year End Actuals: 2,042,643

2003 Midyear Actuals: 2,000,000

2003 Year End Projection: 2,000,000 - Decline is due to reductions in the collections budget.

## **Committed to providing and maintaining improved Library buildings (through the Libraries for All capital program) within the resources available in collaboration with the community to serve the expanding and diverse base of library users**

### Number of Libraries for All (LFA) facilities opened

2002 Year End Actuals: 3

2003 Midyear Actuals: 4

2003 Year End Projection: 4

# Library

## Capital Projects Budget Control Level

### **Purpose Statement**

The purpose of the Libraries for All budget control level is to provide new and renovated library buildings that allow for new and improved programs and services.

### **Program Summary**

Continue implementation of the \$268.4 million "Libraries for All" building program, which includes building a new Central Library, building five new branches in communities without libraries, and improving or replacing the 22 branch libraries in the system as of 1998. The program is funded in part by \$196.4 million in bonds approved by the voters in 1998 and \$35 million in private funding. For more information about this program, see the 2004-2009 Proposed Capital Improvement Program.

Increase project budgets as follows: \$300,000 for Technology Enhancements - Central Library; \$200,000 for Storage and Transfer of Library Materials; and \$16,000 for Southwest Library Expansion for a total increase from the Endorsed Budget to the Proposed Budget of \$516,000.

<b>Expenditures</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Capital Projects	41,597,938	39,716,000	7,564,000	8,080,000

**Collections and Administration Budget Control Level****Purpose Statement**

The purpose of the Collections and Administration budget control level is to support the delivery of excellent library services to the public.

<b>Program Expenditures</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
City Librarian	908,495	774,714	820,713	888,158
Facilities and Fleet Services	3,178,325	3,714,480	4,016,492	3,962,040
Finance	1,430,963	764,363	780,851	1,267,264
Human Resources	844,484	971,026	1,022,970	1,007,507
Information Technology	1,737,240	1,613,887	1,695,773	1,668,438
Library/Community Partnerships/Volunteers	142,373	76,424	84,823	0
Technical and Collection Services	6,131,171	6,040,957	6,253,767	5,785,006
<b>TOTAL</b>	<b>14,373,051</b>	<b>13,955,851</b>	<b>14,675,389</b>	<b>14,578,413</b>

# Library

## Collections and Administration: City Librarian

### Purpose Statement

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

### Program Summary

Transfer in all appropriations (approximately \$85,000) and staff from the Library/Community Partnerships/Volunteers Program. As a part of the 2003 Library reorganization designed to streamline administration, the Library/Community Partnerships/Volunteers Director position was eliminated and Program functions were assumed by the City Library Program.

Close City Librarian program operations for one week in the first half of 2004 to allow for moving systems and materials from the Temporary Central Library to the new Central Library. The closure, which will result in a one-time expenditure reduction of approximately \$15,000, was originally planned for late 2003 but was postponed due to Central Library construction delays.

Increase the personnel benefits budget by approximately \$3,000 to cover higher than anticipated health insurance costs.

Citywide adjustments to inflation assumptions reduce the budget by \$6,000, for a net increase from the 2004 Endorsed Budget to the 2004 Proposed Budget of approximately \$67,000.

<b>Expenditures</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
City Librarian	908,495	774,714	820,713	888,158

## Collections and Administration: Facilities and Fleet Services

### Purpose Statement

The purpose of the Facilities and Fleet Services program is to manage the Library's facilities, fleet, and delivery systems; maintain buildings and grounds; and provide safety and security services so that library services are delivered in a clean, safe, and comfortable atmosphere.

### Program Summary

Close Facilities and Fleets Services program operations for one week in the first half of 2004 to allow for moving systems and materials from the Temporary Central Library to the new Central Library. The closure, which will result in a one-time expenditure reduction of approximately \$46,000, was originally planned for late 2003 but was postponed due to Central Library construction delays.

Increase the personnel benefits budget by approximately \$8,000 to cover higher than anticipated health insurance costs.

Citywide adjustments to inflation assumptions reduce the budget by \$16,000, for a total reduction from the 2004 Endorsed Budget to the 2004 Proposed Budget of approximately \$54,000.

<b>Expenditures</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Facilities and Fleet Services	3,178,325	3,714,480	4,016,492	3,962,040

# Library

## Collections and Administration: Finance

### Purpose Statement

The purpose of the Finance program is to provide accurate financial and budget services to, and on behalf of, the Library so that the Library is accountable in maximizing its resources to carry out its mission.

### Program Summary

Increase expenditures for the Library's new pay-for-print program, which was instituted in late 2003. The program charges patrons for the use of Library computer printers. Pay-for-print revenues recover costs of approximately \$195,000, making print and copy services self-sufficient and allowing the Library to use funds that had subsidized print services for other staffing costs.

Increase expenditures by approximately \$95,000 for operations and maintenance costs associated with the parking garage located in the new Central Library and approximately \$35,000 for operations and maintenance costs associated with the parking garage located in the new Capitol Hill Library. These costs are offset by parking revenue from the garages.

Extend the lease for the Temporary Central Library facility. The original lease expires in December, 2003. The Central Library will remain in the temporary facility through the first quarter of 2004 because of delays in the construction of the new Central Library. The increased cost is approximately \$174,000, and is offset by savings in maintenance and operating costs for the new facility that are budgeted in Finance General.

Close Finance program operations for one week in the first half of 2004 to allow for moving systems and materials from the Temporary Central Library to the new Central Library. The closure, which will result in a one-time expenditure reduction of approximately \$8,000, was originally planned for late 2003 but was postponed due to Central Library construction delays.

Increase the personnel benefits budget by approximately \$2,000 to cover higher than anticipated health insurance costs.

Citywide adjustments to inflation assumptions reduce the budget by \$7,000, for a net increase from the 2004 Endorsed Budget to the 2004 Proposed Budget of approximately \$486,000.

<b>Expenditures</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Finance	1,430,963	764,363	780,851	1,267,264

## Collections and Administration: Human Resources

### Purpose Statement

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

### Program Summary

Close Human Resources program operations for one week in the first half of 2004 to allow for moving systems and materials from the Temporary Central Library to the new Central Library. The closure, which will result in a one-time expenditure reduction of approximately \$13,000, was originally planned for late 2003 but was postponed due to Central Library construction delays.

Increase the personnel benefits budget by approximately \$2,000 to cover higher than anticipated health insurance costs.

Citywide adjustments to inflation assumptions reduce the budget by \$4,000, for a total reduction from the 2004 Endorsed Budget to the 2004 Proposed Budget of approximately \$15,000.

<b>Expenditures</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Human Resources	844,484	971,026	1,022,970	1,007,507

# Library

## Collections and Administration: Information Technology

### Purpose Statement

The purpose of the Information Technology Services program is to provide quality data processing infrastructure and support so that Library customers and staff have free and easy access to a vast array of productivity tools, ideas, information, and knowledge via technological resources.

### Program Summary

Close Information Technology program operations for one week in the first half of 2004 to allow for moving systems and materials from the Temporary Central Library to the new Central Library. The closure, which will result in a one-time expenditure reduction of approximately \$20,000, was originally planned for late 2003 but was postponed due to Central Library construction delays.

Increase the personnel benefits budget by approximately \$4,000 to cover higher than anticipated health insurance costs.

Citywide adjustments to inflation assumptions reduce the budget by \$11,000, for a total reduction from the 2004 Endorsed Budget to the 2004 Proposed Budget of approximately \$27,000.

	2002 Actual	2003 Adopted	2004 Endorsed	2004 Proposed
<b>Expenditures</b>				
Information Technology	1,737,240	1,613,887	1,695,773	1,668,438

## Collections and Administration: Library/Community Partnerships/Volunteers

### Purpose Statement

The purpose of the Library/Community Partnerships/Volunteers program is to reach out to the broadest spectrum of the community to engage people in volunteering or becoming involved in Friends of the Library or other services, programs, and facilities so that the community is well-connected with the Library.

### Program Summary

Transfer all appropriations (approximately \$85,000) and staff to the City Librarian Program. As a part of the 2003 Library reorganization designed to streamline administration, the Director position was eliminated and Program functions were assumed by the City Library Program.

	2002 Actual	2003 Adopted	2004 Endorsed	2004 Proposed
<b>Expenditures</b>				
Library/Community Partnerships/Volunteers	142,373	76,424	84,823	0



## Collections and Administration: Technical and Collection Services

### Purpose Statement

The purpose of the Technical and Collection Services program is to make library books and materials and a library catalog available to all customers so that they are able to access information and materials.

### Program Summary

Continue the mid-year 2003 reduction to the collections budget of approximately \$339,000 and reduce the collections budget by an additional \$40,000. Collections include books, periodicals, videos/DVDs, compact discs, recorded books, and electronic resources. The overall reduction is 12% relative to the amount for collections in the 2004 Endorsed Budget.

Close Technical and Collections Services program operations for one week in the first half of 2004 to allow for moving systems and materials from the Temporary Central Library to the new Central Library. The closure, which will result in a one-time expenditure reduction of approximately \$42,000, was originally planned for late 2003 but was postponed due to Central Library construction delays.

Increase the personnel benefits budget by approximately \$8,000 to cover higher than anticipated health insurance costs.

Citywide adjustments to inflation assumptions reduce the budget by \$56,000, for a total reduction from the 2004 Endorsed Budget to the 2004 Proposed Budget of approximately \$469,000.

<b>Expenditures</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Technical and Collection Services	6,131,171	6,040,957	6,253,767	5,785,006

# Library

## Public Services Budget Control Level

### Purpose Statement

The purpose of the Public Services budget control level is to provide quality library services and programs that benefit and are valued by customers.

	2002 Actual	2003 Adopted	2004 Endorsed	2004 Proposed
<b>Program Expenditures</b>				
Center for the Book	0	0	0	0
Central Library Services	8,406,094	7,660,295	8,174,131	8,051,143
Mobile Services	796,862	940,106	991,371	980,274
Neighborhood Libraries	10,669,500	10,061,461	10,696,744	10,554,802
Washington Talking Book and Braille Library	1,393,197	1,350,000	1,350,000	1,350,000
<b>TOTAL</b>	<b>21,265,653</b>	<b>20,011,862</b>	<b>21,212,246</b>	<b>20,936,219</b>

## Public Services: Center for the Book

### Purpose Statement

The purpose of the Center for the Book program is to celebrate the written word and to facilitate the exchange of ideas evoked by the reading of literature so that library customers expand their appreciation for literature and the humanities.

### Program Summary

Fund Center for the Book Programs exclusively through grants and gift funds. The program is not appropriated in the Library Fund.

	2002 Actual	2003 Adopted	2004 Endorsed	2004 Proposed
<b>Expenditures</b>				
Center for the Book	0	0	0	0

## Public Services: Central Library Services

### Purpose Statement

The purpose of the Central Library Services program is to provide in-depth information, extensive books and materials, and coordination to customers and to library branch staff so that they become aware of, and have timely access to, the resources they need.

### Program Summary

Close Central Library Services program operations for one week in the first half of 2004 to allow for moving systems and materials from the Temporary Central Library to the new Central Library. The closure, which will result in a one-time expenditure reduction of approximately \$162,000, was originally planned for late 2003 but was postponed due to Central Library construction delays.

Increase the personnel benefits budget by approximately \$65,000 to cover higher than anticipated health insurance costs.

Citywide adjustments to inflation assumptions reduce the budget by \$26,000, for a total reduction from the 2004 Endorsed Budget to the 2004 Proposed Budget of approximately \$123,000.

	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
<b>Expenditures</b>				
Central Library Services	8,406,094	7,660,295	8,174,131	8,051,143

## Public Services: Mobile Services

### Purpose Statement

The purpose of the Mobile Services program is to provide access to library books, materials, and services to the elderly, very young, disabled, and homebound customers who are unable to come to the Library.

### Program Summary

Close Mobile Services program operations for one week in the first half of 2004 to allow for moving systems and materials from the Temporary Central Library to the new Central Library. The closure, which will result in a one-time expenditure reduction of approximately \$11,000, was originally planned for late 2003 but was postponed due to Central Library construction delays.

Increase the personnel benefits budget by approximately \$3,000 to cover higher than anticipated health insurance costs.

Citywide adjustments to inflation assumptions reduce the budget by \$3,000, for a total reduction from the 2004 Endorsed Budget to the 2004 Proposed Budget of approximately \$11,000.

	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
<b>Expenditures</b>				
Mobile Services	796,862	940,106	991,371	980,274

# Library

## Public Services: Neighborhood Libraries

### Purpose Statement

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

### Program Summary

Close Neighborhood Libraries program operations for one week in the first half of 2004 to allow for moving systems and materials from the Temporary Central Library to the new Central Library. The closure, which will result in a one-time expenditure reduction of approximately \$189,000, was originally planned for late 2003 but was postponed due to Central Library construction delays.

Increase the personnel benefits budget by approximately \$81,000 to cover higher than anticipated health insurance costs.

Citywide adjustments to inflation assumptions reduce the budget by \$34,000, for a total reduction from the 2004 Endorsed Budget to the 2004 Proposed Budget of approximately \$142,000.

	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
<b>Expenditures</b>				
Neighborhood Libraries	10,669,500	10,061,461	10,696,744	10,554,802

## Public Services: Washington Talking Book and Braille Library

### Purpose Statement

The purpose of the Washington Talking Book and Braille Library (WTBBL) program is to provide books, magazines, and information in special formats to individuals throughout the State of Washington who cannot read standard print so that they benefit from the resources offered by the Library.

### Program Summary

There are no substantive changes in the program in 2004.

	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
<b>Expenditures</b>				
Washington Talking Book and Braille Library	1,393,197	1,350,000	1,350,000	1,350,000

## 2004 Estimated Revenues for the Library Fund

Summit Code	Source	2002 Actual	2003 Adopted	2004 Endorsed	2004 Proposed
441610	Copy Services	\$ 68,426	\$ 100,000	\$ 100,000	\$ 295,000
459700	Fines/Fees	550,718	510,000	510,000	560,000
469990	Other Misc. Revenue	2,255	3,000	3,000	273,448
485190	Sale of Fixed Assets	23,997	30,000	30,000	30,000
421911	Cable Franchise Fees	50,000	50,000	50,000	50,000
434010	WTTBL State Grant	1,421,000	1,350,000	1,350,000	1,350,000
587001	ESD Space Rent for Print Shop	21,905	21,905	21,905	21,905
587001	General Fund	33,542,532	31,902,808	33,822,730	32,934,279
481100	Libraries for All UTGO	41,597,938	39,716,000	7,564,000	8,080,000
<b>Total Revenues</b>		<b>\$ 77,278,770</b>	<b>\$ 73,683,713</b>	<b>\$ 43,451,635</b>	<b>\$ 43,594,632</b>

# Library

## Capital Improvement Program Highlights

Following approval of a \$196.4 million bond issue in November 1998, the Library began an eight-year capital program – “Libraries for All” (LFA). The program calls for the replacement of the Central Library; construction of three new branch libraries; and the renovation, replacement, or expansion of each of the 22 branch libraries in the system as of 1998. In addition, an Opportunity Fund was established to support projects in areas underserved by the Library system. Planned Opportunity Fund projects include two new branch libraries in addition to the three new libraries included in the original LFA project list.

To date, four “Libraries for All” projects have been completed: the NewHolly and Wallingford branches relocated to new, permanent locations in November 1999 and January 2000, respectively; the new Delridge branch opened in June 2002; and the Capitol Hill branch opened in May 2003. The new Central Library will open in the second quarter of 2004. Also in 2004, a new library will be completed in the International District; new libraries will open to replace existing libraries in the Beacon Hill, Greenwood, and High Point neighborhoods; library expansion or renovation projects will be completed at the Columbia, Green Lake, Fremont, Lake City, North East, Rainier Beach, and West Seattle branches. Also, construction will be under way on the new Northgate Library; on new facilities to replace the Ballard and Montlake Libraries; and on the expansion of the Douglass-Truth Library.

Increased operations and maintenance costs associated with new or expanded facilities are described in the Department of Finance April 2002 updated LFA fiscal note. The original project budget was \$239.5 million, but since the passage of the bond issue in 1998 additional private donations and bond interest earnings have increased the planning budget for the project to \$268.4 million. In addition to voter-approved bonds (\$196.4 million), major funding sources include private funding (\$35 million), bond interest (\$19.7 million), Limited Tax Obligation Bonds (\$12.9 million), and the Cumulative Reserve Subfund (\$4.5 million).

## Capital Improvement Program Appropriation

Budget Control Level	2003 Revised	2004 Endorsed	2004 Proposed
<b>Ballard Library Replacement/New Neighborhood Service Center: BLBAL1</b>			
Seattle Center/CC Levy Fund II	985,000	0	240,000
Cumulative Reserve Subfund-Unrestricted	240,000	0	0
Libraries for All Bond	2,643,000	0	0
<b>Subtotal</b>	<b>3,868,000</b>	<b>0</b>	<b>240,000</b>
<b>Beacon Hill Library Replacement/New Neigh. Service Center: BLBEA1</b>			
Cumulative Reserve Subfund-Unrestricted	201,000	0	0
Libraries for All Bond	3,575,000	0	0
<b>Subtotal</b>	<b>3,776,000</b>	<b>0</b>	<b>0</b>
<b>Book Collections for New Branches: BLMAT</b>			
Libraries for All Bond	630,000	0	0
<b>Subtotal</b>	<b>630,000</b>	<b>0</b>	<b>0</b>

<b>Budget Control Level</b>	<b>2003 Revised</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
<b>Broadview Library Expansion: BLBRO1</b>			
2002 LTGO Project Fund	181,000	0	0
Cumulative Reserve Subfund-REET I	0	82,000	82,000
Libraries for All Bond	80,000	0	0
<b>Subtotal</b>	<b>261,000</b>	<b>82,000</b>	<b>82,000</b>
<b>Capitol Hill Library Replacement/New Neigh. Service Center: BLHEN1</b>			
Libraries for All Bond	1,972,000	0	0
Cumulative Reserve Subfund-Unrestricted	21,000	0	0
<b>Subtotal</b>	<b>1,993,000</b>	<b>0</b>	<b>0</b>
<b>Central Library Replacement: BLCEN1</b>			
Cumulative Reserve Subfund-Unrestricted	400,000	0	0
Libraries for All Bond	65,742,000	5,781,000	5,781,000
<b>Subtotal</b>	<b>66,142,000</b>	<b>5,781,000</b>	<b>5,781,000</b>
<b>Columbia Library Expansion: BLCOL1</b>			
Libraries for All Bond	63,000	0	0
Cumulative Reserve Subfund-REET I	279,000	0	0
2002 LTGO Project Fund	2,626,000	0	0
<b>Subtotal</b>	<b>2,968,000</b>	<b>0</b>	<b>0</b>
<b>Douglass-Truth Library Expansion: BLDTH1</b>			
Libraries for All Bond	3,298,000	0	0
<b>Subtotal</b>	<b>3,298,000</b>	<b>0</b>	<b>0</b>
<b>Fremont Library Renovation/Addition: BLFRE</b>			
Cumulative Reserve Subfund-Unrestricted	50,000	0	0
<b>Subtotal</b>	<b>50,000</b>	<b>0</b>	<b>0</b>
<b>Green Lake Library Renovation: BLGLK1</b>			
Libraries for All Bond	748,000	0	0
<b>Subtotal</b>	<b>748,000</b>	<b>0</b>	<b>0</b>
<b>Greenwood Library Replacement: BLGWD1</b>			
Libraries for All Bond	5,681,000	0	0
<b>Subtotal</b>	<b>5,681,000</b>	<b>0</b>	<b>0</b>
<b>High Point Library Replacement: BLHIP1</b>			
Libraries for All Bond	2,754,000	0	0
<b>Subtotal</b>	<b>2,754,000</b>	<b>0</b>	<b>0</b>

# Library

<b>Budget Control Level</b>	<b>2003 Revised</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
<b>Historic Building Renovations: B401102</b>			
Cumulative Reserve Subfund-Unrestricted	60,000	0	0
<b>Subtotal</b>	<b>60,000</b>	<b>0</b>	<b>0</b>
<b>International District - Construction of New Branch: BLIDL1</b>			
Libraries for All Bond	286,000	0	0
<b>Subtotal</b>	<b>286,000</b>	<b>0</b>	<b>0</b>
<b>Lake City Library Expansion/New Neighborhood Service Center: BLLCY1</b>			
Cumulative Reserve Subfund-Unrestricted	25,000	0	0
Seattle Center/CC Levy Fund II	995,000	0	0
Libraries for All Bond	3,135,000	0	0
<b>Subtotal</b>	<b>4,155,000</b>	<b>0</b>	<b>0</b>
<b>Library Building Improvements: B401104</b>			
Cumulative Reserve Subfund-Unrestricted	215,000	0	0
Cumulative Reserve Subfund-REET I	78,000	0	0
<b>Subtotal</b>	<b>293,000</b>	<b>0</b>	<b>0</b>
<b>Library Building Renovations: B401103</b>			
Cumulative Reserve Subfund-REET I	404,000	0	0
Cumulative Reserve Subfund-Unrestricted	475,000	0	0
<b>Subtotal</b>	<b>879,000</b>	<b>0</b>	<b>0</b>
<b>Library Grounds Maintenance: B401101</b>			
Cumulative Reserve Subfund-Unrestricted	135,000	0	0
<b>Subtotal</b>	<b>135,000</b>	<b>0</b>	<b>0</b>
<b>Madrona Library Renovation: BLMGM</b>			
Cumulative Reserve Subfund-REET I	6,000	114,000	114,000
<b>Subtotal</b>	<b>6,000</b>	<b>114,000</b>	<b>114,000</b>
<b>Magnolia Library Renovation: BLMAG</b>			
Cumulative Reserve Subfund-REET I	0	25,000	25,000
<b>Subtotal</b>	<b>0</b>	<b>25,000</b>	<b>25,000</b>
<b>Montlake Library Replacement: BLMON1</b>			
Libraries for All Bond	(653,000)	0	0
<b>Subtotal</b>	<b>(653,000)</b>	<b>0</b>	<b>0</b>
<b>North East Library Expansion: BLNET1</b>			
Libraries for All Bond	4,201,000	0	0
<b>Subtotal</b>	<b>4,201,000</b>	<b>0</b>	<b>0</b>



# Library

<b>Budget Control Level</b>	<b>2003 Revised</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
<b>Northgate - Construction of New Branch: B2NGT1</b>			
Libraries for All Bond	(612,000)	0	0
<b>Subtotal</b>	<b>(612,000)</b>	<b>0</b>	<b>0</b>
<b>Opportunity Fund for Neighborhood Library Projects: BLOPT</b>			
Libraries for All Bond	1,994,000	1,000,000	1,000,000
<b>Subtotal</b>	<b>1,994,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Project Planning and Management: BC31910</b>			
Libraries for All Bond	4,519,000	783,000	783,000
Limited Tax General Obligation Bonds	0	100,000	100,000
Cumulative Reserve Subfund-REET I	295,000	146,000	146,000
<b>Subtotal</b>	<b>4,814,000</b>	<b>1,029,000</b>	<b>1,029,000</b>
<b>Queen Anne Library Renovation: BLQNA</b>			
Cumulative Reserve Subfund-REET I	0	4,000	4,000
<b>Subtotal</b>	<b>0</b>	<b>4,000</b>	<b>4,000</b>
<b>Southwest Library Expansion: BLSWT</b>			
2002 LTGO Project Fund	2,286,000	1,930,000	1,930,000
Libraries for All Bond	0	0	16,000
<b>Subtotal</b>	<b>2,286,000</b>	<b>1,930,000</b>	<b>1,946,000</b>
<b>Storage and Transfer of Library Materials: BLMOV1</b>			
Libraries for All Bond	352,000	0	200,000
<b>Subtotal</b>	<b>352,000</b>	<b>0</b>	<b>200,000</b>
<b>Technology Enhancements - Branches: BLBTECH1</b>			
Libraries for All Bond	399,000	0	0
<b>Subtotal</b>	<b>399,000</b>	<b>0</b>	<b>0</b>
<b>Technology Enhancements - Central Library: BLCTECH1</b>			
Libraries for All Bond	1,775,000	0	300,000
<b>Subtotal</b>	<b>1,775,000</b>	<b>0</b>	<b>300,000</b>
<b>West Seattle Library Renovation: BLWTS1</b>			
Libraries for All Bond	588,000	0	0
<b>Subtotal</b>	<b>588,000</b>	<b>0</b>	<b>0</b>
<b>Total Capital Improvement Program Funds Appropriation</b>	<b>113,127,000</b>	<b>9,965,000</b>	<b>10,721,000</b>



## Department of Parks and Recreation

Ken Bounds, Superintendent

### Contact Information

Department Information Line: (206) 684-4075

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

On the Web at: <http://www.cityofseattle.net/parks/>

### Department Description

Seattle Parks and Recreation works with all citizens to be good stewards of the environment, and to provide safe, welcoming opportunities to play, learn, contemplate, and build community.

Seattle Parks and Recreation manages 400 parks and open areas in its approximately 6,200-acre park system. This includes 224 parks, 185 athletic fields, 112 neighborhood play areas, nine swimming beaches, 18 fishing piers, four golf courses, and 22 miles of boulevards. Other Parks and Recreation facilities include 151 outdoor tennis courts, 24 community centers, eight indoor and two outdoor swimming pools, 27 wading pools, a nationally recognized Rose Garden, the Seattle Aquarium, and more. The Woodland Park Zoological Society operates the Zoo with City financial support. Hundreds of thousands of residents and visitors use Department of Parks and Recreation facilities to pursue their passions from soccer to pottery, kite flying to golf, swimming to community celebrations, or to sit in quiet reflection.

Parks employees work hard to develop partnerships with their advisory councils, park neighbors, volunteer groups, non-profit agencies, local businesses, and the Seattle School District to effectively respond to increasing requests for use of Seattle's park and recreation facilities.

In 1999, Seattle voters approved a renewal of the 1991 Seattle Center and Community Centers Levy, continuing Seattle Parks and Recreation's commitment to renovate and expand facilities and provide new centers. The Levy totals \$72 million spread over eight years. The nine community center and two neighborhood projects receive a total of \$36 million from the levy. In 2000, Seattle voters approved the 2000 Parks Levy, which enables Parks and Recreation to complete more than 100 park acquisition and development projects, improve maintenance, boost environmental programs and practices, and expand recreation opportunities for young people and seniors.

### Proposed Policy and Program Changes

The \$4.68 million reduction from the Department's 2004 Endorsed to 2004 Proposed Budget consists of four main components: a reduction of \$7.83 million related to the continuing transition of zoo operations to the Woodland Park Zoological Society; an increase in \$3.25 million resulting from the Department assuming control of expenditures and revenues for golf operations that had previously been managed by an outside contract; a \$1.0 million reduction in General Fund/Charter Revenue support; and a \$900,000 increase in other revenues.

The 2004 Proposed Budget represents the highest priority programs and investments the Department can make within today's budget constraints. The Department is fortunate to have secured additional operating and maintenance resources through the 2000 Parks Levy, although all of these voter-approved funds are dedicated to clearly defined programs and services. The challenge is to make sure the Department is capable of supporting the new or expanded community centers, funded by the 1999 Seattle Center and Community Centers Levy Program (CCLP), as well as costs associated with expanded or renovated facilities funded by other sources.

# Parks & Recreation

The 2004 Endorsed Budget included \$659,000 to operate and maintain new or expanded Parks facilities, as well as \$400,000 held in Finance General. After making adjustments for current project schedules and assuming further project delays, the total funding for new facilities included in this budget is \$769,000. The expanded High Point and Jefferson Park Community Centers and the new International District/Chinatown, Sand Point, and Yesler Community Centers open in 2004. Other new or expanded facilities supported in this budget include the Off-Leash Area at Regrade Park, the Smith Cove property, the North Teen Life Center, and the Alki, Madison Park, and Golden Gardens Bathhouses.

In order to maintain services and programs during an economic downturn, the Department reorganized in 2002. This reorganization consolidated five geographically-based operating divisions into a single operating division and consolidated functional activities throughout the Department. The new structure has effectively sustained the Department's operations. This budget reflects further re-organizations associated with zoo and golf operations.

In March 2002, the City began transitioning the operations and management of the Woodland Park Zoo to the non-profit Woodland Park Zoological Society (WPZS). This budget continues the implementation of this transition. The Department continues to provide \$8.4 million in General Fund to WPZS as well as approximately \$2.68 million in 2000 Parks Levy funding.

In mid-2003, the City changed management of its three municipal golf courses. The non-profit golf operator dissolved and the Department contracted with Premier Golf Centers, LLC to manage the courses through 2004. The Department assumed responsibility for collecting golf revenues and paying all operating costs for golf previously contracted with the non-profit. A new Golf Program is added and the budget is funded in total by golf revenues. The net increase to the Department's budget is approximately \$3.25 million.

This budget represents a change in the way the Department's charter revenues are treated. Rather than continuing an earlier practice of separating the Department's General Fund allocation from its Charter revenues, this budget considers these revenues together in calculating the Department's base budget. This approach increases the size of the base used for considering adjustments, but provides funding stability when Charter revenues fall short of the forecast, as has been the case in 2003 and 2004.

Other notable changes to the Department's Endorsed Budget include: a \$290,000 savings from delaying non-routine maintenance for new facilities until six months after opening and instituting an 81% accomplishment factor on capital projects; a \$340,000 reduction in program support and limited service cuts - mostly related to park and facility maintenance and marketing; \$290,000 in savings from operational efficiencies in areas such as cell phone use, data processing equipment purchasing, and fleet management; a net increase of \$7,200 due to adjusted user fees at the South Lake Union Armory and Hangar 27 at Sand Point Magnuson Park; and the use of \$300,000 in Parks and Recreation Fund Balance to fully fund operations.

# Parks & Recreation

<b>Appropriations</b>	<b>Summit Code</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Acquisition and Property Management Budget Control Level	K3700	1,456,971	1,468,417	1,517,411	1,497,157
Citywide Programs and Scheduling Budget Control Level	K3210	8,096,479	9,124,653	9,192,948	9,833,690
Community Centers Budget Control Level	K3120	12,061,039	10,388,765	10,709,867	11,103,826
Facility and Structure Maintenance Budget Control Level	K3230	10,483,467	10,671,306	10,926,541	10,774,238
Finance and Administration Budget Control Level	K3910	6,875,833	6,763,665	6,936,223	6,742,719
Golf Budget Control Level	KTBD	0	0	0	7,808,695
Judgment and Claims Budget Control Level	K1275	0	778,360	778,360	778,360
Park Cleaning, Landscaping, and Restoration Budget Control Level	K3220	26,824,681	29,512,116	30,578,282	25,370,888
Planning, Engineering, and Development Budget Control Level	K3950	5,458,902	5,982,493	6,088,531	6,341,854
Policy Direction and Leadership Budget Control Level	K3920	1,075,947	905,082	933,235	863,063
Seattle Aquarium Budget Control Level	K3500	5,843,384	5,752,444	5,965,411	6,030,068
Seattle Conservation Corps Budget Control Level	K3250	3,998,685	4,118,117	4,215,229	4,218,642
Swimming, Boating, and Aquatics Budget Control Level	K3110	5,984,540	6,405,089	6,573,032	6,485,784
Woodland Park Zoo Budget Control Level	K3550	14,115,353	16,037,309	16,515,836	8,405,920
<b>Department Total</b>		<b>102,275,281</b>	<b>107,907,816</b>	<b>110,930,906</b>	<b>106,254,904</b>
<b>Department Full-time Equivalents Total*</b>		<b>1,111.49</b>	<b>1,069.78</b>	<b>1,060.90</b>	<b>940.73</b>
<i>*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.</i>					
<b>Resources</b>					
General Subfund		35,722,574	33,424,303	34,932,307	35,720,658
Other Funds		66,552,707	74,483,513	75,998,599	70,534,246
<b>Total</b>		<b>102,275,281</b>	<b>107,907,816</b>	<b>110,930,906</b>	<b>106,254,904</b>

# Parks & Recreation

## Selected Midyear Performance Measures

**In November 1999, Seattle voters committed \$36 million over eight years (2000 through 2007) to build or restore 11 community centers (nine community centers and two neighborhood service centers). The goal of the Seattle Center/Community Centers Levy Program is to improve accessibility for the disabled, renovate outdated spaces, expand existing community centers to provide more program space, and build new centers in underserved areas.**

Progress in completing nine of the 11 community centers, as measured by three phases: planning/design, construction/close-out, and completion. (Two neighborhood service center projects are managed by The Seattle Public Library.)

- 2002 Year End Actuals: Seven projects were in the planning/design phase and two projects were under construction.
- 2003 Midyear Actuals: Six projects were in the planning/design phase and three were under construction.
- 2003 Year End Projection: Four projects will be in planning/design phase, four in the construction phase, and one (Sand Point) will be completed.

**Operate parks, community centers, environmental learning centers, swimming pools, beaches, boating centers, and arts facilities. The Department also offers a wide range of educational and recreational programs at its facilities. A primary goal of the Department is the effective stewardship of these assets.**

Pesticide reduction as indicated by the amount of active ingredient applied. The reduction is measured against a baseline five-year average of 1,340 pounds of active ingredient.

- 2002 Year End Actuals: 1,252 pounds of active ingredient was applied, a 7% decrease from the Department's five-year average but an 18% increase from 2001.
- 2003 Midyear Actuals: Due to the seasonality of the pesticide program, a six-month actual is not applicable.
- 2003 Year End Projection: 1,300 pounds of pesticide will be used by year-end.

Park condition and cleanliness as indicated by the Department's Park Inspection Program, instituted in May, 2001. Ratings range from a low of one to a high of five.

- 2002 Year End Actuals: 326 inspections completed (a 52% increase from 2001) with an average inspection rating of 3.60 (compared to 3.48 in 2001). This increase reflects progress in improving the condition of parks, athletic fields, and other outdoor park facilities.
- 2003 Midyear Actuals: 158 inspections were conducted with an average inspection rating of 3.69. This reflects significant progress in improving the condition of sports fields, shorelines, trails and natural areas.
- 2003 Year End Projection: 324 inspections will be completed by year-end with an average inspection rating of at least 3.5.

## Hours of outdoor volunteer service

- 2002 Year End Actuals: Volunteer service for park cleaning, landscaping, and restoration totaled 52,980 hours, a 17% reduction from 2001. This reduction reflects the impact of reduced resources for coordinating volunteers due to budget constraints.
- 2003 Midyear Actuals: 28,232 hours of volunteer service, which is an increase of more than 2,000 hours from the same point last year.
- 2003 Year End Projection: 53,000 hours of volunteer service will be provided by year-end.

Balance between preventive maintenance (PM) and demand-response maintenance work orders. Expressed as a percent, the goal is to hold the percentage of PM-to-total work orders at 30%.

- 2002 Year End Actuals: The percentage of PM compared to total work orders was 27.7% with an average of 6.4 hours per PM work order.
- 2003 Midyear Actuals: Preventative maintenance as a percent of total work orders averaged 27% with an average of 5.2 hours per PM work order.
- 2003 Year End Projection: The percentage of preventative maintenance to total work orders will be 30% with an average of 5 hours per PM work order.

**The 2000 Parks Levy was approved by City voters in November 2000. The Levy provides approximately \$200 million over eight years (2001 through 2008) to purchase new parkland; develop 95 new or improved neighborhood parks, major parks, playfields, and boulevards and trails; and initiate new environmental stewardship activities, maintenance activities, and recreational programming throughout the City parks system and the Woodland Park Zoo.**

Progress in completing 95 development projects with a total value of \$102 million

- 2002 Year End Actuals: 41 projects compared to the 30 projected in 2001 were in the planning/design phase and seven (compared to 10 projected in 2001) projects were in the construction/close-out phase. By 2002, 10 projects were completed since inception of the Levy.
- 2003 Midyear Actuals: 40 projects were in the planning/design phase and eight in the construction/close-out phase. A total of 16 projects were completed since the inception of the Levy.
- 2003 Year End Projection: 36 projects will be in the planning/design phase and six will be in the construction/close-out phase. A total of 24 projects will have been completed since the inception of the Levy.

Progress in acquiring properties

- 2002 Year End Actuals: Eight properties were purchased. City, County, and State matching funds totaled \$4 million.
- 2003 Midyear Actuals: Two properties were purchased. No leveraged funds were received by June 30.
- 2003 Year End Projection: Two properties will be purchased. Leveraged funds will total \$4.45 million. A total of 12 projects will have been purchased since the inception of the Levy.

# Parks & Recreation

## **Provide recreational programs for thousands of children, teens, adults, families, and seniors.**

### Number of Aquarium memberships purchased

2002 Year End Actuals: 15,190 memberships were purchased in 2002, a 1% increase from 2001.

2003 Midyear Actuals: 9,315 memberships were purchased, an increase of almost 2,000 compared to the same time period last year.

2003 Year End Projection: 18,000 memberships will be purchased.

### Hours of indoor (community centers, environmental education centers, and pools) volunteer service

2002 Year End Actuals: 68,383 volunteer hours were contributed, a 1% increase from 2001 and 6% higher than projected.

2003 Midyear Actuals: 46,026 hours of volunteer service were contributed.

2003 Year End Projection: 90,000 hours of volunteer service will be contributed.

### Enrollment in environmental education programs

2002 Year End Actuals: 23,725 participants enrolled in environmental education programs.

2003 Midyear Actuals: 10,858 participants enrolled in environmental education programs.

2003 Year End Projection: 25,000 participants will enroll in environmental education programs.

### Community center attendance

2002 Year End Actuals: Visits to community centers totaled approximately 2,168,581. The 10% reduction from 2001 levels reflects the reduced hours of operation due to budget reductions in 2002.

2003 Midyear Actuals: Visits to community centers totaled approximately 1,246,000.

2003 Year End Projection: Visits to community centers will total 2,320,000.



## Acquisition and Property Management Budget Control Level

### Purpose Statement

The purpose of the Acquisition and Property Management Budget Control Level is to negotiate for and purchase new park property and manage existing real property assets.

### Program Summary

Make various technical adjustments between program budgets to fully implement the Department's 2002 reorganization. This results in a \$13,000 decrease to the program budget, but is a budget neutral change in the Department's budget. Position transfers include a 1.0 FTE Administrative Specialist I to the Planning, Engineering and Development Program and a 1.0 FTE Capital Project Coordinator, Sr. from the Planning, Engineering and Development Program.

Citywide adjustments to inflation assumptions reduce the budget by \$7,000, for a total reduction from the Endorsed Budget to the Proposed Budget of approximately \$20,000.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Acquisition and Property Management	1,456,971	1,468,417	1,517,411	1,497,157
Full-time Equivalents Total*	17.75	16.75	16.75	16.75

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

# Parks & Recreation

## Citywide Programs and Scheduling Budget Control Level

### Purpose Statement

The purpose of the Citywide Programs and Scheduling Budget Control Level is to manage special recreational, cultural, and athletic programs that serve the whole city, to offer environmental education programs, and to schedule park spaces in which people can gather, celebrate, and play.

### Program Summary

Add \$151,000 in funding from the School District for a 1.0 FTE Recreation Program Specialist and a 1.0 FTE Recreation Leader to staff the Community Learning Centers programs. This maintains School District funding at the level of the 2003 Adopted Budget. Restore \$100,000 in funding for the Late Night Recreation program that was cut in the 2004 Endorsed Budget. Other reductions are made elsewhere in the Department's budget to avoid reducing this program. Transfer \$181,000 from the Community Center Program for programs funded by the 2000 Parks Levy and convert intermittent funding to 1.0 FTE Recreation Leader to coordinate service learning for high school students. Increase the budget by \$47,000 to account for fee and rental revenues for increased peak season staffing of event scheduling. Increase the budget by \$5,000 to cover special event parking costs at South Lake Union. The total estimated increase in revenue from these events is \$21,000; the remaining \$16,000 is used to make a budget-neutral reduction in the program's reliance on the General Subfund. The budget changes described above result in a net increase of \$484,000 and a net increase of 3.0 FTE.

Reduce vehicle use and equipment maintenance, and extend the usable life of small trucks from seven to eight years. Reduce hours for boat ramp staff and supplies for the Special Events Unit. Install new energy-efficient lights at the Tennis Center. These changes reduce the Program budget by \$48,000. Eliminate a 0.6 FTE Education Program Assistant and temporary position funding and increase a 0.8 FTE Recreation Attendant to full time at Discovery Park for a savings of \$7,000. Reduce 2000 Parks Levy support for new projects by \$4,000 to adjust to updated project schedules. These budget changes result in a net decrease of \$59,000 and a net decrease of 0.4 FTE.

Make various technical adjustments between program budgets to fully implement the Department's 2002 reorganization. Transfer a 0.8 FTE Capital Project Coordinator, Sr. to Planning, Engineering, and Development; and transfer in a 1.0 FTE Strategic Advisor I from Planning, Engineering, and Development, a 1.0 FTE Administrative Specialist II from Policy Direction & Leadership, and a 1.0 FTE Administrative Specialist I from Swimming, Boating & Aquatics. These transfers result in a net budget increase of \$227,000 and a net increase of 2.2 FTE, but are budget neutral changes in the Department's budget.

Citywide adjustments to inflation assumptions reduce the budget by \$11,000, for a total increase from the Endorsed Budget to the Proposed Budget of approximately \$641,000.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Citywide Programs and Scheduling	8,096,479	9,124,653	9,192,948	9,833,690
Full-time Equivalents Total*	88.10	92.18	89.68	94.48

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

## Community Centers Budget Control Level

### Purpose Statement

The purpose of the Community Centers Budget Control Level is to manage and staff the City's neighborhood community centers so that Seattle residents can enjoy social, athletic, cultural, and recreational activities.

### Program Summary

Add \$54,000 for operations and maintenance costs for new or expanded new facilities opening in 2004, including High Point, International District/Chinatown, Jefferson, Sand Point, and Yesler Community Centers and 2000 Parks Levy projects such as the new Cal Anderson (Lincoln Reservoir) Park. This adjustment includes technical changes to new facility allocations across Department programs, reflects current project schedules, and anticipates savings from future schedule changes. Delay closing Van Asselt Community Center as planned in the 2004 Endorsed Budget, which increases the Program budget by \$186,000. Transfer funding for Before School/After School Scholarships from the Park Cleaning, Landscaping, and Restoration Program, increasing the Program budget by \$551,000. These additions result in a net increase of \$791,000.

Close Meadowbrook Annex for six months while the North Teen Life Center is under construction and close the Southwest Community Center and Pool for a year, for a one-time savings of \$156,000. Install energy-saving lighting at six community centers to reduce utility costs by \$8,000, and reduce use of communications equipment for a savings of \$18,000. Transfer \$181,000 to the Citywide Programs and Scheduling Program for programs funded by the 2000 Parks Levy. These reductions result in a net decrease of \$363,000.

Adjust staffing at community centers as follows: abrogate a 0.75 FTE Recreation Attendant at Miller Annex; reduce a 0.9 FTE Recreation Attendant at Bitter Lake Annex to 0.5 FTE; abrogate the new Belltown facility 1.0 FTE Recreation Attendant due to the delayed on-line date; increase the 0.5 FTE Maintenance Laborer at Van Asselt to full-time; add 1.0 FTE Recreation Leader and 1.0 FTE Maintenance Laborer positions due to the High Point reopening; increase the 0.5 FTE Maintenance Laborer position to full-time at Sand Point; reduce a full-time Recreation Center Coordinator Assistant planned for the new International District to 0.5 FTE; and capture salary savings from an unfilled position in the Program's operations support. These changes result in a net increase of 0.35 FTE and a reduction in the Program budget of \$49,000.

Make various technical adjustments between program budgets to fully implement the Department's 2002 reorganization. This results in a \$30,000 increase to the Program budget, but is a budget neutral change in the Department's budget. Position transfers include a 1.0 FTE Administrative Staff Analyst from Swimming, Boating & Aquatics and a 1.0 FTE Recreation Program Coordinator, Sr. to Swimming, Boating & Aquatics.

Citywide adjustments to inflation assumptions reduce the budget by \$15,000, for a total increase from the Endorsed Budget to the Proposed Budget of approximately \$394,000.

Expenditures/FTE	2002 Actual	2003 Adopted	2004 Endorsed	2004 Proposed
Community Centers	12,061,039	10,388,765	10,709,867	11,103,826
Full-time Equivalents Total*	176.28	140.87	134.99	135.34

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

# Parks & Recreation

## Facility and Structure Maintenance Budget Control Level

### Purpose Statement

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

### Program Summary

Reduce a Carpenter, a Painter, and a Maintenance Laborer position from 1.0 FTE to 0.5 FTE, and abrogate a 1.0 FTE Special Crew Lead Worker position. Increase a part-time Maintenance Laborer from 0.5 FTE to 0.79 FTE, increase a 0.5 FTE Maintenance Laborer to 1.0 FTE, and add a new 0.5 FTE Laborer position. Transfer a 1.0 FTE Installation Maintenance Worker from the Park Cleaning, Landscaping and Restoration Program. These changes result in a net reduction of 0.21 FTE and reduce the Program budget by \$64,000.

Reduce spending for communications equipment (through efficiencies and slower replacement rate), vehicles, use of professional services, and supplies by \$47,000. Extend the expected usable life of small trucks from seven to eight years to reduce the Program budget by \$3,000.

Add \$30,000 to provide facility maintenance for new or expanded facilities, including new community centers, that open in 2004. This adjustment includes technical changes to new facility allocations across Department programs, reflects current project schedules, and anticipates savings from future schedule changes.

Make various technical adjustments between program budgets to fully implement the Department's 2002 reorganization. This results in a \$59,000 decrease to the program budget, but is a budget neutral change in the Department's budget.

Citywide adjustments to inflation assumptions reduce the budget by \$9,000, for a total reduction from the Endorsed Budget to the Proposed Budget of approximately \$152,000.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Facility and Structure Maintenance	10,483,467	10,671,306	10,926,541	10,774,238
Full-time Equivalents Total*	121.00	128.11	126.61	126.40

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

## Finance and Administration Budget Control Level

### Purpose Statement

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

### Program Summary

Abrogate a 1.0 FTE Marketing Development Coordinator position and associated revenue, reducing the program budget by \$85,000. Abrogate a 1.0 FTE Personnel Specialist position and reduce staff training for a total budget reduction of \$124,000 to offset the cost of establishing a centralized labor relations office in the Personnel Department.

Increase the budget by \$18,000 for computer replacements.

Make various technical adjustments between program budgets to fully implement the Department's 2002 reorganization. This results in a \$9,000 increase to the Program budget, but is a budget neutral change in the Department's budget.

Citywide adjustments to inflation assumptions reduce the budget by \$12,000, for a total reduction from the Endorsed Budget to the Proposed Budget of approximately \$194,000.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Finance and Administration	6,875,833	6,763,665	6,936,223	6,742,719
Full-time Equivalents Total*	69.80	60.50	60.50	58.50

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

# Parks & Recreation

## Golf Budget Control Level

### **Purpose Statement**

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

### **Program Summary**

In mid-2003, the non-profit agency contracted to operate the City's three municipal courses (Jackson, Jefferson, West Seattle) through 2007 dissolved. In order to keep the courses open, the Department immediately contracted with Premier Golf Centers, LLC (Premier) to manage the courses on an interim basis through 2004. The Department assumed responsibility for managing revenues and operating costs associated with the courses, functions previously managed by the non-profit organization, and developed a financial plan for eliminating \$2.1 million in unpaid obligations by 2006. In addition, the Department is planning to allocate up to \$240,000 in 2004 to capital improvements on the courses should expected revenues from the Jackson, Jefferson, and West Seattle courses be realized. The Department will seek appropriation authority for this purpose through separate legislation as projects are identified and funds become available.

In order to provide better financial management, a new budget control level for the City's golf operations is created which includes administration and operation of the Jackson, Jefferson, West Seattle, and Interbay courses. Green Lake Pitch and Putt is operated as a concession and is managed within the Finance and Administration Budget Control Level. Golf course maintenance which has historically been provided at Jackson, Jefferson, and West Seattle by the Department, golf program administration, and the costs associated with the contracted management of the Interbay facility (a separate contract with Premier) are transferred to this new Golf Budget Control Level from the Park Cleaning, Landscaping, and Restoration Budget Control Level. All costs within this budget control level are funded by golf revenues. Specific budget actions are identified below.

Transfer approximately \$2.07 million from Park Cleaning, Landscaping, and Restoration associated with the Department's golf program administration and course maintenance at Jackson, Jefferson, and West Seattle, and add approximately \$3.48 million (supported by golf fee revenues) to support the following:

- 1) Fund the costs associated with the interim contract with Premier to operate the courses including \$1.1 million for course operations, \$1.2 million for administration and payroll, \$385,000 for the pro shop, \$352,000 for restaurant operations, and \$366,000 for Premier's management fees.
- 2) Transfer the following full-time positions, which administer the Golf Program and provide maintenance at Jackson, Jefferson and West Seattle, from the Park Cleaning, Landscaping, and Restoration Budget Control Level: a Manager 3 Exempt position (Golf Director), nine Golf Course Tech positions, three Golf Course Tech, Sr. positions, three Golf Course Maintenance Supervisor positions, a Grounds Equipment Mechanic, Sr position, and two Grounds Equipment Mechanic positions.
- 3) Add a 1.0 FTE Accounting Tech II position to support increased financial management responsibilities for Jackson, Jefferson, and West Seattle at a cost of \$55,000.
- 4) Add six half-time Groundskeeper I positions and six half-time FTE Groundskeeper II positions to reflect the level of staffing necessary to operate the three municipal golf courses. These new position titles were created in late 2003. Creating these positions ensures that the Golf Program will have sufficient staffing in order to meet the City's requirements for the use of temporary employees. This is a budget neutral change.

# Parks & Recreation

Transfer \$2.49 million, from the Park Cleaning, Landscaping, and Restoration Program, for the City's contract with Premier to operate the Interbay facility. Reduce this budget by \$228,000 to reflect lowered golf revenue projections, for a net add of \$2.26 million. Costs associated with the Interbay operation include \$721,000 for course operations, \$252,000 for lessons, \$398,000 for management and payroll, \$423,000 for debt service associated with the facility acquisition, \$378,000 for the pro shop, and \$89,000 for restaurant operations. There are no Department personnel costs assigned to Interbay.

The total 2004 Proposed Budget for the Golf Budget Control Level is \$7.81 million.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Golf	0	0	0	7,808,695
Full-time Equivalents Total*	0.00	0.00	0.00	26.00

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

## **Judgment and Claims Budget Control Level**

### **Purpose Statement**

The Judgment/Claims Subfund 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 Summary**

There are no substantive program changes from the 2004 Endorsed Budget. Funding to cover Judgment/Claims Subfund premiums in 2004 was transferred in the 2004 Endorsed Budget from Finance General to General Fund supported departments such as Parks and Recreation.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Judgment and Claims	0	778,360	778,360	778,360
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

# Parks & Recreation

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

### Purpose Statement

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

### Program Summary

Transfer approximately \$2.07 million and 19.0 FTE positions associated with golf program administration and course maintenance at Jackson, Jefferson, and West Seattle to the new Golf Budget Control Level. Full-time positions transferred include: a Manager 3 Exempt (Golf Director), nine Golf Course Techs, three Golf Course Techs, Sr., three Golf Course Maintenance Supervisors, a Grounds Equipment Mechanic, Sr., and two Grounds Equipment Mechanics. Transfer approximately \$2.49 million associated with the City's contract to operate the Interbay golf facility to the new Golf budget control level. No Department personnel costs are assigned to Interbay.

Reduce spending on cell phone and data processing equipment (through efficiencies and slower replacement rate), professional services, and supplies for a total savings of \$74,000. Extend the life of small trucks from seven to eight years for an annual savings of \$48,000. Reduce intermittent gardening staff resources; abrogate a 0.67 FTE Laborer who supports the comfort station crew; abrogate a 1.0 FTE Installation Maintenance position; reduce a Construction & Maintenance Equipment Operator from 0.53 FTE to 0.5 FTE, and transfer 1.0 Installation Maintenance Worker to the Facility and Structure Maintenance budget control level for a program savings of \$107,000 and a net decrease of 2.7 FTE.

Increase budget by \$30,000 to provide park cleaning, landscaping, and restoration for new or expanded facilities. Transfer funding for Before School/After School Scholarships to the Community Centers Program, decreasing the Program budget by \$551,000.

Make various technical adjustments between program budgets to fully implement the Department's 2002 reorganization. This results in a \$127,000 increase to the program budget, but is a budget neutral change in the Department's budget. Abrogate 15 intermittent positions and convert them to the following four permanent positions – a 0.5 FTE Laborer, a 1.0 FTE Laborer, a 0.66 FTE Utility Laborer, and a 1.0 FTE Maintenance Laborer. Add 0.25 FTE to a Maintenance Laborer, 0.08 FTE to a Laborer; and 0.17 FTE to a Utility Laborer. Abrogate two 0.66 FTE Laborers that provide custodial care at community centers citywide. Add a 1.0 FTE Gardener at Sand Point to work with neighborhood groups and the public in the planning and restoration of native habitats and historical gardens by abrogating an intermittent position and reducing Sand Point's maintenance budget. The net change is budget neutral and results in a net increase of 3.34 FTE.

Citywide adjustments to inflation assumptions reduce the budget by \$30,000, for a total reduction from the Endorsed Budget to the Proposed Budget of approximately \$5,208,000.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Park Cleaning, Landscaping, and Restoration	26,824,681	29,512,116	30,578,282	25,370,888
Full-time Equivalents Total*	286.00	278.56	279.56	261.20

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*



## Planning, Engineering, and Development Budget Control Level

### Purpose Statement

The purpose of the Planning, Engineering, and Development Budget Control Level is to plan, design, and coordinate the construction of major capital projects so that the Department can create new and renovate existing parks and facilities.

### Program Summary

Add a 1.0 FTE Civil Engineer Senior position, a 1.0 FTE Civil Engineering Specialist Senior position, and vehicles to provide inspections associated with implementation of the 2000 Parks Levy and 1999 Community Center Levy projects under construction. These positions will sunset when the voter-approved programs are completed. Add a 1.0 FTE Administrative Specialist I position to support the public involvement processes associated with implementing the Department's capital program. These changes result in a program budget increase of \$195,000 and a net increase of 3.0 FTE.

Abrogate a vacant 1.0 FTE Planning & Development Specialist II position and reduce the budget for Neighborhood Matching Fund (NMF) project support by \$29,000. The NMF will continue to support a 1.0 FTE Planning & Development Specialist II position in Parks through the NMF Management and Project Development category. All other staffing work performed by the Parks Department will be charged directly to projects. Parks anticipates charging \$106,000 to projects in 2004. This change in approach will likely reduce the Department's capacity to manage NMF projects and limit the number of park projects awarded in 2004.

Add \$45,000 to support review of Seattle Public Utilities plans for undergrounding reservoirs in order to allow for future park development on the covers should funding become available. Increase the budget by \$9,000 for real estate consulting at Sand Point. Restore a \$75,000 reduction to planning and development that was made in the Endorsed Budget. Other reductions are made elsewhere in the Department's budget to make the restoration possible.

Reduce planned computer purchases for a savings of \$41,000.

Make various technical and revenue adjustments between programs to fully implement the Department's 2002 reorganization. This results in a \$22,000 increase to the program, but is a budget neutral change in the Department's budget. Make the following budget control level transfers: transfer in a 1.0 FTE Administrative Specialist I position from Acquisition and Property Management and a 0.8 FTE Capital Projects Coordinator, Sr. from Citywide Programs and Scheduling; transfer out a 1.0 FTE Capital Projects Coordinator, Sr. to Acquisition & Property Management and a 1.0 FTE Strategic Advisor I to Citywide Programs & Scheduling. These changes result in a net decrease of 0.2 FTE.

Citywide adjustments to inflation assumptions reduce the budget by \$23,000, for a total increase from the Endorsed Budget to the Proposed Budget of approximately \$253,000.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Planning, Engineering, and Development	5,458,902	5,982,493	6,088,531	6,341,854
Full-time Equivalents Total*	63.25	55.25	55.25	57.05

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

# Parks & Recreation

## Policy Direction and Leadership Budget Control Level

### **Purpose Statement**

The purpose of the Policy Direction and Leadership Budget Control Level is to provide guidance within the Department and outreach to the community on policies that offer outstanding parks and recreational opportunities to Seattle residents and our guests.

### **Program Summary**

Add \$30,000 to provide consultant services to the Parks Foundation to market the Department's programs and to develop outside sources of funding for capital and operating projects.

Reduce publication of an employee newsletter from six to four times per year, saving \$6,000.

Make various technical and revenue adjustments between programs to fully implement the Department's 2002 reorganization. This includes transferring a 1.0 FTE Administrative Specialist II position to the Citywide Programs and Scheduling Program and results in a \$91,000 reduction in the Program budget, but is a budget neutral change in the Department's budget.

Citywide adjustments to inflation assumptions reduce the budget by \$3,000, for a total reduction from the Endorsed Budget to the Proposed Budget of approximately \$70,000.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Policy Direction and Leadership	1,075,947	905,082	933,235	863,063
Full-time Equivalents Total*	8.30	9.50	9.50	8.50

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

## Seattle Aquarium Budget Control Level

### Purpose Statement

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

### Program Summary

Reduce the Aquarium's reliance on the General Subfund by \$75,000. In 2003, the Aquarium's investment in exhibits, staffing, and marketing has resulted in higher attendance. This trend is expected to continue in 2004 and the Department is assuming \$126,000 more in Aquarium revenues; allowing for the General Subfund reduction and an increase of \$51,000 in the Aquarium budget

Add 3.0 FTE, including an increase of two 0.75 FTE and two 0.5 FTE Bio-Tech positions to full-time; the reclassification of a Volunteer Programs Coordinator position and an Accounting Tech III position; the abrogation of a 1.0 FTE Planning and Development Specialist, Sr. position; and the addition of a 1.0 FTE Exhibits Technician, a 1.0 FTE Administrative Specialist II, and a 0.5 FTE Naturalist to provide exhibit and interpretation support. Some of these positions ensure the Department's compliance with the City's rules on temporary employees. These changes continue implementation of the strategy, approved in 2002, to invest in the existing Aquarium now that implementation of the new Aquarium Master Plan is delayed pending schedule and funding decisions on the Alaskan Way Viaduct project. While no major new Aquarium exhibit will open in 2004, the added staffing strengthens the Aquarium's exhibit, research, interpretive, and volunteer programs and is expected to sustain or increase attendance.

Make various technical adjustments between program budgets to fully implement the Department's 2002 reorganization. This results in a \$14,000 increase to the Program budget, but is a budget neutral change in the Department's budget.

The total increase from the Endorsed Budget to the Proposed Budget is approximately \$65,000.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Seattle Aquarium	5,843,384	5,752,444	5,965,411	6,030,068
Full-time Equivalents Total*	53.50	54.75	54.75	57.75

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

# Parks & Recreation

## Seattle Conservation Corps Budget Control Level

### Purpose Statement

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

### Program Summary

Eliminate a 1.0 FTE Seattle Conservation Corps Supervisor, Sr. position, increase two 0.5 FTE positions (Seattle Conservation Corps Supervisor position and Construction and Repair Conservation Corps position) to 0.8 FTE and add a 1.0 FTE Administrative Specialist II position. These staffing changes, as well as minor technical and miscellaneous adjustments, result in a net increase of 0.6 FTE and decrease the budget by \$7,000.

Make various technical adjustments between program budgets to fully implement the Department's 2002 reorganization. This results in a \$12,000 increase to the Program budget, but is a budget neutral change in the Department's budget.

Citywide adjustments to inflation assumptions reduce the budget by \$2,000, for a total increase from the Endorsed Budget to the Proposed Budget of approximately \$3,000.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Seattle Conservation Corps	3,998,685	4,118,117	4,215,229	4,218,642
Full-time Equivalents Total*	15.75	13.75	13.75	14.35

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

## Swimming, Boating, and Aquatics Budget Control Level

### Purpose Statement

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

### Program Summary

Adjust staffing at wading pools and boat docks by transferring a 1.0 FTE Administrative Staff Analyst to the Community Centers program and transferring a 1.0 FTE Recreation Program Coordinator, Sr. position from the Community Centers program. These changes reduce the budget by \$9,000.

Close the Southwest Pool while the facility is under construction in 2004 for a cost savings of \$90,000. Extend the life of small trucks from seven to eight years and reduce maintenance equipment replacement for a savings of \$20,000. Reduce utility costs at swimming pools by installing more efficient lighting systems for a savings of \$25,000. Reduce intermittent staffing at the boat ramps and eliminate funding for one regatta to save \$9,000.

Add \$12,000 in budget authority from a planned increase in the collection of swimming, boating, and aquatic fees to support intermittent staffing at pools. The total estimated increase in revenue is \$27,000; the remaining \$15,000 is used to make a budget-neutral reduction in the Program's reliance on the General Subfund.

Increase the budget by \$94,000 from non-General Fund revenue (community donations) for capital and other expenses at Mounger and Colman pools. This funding is included in the operating budget as allocation decisions are made throughout the year at the program level.

Make various technical adjustments between program budgets to fully implement the Department's 2002 reorganization including increasing a 0.5 FTE Administrative Specialist I position to full-time and transferring the position to the Citywide Programs and Scheduling Program. This results in a \$36,000 decrease to the Program budget, but is a budget neutral change in the Department's budget.

Citywide adjustments to inflation assumptions reduce the budget by \$4,000, for a total reduction from the Endorsed Budget to the Proposed Budget of approximately \$87,000.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Swimming, Boating, and Aquatics	5,984,540	6,405,089	6,573,032	6,485,784
Full-time Equivalents Total*	53.17	60.22	60.22	59.72

\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.

# Parks & Recreation

## Woodland Park Zoo Budget Control Level

### Purpose Statement

In December 2001, the City of Seattle, by Ordinance #120697, established an agreement with the non-profit Woodland Park Zoological Society (WPZS) to operate and manage the Woodland Park Zoo, beginning in March 2002. The Zoo is included in the Department's budget as it continues to implement this transition. The purpose of the Zoo is to provide care for animals and offer exhibits, educational programs, and appealing visitor amenities so Seattle residents and visitors have the opportunity to enjoy and learn about animals and wildlife conservation.

### Program Summary

Eliminate 151 positions totaling 134.65 FTE as a part of the continuing transition of Zoo management to the Woodland Park Zoological Society (Zoo Society), and reduce \$7.83 million in associated payroll expenditures and related revenue. The positions eliminated were vacant on or after December 31, 2002, per Ordinance 121001.

Eliminate marketing support, supplies, capital items, and inflation for Zoo employees, reducing the Program budget by \$34,000.

Transfer a total of \$243,000 in General Fund to other programs inadvertently included in the Zoo program's Endorsed Budget. This is a budget neutral change to the Department's budget.

The \$8.4 million remaining in the program budget includes \$5.2 million to support Zoo operations and \$200,000 to support routine maintenance that were part of the City's agreement with WPZS to operate and manage the Zoo, \$300,000 to support personnel costs associated with employees who transferred to the Zoo, \$400,000 to support reimbursable grants that will pass through the Department's budget, and \$2.3 million in reimbursable payroll costs for 24.69 FTE Zoo employees who have chosen to continue as City employees.

The total reduction from the Endorsed Budget to the Proposed Budget is approximately \$8.1 million.

In addition to funding provided through the Department's operating budget, the City provides \$2.68 million for Zoo programming, appropriated through the 2000 Parks Levy Fund, for a total Program budget of approximately \$11.08 million (\$2.3 million of which is reimbursed by the WPZS).

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Woodland Park Zoo	14,115,353	16,037,309	16,515,836	8,405,920
Full-time Equivalents Total*	158.59	159.34	159.34	24.69

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

# Parks & Recreation

## 2004 Estimated Revenues for the Parks and Recreation Fund

Summit Code	Source	2002 Actual	2003 Adopted	2004 Endorsed	2004 Proposed
442330	Adult Probation and Parole (10%)	\$ 15,554	\$ 19,444	\$ 19,444	\$ 19,444
421790	Amusement Licenses (10%)	11,275	14,444	14,444	14,444
422300	Animal Licenses (10%)	56,372	86,944	86,944	83,333
421920	Business Licenses (10%)	470,128	484,228	485,184	471,350
441220	Court Costs (10%)	51,114	48,667	48,667	48,667
454100	Court Fines & Bail Forfeits (10%)	1,722,727	2,197,083	2,231,194	1,826,556
416100	Gen Business and Occupation Tax (10%)	12,384,445	12,153,707	12,653,151	12,510,215
416450	Landfill Closure & Tonnage Transfer Tax (10%)	483,879	1,095,000	1,135,000	996,378
421600	Professional & Occupational Licenses (10%)	154,204	176,500	178,300	177,556
416460	Utility Tax-Cable Television (10%)	859,846	924,300	970,600	948,333
516440	Utility Tax-City Drnge/Wastewater (10%)	1,194,981	1,537,800	1,671,400	1,590,341
516410	Utility Tax-City Light (10%)	3,399,498	3,376,400	3,439,000	3,442,117
516450	Utility Tax-City Solid Waste (10%)	1,660,240	906,350	928,100	848,193
516420	Utility Tax-City Water (10%)	809,803	914,600	1,016,700	952,296
416430	Utility Tax-Natural Gas (10%)	846,400	911,100	938,400	779,126
416480	Utility Tax-Steam (10%)	91,256	95,556	98,445	88,333
416470	Utility Tax-Telephone (10%)	3,397,766	3,907,100	3,795,422	3,130,000
	<b>Charter Revenues Total</b>	<b>\$ 27,609,488</b>	<b>\$ 28,849,223</b>	<b>\$ 29,710,395</b>	<b>\$ 27,926,684</b>
441890	Cumulative Reserve Subfund	\$ 2,431,994	\$ 2,794,348	\$ 2,870,771	\$ 2,613,092
587001	General Subfund-Operating Transfer In	35,025,573	27,936,994	29,073,357	29,861,708
587007	Zoo Subfund	-	5,487,309	5,858,950	5,858,950
	<b>General Subfund Total</b>	<b>\$ 37,457,567</b>	<b>\$ 36,218,651</b>	<b>\$ 37,803,078</b>	<b>\$ 38,333,750</b>

# Parks & Recreation

## 2004 Estimated Revenues for the Parks and Recreation Fund (cont.)

Summit Code	Source	2002 Actual	2003 Adopted	2004 Endorsed	2004 Proposed
411100	2000 Parks Levy - Operating Elements	\$3,834,387	\$4,849,317	\$5,140,000	\$ 4,930,207
411100	2000 Parks Levy - Capital Elements Overhead	1,902,308	887,378	596,695	2,520,118
441990	Community Center Levy	89,804	59,740	46,125	53,611
541990	Neighborhood Match Subfund	-	214,669	214,691	185,942
441990	Other Intergovernmental Revenue	3,876,517	5,011,888	5,041,178	4,977,123
441990	Shoreline Parks Improvement Fund	195,495	78,968	91,992	83,263
<b>Bonds, Levies, Intergovernmental Total</b>		<b>\$ 9,898,511</b>	<b>\$ 12,081,950</b>	<b>\$ 12,612,725</b>	<b>\$ 12,750,264</b>
462800	Concessions and Rentals	\$ 784,379	\$ 839,347	\$ 844,357	\$ 832,952
541990	I/F Miscellaneous	2,155,589	2,269,409	2,081,503	2,480,135
439090	Miscellaneous Donations	22,092	518,000	524,000	524,000
469970	Other Miscellaneous	8,915,871	10,243,400	10,288,918	2,440,117
<b>Concessions and Other Revenue Total</b>		<b>\$ 11,877,931</b>	<b>\$ 13,870,156</b>	<b>\$ 13,738,778</b>	<b>\$ 6,277,204</b>
447500	Aquarium Admissions/Passes	\$ 4,275,093	\$ 4,651,310	\$ 4,845,575	\$ 5,138,885
439090	Aquarium Programs/Rentals	409,383	457,138	457,138	369,873
447300	Golf Fees	4,707,878	5,260,363	5,341,810	9,377,938
447500	Japanese Garden Admission Fee	156,094	158,671	163,431	163,431
447600	Sand Point Fees	917,340	120,000	120,000	120,000
447300	Special Recreation Programs	1,947,818	2,976,564	3,055,501	3,143,580
447300	Swimming Pool Fees	2,197,054	2,435,283	2,436,393	2,489,445
447300	Tennis Center Admissions and Fees	638,053	628,485	646,082	646,082
447500	Zoo Admissions/Passes	301,509	-	-	-
<b>Fees and Charges Total</b>		<b>\$ 15,550,222</b>	<b>\$ 16,687,814</b>	<b>\$ 17,065,930</b>	<b>\$ 21,449,234</b>
<b>Total Revenues</b>		<b>\$ 102,393,719</b>	<b>\$ 107,707,794</b>	<b>\$ 110,930,906</b>	<b>\$106,737,136</b>
Use of (Contribution to) Fund Balance		-	200,000	-	(296,561)
Golf Capital Reserve		-	-	-	(185,671)
<b>Total Resources</b>		<b>\$ 102,393,719</b>	<b>\$ 107,907,794</b>	<b>\$ 110,930,906</b>	<b>\$ 106,254,904</b>



# Parks & Recreation

## Capital Improvement Program Highlights

The Department of Parks and Recreation manages 400 parks and open areas in its approximately 6,200 acres of property throughout the city, works with the public to be good stewards of the park system, and provides safe and welcoming opportunities for the public to play, learn, contemplate and build community. The park system comprises about 10% of the city's land area; it includes 485 buildings, 224 parks, 185 athletic fields, 112 neighborhood play areas, 24 community centers, 151 outdoor tennis courts, 22 miles of boulevards, an indoor tennis center, two outdoor and eight indoor swimming pools, four golf courses, studios, boat ramps, moorage, fishing piers, trails, camps, viewpoints and open spaces, a rock climbing site, a conservatory, a classical Japanese garden, and a waterfront aquarium.

In 2004, progress continues on key projects related to the 1999 Seattle Center and Community Centers Levy and the 2000 Parks Levy. The Community Centers portion of the Levy totals \$36 million spread over eight years. The expanded High Point and Jefferson Park Community Centers; and the new Sand Point, International District, and Yesler Community Centers open in 2004. Construction is underway for the new Northgate and the expanded Southwest Community Centers. The new Belltown Neighborhood Center and the expanded Van Asselt Community Center are under design in 2004. The total 2004 CCLP appropriation is \$2.5 million.

The 2000 Parks Levy is an eight-year \$198.2 million levy lid lift which funds more than 100 projects to improve maintenance and enhance programming of existing parks. The levy also funds an acquisition and development opportunity fund. In 2004, \$20.2 million is appropriated from the 2000 Parks Levy Fund in the Department's CIP for more than 38 park projects, including those at South Lake Union, Ballard Municipal Center, Cal Anderson Park/Lincoln Reservoir, Washington Park Arboretum, and a number of neighborhood park projects. Other Parks CIP projects include repair of the seawall at Emma Schmitz Memorial Park, renovation of Bobby Morris Playfield, and a number of major maintenance projects throughout the Parks system. The total 2004 Cumulative Reserve Subfund (CRF) appropriation for major maintenance is \$10.9 million. The Department anticipates receiving \$2.6 million in additional funds from grants and other public and private sources.

The following adjustments are made to the Department's 2004 Endorsed capital appropriations: accelerate levy funding for Southwest Community Center (\$484,000) and Ballard Municipal Center Park (\$1million) to allow the Department to enter into contracts for these projects in 2004, fund ancillary costs of 2000 Parks Levy acquisitions (\$1,520,000), fund three neighborhood CRF projects (\$148,000), fund Schmitz Seawall repair project (\$500,000), appropriate reimbursable grant funding (\$300,000), and correct errors in Endorsed allocations for a net add of \$52,000. These changes result in a total increase in the Department's CIP appropriation from the Endorsed to the Proposed Budget of approximately \$4 million.

## Capital Improvement Program Appropriation

<b>Budget Control Level</b>	<b>2003 Revised</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
<b>1999 Community Center Improvements: K72654</b>			
Cumulative Reserve Subfund-Unrestricted	29,000	0	0
2000 Parks Levy Fund	250,000	0	0
Seattle Center/CC Levy Fund II	22,598,000	2,060,000	2,544,000
<b>Subtotal</b>	<b>22,877,000</b>	<b>2,060,000</b>	<b>2,544,000</b>
<b>2000 Parks Levy - Acquisition Opportunity Fund: K723007</b>			
2000 Parks Levy Fund	498,000	0	0
<b>Subtotal</b>	<b>498,000</b>	<b>0</b>	<b>0</b>

# Parks & Recreation

<b>Budget Control Level</b>	<b>2003 Revised</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
<b>2000 Parks Levy - Development Opportunity Fund: K723008</b>			
2000 Parks Levy Fund	100,000	0	0
<b>Subtotal</b>	<b>100,000</b>	<b>0</b>	<b>0</b>
<b>2000 Parks Levy - Green Spaces Acquisitions: K723002</b>			
2000 Parks Levy Fund	2,985,000	0	1,180,000
<b>Subtotal</b>	<b>2,985,000</b>	<b>0</b>	<b>1,180,000</b>
<b>2000 Parks Levy - Major Neighborhood Park Development: K723004</b>			
Cumulative Reserve Subfund-REET I	579,000	0	0
Cumulative Reserve Subfund-REET II	36,000	0	0
Cumulative Reserve Subfund-Unrestricted	13,000	0	0
2000 Parks Levy Fund	4,361,000	5,575,000	5,575,000
Shoreline Park Improvement Fund	206,000	0	0
<b>Subtotal</b>	<b>5,195,000</b>	<b>5,575,000</b>	<b>5,575,000</b>
<b>2000 Parks Levy - Neighborhood Park Acquisitions: K723001</b>			
2000 Parks Levy Fund	910,000	0	340,000
<b>Subtotal</b>	<b>910,000</b>	<b>0</b>	<b>340,000</b>
<b>2000 Parks Levy - Neighborhood Park Development: K723003</b>			
2000 Parks Levy Fund	11,899,000	10,462,000	11,514,000
Cumulative Reserve Subfund-REET II	65,000	0	0
<b>Subtotal</b>	<b>11,964,000</b>	<b>10,462,000</b>	<b>11,514,000</b>
<b>2000 Parks Levy - Playfields and Facilities: K723005</b>			
Cumulative Reserve Subfund-Unrestricted	1,000	0	0
2000 Parks Levy Fund	3,093,000	1,056,000	1,056,000
<b>Subtotal</b>	<b>3,094,000</b>	<b>1,056,000</b>	<b>1,056,000</b>
<b>2000 Parks Levy - Trails and Boulevards: K723006</b>			
Cumulative Reserve Subfund-REET II	30,000	0	0
2000 Parks Levy Fund	919,000	200,000	200,000
<b>Subtotal</b>	<b>949,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Aquarium Redevelopment: K72465</b>			
Cumulative Reserve Subfund-Unrestricted	275,000	0	0
Shoreline Park Improvement Fund	0	0	0
<b>Subtotal</b>	<b>275,000</b>	<b>0</b>	<b>0</b>

# Parks & Recreation

<b>Budget Control Level</b>	<b>2003 Revised</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
<b>Ballfields/Athletic Courts/Play Areas: K72445</b>			
Cumulative Reserve Subfund-REET II	1,420,000	2,812,000	2,856,000
Cumulative Reserve Subfund-Unrestricted	79,000	150,000	150,000
<b>Subtotal</b>	<b>1,499,000</b>	<b>2,962,000</b>	<b>3,006,000</b>
<b>Building Component Renovations: K72444</b>			
Cumulative Reserve Subfund-REET II	223,000	1,218,000	1,260,000
2002 LTGO Project Fund	1,165,000	18,000	18,000
<b>Subtotal</b>	<b>1,388,000</b>	<b>1,236,000</b>	<b>1,278,000</b>
<b>Building Roofing Systems: K72443</b>			
Cumulative Reserve Subfund-REET II	115,000	200,000	200,000
<b>Subtotal</b>	<b>115,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Citywide and Neighborhood Projects: K72449</b>			
Cumulative Reserve Subfund-REET II	902,000	685,000	585,000
Cumulative Reserve Subfund-Unrestricted	493,000	0	162,000
<b>Subtotal</b>	<b>1,395,000</b>	<b>685,000</b>	<b>747,000</b>
<b>Debt Service and Contract Obligation: K72440</b>			
Cumulative Reserve Subfund-Unrestricted	187,000	196,000	196,000
2002 Capital Facilities Bond Fund	233,000	235,000	235,000
Cumulative Reserve Subfund-REET I	608,000	600,000	600,000
<b>Subtotal</b>	<b>1,028,000</b>	<b>1,031,000</b>	<b>1,031,000</b>
<b>Docks/Piers/Floats/Seawalls/Shorelines: K72447</b>			
Beach Maintenance Trust Fund	20,000	190,000	190,000
Cumulative Reserve Subfund-REET II	491,000	933,000	789,000
Cumulative Reserve Subfund-Unrestricted	260,000	0	0
2002 LTGO Project Fund	239,000	0	0
Shoreline Park Improvement Fund	740,000	0	0
<b>Subtotal</b>	<b>1,750,000</b>	<b>1,123,000</b>	<b>979,000</b>
<b>Facility Development: K721001</b>			
Conservation Futures Fund	946,000	0	0
Cumulative Reserve Subfund-REET I	0	0	0
Cumulative Reserve Subfund-Unrestricted	373,000	125,000	125,000
Shoreline Park Improvement Fund	0	0	0
<b>Subtotal</b>	<b>1,319,000</b>	<b>125,000</b>	<b>125,000</b>
<b>Forest Restoration: K72442</b>			
Cumulative Reserve Subfund-REET II	484,000	370,000	370,000
Cumulative Reserve Subfund-Unrestricted	0	0	0
<b>Subtotal</b>	<b>484,000</b>	<b>370,000</b>	<b>370,000</b>

# Parks & Recreation

<b>Budget Control Level</b>	<b>2003 Revised</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
<b>Gas Works Park Remediation: K72582</b>			
Gas Works Remediation Trust Fund	832,000	73,000	73,000
<b>Subtotal</b>	<b>832,000</b>	<b>73,000</b>	<b>73,000</b>
<b>Jefferson Golf Crew Headquarters: K72253</b>			
Cumulative Reserve Subfund-Unrestricted	674,000	0	0
Cumulative Reserve Subfund-REET II	148,000	0	0
<b>Subtotal</b>	<b>822,000</b>	<b>0</b>	<b>0</b>
<b>Landscape Restoration: K72452</b>			
Cumulative Reserve Subfund-REET II	450,000	200,000	200,000
<b>Subtotal</b>	<b>450,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Magnuson Park: K72965</b>			
Cumulative Reserve Subfund-Unrestricted	0	0	0
Shoreline Park Improvement Fund	755,000	0	0
Cumulative Reserve Subfund-REET II	0	109,000	109,000
<b>Subtotal</b>	<b>755,000</b>	<b>109,000</b>	<b>109,000</b>
<b>Mt. Baker Rowing &amp; Sailing: K72977</b>			
Shoreline Park Improvement Fund	29,000	0	0
<b>Subtotal</b>	<b>29,000</b>	<b>0</b>	<b>0</b>
<b>Parks Infrastructure: K72441</b>			
Cumulative Reserve Subfund-REET II	564,000	959,000	959,000
2000 Parks Levy Fund	100,000	0	0
<b>Subtotal</b>	<b>664,000</b>	<b>959,000</b>	<b>959,000</b>
<b>Pools/Natatorium Renovations: K72446</b>			
Cumulative Reserve Subfund-REET II	1,192,000	446,000	446,000
<b>Subtotal</b>	<b>1,192,000</b>	<b>446,000</b>	<b>446,000</b>
<b>Seattle Aquarium Projects: K72448</b>			
Cumulative Reserve Subfund-REET II	117,000	75,000	719,000
Cumulative Reserve Subfund-Unrestricted	313,000	0	0
<b>Subtotal</b>	<b>430,000</b>	<b>75,000</b>	<b>719,000</b>
<b>Smith Cove: K72961</b>			
2000 Parks Levy Fund	6,188,000	0	300,000
Shoreline Park Improvement Fund	852,000	0	0
<b>Subtotal</b>	<b>7,040,000</b>	<b>0</b>	<b>300,000</b>

# Parks & Recreation

<b>Budget Control Level</b>	<b>2003 Revised</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
<b>South Lake Union Park Development: K72981</b>			
Cumulative Reserve Subfund-REET II	0	0	0
Shoreline Park Improvement Fund	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Zoo Annual Major Maintenance: K72899</b>			
Cumulative Reserve Subfund-REET II	1,000,000	1,000,000	1,000,000
<b>Subtotal</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Total Capital Improvement Program Funds Appropriation</b>	<b>71,039,000</b>	<b>29,947,000</b>	<b>33,951,000</b>



## Seattle Center

Virginia Anderson, Director

### Contact Information

Department Information Line: (206) 684-7200

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

On the Web at: <http://www.seattlecenter.com/>

### Department Description

Seattle Center is a valued civic asset with community roots that reach back in time to native tribes and pioneers. Today, more than 10 million people visit the 74-acre campus each year. Seventy-eight percent of Seattle residents visit Seattle Center an average of nine times a year. They attend one of the 5,400 free public performances, retreat in the 22 acres of landscaped gardens and fountains, or visit one of the 21 cultural, educational and sports organizations that call Seattle Center home.

Consistently rated as one of the city's top attractions, Seattle Center's mission is to be the nation's best gathering place: to be as vibrant and diverse as the 10 million people who visit each year, to bring us together as a varied community, and to delight the human spirit in each of us.

### Proposed Policy and Program Changes

Seattle Center's 2004 Proposed Budget reflects the ongoing challenge of managing during an economic downturn. The Department's earned revenues have been declining since mid-2001, resulting in an increasing deficit in the Seattle Center Fund. In mid-2001, the Center began reducing expenses to respond to the declining revenues. Annual cost reductions of \$1.6 million were implemented in mid-2001. These savings were generated by leaving vacant staff positions unfilled; reducing spending on supplies, travel, training, and equipment; reducing customer services hours; deferring discretionary maintenance; reducing public programming; increasing energy conservation efforts; and charging clients for services that previously had been provided for free. To help the Department manage its deficit, the City Council authorized a five-year, \$5 million loan (Ordinance 120992, November 2002) from the City's consolidated cash pool to be paid back by the end of 2007.

Despite \$1.3 million of additional cuts in the 2003 Adopted Budget, the Department's expenses are projected to exceed revenues in 2003 due to the continued weak economy. Working with the Department of Finance, the Center developed an eight-year financial recovery plan. The plan is supported by legislation (Council Bill #114644, September 2003) that raises the interfund loan limit to \$10 million and extends the term of the loan to December 31, 2010. The financial recovery plan is reflected in the 2004 Proposed Budget. The plan includes \$960,000 of cuts (leaving vacant staff positions unfilled, and cutting additional management and administrative staff, overtime, and other nonlabor items), and budget authority for interest costs generated by the interfund loan. The plan also reallocates to Seattle Center about \$1.3 million (in both 2003 and 2004) of savings generated by defeasing the KeyArena debt. In the 2003 Adopted and 2004 Endorsed Budget these savings were allocated to certain capital project funds.

The 2004 Proposed Budget also adds about \$264,000 to Seattle Center for work associated with developing the Seattle Monorail Project (SMP). The funding supports the preparation of a variety of legal documents, and the planning and public information requirements related to locating stations and routing for the Seattle Center section of the new monorail. (About \$183,000 of SMP costs were anticipated in the 2004 Endorsed Budget. The total cost for Seattle Center's SMP work in the 2004 Proposed Budget is about \$447,000.)

# Seattle Center

<b>Appropriations</b>	<b>Summit Code</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
<b>Administration Budget Control Level</b>	<b>SC500</b>	<b>3,686,037</b>	<b>3,724,669</b>	<b>3,716,926</b>	<b>3,596,457</b>
<b>Cultural and Community Heart of the City Budget Control Level</b>					
Community Events		1,913,824	2,071,088	2,127,680	2,041,012
Gatherings		1,260,941	1,262,307	1,352,220	1,302,195
Performing Arts		1,656,125	1,964,484	2,339,496	2,205,558
Spectator Events		422,929	190,801	0	0
<b>Cultural and Community Heart of the City Budget Control Level</b>	<b>SC200</b>	<b>5,253,819</b>	<b>5,488,680</b>	<b>5,819,396</b>	<b>5,548,765</b>
<b>Financial Success through Entrepreneurial Spirit and Public Stewardship Budget Control Level</b>	<b>SC300</b>	<b>13,060,567</b>	<b>14,149,404</b>	<b>14,475,068</b>	<b>13,176,989</b>
<b>Great Place to Work Budget Control Level</b>	<b>SC400</b>	<b>1,266,848</b>	<b>1,082,336</b>	<b>1,098,813</b>	<b>1,074,679</b>
<b>Nation's Best Gathering Place Budget Control Level</b>					
Facilities/Grounds Enhancement and Preservation		4,415,681	4,471,405	4,576,716	4,622,877
Visitor Amenities		5,829,426	5,979,866	6,166,073	5,983,207
<b>Nation's Best Gathering Place Budget Control Level</b>	<b>SC100</b>	<b>10,245,107</b>	<b>10,451,271</b>	<b>10,742,789</b>	<b>10,606,084</b>
<b>Department Total</b>		<b>33,512,378</b>	<b>34,896,360</b>	<b>35,852,992</b>	<b>34,002,974</b>
<b>Department Full-time Equivalents Total*</b>		<b>301.46</b>	<b>287.62</b>	<b>286.82</b>	<b>284.82</b>
<i>*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.</i>					
<b>Resources</b>					
General Subfund		8,172,202	8,935,537	8,672,395	8,631,663
Other Funds		25,340,176	25,960,823	27,180,597	25,371,311
<b>Total</b>		<b>33,512,378</b>	<b>34,896,360</b>	<b>35,852,992</b>	<b>34,002,974</b>



## Administration Budget Control Level

### **Purpose Statement**

The purpose of the Administration Budget Control Level is to provide leadership and support services to Seattle Center personnel so they can effectively accomplish the mission and goals of the Department.

### **Program Summary**

Reduce administrative support to the Department's Executive team by unfunding an Administrative Specialist II position, for a savings of approximately \$52,000. This position's administrative functions are distributed to the individual members of the Executive team.

Capture efficiencies created by the Department's new on-line accounting systems and unfund a vacant Accounting Technician II position, for a savings of approximately \$20,000.

Reduce expenditures for operating supplies, training, and computer replacements, for a savings of about \$45,000.

Citywide adjustments to inflation assumptions reduce the budget by approximately \$3,000, for a total reduction from the 2004 Endorsed Budget to the 2004 Proposed Budget of approximately \$120,000.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Administration	3,686,037	3,724,669	3,716,926	3,596,457
Full-time Equivalents Total*	40.07	37.52	37.52	37.52

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

# Seattle Center

## Cultural and Community Heart of the City Budget Control Level

### Purpose Statement

The purpose of the Cultural and Community Heart of the City budget control level is to provide programs that inspire the human spirit and bring us together as a rich and varied community.

	2002 Actual	2003 Adopted	2004 Endorsed	2004 Proposed
<b>Program Expenditures</b>				
Community Events	1,913,824	2,071,088	2,127,680	2,041,012
Gatherings	1,260,941	1,262,307	1,352,220	1,302,195
Performing Arts	1,656,125	1,964,484	2,339,496	2,205,558
Spectator Events	422,929	190,801	0	0
<b>TOTAL</b>	<b>5,253,819</b>	<b>5,488,680</b>	<b>5,819,396</b>	<b>5,548,765</b>
Full-time Equivalents Total*	57.37	52.67	51.67	50.67

\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.

## Cultural and Community Heart of the City: Community Events

### Purpose Statement

The purpose of the Community Events program is to provide cultural celebrations, festivals, and family and youth programs of exceptional quality, enriching content, and uplifting values that represent and celebrate the diverse nature of our region, engage a broad spectrum of the public, and inspire the individual human spirit.

### Program Summary

Reduce Winterfest lighting and decorations costs by approximately \$15,000, and reduce the number of annual cultural festivals by one, for a savings of about \$15,000. One of the festivals hosted by Seattle Center was canceled by its promoter and will not be replaced. Twelve festivals remain.

Reduce spending on operating supplies, advertising, marketing, computer replacements, and overtime staff costs, for a savings of approximately \$55,000. The overtime cut delays event cleanups and nonessential maintenance activities.

Citywide adjustments to inflation assumptions reduce the budget by approximately \$2,000, for a total reduction from the 2004 Endorsed Budget to the 2004 Proposed Budget of approximately \$87,000.

	2002 Actual	2003 Adopted	2004 Endorsed	2004 Proposed
<b>Expenditures/FTE</b>				
Community Events	1,913,824	2,071,088	2,127,680	2,041,012
Full-time Equivalents Total*	18.52	18.02	18.02	18.02

\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.

## Cultural and Community Heart of the City: Gatherings

### Purpose Statement

The purpose of the Gatherings program is to provide attractive and cost-competitive venues and support services that allow community, business, and government events to occur in a convenient and serviceable environment.

### Program Summary

Unfund a vacant Admissions Supervisor position. The cost of this position is distributed across the Financial Success through Entrepreneurial Spirit and Public Stewardship budget control level, the Performing Arts Program, and the Gatherings Program. Unfunding this position saves approximately \$11,000 in the Gatherings Program. The work load is assigned to the remaining supervisor in the Admissions workgroup. If future revenues exceed those anticipated in the Financial Recovery Plan, the Department will likely seek to fill this position.

Reduce spending on operating supplies, advertising, marketing, and overtime staff costs, for a savings of approximately \$38,000. The overtime cut reduces the continuity of staffing at events that exceed eight hours in length. The cut also reduces grounds cleaning, and nonessential maintenance activities for the Center House stage and Fisher Pavilion.

Citywide adjustments to inflation assumptions reduce the budget by approximately \$1,000, for a total reduction from the 2004 Endorsed Budget to the 2004 Proposed Budget of approximately \$50,000.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Gatherings	1,260,941	1,262,307	1,352,220	1,302,195
Full-time Equivalents Total*	15.10	14.10	14.10	14.10

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

# Seattle Center

## Cultural and Community Heart of the City: Performing Arts

### Purpose Statement

The purpose of the Performing Arts program is to provide venues and opportunities for resident theater and performing arts organizations as well as "touring" arts presentations that inspire the human spirit and provide awareness of community.

### Program Summary

Abrogate a Manager 2 position, for a savings of approximately \$53,000. Part of the savings associated with this abrogation is used to fund overtime or other costs associated with redistributing the manager's work to other personnel.

Unfund a vacant Admissions Supervisor position. The cost of this position is distributed across the Financial Success through Entrepreneurial Spirit and Public Stewardship budget control level, the Performing Arts Program, and the Gatherings Program. Unfunding this position saves approximately \$11,000 in the Performing Arts Program. The work load is assigned to the remaining supervisor in the Admissions workgroup. If future revenues exceed those anticipated in the Financial Recovery Plan, the Department will likely seek to fill this position.

Reduce spending on operating supplies and overtime staff costs for a savings of approximately \$68,000. The overtime reduction delays event cleanups, lengthens the amount of time it takes to prepare a facility for its next event, and reduces general grounds cleaning and nonessential maintenance activities.

Citywide adjustments to inflation assumptions reduce the budget by approximately \$2,000, for a total reduction from the 2004 Endorsed Budget to the 2004 Proposed Budget of approximately \$134,000.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Performing Arts	1,656,125	1,964,484	2,339,496	2,205,558
Full-time Equivalents Total*	15.75	16.55	19.55	18.55

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

## Cultural and Community Heart of the City: Spectator Events

### Purpose Statement

The purpose of the Spectator Events program has been to reflect entertainment and sporting events held in the former Mercer Arena, and, more recently, productions of the Seattle Opera and Northwest Ballet during the construction of McCaw Hall. With the opening of McCaw Hall, this program is unfunded, pending decisions about the future use of the Mercer Arts Arena.

### Program Summary

There are no program changes from the 2004 Endorsed Budget.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Spectator Events	422,929	190,801	0	0
Full-time Equivalents Total*	8.00	4.00	0.00	0.00

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

# Seattle Center

## Financial Success through Entrepreneurial Spirit and Public Stewardship Budget Control Level

### Purpose Statement

The purpose of this Budget Control Level is to efficiently manage the Department's financial resources, maximize earned revenues to reduce reliance on public support, and achieve the greatest public value possible from the public funds available. Two primary service categories include KeyArena and Seattle Center's Redevelopment Phase II, both of which have specific financial goals.

### Program Summary

Unfund a vacant Admissions Supervisor position. The cost of this position is distributed across the Financial Success through Entrepreneurial Spirit and Public Stewardship budget control level, the Performing Arts Program, and the Gatherings Program. Unfunding this position saves about \$40,000 in the Financial Resource Management Program. The work load is assigned to the remaining supervisor in the Admissions workgroup. If future revenues exceed those anticipated in the Financial Recovery Plan, the Department will likely seek to fill this position.

Reduce spending on operating supplies, advertising, marketing, computer replacements, and overtime staff costs, for a savings of about \$167,000. The overtime reduction delays event cleanups and nonessential maintenance activities at KeyArena.

Reduce spending by about \$1.3 million as a result of reallocating savings generated by defeasing the KeyArena debt, in accordance with the eight-year financial recovery plan.

Add about \$233,000 of budget authority to pay interest due on the Department's operating loan from the City's consolidated cash pool, in accordance with the eight-year financial recovery plan.

Citywide adjustments to inflation assumptions reduce the budget by about \$20,000, for a total reduction from the 2004 Endorsed Budget to the 2004 Proposed Budget of approximately \$1.3 million.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Financial Success through Entrepreneurial Spirit and Public Stewardship	13,060,567	14,149,404	14,475,068	13,176,989
Full-time Equivalents Total*	53.00	54.30	55.30	55.30

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

## Great Place to Work Budget Control Level

### Purpose Statement

The purpose of the Great Place to Work Budget Control Level is to create a safe, motivated, and respectful work environment that nurtures committed and skilled performance.

### Program Summary

Eliminate all discretionary organizational and staff development training, for a savings of approximately \$23,000. Mandatory safety and technical training are still funded.

Citywide adjustments to inflation assumptions reduce the budget by approximately \$1,000, for a total reduction from the 2004 Endorsed Budget to the 2004 Proposed Budget of approximately \$24,000.

<b>Expenditures/FTE</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2004</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Great Place to Work	1,266,848	1,082,336	1,098,813	1,074,679
Full-time Equivalents Total*	7.30	4.50	4.50	4.50

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

# Seattle Center

## Nation's Best Gathering Place Budget Control Level

### Purpose Statement

The purpose of the Nation's Best Gathering Place Budget Control Level is to provide facilities, grounds, and visitor amenities that welcome and honor all visitors to the campus.

There are no substantive program changes from the 2004 Endorsed Budget.

	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2004</b>
<b>Program Expenditures</b>	<b>Actual</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Facilities/Grounds Enhancement and Preservation	4,415,681	4,471,405	4,576,716	4,622,877
Visitor Amenities	5,829,426	5,979,866	6,166,073	5,983,207
<b>TOTAL</b>	<b>10,245,107</b>	<b>10,451,271</b>	<b>10,742,789</b>	<b>10,606,084</b>
Full-time Equivalents Total*	143.72	138.63	137.83	136.83

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*



## Nation's Best Gathering Place: Facilities/Grounds Enhancement and Preservation

### Purpose Statement

The purpose of the Facilities/Grounds Enhancement and Preservation program is to manage environmental initiatives and capital projects that enhance the cleanliness, safety, environmental quality, functionality, and beauty of the campus.

### Program Summary

Add about \$264,000 to Seattle Center for work associated with developing the Seattle Monorail Project (SMP). The funding supports the preparation of a variety of legal documents, and the planning and public information requirements related to locating stations and routing for the Seattle Center section of the new monorail. (About \$183,000 of SMP costs were anticipated in the 2004 Endorsed Budget. The total cost for Seattle Center's SMP work in the 2004 Proposed Budget is approximately \$447,000.)

Abrogate a supervising Maintenance Laborer and associated maintenance supplies, for a savings of approximately \$80,000. This reduction defers non-essential maintenance activities.

Unfund a vacant Recycling Coordinator position, for a savings of approximately \$62,000. Part of the work is redistributed to other existing maintenance crew chiefs.

Eliminate two vehicles and some phone lines, and reduce spending on operating supplies, computer replacements, and overtime staff costs, for a savings of approximately \$71,000. The overtime cuts delay event cleanups, general grounds cleaning, and nonessential maintenance activities.

Citywide adjustments to inflation assumptions reduce the budget by approximately \$5,000, for a total increase from the 2004 Endorsed Budget to the 2004 Proposed Budget of approximately \$46,000.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Facilities/Grounds Enhancement and Preservation	4,415,681	4,471,405	4,576,716	4,622,877
Full-time Equivalents Total*	57.80	58.00	57.20	56.20

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

# Seattle Center

## Nation's Best Gathering Place: Visitor Amenities

### Purpose Statement

The purpose of the Visitor Amenities program is to provide to public and private clients direct customer services and facilities, such as the Center House, the Monorail, and parking, and to work with privately owned attractions, such as the Fun Forest, the Children's Museum, the Experience Music Project, the Pacific Science Center, and the Space Needle, which make a visitor's experience at Seattle Center pleasurable.

### Program Summary

Unfund a vacant Administrative Specialist II position, for a savings of approximately \$74,000. The work is redistributed to existing staff.

Spend less on operating supplies, advertising, marketing, computer replacements, and overtime staff costs, for a savings of approximately \$103,000. The overtime cuts delay event cleanups, general grounds cleaning, and nonessential maintenance activities.

Citywide adjustments to inflation assumptions reduce the budget by approximately \$6,000 for a total reduction from the 2004 Endorsed Budget to the 2004 Proposed Budget of approximately \$183,000.

<b>Expenditures/FTE</b>	<b>2002 Actual</b>	<b>2003 Adopted</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
Visitor Amenities	5,829,426	5,979,866	6,166,073	5,983,207
Full-time Equivalents Total*	85.92	80.63	80.63	80.63

*\*FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

# Seattle Center

## 2004 Estimated Revenues for the Seattle Center Fund

Summit Code	Source	2002 Actual	2003 Adopted	2004 Endorsed	2004 Proposed
441960	International Children's Festival	\$ 35,021	\$ 65,339	\$ 67,094	\$ 67,094
441960	Bumbershoot	239,962	249,071	253,025	253,025
441960	Labor Reimbursement	1,606,078	2,218,194	2,547,559	2,553,631
441990	Utility Reimbursement	257,480	273,796	293,306	293,306
462400	Facility Rent	3,075,982	3,367,834	3,868,346	3,926,102
462190	Furniture/Equipment Rental	139,201	120,362	139,175	139,175
462800	Bite of Seattle & Folklife	175,852	194,396	199,004	199,004
462800	Catering and Concessions	409,546	670,787	729,002	729,002
441710	Programs and Novelties	143,294	136,336	156,236	156,236
447400	Ticket Revenue	23,656	25,000	25,000	25,000
462800	Monorail	169,987	469,371	484,267	484,267
462300	Parking	3,472,233	5,026,492	5,265,758	4,472,932
462500	Facility Leases	1,396,513	1,928,972	2,243,703	2,043,703
462800	Center House Concessions	835,115	918,286	944,898	944,898
441990	Advertising	28,789	8,800	9,100	9,100
462800	Ticketing Service	311,692	256,362	280,390	325,390
462800	Amusement Park Concessions	688,214	718,972	727,414	727,414
439090	Sponsorships	937,659	1,068,253	1,106,146	1,028,073
462500	Suite Sales	3,070,626	3,357,503	2,857,325	2,588,553
462400	Club Seat Sales	808,234	1,397,033	1,426,991	840,289
437010	Seattle Monorail Project Planning Funds	-	-	-	446,895
541490	Capital Improvement Program	1,159,442	1,606,381	1,497,420	1,314,900
587001	General Fund -- Transfer In	8,172,202	8,935,537	8,672,395	8,631,663
416200	General fund -- Admission Tax	1,345,747	1,596,534	1,694,520	1,663,575
462900	Misc. Revenue	40,669	33,247	34,000	34,000
461100	Interest	40,726	195,452	176,288	176,288
462800	Westin	-	58,050	154,630	154,630
	Use of (Contribution to) Fund Balance	-	-	-	(225,170)
	<b>Total Revenue</b>	<b>\$ 28,583,917</b>	<b>\$ 34,896,360</b>	<b>\$ 35,852,991</b>	<b>\$ 34,002,974</b>

# Seattle Center

## Capital Improvement Program Highlights

Seattle Center's Capital Improvement Program (CIP) is at the heart of Seattle Center's vision to be the nation's best gathering place. Seattle Center's CIP repairs, renovates, and redevelops the facilities and grounds of Seattle Center's 74-acre campus to provide a safe and welcoming place for 10 million annual visitors and 5,000 events each year. In the 2004 CIP, Seattle Center makes seismic improvements in Center House, and the Seattle Center Pavilion. Several projects renovate basic campus infrastructure, including replacement of underground steam and chilled water lines, roofs, and HVAC equipment. In addition, investments in KeyArena, the Exhibition Hall, and McCaw Hall are aimed at increasing the revenue generating potential of these facilities.

The costs of managing Seattle Center's CIP, including project management and administration, are included in Seattle Center's operating budget and are offset by revenues to the Seattle Center Fund from the funding sources of the CIP projects themselves. Funding for Seattle Center's 2004 CIP comes primarily from the Cumulative Reserve Subfund, LTGO Bonds, and private sources.

## Capital Improvement Program Appropriation

<b>Budget Control Level</b>	<b>2003 Revised</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
<b>Bagley Wright Theatre Maintenance Fund: S9606</b>			
Cumulative Reserve Subfund-Unrestricted	130,000	112,000	112,000
<b>Subtotal</b>	<b>130,000</b>	<b>112,000</b>	<b>112,000</b>
<b>Campus-wide Improvements and Repairs: S03P01</b>			
Cumulative Reserve Subfund-REET I	497,000	230,000	322,000
Cumulative Reserve Subfund-REET II	0	0	0
Cumulative Reserve Subfund-Unrestricted	215,000	15,000	15,000
2002 LTGO Project Fund	619,000	350,000	350,000
<b>Subtotal</b>	<b>1,331,000</b>	<b>595,000</b>	<b>687,000</b>
<b>Center House Improvements: S9113</b>			
Cumulative Reserve Subfund-REET I	261,000	0	0
Cumulative Reserve Subfund-Unrestricted	150,000	0	0
2002 LTGO Project Fund	1,086,000	125,000	125,000
<b>Subtotal</b>	<b>1,497,000</b>	<b>125,000</b>	<b>125,000</b>
<b>Facility Infrastructure Renovation and Repair: S03P02</b>			
Cumulative Reserve Subfund-REET I	53,000	875,000	783,000
Cumulative Reserve Subfund-Unrestricted	84,000	0	0
2002 LTGO Project Fund	450,000	0	0
2003 LTGO Project Fund	6,554,000	0	0
<b>Subtotal</b>	<b>7,141,000</b>	<b>875,000</b>	<b>783,000</b>
<b>Fifth Avenue Parking Lot Improvements: S9611</b>			
Cumulative Reserve Subfund-REET I	25,000	0	0
<b>Subtotal</b>	<b>25,000</b>	<b>0</b>	<b>0</b>

# Seattle Center

<b>Budget Control Level</b>	<b>2003 Revised</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
<b>KeyArena: S03P04</b>			
Key Arena Renovation Fund	752,000	0	0
Cumulative Reserve Subfund-REET I	1,972,000	100,000	100,000
<b>Subtotal</b>	<b>2,724,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Marion Oliver McCaw Hall: S0001</b>			
Seattle Center/CC Levy Fund II	34,687,000	0	0
<b>Subtotal</b>	<b>34,687,000</b>	<b>0</b>	<b>0</b>
<b>Mercer Complex Redevelopment Plan: S9703</b>			
Cumulative Reserve Subfund-REET I	23,000	0	0
<b>Subtotal</b>	<b>23,000</b>	<b>0</b>	<b>0</b>
<b>Monorail Improvements: S9403</b>			
Cumulative Reserve Subfund-Unrestricted	46,000	0	0
<b>Subtotal</b>	<b>46,000</b>	<b>0</b>	<b>0</b>
<b>Parking Repairs and Improvements: S0301</b>			
Cumulative Reserve Subfund-REET I	135,000	15,000	15,000
<b>Subtotal</b>	<b>135,000</b>	<b>15,000</b>	<b>15,000</b>
<b>Public Gathering Space Improvements: S9902</b>			
Cumulative Reserve Subfund-Unrestricted	271,000	116,000	116,000
2002 LTGO Project Fund	23,000	0	0
<b>Subtotal</b>	<b>294,000</b>	<b>116,000</b>	<b>116,000</b>
<b>Theatre District Improvements: S0103</b>			
Cumulative Reserve Subfund-REET I	0	100,000	100,000
Cumulative Reserve Subfund-Unrestricted	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>
<b>Theatre Improvements and Repairs: S9604</b>			
Cumulative Reserve Subfund-REET I	67,000	0	0
Cumulative Reserve Subfund-Unrestricted	86,000	225,000	255,000
2002 LTGO Project Fund	1,094,000	0	0
<b>Subtotal</b>	<b>1,247,000</b>	<b>225,000</b>	<b>255,000</b>
<b>Utility Infrastructure: S03P03</b>			
Cumulative Reserve Subfund-REET I	67,000	0	0
Cumulative Reserve Subfund-Unrestricted	6,000	0	0
2002 LTGO Project Fund	836,000	815,000	315,000
<b>Subtotal</b>	<b>909,000</b>	<b>815,000</b>	<b>315,000</b>

# Seattle Center

<b>Budget Control Level</b>	<b>2003 Revised</b>	<b>2004 Endorsed</b>	<b>2004 Proposed</b>
<b>Waste/Recycle Center, Warehouse and Shops Improvements: S9801</b>			
Cumulative Reserve Subfund-REET I	24,000	0	0
<b>Subtotal</b>	<b>24,000</b>	<b>0</b>	<b>0</b>
<b>Total Capital Improvement Program Funds Appropriation</b>	<b>50,213,000</b>	<b>3,078,000</b>	<b>2,608,000</b>