

# **Neighborhoods and Development**



# Department of Housing and Economic Development

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## Department by Budget Control Level



## Department Overview

The Department of Housing and Economic Development (HED) is being established in the 2012 Proposed Budget as part of the Mayor's reorganization of City government to increase the efficiency of City operations, and preserve direct services. HED combines the functions of the former Office of Housing (OH), the Office of Economic Development (OED), and retains the Office of Film and Music as part of this new organizational structure. The Department will continue to provide leadership and direct oversight for the implementation of the 2009 Housing Levy. This consolidation provides an opportunity to bring together the City's investments in housing and economic development, both of which are key priority areas for the City and play an important role in the overall health of Seattle's economy. HED will continue to deliver on the missions of the former Offices of Housing and Economic Development while bringing both offices together under common leadership.

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As a single organization, HED will invest in and promote the development and preservation of safe and affordable housing, and help to create a vibrant economy by promoting access to economic opportunities for all of Seattle's diverse communities. The Department will accomplish this by funding affordable workforce housing, rental and homeownership, as well as supportive housing that helps vulnerable people achieve stability and move along a path toward self-sufficiency. This work will stimulate housing development, allowing families to thrive and neighborhoods to provide a full range of housing choice and opportunity. The Department also will also continue to support economic development that is financially, environmentally, and socially sustainable, and provides services that capitalize on Seattle's established economic activity, particularly in the areas of manufacturing and maritime industries, film and music, healthcare, and clean technology. These services are designed to support the establishment of new businesses, retention and growth of existing businesses, and attraction of new businesses; increase the number of low-income adults who obtain the skills necessary to meet industry's needs for qualified workers; and advance policies, practices, and partnerships that lead to sustainable economic growth with shared prosperity. Among other things, the creation of HED will allow for greater collaboration among housing and economic development policy and programs to build strong communities and to support citizens towards self-sufficiency, with services ranging from housing to employment assistance. Specific examples of past successes include building a new transitional housing facility with 78 new beds to help the Compass Center in Pioneer Square recover from the Nisqually Earthquake and financing the Chubby and Tubby project in Southeast Seattle resulting in 68 units of new workforce housing and 5,000 square feet of new commercial space.

The integration of the two offices will also result in more efficient utilization of administrative resources including finance and accounting beginning in 2012. In 2012, the communications staff in the Department is reduced from two positions to one, and human resource management work is done in HED using the capacity of the existing human resource position to serve the new Department, whereas previously OED received human resource services from the Finance and Administrative Services Department (FAS). In 2012, the Department will continue to evaluate and identify additional operational efficiencies as a result of the consolidation, and is being asked to meet an unallocated General Fund reduction target in 2012 as a result of realizing efficiencies.

The new HED budget is organized into the following five program areas to meet these objectives:

The **Multi-Family Production and Preservation Program** invests in the community by making long-term, low-interest loans to developers to develop or preserve affordable multi-family rental housing. OH monitors the housing portfolio to ensure the units remain affordable and serve the intended residents, and the buildings remain in good condition.

The **Homeownership and Sustainability Program** provides funding, including loans and grants, to low-income and low-to-moderate income Seattle residents. These include loans to first-time homebuyers, home repair loans to address health and safety and code repairs, and grants to make low-income housing more energy efficient.

The **Community Development Program** provides strategic planning, program development, and disposition of vacant land for redevelopment purposes to increase housing opportunities for Seattle residents. In particular, this program is shifting focus in 2011-2012 to more sustainable community building strategies and partnership building activities. This program also provides a framework for the

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City's place-based community development work in key neighborhoods that will benefit from a coordinated, inter-departmental cooperation to achieve long-term development goals.

The **Business Services Program** provides direct services to businesses and supports a healthy business environment that empowers businesses to develop, grow, and succeed. The three key service areas include providing assistance navigating government services, facilitating access to capital and building management expertise, and investing in workforce development services focused on building skills that benefit individual job-seekers and support employers in key industry sectors.

The **Administration and Management Program** provides centralized leadership, coordination, technology, contracting, and financial management services to HED programs and capital projects.

The HED budget is supported in large part by non-General Subfund revenues, including the 2009 Housing Levy and Community Development Block Grant (CDBG) funds. In 2010, OH began implementing the voter-approved 2009 Housing Levy, totaling \$145 million for 2010 - 2016. The 2012 Proposed Budget is consistent with the Administration and Financial Plan for the Housing Levy approved by the City Council in Ordinance 123281. The renewed Housing Levy is expected to produce or preserve 1,850 affordable homes and assist 3,420 households. In addition, other key funding sources to support low income housing activities through the former Office of Housing are federal grants, developer incentive program revenues, local and state weatherization grants, investment earnings, and loan repayment income.

The federal CDBG program provides a major source of funding for community development programs affecting Seattle's low- and moderate-income households and neighborhoods. In 2012, approximately \$6 million in CDBG funding is programmed in HED to invest in and promote the development and preservation of affordable housing, and to help create and maintain healthy businesses, thriving neighborhoods, and community organizations. Policies and priorities for distributing CDBG funds to community-based organizations are set out in the City's 2009-2012 Consolidated Plan for Housing and Community Development, which is coordinated by the Human Services Department.

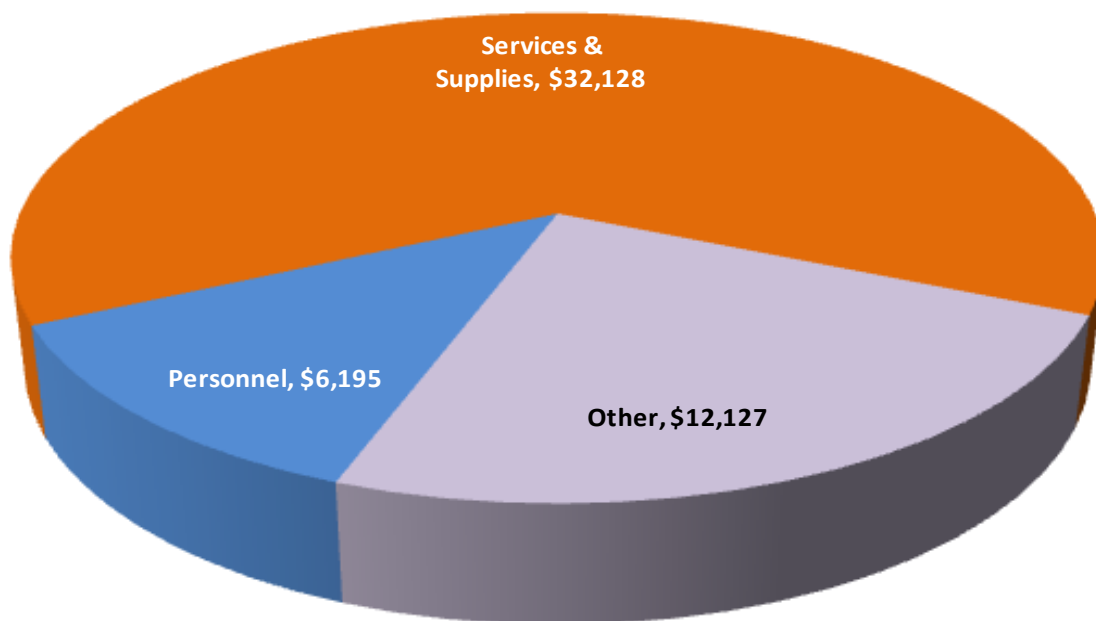
## Department of Housing and Economic Development

### Budget Snapshot

Housing & Economic Development	2010 Actual	2011 Adopted	2012 Endorsed	2012 Proposed
General Fund	\$0	\$0	\$0	\$5,877,584
Other Revenues	\$0	\$0	\$0	\$45,331,657
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$51,209,241</b>
Use of (Contribution to) Fund Balance	\$0	\$0	\$0	(\$759,541)
<b>Total Resources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,449,700</b>
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,449,700</b>
Full-Time Equivalent * Total	-	-	-	61.50

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

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

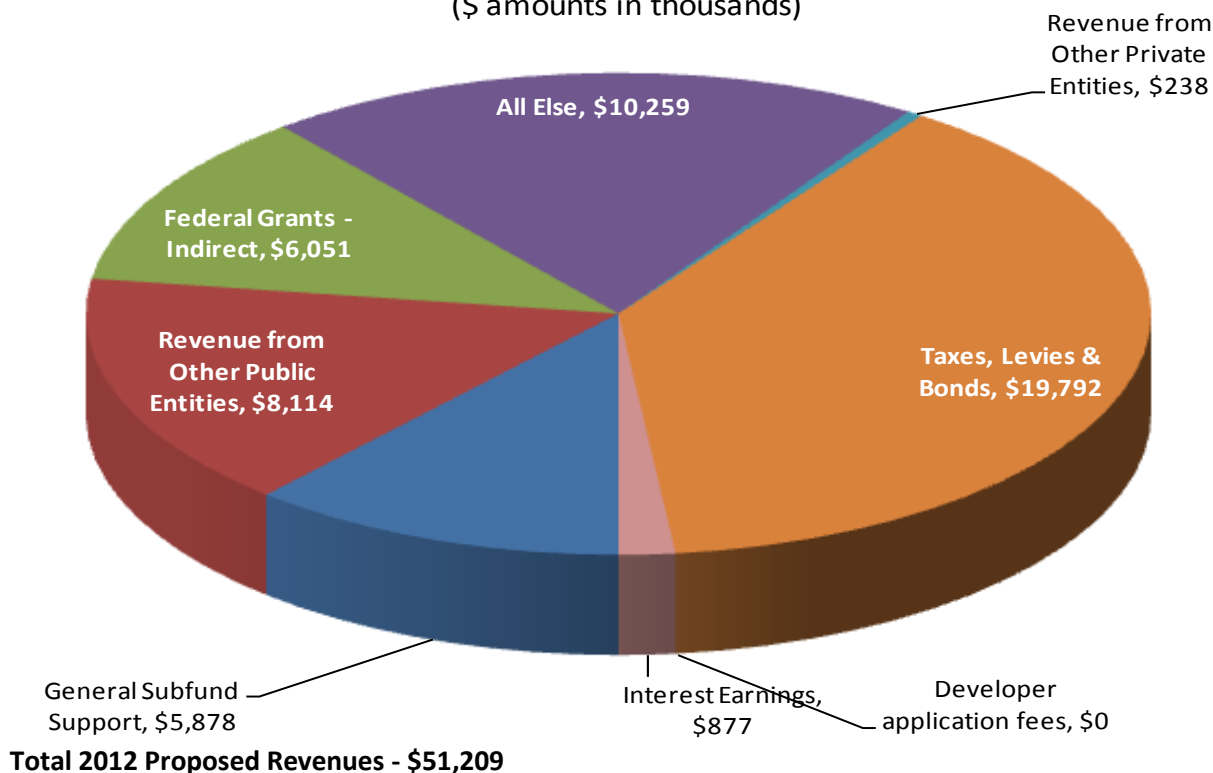


**Total 2012 Proposed Expenditures - \$50,450**

## Department of Housing and Economic Development

### 2012 Proposed Budget - Revenues By Category

(\$ amounts in thousands)



## Budget Overview

The City continues to face General Subfund pressures in 2012 and beyond, requiring the City to re-evaluate the ways in which it is organized to deliver services. In 2011, the Mayor initiated a process to evaluate whether the City could increase effectiveness of service delivery and achieve internal efficiencies by changing or modifying the organizational structure of City departments. The departments involved in the review included the Department of Neighborhoods, the Office of Arts and Cultural Affairs, the Office of Housing and the Office of Economic Development, the Office of Sustainability and Environment, and the Department of Planning and Development. The goals of this review process included preserving and potentially expanding direct funding, including community grant awards; and streamlining service delivery and improving operational and management efficiency. The process included participation by the directors of the individual offices, as well as the City Budget Office, the Mayor's Office, and input by the City Council. As one result of this review, the 2012 Proposed Budget reorganizes the Office of Housing and the Office of Economic Development into a single department, the Department of Housing and Economic Development (HED). Integrating these functions achieves a number of objectives, including:

- Aligning and integrating two functions that are critical to developing healthy communities. The start of every vibrant community is access to affordable housing and centers of employment;

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- Capitalizing on similarities between the two functions. Both offices are responsible for providing seed funding and financing tool to critical elements of a healthy community – housing and business development; and
- Providing managerial and administrative savings that provide relief to the strained General Fund and allow for increased investments in housing programs.

The newly consolidated department has a total 2012 Proposed Budget of approximately \$51 million, of which approximately \$6 million is funded by General Subfund, and approximately \$45 million is funded by other funds including proceeds from the Housing Levy, federal, state and local grant sources. The creation of HED will generate \$338,000 in savings, \$310,000 of which accrues to the General Fund. \$210,000 of this savings will be reinvested into direct housing program dollars to support the future development of 4-5 low-income rental units, and to help to mitigate the reduction of CDBG funding for this program area.

The 2012 Proposed Budget for HED includes a number of budget reductions to assist in balancing the General Fund, and to realize efficiencies as a result of consolidating the two former offices. As part of the consolidation, the Department will be led by a Director of Housing and Economic Development. A vacant Executive 2 position in the former Office of Housing, previously filled as the deputy director position, is retained in the new Department, and will be filled in 2012 to provide additional capacity in overseeing the implementation of housing-related programs, as well as providing leadership to guide the City's investments in the 2009 Housing Levy. The former director of the Office of Housing will be retained as an advisor to the new offices for the first half of 2012 to facilitate a smooth transition of the housing-related programs into the new organizational structure. In addition, the 2012 Proposed Budget reduces one administrative staff position, one of the two communications positions among the two former offices, and establishes an unspecified reduction for the 2012 Proposed Budget of \$100,000 in General Subfund to be achieved during 2012 as a result of realizing additional efficiencies.

The reductions enable the City to maintain full funding for all grant award programs in the Department and Citywide, including the 'Only in Seattle' award program which leverages partnerships between neighborhood business associations and neighborhood businesses through approximately \$900,000 in funding from General Fund and CDBG fund sources. In 2012 the award administration for the Only in Seattle program will move to the Department of Neighborhoods' Community Granting Division within the Neighborhood Matching Subfund (NMF), resulting in the transfer of one position from HED to the Community Granting Division in NMF with the intent to increase overall efficiency in the grant administration process.

Two other operational changes occur within HED to better align programs across City departments. The first is a transfer of a position and funding from Department of Neighborhoods to HED to centralize the workload associated with South Park Action Agenda. The Action Agenda is a community-driven partnership between the City and the South Park neighborhood to comprehensively improve the quality of life through neighborhood infrastructure, business development, and public safety enhancements. At this time, about 80% of the improvements identified in the Action Agenda are either underway or completed. With the closure of the South Park Bridge there is a heightened need for focused economic development which will be supported by the position transfer. In addition to this change, the Citywide Parks Special Events function, including two positions and the related funding, will be transferred to HED. Special Events staff will administer citywide special events such as protests, rallies,



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marathons, and marches, as well as other annual events like Seafair. These events stimulate the local economy and can create jobs. Because special events offer important opportunities to promote economic development, this realignment offers the City an important opportunity to strengthen the linkages between the promotion of special events and the promotion of economic development.

While there are no substantive budget changes reflected in the 2012 Proposed Budget for the Community Development Program in HED, the purpose of this program is adjusted in 2012 to increasingly focus on place-based community development. In addition to work already being done by the staff in this program, which includes Multi-Family Tax Exemption policy review and transit-oriented development, this program will serve as the basis for City's place-based community development work in key neighborhoods that will benefit from coordinated, inter-departmental cooperation to achieve long-term development goals. This work builds on work accomplished by the former Office of Policy and Management (OPM) that facilitated place-based, multi-department, community development strategies in a number of neighborhoods, including South Lake Union, Northgate, South Park, Southeast Seattle and North Aurora. The Department is positioned to support place-based community development by offering numerous funding tools including the Housing Levy, federal Section 108 and Community Development Float loans, the Rainier Valley Community Development Loan Fund, Only in Seattle, small business lending and technical support, Business Improvement Area (BIA) start-up support, and the neighborhood business district grant program. In the future, the staff in this Program may be expanded to include increased focus on a range of issues including planning, land use and zoning, capacity building for community organizations, community facilities, parks, traffic improvements, etc.

The Federal government is dealing with its own budget challenges. In 2011, the City received a 17% reduction in entitlement to the anticipated award level, and the City reduced its planned expenditures for CDBG in 2011 as a result. In 2012, the City is anticipating a further 5% reduction in the CDBG entitlement level. Despite these funding pressures, the 2012 CDBG budget is rebalanced in a way that preserves direct programs to the greatest extent possible, and is consistent with the actions taken in 2011 to rebalance the CDBG budget. Given that the actual 2012 CDBG entitlement will not be known until the first quarter of 2012, HED will not commit 2012 CDBG Multi-Family Housing Production and Preservation funds until the actual 2012 entitlement is known.

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### Incremental Budget Changes

#### Department of Housing and Economic Development

	2012 Dollar Amount	2012 FTE
<b>2012 Endorsed Budget</b>	<b>\$0</b>	<b>0.00</b>
<b>2012 Proposed Changes</b>		
OH and OED Department Reorganization	\$52,481,619	60.50
Program Consolidation	(\$337,738)	(2.00)
Increase Multi-Family Housing Program Support	\$210,641	0.00
Funding for Seattle Convention and Visitors Bureau	(\$50,000)	0.00
Community Granting Awards Program Consolidation in DON	(\$113,210)	(1.00)
Operational Efficiencies / Reduced Costs	(\$96,124)	0.00
Staffing Support to Promote Economic Development	\$262,366	3.00
Community Development Block Grant (CDBG) Funding Impacts	(\$1,698,340)	0.00
Increase HomeWise Weatherization & Energy Efficiency Staff	\$0	1.00
Technical Adjustments	(\$209,515)	0.00
<b>Total Changes</b>	<b>\$50,449,700</b>	<b>61.50</b>
<b>2012 Proposed Budget</b>	<b>\$50,449,700</b>	<b>61.50</b>

**OH and OED Department Reorganization - \$52,481,619 / 60.5 FTE.** This adjustment brings the 2012 Endorsed Budgets from OH and OED together to create a starting point for the HED 2012 Proposed Budget. The adjustments listed below capture all changes made to this starting point.

**Program Consolidation – (\$337,738) / (2.0) FTE.** In response to a challenging fiscal environment and constrained resources, the proposal implements the consolidation of the two former Offices into a single department. Efficiencies gained by this consolidation include reducing funding for the Executive 3 position that previously served as the Director of the Office of Housing (OH), abrogating 1.0 FTE Administrative Staff Assistant that previously served the OH Director, and abrogating 1.0 FTE Strategic Advisor 1 position formerly serving as the OH Communications Director. In addition, the 2012 Proposed Budget includes a reduction of \$100,000 in General Fund to be met through additional reductions identified by the new director in 2012.

**Increase Multi-Family Housing Program Support - \$210,641.** This proposal increases funding in the Multi-Family Production and Preservation program through an increase in General Fund resources in 2012. The program invests in and promotes the development and preservation of affordable housing. Seattle's rental market continues to see higher demand for rental housing, causing a drop in vacancy rates and resulting increase in rents. Low-income renters have particular difficulty competing

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for affordable rental units in the type of rental market Seattle is now experiencing. The additional resources support the future development of 4-5 low-income rental units, and help to mitigate the reduction of CDBG funding for this program area. This increase is achieved by reallocating the savings associated with the reduction of positions in the former Office of Housing to three ongoing positions formerly funded by the General Fund and focused solely on economic development in OED. These positions will focus in part on housing related work beginning in 2012 and so will be funded by both General Fund and Other Funds in 2012.

**Funding for Seattle Convention and Visitors Bureau - (\$50,000).** This proposal eliminates funding for the Seattle Convention and Visitors Bureau. The reduction is mitigated by the development of a Seattle Tourism Improvement Area, an initiative that will allow a \$2 per room per night surcharge to guests in hotels with 60 or more rooms in the greater downtown area. It is anticipated that this initiative will raise approximately \$5 – \$6 million in 2012 to help promote Seattle as a tourist destination, more than offsetting the amount of this reduction.

**Community Granting Awards Program Consolidation in DON (\$113,210) / (1.0) FTE.** This proposal transfers out 1.0 FTE Community Development Specialist, Senior to the Department of Neighborhoods' (DON) Community Granting Division within the Neighborhood Matching Subfund (NMF) to consolidate the administration of awards made to community via HED's 'Only in Seattle' program developed in the former OED. This position will be co-located with other staff tasked with central administration of the City's community awards in an effort to create administrative efficiencies and streamline award management while at the same time retaining full award funding citywide.

**Operational Efficiencies/ Reduced Costs - (\$96,124).** This proposal captures savings from several changes. The first is the rebidding of City business retention and attraction contracts. In 2010, nearly 500 businesses received on-site visits and consultation from Department staff and/or contracted partners to assist with issues like exploring business growth opportunities, leveraging competitive advantages, connecting to other resources in the region, and identifying issues and trends that impact businesses such as permitting, regulations, and workforce development. The Department plans to review and update the contracts to further improve service delivery, and this reduction of \$31,000 is expected to have minimal impact on the services provided. Secondly, the Office of Film and Music will reduce their professional services budget by \$15,000 and will reprioritize its business development outreach efforts, and reach out to the private sector for support in creating film and music industry jobs and business growth for the City. Lastly, the Department will reduce approximately \$50,000 in funding for supplies and services costs in the areas of travel and training, advertising, printing, and software.

**Staffing Support to Promote Economic Development - \$262,366 / 3.0 FTE.** This proposal transfers in an existing Strategic Advisor 2 position and funding from the Department of Neighborhoods to HED to centralize the workload associated with South Park Action Agenda, as well as to support HED's business district revitalization program and oversee its micro-business assistance program in HED. The Action Agenda is a community-driven partnership between the City and the South Park neighborhood to improve the South Park community. This position will support the development and implementation of business district revitalization programs in several neighborhoods, including South Park and manage HED's micro-business assistance program. This proposal also transfers in two existing positions, a Manager 1 and an Administrative Specialist, from the Department of Parks and Recreation to coordinate

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the administration of citywide special events such as marathons, rallies, and protests, as well as annual events like Seafair. As part of the new Department, staff will share resources and strengthen the linkages between the promotion of special events and the promotion of economic development.

**Community Development Block Grant (CDBG) Funding Impacts - (\$1,698,340).** This proposal rebalances the 2012 CDBG Proposed Budget to be consistent with the anticipated 2012 CDBG entitlement and available program income available to HED. First, this proposal defers the allocation of CDBG funds to the Rainier Valley Community Development Fund (RVCDF) by approximately \$1 million in 2012 until 2013 as agreed to the RVCDF Board of Directors in 2011. This change will not affect the agency's operations in 2012 given that the RVCDF will spend down accumulated CDBG funds in lieu of receiving new CDBG entitlement funds. Second, CDBG funding for Multi-Family Housing Production and Preservation is reduced in 2012 by approximately \$685,000. This reduction is mitigated in 2012 by an increase in funding for this purpose through Housing Levy funds over historical levels of funding, and by an increase in General Fund support for this purpose as described above. The Executive will prioritize refunding this line item with CDBG funds in the event that the actual CDBG entitlement is higher than budgeted in 2012. Of note, the remaining \$500K in funds for Housing Production & Preservation will be restricted and not committed to new capital projects until the actual 2012 entitlement is known. Third, approximately \$98,000 in funding for the Homebuyer program is eliminated in the 2012 Proposed Budget. This funding is only a small part of the overall funding for the Homebuyer program, which is funded in large part by the Housing Levy and federal HOME funds, and removing CDBG funds as a fund source achieves administrative efficiencies for this program. Finally, CDBG funding for housing related administration is reduced by \$16,000, but is backfilled by with Multi-Family Tax Exemption (MFTE) program revenues in 2012, resulting in a change in fund source only.

**Increase HomeWise Weatherization & Energy Efficiency Staff – \$0 / 1.0 FTE.** In 2009, the Office of Housing's HomeWise Weatherization and Energy Efficiency program (HomeWise) received ARRA federal stimulus funding, and increased staffing levels by three term-limited positions and a long-term (two-year) out-of-class position. The ARRA grant will expire at the end of 2011. Since 2009, program delivery has become more sophisticated, data-driven, and complex, placing additional demands on the program staff. To accommodate these new demands, the Department proposes to add a Property Rehabilitation Supervisor (PRS) position that will be funded by non-ARRA grant fund sources that support Weatherization programs in the Department.

**Technical Adjustments - (\$209,515).** Technical adjustments in the 2012 Proposed Budget include departmental and citywide non-programmatic adjustments that do not represent fundamental changes in HED's service delivery. These changes were made to central cost allocations, retirement, health care, workers' compensation, and unemployment costs. In addition, the HOME grant expenditure authority for 2012 is reduced by \$286,952 to match anticipated revenues. This adjustment aligns expenditure authority to 2011 actual award levels.

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### Expenditure Overview

Appropriations	Summit Code	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
<b>CDBG - Housing and Economic Development 17810 Budget Control Level</b>					
Community Development		0	0	0	4,091,175
Homewise and Homeownership		0	0	0	1,188,185
Multi-Family Production and Preservation		0	0	0	741,890
Strategic Planning, Resource, and Program Development		0	0	0	30,000
<b>CDBG - Housing and Economic Development 17810 Total</b>	<b>HED03</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,051,250</b>
<b>Low Income Housing 16400 Budget Control Level</b>					
Homeownership and Sustainability		0	0	0	7,837,442
Multi-Family Production and Preservation		0	0	0	26,215,332
<b>Low Income Housing 16400 Total</b>	<b>HED02</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34,052,774</b>
<b>Housing and Economic Development 16600 Budget Control Level</b>					
Administration and Management		0	0	0	2,618,256
Business Services		0	0	0	4,652,807
Community Development		0	0	0	499,621
Homeownership and Sustainability		0	0	0	1,308,270
Multi-Family Production and Preservation		0	0	0	1,266,721
<b>Housing and Economic Development 16600 Total</b>	<b>HED01</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,345,675</b>
<b>Department Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>50,449,700</b>
<b>Department Full-time Equivalents Total*</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>61.50</b>

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

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### Revenue Overview

#### 2012 Estimated Revenues for the Community Development Block Grant Fund

Summit Code	Source	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
433010	US Dept of Housing & Urban Development (HUD) / Community Development Block Grant (CDBG)	0	0	0	6,051,250
<b>Total Federal Grants - Indirect</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>6,051,250</b>
<b>Total Revenues</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>6,051,250</b>

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### 2012 Estimated Revenues for the Housing and Economic Development (16600)

Summit Code	Source	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
462900	Other Rents and use charges	0	0	0	27,000
469990	MacArthur Foundation Grant	0	0	0	0
541490	2010 Non-GF COLA Rollback	0	0	0	0
541490	City Light Administration	0	0	0	689,949
541490	Contingent Bonus/TDR Administration	0	0	0	1,001,429
541490	Interest Earnings	0	0	0	0
541490	Multi-Family Tax Exemption Administration	0	0	0	73,024
541490	Prior Year Savings	0	0	0	383,338
541490	Program Income	0	0	0	0
<b>Total All Else</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>2,174,740</b>
587001	General Subfund Support	0	0	0	5,666,943
<b>Total General Subfund Support</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>5,666,943</b>
439090	Seattle Investment Fund, LLC - NMTC	0	0	0	238,000
<b>Total Revenue from Other Private Entities</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>238,000</b>
433010	Federal Grants-Weatherization	0	0	0	613,447
434010	State Grants-Weatherization	0	0	0	185,000
471010	HOME Administration	0	0	0	406,590
<b>Total Revenue from Other Public Entities</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,205,037</b>
411100	Levy Administration	0	0	0	1,820,496
<b>Total Taxes, Levies &amp; Bonds</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,820,496</b>
<b>Total Revenues</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>11,105,216</b>
379100	Use of (Contribution to) Fund Balance	0	0	0	(759,541)
<b>Total Use of Fund Balance</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>(759,541)</b>
<b>Total Resources</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>10,345,675</b>

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### 2012 Estimated Revenues for the Low-Income Housing Fund (16400)

Summit Code	Source	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
469930	Program Income	0	0	0	6,502,000
541490	Local Grants-Weatherization	0	0	0	1,582,255
	<b>Total All Else</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,084,255</b>
445800	MFTE application fees	0	0	0	0
	<b>Total Developer application fees</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
587001	General Subfund Support	0	0	0	210,641
	<b>Total General Subfund Support</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>210,641</b>
461110	Investment Earnings	0	0	0	876,900
	<b>Total Interest Earnings</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>876,900</b>
433010	Federal Grants - Weatherization	0	0	0	2,500,000
434010	State Grants - Weatherization	0	0	0	750,000
471010	Federal Grants-HOME Program	0	0	0	3,659,311
	<b>Total Revenue from Other Public Entities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,909,311</b>
411100	Property Tax Levy	0	0	0	17,971,667
	<b>Total Taxes, Levies &amp; Bonds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,971,667</b>
	<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34,052,774</b>
379100	Use of (Contribution to) Fund Balance	0	0	0	0
	<b>Total Use of (Contribution to) Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Total Resources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34,052,774</b>



## Department of Housing and Economic Development

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

#### **CDBG - Housing and Economic Development 17810 Budget Control Level**

The purpose of the Community Development Block Grant (CDBG) - Housing and Economic Development 17810 Budget Control Level is to find and fund solutions for human needs so low-income, vulnerable residents in greater Seattle can live and thrive, and to help create and maintain healthy businesses, thriving neighborhoods, and community organizations to contribute to a robust economy that will benefit all Seattle residents and future generations.

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Community Development	0	0	0	4,091,175
Homewise and Homeownership	0	0	0	1,188,185
Multi-Family Production and Preservation	0	0	0	741,890
Strategic Planning, Resource, Program Development	0	0	0	30,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,051,250</b>

*The following information summarizes the programs in the CDBG - Housing & Economic Development 1710 Budget Control Level:*

**Community Development Program** The purpose of the Community Development Program is to provide CDBG funds to support economic and community revitalization efforts in low-income neighborhoods through real estate development, equity loans, and non-profit community-based development organizations.

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Community Development	0	0	0	4,091,175

**Homewise and Homeownership Program** The purpose of the Homewise and Homeownership Program is to provide resources for low- and moderate-income Seattle residents, including seniors, to become homeowners and/or to preserve and improve their current homes. CDBG funds support minor home repairs for low-income elderly or disabled homeowners, home rehabilitation revolving loans to low-income households, technical assistance for program clients, and administrative costs for the City of Seattle's Department of Housing and Economic Development.

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Homewise and Homeownership	0	0	0	1,188,185

## Department of Housing and Economic Development

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

**Multi-Family Production and Preservation Program** The purpose of the Multi-Family Production and Preservation Program is to acquire, develop, rehabilitate, and maintain affordable multifamily rental housing so the supply of housing for Seattle residents increases and affordability remains sustainable.

	2010	2011	2012	2012
Expenditures	Actuals	Adopted	Endorsed	Proposed
Multi-Family Production and Preservation	0	0	0	741,890

**Strategic Planning, Resource, and Program Development Program** The purpose of the Strategic Planning, Resource, and Program Development Program is to provide policy review/revisions, new and revised housing programs, and vacant land redevelopment services to increase housing opportunities for Seattle residents.

	2010	2011	2012	2012
Expenditures	Actuals	Adopted	Endorsed	Proposed
Strategic Planning, Resource, Program Development	0	0	0	30,000

#### **Low Income Housing 16400 Budget Control Level**

The purpose of the Low Income Housing 16400 Budget Control Level is to fund multi-family housing production, and to support homeownership and sustainability.

	2010	2011	2012	2012
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Homeownership and Sustainability	0	0	0	7,837,442
Multi-Family Production and Preservation	0	0	0	26,215,332
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34,052,774</b>

*The following information summarizes the programs in the Long Income Housing 16400 Budget Control Level:*

**Homeownership and Sustainability Program** The purpose of the Homeownership and Sustainability Program is to provide three types of loans and grants to low-income Seattle residents: loans for first-time home buyers, home repair loans to address health and safety and code repairs, and grants to make low-income housing more energy efficient.

	2010	2011	2012	2012
Expenditures	Actuals	Adopted	Endorsed	Proposed
Homeownership and Sustainability	0	0	0	7,837,442

## Department of Housing and Economic Development

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

**Multi-Family Production and Preservation Program** The purpose of the Multi-Family Production and Preservation Program is to acquire, develop, rehabilitate, and maintain affordable multifamily rental housing so the supply of housing for Seattle residents increases and affordability remains sustainable.

The purpose of the Multi-Family Production and Preservation Program is to invest in the community by making long-term, low-interest loans to developers to develop or preserve affordable multi-family rental housing. The Department monitors the affordable housing portfolio to ensure the units remain affordable, serve the intended residents, and the buildings remain in good condition.

	2010	2011	2012	2012
Expenditures	Actuals	Adopted	Endorsed	Proposed
Multi-Family Production and Preservation	0	0	0	26,215,332

#### **Housing and Economic Development 16600 Fund Budget Control Level**

The purpose of the Housing and Economic Development 16600 Budget Control Level is to fund the Department's administration activities.

	2010	2011	2012	2012
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Administration and Management	0	0	0	2,618,256
Business Services	0	0	0	4,652,807
Community Development	0	0	0	499,621
Homeownership and Sustainability	0	0	0	1,308,270
Multi-Family Production and Preservation	0	0	0	1,266,721
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,345,675</b>
Full-time Equivalents Total*	0.00	0.00	0.00	61.50

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

## Department of Housing and Economic Development

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

*The following information summarizes the programs in the of Housing and Economic Development 16600 Budget Control Level:*

**Administration and Management Program** The purpose of the Administrative and Management Program is to provide leadership in fulfilling the Department's mission, to provide support services, and to facilitate communication and interaction with other City departments, external agencies, elected officials, and the public.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Administration and Management	0	0	0	2,618,256
Full-Time Equivalents Total*	0.00	0.00	0.00	18.00

**Business Services Program** The purpose of the Business Services Program is to provide direct services to businesses and to support a healthy business environment that empowers businesses to develop, grow, and succeed. The Business Services Program provides assistance navigating government services, facilitates access to capital and building management expertise, and invests in workforce development services focused on building skills that benefit individual job-seekers and support employers in key industry sectors.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Business Services	0	0	0	4,652,807
Full-Time Equivalents Total*	0.00	0.00	0.00	17.00

**Community Development Program** The purpose of the Community Development Program is to provide strategic planning, program development, and vacant land redevelopment services to increase housing opportunities for Seattle residents.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Community Development	0	0	0	499,621
Full-Time Equivalents Total*	0.00	0.00	0.00	4.00

## Department of Housing and Economic Development

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

**Homeownership and Sustainability Program** The Homeownership and Sustainability Program provides three types of loans and grants to low-income Seattle residents: loans for first-time home-buyers, home repair loans to address health and safety and code repairs, and grants to make low-income housing more energy efficient.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Homeownership and Sustainability	0	0	0	1,308,270
Full-Time Equivalents Total*	0.00	0.00	0.00	13.00

**Multi-Family Production and Preservation Program** The Multi-Family Production and Preservation - 16600 Program invests in the community by making long-term, low-interest loans to developers to develop or preserve affordable multi-family rental housing. The Department monitors the affordable housing portfolio to ensure the units remain affordable and serve the intended residents, and the buildings remain in good condition.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Multi-Family Production and Preservation	0	0	0	1,266,721
Full-Time Equivalents Total*	0.00	0.00	0.00	9.50



# Office of Economic Development

## Department Overview

The Office of Economic Development (OED) helps create a vibrant economy by promoting access to economic opportunities for all of Seattle's diverse communities. OED supports economic development that is financially, environmentally, and socially sustainable. The core services OED provides capitalize on Seattle's established economic activity, particularly in the areas of manufacturing and maritime industries, film and music, healthcare, and clean technology. To accomplish this mission, the Office delivers services designed to:

- Support the establishment of new businesses, retention and growth of existing businesses, and attraction of new businesses;
- Increase the number of low-income adults who obtain the skills necessary to meet industry's needs for qualified workers; and
- Advance policies, practices, and partnerships that lead to sustainable economic growth with shared prosperity.

As part of a reorganization of City government, the Department of Housing and Economic Development (HED) will be created as part of the 2012 Proposed Budget. The new department includes the entirety of the Office of Economic Development (OED). This section shows OED budget information for 2010 and 2011 as a reference; budget information for 2012 is included in the HED budget chapter.

## Budget Snapshot

### Office of Economic Development

	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
General Fund	\$6,429,547	\$6,338,820	\$5,875,168	\$0
Other Revenues	\$3,053,226	\$5,003,675	\$5,003,675	\$0
<b>Total Revenues</b>	<b>\$9,482,773</b>	<b>\$11,342,495</b>	<b>\$10,878,843</b>	<b>\$0</b>
Use of (Contribution to) Fund Balance	\$0	\$0	\$0	\$0
<b>Total Resources</b>	<b>\$9,482,773</b>	<b>\$11,342,495</b>	<b>\$10,878,843</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$9,482,773</b>	<b>\$11,342,495</b>	<b>\$10,878,843</b>	<b>\$0</b>
Full-Time Equivalent * Total	20.00	22.00	22.00	-

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

## Office of Economic Development

### Incremental Budget Changes

#### Office of Economic Development

		2012 Dollar Amount	2012 FTE
<b>2012 Endorsed Budget</b>		<b>\$10,878,843</b>	<b>22.00</b>
<b>2012 Proposed Changes</b>			
	OED and OH Department Reorganization	(\$10,878,843)	(22.00)
<b>Total Changes</b>		<b>(\$10,878,843)</b>	<b>(22.00)</b>
<b>2012 Proposed Budget</b>		<b>\$0</b>	<b>0.00</b>

**OED and OH Department Reorganization – (\$10,878,843) / (22.00) FTE.** In the 2012 Proposed Budget, the entire 2012 Endorsed Budget for the Office of Economic is transferred to the new Department of Housing and Economic Development as part of a reorganization of City government.

### Expenditure Overview

	Summit	2010	2011	2012	2012
	Code	Actuals	Adopted	Endorsed	Proposed
<b>Appropriations</b>					
CDBG - Office of Economic Development Budget Control Level	6XD10	3,053,226	5,003,675	5,003,675	0
<b>Office of Economic Development Budget Control Level</b>					
Business Services		5,128,311	5,102,316	4,603,112	0
Economic Development Leadership		608,724	576,385	593,469	0
Finance and Operations		692,511	660,119	678,587	0
<b>Office of Economic Development Total</b>	<b>X1D00</b>	<b>6,429,546</b>	<b>6,338,820</b>	<b>5,875,168</b>	<b>0</b>
<b>Department Total</b>		<b>9,482,772</b>	<b>11,342,495</b>	<b>10,878,843</b>	<b>0</b>
<b>Department Full-time Equivalent Total*</b>		<b>20.00</b>	<b>22.00</b>	<b>22.00</b>	<b>0.00</b>

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



## Revenue Overview

### 2012 Estimated Revenues for the Community Development Block Grant Fund

Summit Code	Source	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
433010	Community Development Block Grant	3,053,226	5,003,675	5,003,675	0
<b>Total Revenue from Other Public Entities</b>		<b>3,053,226</b>	<b>5,003,675</b>	<b>5,003,675</b>	<b>0</b>
<b>Total Revenues</b>		<b>3,053,226</b>	<b>5,003,675</b>	<b>5,003,675</b>	<b>0</b>

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

### CDBG - Office of Economic Development Budget Control Level

The purpose of the Community Development Block Grant (CDBG) - Office of Economic Development Budget Control Level is to help create and maintain healthy businesses, thriving neighborhoods, and community organizations to contribute to a robust economy that will benefit all Seattle residents and future generations.

<b>Expenditures</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
CDBG- Office of Economic Development	3,053,226	5,003,675	5,003,675	0

## Office of Economic Development

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

#### **Office of Economic Development Budget Control Level**

The purpose of the Office of Economic Development Budget Control Level is to provide vital services to individual businesses and economic development leadership to support a strong local economy, thriving neighborhood business districts, and broadly-shared prosperity.

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Business Services	5,128,311	5,102,316	4,603,112	0
Economic Development Leadership	608,724	576,385	593,469	0
Finance and Operations	692,511	660,119	678,587	0
<b>Total</b>	<b>6,429,546</b>	<b>6,338,820</b>	<b>5,875,168</b>	<b>0</b>
Full-time Equivalent Total*	20.00	22.00	22.00	0.00

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

***The following information summarizes the programs within the Office of Economic Development Budget Control Level:***

**Business Services Program** The purpose of the Business Services Program is to provide direct services to businesses and to support a healthy business environment that empowers businesses to develop, grow, and succeed. The Business Services Program provides assistance navigating government services, facilities access to capital and building management expertise, and invests in workforce development services focused on building skills that benefit individual job-seekers and support employers in key industry sectors.

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Business Services	5,128,311	5,102,316	4,603,112	0
Full-Time Equivalents Total*	13.00	15.00	15.00	0.00

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

**Economic Development Leadership Program** The purpose of the Economic Development Leadership Program is to lead the creation of the City of Seattle's economic agenda. The Economic Development Leadership Program develops targeted areas of focus for OED and relevant City and community partners; convenes a broad range of the businesses in the community to make informed decisions on economic policies; and strengthens the alignment of city, regional, state, and federal economic development activities.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Economic Development Leadership	608,724	576,385	593,469	0
Full-Time Equivalents Total*	4.00	4.00	4.00	0.00

**Finance and Operations Program** The purpose of the Finance and Operations Program is to provide leadership over daily office operations and financial, administrative, and human resource services to effectively accomplish OED's mission and goals.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Finance and Operations	692,511	660,119	678,587	0
Full-Time Equivalents Total*	3.00	3.00	3.00	0.00



# Office of Housing

## Department Overview

The mission of the Office of Housing (OH) is to invest in and promote the development and preservation of housing so that all Seattle residents have access to safe, decent, and affordable housing. To accomplish this mission, OH has four programs reflected in the budget as the Multi-Family Production and Preservation Program; Homeownership and Sustainability Program; Community Development Program; and the Administration and Management Program.

## Budget Snapshot

Office of Housing	2010 Actual	2011 Adopted	2012 Endorsed	2012 Proposed
General Fund	\$4,128,008	\$520,490	\$629,422	\$0
Other Revenues	\$46,413,712	\$41,980,632	\$40,973,354	\$0
<b>Total Revenues</b>	<b>\$50,541,720</b>	<b>\$42,501,122</b>	<b>\$41,602,776</b>	<b>\$0</b>
Use of (Contribution to) Fund Balance	(\$325,747)	\$0	\$0	\$0
<b>Total Resources</b>	<b>\$50,215,973</b>	<b>\$42,501,122</b>	<b>\$41,602,776</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$50,215,980</b>	<b>\$42,501,121</b>	<b>\$41,602,776</b>	<b>\$0</b>
Full-Time Equivalent * Total	40.50	38.50	38.50	-

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

## Budget Overview

As part of a reorganization of City government, the Department of Housing and Economic Development (HED) will be created as part of the 2012 Proposed Budget. The new department includes the entirety of the Office of Housing (OH). This section shows OH budget information for 2010 and 2011 as a reference; budget information for 2012 is included in the HED budget chapter.

## Office of Housing

### Incremental Budget Changes

#### Office of Housing

	2012 Dollar Amount	2012 FTE
<b>2012 Endorsed Budget</b>	<b>\$41,602,776</b>	<b>38.50</b>
2012 Proposed Changes		
OH and OED Department Reorganization	(\$41,602,776)	(38.50)
<b>Total Changes</b>	<b>(\$41,602,776)</b>	<b>(38.50)</b>
<b>2012 Proposed Budget</b>	<b>\$0</b>	<b>0.00</b>

**OH and OED Department Reorganization – (\$41,602,776) / (38.50) FTE.** In the 2012 Proposed Budget, the entire 2012 Endorsed Budget for the Office of Housing will be transferred to the new Department of Housing and Economic Development as part of a reorganization of City government.

## Expenditure Overview

	Summit Code	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
<b>Appropriations</b>					
<b>CDBG - Office of Housing Budget Control Level</b>					
Homeownership and Sustainability		1,436,550	1,420,897	1,420,897	0
Multi-Family Production and Preservation		2,483,380	1,294,622	1,294,622	0
Strategic Planning, Resource, and Program Development		458,053	46,774	46,774	0
<b>CDBG - Office of Housing Total</b>	<b>6XZ10</b>	<b>4,377,983</b>	<b>2,762,293</b>	<b>2,762,293</b>	<b>0</b>
<b>Low-Income Housing Fund 16400 Budget Control Level</b>					
Homeownership and Sustainability - 16400		11,636,619	7,725,501	8,124,394	0
Multi-Family Production and Preservation - 16400		29,944,826	27,425,181	26,004,691	0
<b>Low-Income Housing Fund 16400 Total</b>	<b>XZ-R1</b>	<b>41,581,445</b>	<b>35,150,682</b>	<b>34,129,085</b>	<b>0</b>
<b>Office of Housing Operating Fund 16600 Budget Control Level</b>					
Administration and Management - 16600		1,307,681	1,636,968	1,679,944	0
Community Development - 16600		450,638	478,132	490,075	0
Homeownership and Sustainability - 16600		1,193,346	1,261,131	1,299,179	0
Multi-Family Production and Preservation - 16600		1,304,886	1,211,916	1,242,200	0
<b>Office of Housing Operating Fund 16600 Total</b>	<b>XZ600</b>	<b>4,256,551</b>	<b>4,588,146</b>	<b>4,711,398</b>	<b>0</b>
<b>Department Total</b>		<b>50,215,980</b>	<b>42,501,121</b>	<b>41,602,776</b>	<b>0</b>
<b>Department Full-time Equivalents Total*</b>		<b>40.50</b>	<b>38.50</b>	<b>38.50</b>	<b>0.00</b>

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

## Revenue Overview

## 2012 Estimated Revenues for the Community Development Block Grant Fund

Summit Code	Source	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
433010	Community Development Block Grant	4,377,983	2,762,293	2,762,293	0
<b>Total Revenue from Other Public Entities</b>		<b>4,377,983</b>	<b>2,762,293</b>	<b>2,762,293</b>	<b>0</b>
<b>Total Revenues</b>		<b>4,377,983</b>	<b>2,762,293</b>	<b>2,762,293</b>	<b>0</b>

## Office of Housing

### 2012 Estimated Revenues for the Housing Operating Fund

Summit Code	Source	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
411100	Levy Administration	1,849,561	1,775,351	1,820,496	0
462900	Other Rents and use charges	27,081	27,000	27,000	0
469990	MacArthur Foundation Grant	2,500	13,500	0	0
471010	HOME Administration	459,444	438,473	438,473	0
541490	2010 Non-GF COLA Rollback	0	(22,611)	(23,389)	0
541490	City Light Administration	654,731	672,517	689,949	0
541490	Contingent Bonus/TDR Administration	150,000	250,000	250,000	0
541490	Developer application fees	0	0	0	0
541490	Interest Earnings	26,300	4,000	3,000	0
541490	Miscellaneous adjustments	(109,724)	0	0	0
541490	Prior Year Savings	109,957	121,339	75,000	0
541490	Program Income	94,964	4,000	3,000	0
<b>Total All Else</b>		<b>3,264,814</b>	<b>3,283,569</b>	<b>3,283,529</b>	<b>0</b>
587001	General Subfund Support	560,097	520,490	629,422	0
<b>Total General Subfund Support</b>		<b>560,097</b>	<b>520,490</b>	<b>629,422</b>	<b>0</b>
433010	Federal Grants-Weatherization	593,706	599,087	613,447	0
434010	State Grants-Weatherization	173,315	185,000	185,000	0
<b>Total Revenue from Other Public Entities</b>		<b>767,021</b>	<b>784,087</b>	<b>798,447</b>	<b>0</b>
<b>Total Revenues</b>		<b>4,591,932</b>	<b>4,588,146</b>	<b>4,711,398</b>	<b>0</b>
379100	Use of (Contribution To) Fund Balance	(335,383)	0	0	0
<b>Total Use of Fund Balance</b>		<b>(335,383)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>		<b>4,256,549</b>	<b>4,588,146</b>	<b>4,711,398</b>	<b>0</b>



## 2012 Estimated Revenues for the Low-Income Housing Fund

Summit Code	Source	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
469930	Program Income	2,711,233	6,422,583	6,502,000	0
541490	Local Grants-Weatherization	1,137,462	1,536,170	1,582,255	0
541490	Miscellaneous adjustments	(169,704)	0	0	0
<b>Total All Else</b>		<b>3,678,991</b>	<b>7,958,753</b>	<b>8,084,255</b>	<b>0</b>
445800	MFTE application fees	106,400	0	0	0
<b>Total Developer Application Fees</b>		<b>106,400</b>	<b>0</b>	<b>0</b>	<b>0</b>
587001	General Subfund Support	3,567,911	0	0	0
<b>Total General Subfund Support</b>		<b>3,567,911</b>	<b>0</b>	<b>0</b>	<b>0</b>
461110	Investment Earnings	744,196	1,425,000	876,900	0
<b>Total Interest Earnings</b>		<b>744,196</b>	<b>1,425,000</b>	<b>876,900</b>	<b>0</b>
433010	Federal Grants - Weatherization	3,830,328	2,250,000	2,500,000	0
434010	State Grants - Weatherization	605,748	750,000	750,000	0
471010	Federal Grants-HOME Program	10,417,066	3,946,263	3,946,263	0
<b>Total Revenue from Other Public Entities</b>		<b>14,853,142</b>	<b>6,946,263</b>	<b>7,196,263</b>	<b>0</b>
411100	Property Tax Levy	18,621,165	18,820,667	17,971,667	0
<b>Total Taxes, Levies &amp; Bonds</b>		<b>18,621,165</b>	<b>18,820,667</b>	<b>17,971,667</b>	<b>0</b>
<b>Total Revenues</b>		<b>41,571,805</b>	<b>35,150,683</b>	<b>34,129,085</b>	<b>0</b>
379100	Use of (Contribution To) Fund Balance	9,636	0	0	0
<b>Total Use of Fund Balance</b>		<b>9,636</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>		<b>41,581,441</b>	<b>35,150,683</b>	<b>34,129,085</b>	<b>0</b>

## Office of Housing

### Appropriations by Budget Control Level (BCL)

#### **CDBG - Office of Housing Budget Control Level**

The purpose of the Community Development Block Grant (CDBG) - Office of Housing Budget Control Level is to provide opportunities for residents to thrive by investing in and promoting the development and preservation of affordable housing.

	2010	2011	2012	2012
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Homeownership and Sustainability	1,436,550	1,420,897	1,420,897	0
Multi-Family Production and Preservation	2,483,380	1,294,622	1,294,622	0
Strategic Planning, Resource, and Program Development	458,053	46,774	46,774	0
<b>Total</b>	<b>4,377,983</b>	<b>2,762,293</b>	<b>2,762,293</b>	<b>0</b>

*The following information summarizes the programs within the Low-Income Housing Fund 16400 Budget Control Level:*

**Homeownership and Sustainability Program** The purpose of the Homeownership and Sustainability Program is to provide resources for low- and moderate-income Seattle residents, including seniors, to become homeowners and/or to preserve and improve their current homes. CDBG funds support minor home repairs for low-income elderly or disabled homeowners, home rehabilitation revolving loans to low-income households, technical assistance for program clients, and administrative costs for the City of Seattle's Office of Housing.

	2010	2011	2012	2012
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Homeownership and Sustainability	1,436,550	1,420,897	1,420,897	0

**Multi-Family Production and Preservation Program** The purpose of the Multi-Family Production and Preservation Program is to acquire, develop, rehabilitate, and maintain affordable multifamily rental housing so the supply of housing for Seattle residents increases and affordability remains sustainable.

	2010	2011	2012	2012
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Multi-Family Production and Preservation	2,483,380	1,294,622	1,294,622	0

**Strategic Planning, Resource, and Program Development Program** The purpose of the Strategic Planning, Resource, and Program Development Program is to provide policy review/revisions, new and revised housing programs, and vacant land redevelopment services to increase housing opportunities for Seattle residents.

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

Expenditures	2010	2011	2012	2012
Strategic Planning, Resource, and Program Development	458,053	46,774	46,774	0

### **Low-Income Housing Fund 16400 Budget Control Level**

The purpose of the Low-Income Housing Fund 16400 Budget Control Level is to fund multi-family housing production, and to support homeownership and sustainability.

	2010	2011	2012	2012
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Homeownership and Sustainability - 16400	11,636,619	7,725,501	8,124,394	0
Multi-Family Production and Preservation - 16400	29,944,826	27,425,181	26,004,691	0
<b>Total</b>	<b>41,581,445</b>	<b>35,150,682</b>	<b>34,129,085</b>	<b>0</b>

*The following information summarizes the programs in the Low-Income Housing Fund 16400 Budget Control Level:*

**Homeownership and Sustainability – 16400 Program** The purpose of the Homeownership and Sustainability -16400 Program is to provide three types of loans and grants to low-income Seattle residents: loans for first-time home buyers, home repair loans to address health and safety and code repairs, and grants to make low-income housing more energy efficient.

Expenditures	2010	2011	2012	2012
	Actuals	Adopted	Endorsed	Proposed
Homeownership and Sustainability - 16400	11,636,619	7,725,501	8,124,394	0

**Multi-Family Production and Preservation – 16400 Program** The purpose of the Multi-Family Production and Preservation - 16400 Program is to invest in the community by making long-term, low-interest loans to developers to develop or preserve affordable multi-family rental housing. OH monitors the affordable housing portfolio to ensure the units remain affordable, serve the intended residents, and the buildings remain in good condition.

Expenditures	2010	2011	2012	2012
Multi-Family Production and Preservation - 16400	29,944,826	27,425,181	26,004,691	0

## Office of Housing

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

#### **Office of Housing Operating Fund 16600 Budget Control Level**

The purpose of the Office of Housing Operating Fund 16600 Budget Control Level is to fund the Department's administration activities.

	2010	2011	2012	2012
	Actuals	Adopted	Endorsed	Proposed
<b>Program Expenditures</b>				
Administration and Management - 16600	1,307,681	1,636,968	1,679,944	0
Community Development - 16600	450,638	478,132	490,075	0
Homeownership and Sustainability - 16600	1,193,346	1,261,131	1,299,179	0
Multi-Family Production and Preservation - 16600	1,304,886	1,211,916	1,242,200	0
<b>Total</b>	<b>4,256,551</b>	<b>4,588,146</b>	<b>4,711,398</b>	<b>0</b>
Full-Time Equivalents Total*	40.50	38.50	38.50	0.00

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

**The following information summarizes the programs in Office of Housing Operating Fund 16600 Budget Control Level:**

**Administration and Management – 16600 Program** The purpose of the Administration and Management - 16600 Program is to provide centralized leadership, coordination, technology, contracting, and financial management support services to OH programs and capital projects to facilitate the production of affordable housing for Seattle residents.

	2010	2011	2012	2012
	Actuals	Adopted	Endorsed	Proposed
<b>Expenditures/FTE</b>				
Administration and Management - 16600	1,307,681	1,636,968	1,679,944	0
Full-Time Equivalents Total*	13.50	13.00	13.00	0.00

**Community Development -16600 Program** The purpose of the Community Development -16600 Program is to provide strategic planning, program development, and vacant land redevelopment services to increase housing opportunities for Seattle residents.

	2010	2011	2012	2012
	Actuals	Adopted	Endorsed	Proposed
<b>Expenditures/FTE</b>				
Community Development - 16600	450,638	478,132	490,075	0
Full-Time Equivalents Total*	4.00	4.00	4.00	0.00

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

**Homeownership and Sustainability – 16600 Program** The Homeownership and Sustainability -16600 Program provides three types of loans and grants to low-income Seattle residents: loans for first-time home-buyers, home repair loans to address health and safety and code repairs, and grants to make low-income housing more energy efficient.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Homeownership and Sustainability - 16600	1,193,346	1,261,131	1,299,179	0
Full-Time Equivalents Total*	12.00	12.00	12.00	0.00

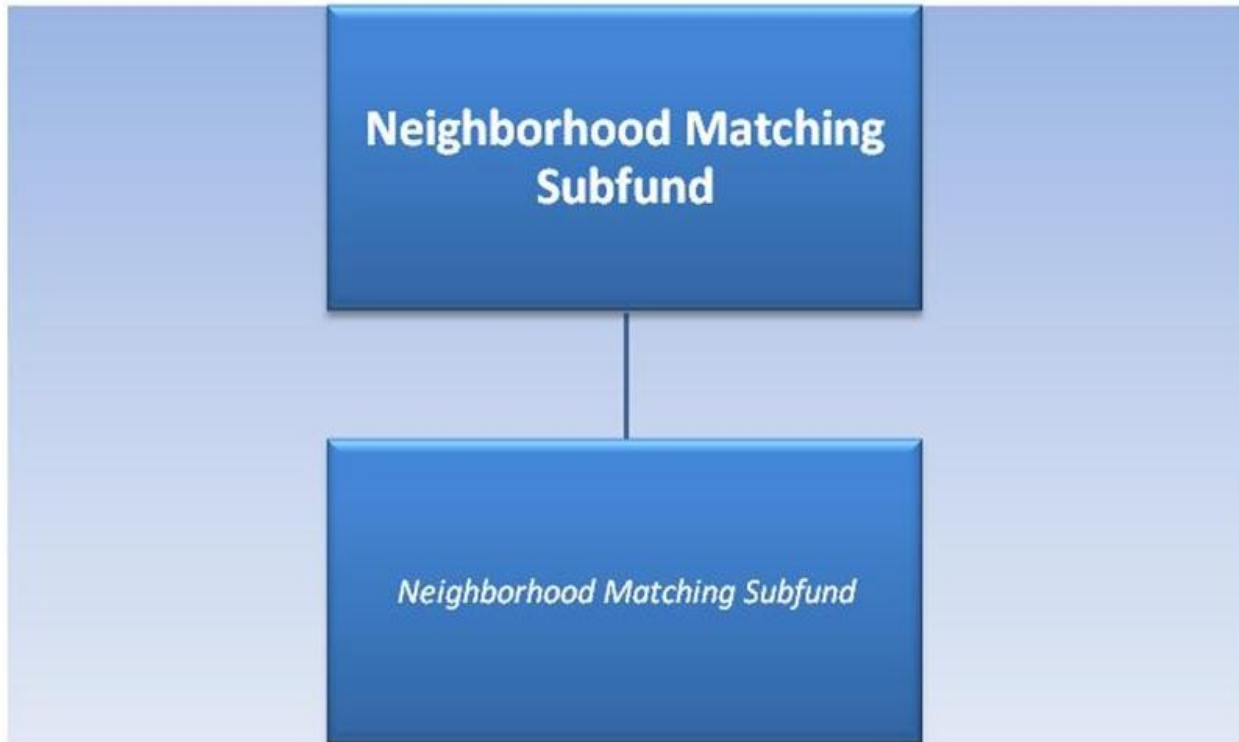
**Multi-Family Production and Preservation – 16600 Program** The Multi-Family Production and Preservation -16600 Program invests in the community by making long-term, low-interest loans to developers to develop or preserve affordable multi-family rental housing. OH monitors the affordable housing portfolio to ensure the units remain affordable and serve the intended residents, and the buildings remain in good condition.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Multi-Family Production and Preservation - 16600	1,304,886	1,211,916	1,242,200	0
Full-Time Equivalents Total*	11.00	9.50	9.50	0.00



# Neighborhood Matching Subfund

## Neighborhood Matching Subfund by Budget Control Level



## Neighborhood Matching Subfund Overview

The purpose of the Neighborhood Matching Subfund (NMF) is to provide resources for Seattle's communities to preserve and enhance the City's diverse neighborhoods, and to empower people to make positive contributions to their communities. It is administered by the Department of Neighborhoods (DON). As part of the 2012 Proposed Budget the Mayor is proposing the reorganization of a variety of City government functions. Beginning in 2012, NMF is expanding its responsibilities to include the administration of the Department of Information Technology's (DoIT) Technology Matching Fund (TMF) award program, which supports community efforts to close the digital divide and encourage a technology-healthy city; the new Department of Housing and Economic Development's (HED) 'Only in Seattle' Initiative, which fosters neighborhood business districts; and Seattle Public Utilities' (SPU) Waste Prevention and Recycling Grant program, which encourages support for community waste reduction activities. Administration of all of these grants will be consolidated into the DON's Community Granting Division.

The NMF was established in 1988 to support partnerships between the City of Seattle and neighborhood organizations to undertake neighborhood-initiated planning, organizing, and physical improvement projects. The City provides cash that is matched by the community's contribution of

## Neighborhood Matching Subfund

volunteer labor, donated materials and professional services, or cash. Applications are accepted from neighborhood-based organizations of residents or businesses, community-based organizations that advocate for the interests of people of color, and ad-hoc groups of neighbors that form a committee for the purpose of a specific project.

While the appropriation for the awards made by the Technology Matching Fund, Only In Seattle Initiative and Waste Prevention and Recycling Grant program remain within the funds from which the awards are sourced (e.g. DoIT, HED and SPU, respectively), the appropriation for NMF awards remain within this Subfund. The NMF awards are divided into three categories, which include: Large Projects Fund (awards up to \$100,000); Small and Simple Projects Fund (awards up to \$20,000); and the Small Sparks Fund (awards up to \$1,000).

The DON's Community Granting Division provides consultation and technical assistance to community groups seeking grant awards, coordination of the grant application and award process, and monitoring of funded grant projects. The NMF Program is housed in, and staffed by, the Department of Neighborhoods. NMF staff also coordinate with other City departments such as the Department of Parks and Recreation, Seattle Department of Transportation, Seattle Public Utilities, Department of Planning and Development, and others when projects are within the jurisdiction of these departments.

### Budget Snapshot

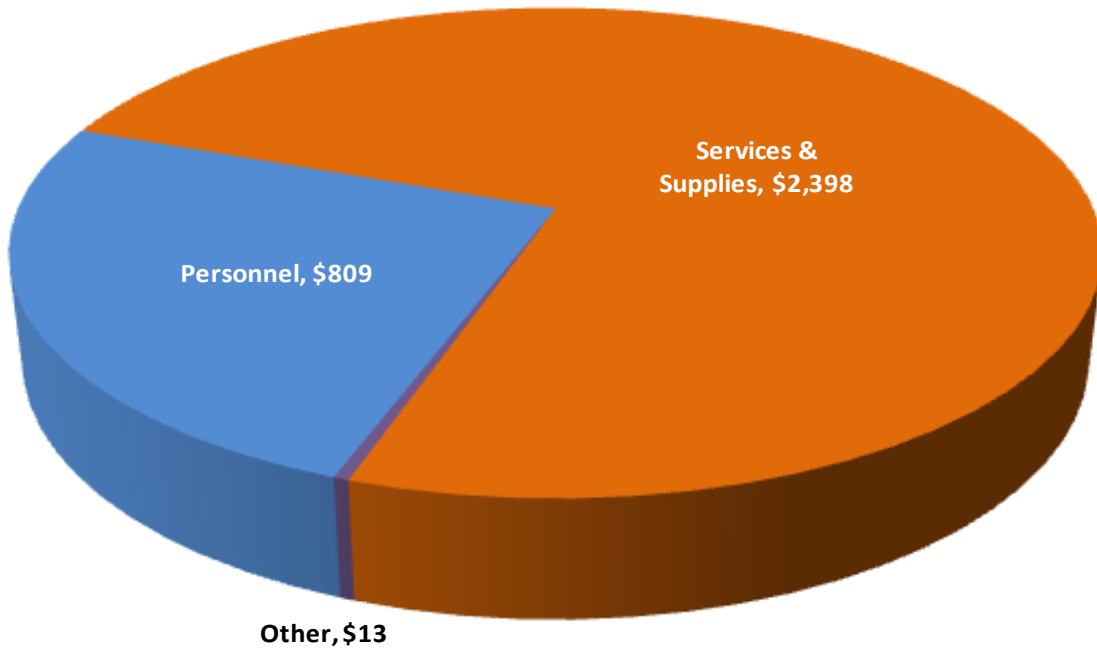
<b>Neighborhood Matching Subfund</b>	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>	<b>2012 Proposed</b>
General Fund	\$3,253,265	\$2,939,396	\$2,995,194	\$2,780,573
Other Revenues	\$0	\$0	\$0	\$124,842
<b>Total Revenues</b>	<b>\$3,253,265</b>	<b>\$2,939,396</b>	<b>\$2,995,194</b>	<b>\$2,905,415</b>
Use of (Contribution to) Fund Balance	(\$86,123)	\$309,362	\$313,991	\$313,991
<b>Total Resources</b>	<b>\$3,167,142</b>	<b>\$3,248,758</b>	<b>\$3,309,185</b>	<b>\$3,219,406</b>
<b>Total Expenditures</b>	<b>\$3,167,142</b>	<b>\$3,248,759</b>	<b>\$3,309,185</b>	<b>\$3,219,406</b>
Full-Time Equivalent * Total	-	-	-	7.00

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



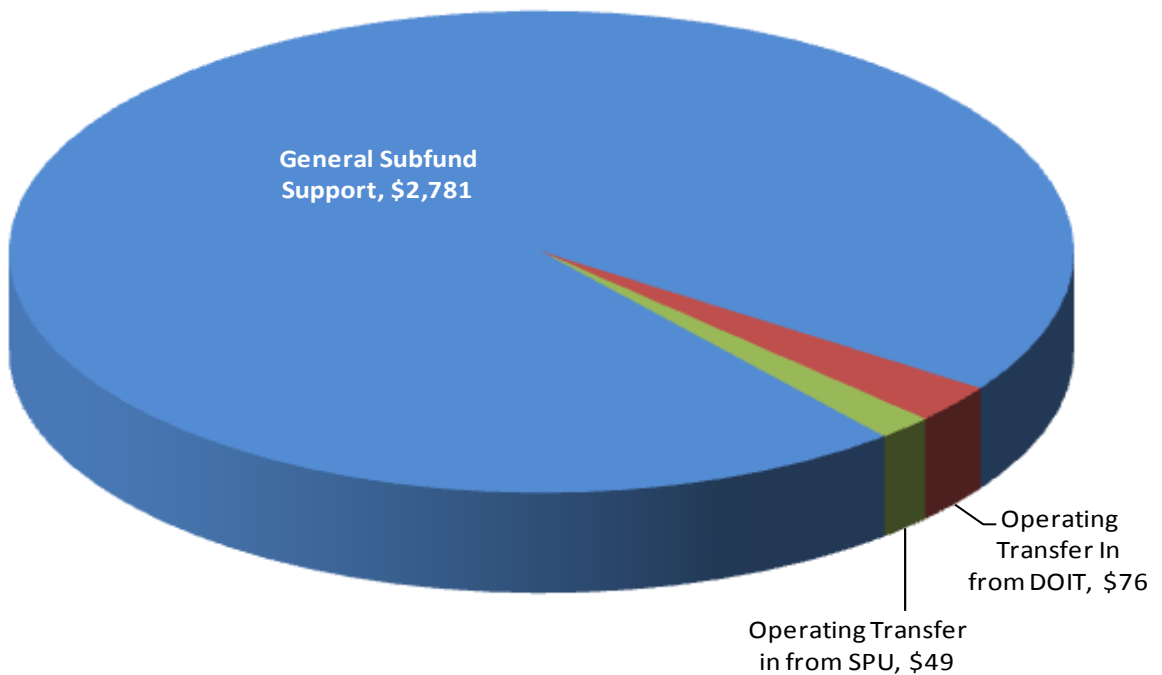
## Neighborhood Matching Subfund

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



Total 2012 Proposed Expenditures - \$3,219

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



Total 2012 Proposed Revenues - \$2,905

## Neighborhood Matching Subfund

### Budget Overview

The City continues to face General Subfund pressures in 2012 and beyond, requiring the City to re-evaluate the ways in which it is organized to deliver services. In 2011, the Mayor initiated a process to determine whether the City could achieve operational efficiencies while still preserving direct services by restructuring the City's organizational structures. This effort involved the following departments: Department of Neighborhoods / Neighborhood Matching Subfund, the Office of Arts and Cultural Affairs, the Office of Housing and the Office of Economic Development, and to a lesser extent the Office of Sustainability and Environment and the Department of Planning and Development. Each of these departments play a pivotal role in creating healthy and economically vibrant communities. The goals of this review process included preserving and potentially expanding direct program funding, including community grant awards; streamlining service delivery; and improving operational and management efficiency. The process included participation by the directors of the individual offices, as well as the City Budget Office, the Mayor's Office, and input by the City Council.

#### Community Granting Consolidation

DON, working in conjunction with other City departments, the Mayor's Office and the City Council, spent much of 2011 exploring options for streamlining the City's community granting functions. The City offers five community granting award programs spread across five departments. These award programs distributed \$6.2 million in community awards in 2011. But, the overhead costs for these programs could be very high, ranging from 13% to 57%. This was not acceptable to the Mayor and he challenged DON and the City Budget Office to develop a plan to reduce these administrative overhead costs; preserve, and potentially increase the grant dollars distributed to the community; and create a more customer-friendly, single-point-of-entry approach for community groups seeking financial support from the City. The 2012 Proposed Budget recommends consolidating the administration of most of these community granting programs into a newly created Community Granting Division in DON. While program expertise and the award funding would remain in the current 'home' departments, the consolidation would merge administrative staff and resources from:

- Neighborhood Matching Fund (NMF) community granting program;
- Office of Housing and Economic Development's (HED) *Only in Seattle* grant program;
- Department of Information Technology (DoIT) Technology Matching Fund program; and
- Seattle Public Utility's (SPU) Waste Prevention and Recycling grant program.

The Community Granting Division will also look to form a functional partnership with other City granting units to enable enhanced collaboration and to identify additional improvements that may be possible to the City's grant making processes. This includes working closely with the Office of Arts and Cultural Affairs (OACA) and the Seattle Youth Violence Prevention Initiative program. While these granting functions are not recommended for consolidation in 2012, sufficient nexus exists between the programs to warrant focused collaboration in the near term, while the potential for additional integration can be explored in the future.

A variety of staffing changes are required to implement this consolidation to create efficiencies and provide budget savings. A vacant project manager position is eliminated in NMF, as well as the

## Neighborhood Matching Subfund

reduction in NMF for the portion of the funding for the Director of Planning and Community Building which is eliminated. This Director position was 40% budgeted within the NMF. Two positions that were previously dedicated to supporting specific award programs in HED and DoIT are transferred into NMF to provide support for the City’s centralized community awards. These positions continue to provide technical assistance in their areas of expertise. The funding for the new Community Granting Division is a combination of General Subfund, Cable Franchise Fees, and SPU’s Solid Waste Fund, as the grants staff is expected to administer a variety of award programs.

Through administrative efficiencies gained during the consolidation process \$17,000 previously spent to support the DoIT staff can now be redirected back to the Cable Fund. In addition, approximately \$8,000 previously used by SPU for administration will be reduced, providing savings to solid waste rate payers. Most significantly, NMF’s administration budget is reduced by approximately \$181,000, providing a total savings to citizens of \$206,000.

In the 2012 Endorsed Budget, position authority for NMF staff resided within DON’s budget. To better align the budget and staffing of the Community Granting Division, a transfer of position authority from DON to NMF of five positions is made in the 2012 Proposed Budget.

### Incremental Budget Changes

#### Neighborhood Matching Subfund

	2012 Dollar Amount	2012 FTE
<b>2012 Endorsed Budget</b>	<b>\$3,309,185</b>	<b>0.00</b>
<b>2012 Proposed Changes</b>		
Community Awards Program Consolidation	\$116,447	7.00
Streamline Management Oversight	(\$58,856)	0.00
Technical Adjustment	(\$147,370)	0.00
<b>Total Changes</b>	<b>(\$89,779)</b>	<b>7.00</b>
<b>2012 Proposed Budget</b>	<b>\$3,219,406</b>	<b>7.00</b>

**Community Awards Program Consolidation - \$116,447 / 7.0 FTE.** In response to a challenging fiscal environment and constrained resources, this budget proposes to centralize administration of the City’s community award programs within NMF to preserve funds available for award within the community, create efficiencies and provide greater access to award program by community members. To accomplish this, staff from DoIT and HED are transferred to NMF. DoIT transfers in their Technology Fund Manager (1.0 FTE Strategic Advisor 1) and will reimburse NMF \$75,949 towards the cost of the position, and HED transfers in 1.0 Community Development Specialist and \$113,210 to help administer their ‘Only in Seattle’ Initiative. SPU will reimburse NMF \$48,893 to fund administration of their Waste

## Neighborhood Matching Subfund

Prevention and Recycling Grant program. At the same time, an abrogation of 1.0 FTE Planning and Development Specialist and a reduction in spending of various line items related to NMF program administration are made to achieve a savings of \$121,605. In addition, in the 2012 Endorsed Budget, position authority for managing the NMF were recognized as part of DON's budget, rather than the NMF budget. This action aligns the positions with their budget. All of these positions will work in DON's Community Granting Unit.

**Streamline Management Oversight - (\$58,856).** NMF achieves budget savings through DON's elimination of a senior management position. Although the Executive 1 position in the Planning and Community Building Division is abrogated, the funding is split between DON (60%) and NMF (40%). This cut savings represents NMF's 40% of the position cost. This position has historically provided oversight for the NMF program, P-Patch Program, Neighborhood Planning and the District Coordinator Programs. The workload will be shared among existing management staff and the Department Director will take on additional direct reports in these functional areas.

**Technical Adjustments - (\$147,370).** Technical adjustments in the 2012 Proposed Budget include departmental and citywide non-programmatic adjustments that do not represent fundamental changes in NMF's service delivery. Included within these adjustments is a total reduction of \$68,155 for citywide technical adjustments reflecting changes in central cost allocations, retirement, health care, workers compensation and unemployment costs. Departmental technical adjustments include adjusting the allocation of central costs between Budget Control Levels and between NMF and DON to align the budget for expenditures with actual spending patterns.

## Expenditure Overview

	Summit Code	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
<b>Appropriations</b>					
<b>Neighborhood Matching Fund Budget Control Level</b>					
Community Granting Division		865,714	743,597	768,782	836,003
Large Projects Fund		1,116,016	1,181,954	1,197,504	1,197,504
Small and Simple Projects Fund		1,104,662	1,308,425	1,327,878	1,170,878
Small Sparks Fund		57,622	14,784	15,020	15,020
Tree Fund		23,127	0	0	0
<b>Neighborhood Matching Fund Total</b>	<b>2IN00</b>	<b>3,167,142</b>	<b>3,248,759</b>	<b>3,309,185</b>	<b>3,219,406</b>
<b>Department Total</b>		<b>3,167,142</b>	<b>3,248,759</b>	<b>3,309,185</b>	<b>3,219,406</b>
<b>Department Full-time Equivalents Total*</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>7.00</b>

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

## Neighborhood Matching Subfund

### Revenue Overview

#### 2012 Estimated Revenues for the Neighborhood Matching Subfund (00165)

Summit Code	Source	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
587001	Operating Transfer In from Finance General	3,253,265	2,939,396	2,995,194	2,780,573
<b>Total General Subfund Support</b>		<b>3,253,265</b>	<b>2,939,396</b>	<b>2,995,194</b>	<b>2,780,573</b>
587504	Operating Transfer In from DOIT	0	0	0	75,949
<b>Total Operating Transfer In from DOIT</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>75,949</b>
587450	Operating Transfer In from SPU	0	0	0	48,893
<b>Total Operating Transfer in from SPU</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>48,893</b>
<b>Total Revenues</b>		<b>3,253,265</b>	<b>2,939,396</b>	<b>2,995,194</b>	<b>2,905,415</b>
379100	Use of (Contribution To) Fund Balance	(86,123)	309,362	313,991	313,991
<b>Total Use of Fund Balance</b>		<b>(86,123)</b>	<b>309,362</b>	<b>313,991</b>	<b>313,991</b>
<b>Total Resources</b>		<b>3,167,142</b>	<b>3,248,758</b>	<b>3,309,185</b>	<b>3,219,406</b>

## Neighborhood Matching Subfund

### Appropriations by Budget Control Level (BCL)

#### Neighborhood Matching Fund Budget Control Level

The purpose of the Neighborhood Matching Fund Budget Control Level is to support local grassroots projects within neighborhoods and communities. The Neighborhood Matching Fund provides funding to match community contributions of volunteer labor, donated professional services and materials, or cash, to implement community-based self-help projects.

	2010	2011	2012	2012
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Community Granting Division	865,714	743,597	768,782	836,003
Large Projects Fund	1,116,016	1,181,954	1,197,504	1,197,504
Small and Simple Projects Fund	1,104,662	1,308,425	1,327,878	1,170,878
Small Sparks Fund	57,622	14,784	15,020	15,020
Tree Fund	23,127	0	0	0
<b>Total</b>	<b>3,167,142</b>	<b>3,248,759</b>	<b>3,309,185</b>	<b>3,219,406</b>
Full-Time Equivalents Total*	0.00	0.00	0.00	7.00

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

#### **The following information summarizes the categories within the Neighborhood Matching Fund Program Budget Control Level:**

**Community Granting Division** The purpose the Community Granting Division is to administer the community grant awards by providing marketing and outreach to applicant groups; technical assistance and support to community groups for project development and implementation; administrative support coordinating and conducting the application review and award processes; and management and monitoring of funded projects to support high quality and successful completion of projects.

	2010	2011	2012	2012
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Community Granting Division	865,714	743,597	768,782	836,003
Full-Time Equivalents Total*	0.00	0.00	0.00	7.00

**Large Projects Fund** The purpose of the Large Projects Fund is to provide funding to grassroots organizations initiating community building projects that require up to 12 months to complete and up to \$100,000 in Neighborhood Matching Funds.

	2010	2011	2012	2012
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Large Projects Fund	1,116,016	1,181,954	1,197,504	1,197,504

## Neighborhood Matching Subfund

**Small and Simple Projects Fund** The purpose of the Small and Simple Projects Fund is to provide funding for community building projects initiated by grassroots organizations that can be completed in 12 months or less and require up to \$20,000 in funding.

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Small and Simple Projects Fund	1,104,662	1,308,425	1,327,878	1,170,878

**Small Sparks Fund** The purpose of the Small Sparks Fund is to provide one-time awards of up to \$1,000 for small community building projects initiated by grassroots organizations. Awards are available to neighborhood organizations with annual operating budgets under \$25,000.

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Small Sparks Fund	57,622	14,784	15,020	15,020

### Fund Table

#### Neighborhood Matching Subfund (00165)

	<b>2010</b>	<b>2011</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Revised</b>	<b>Endorsed</b>	<b>Proposed</b>
<b>Beginning Fund Balance</b>	<b>4,197,919</b>	<b>3,859,570</b>	<b>4,284,042</b>	<b>3,550,207</b>	<b>4,085,475</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	3,253,265	2,939,396	2,851,396	2,995,194	2,905,415
Less: Actual and Budgeted Expenditures	3,167,142	3,248,759	3,049,963	3,309,185	3,219,406
<b>Ending Fund Balance</b>	<b>4,284,042</b>	<b>3,550,207</b>	<b>4,085,475</b>	<b>3,236,216</b>	<b>3,771,484</b>
Continuing Appropriations	3,976,000	3,236,218	3,661,000	3,129,985	3,660,000
<b>Total Reserves</b>	<b>3,976,000</b>	<b>3,236,218</b>	<b>3,661,000</b>	<b>3,129,985</b>	<b>3,660,000</b>
<b>Ending Unreserved Fund Balance</b>	<b>308,042</b>	<b>313,989</b>	<b>424,475</b>	<b>106,231</b>	<b>111,484</b>





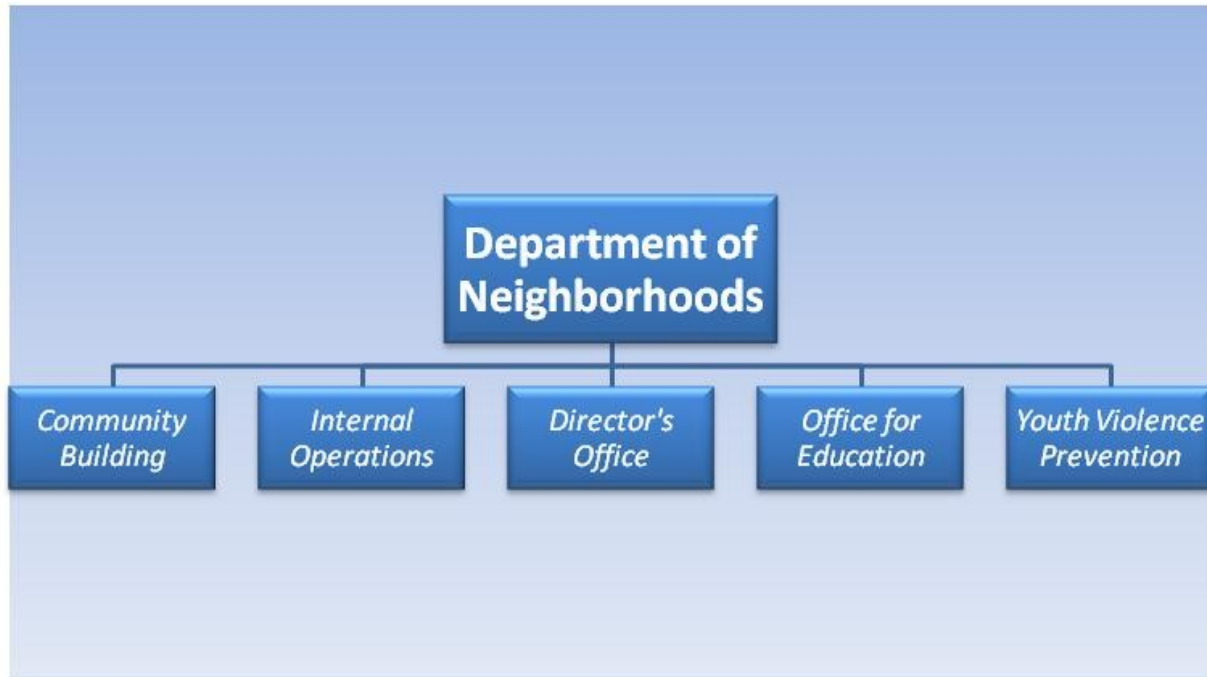
# Department of Neighborhoods

**Bernie Matsuno, Director**

Information Line: (206) 684-0464

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

## Department by Budget Control Level



## Department Overview

The Department of Neighborhoods (DON) works to bring government closer to the residents of Seattle by engaging them in civic participation, helping them become empowered to make positive contributions to their communities, and involving more of Seattle's residents, including communities of color and immigrants, in civic discussions, processes, and opportunities.

As part of their mission, DON also manages the Neighborhood Matching Fund (NMF), which provides grant resources for Seattle's communities to preserve and enhance the City's diverse neighborhoods. The 2012 Proposed Budget recommends a realignment of DON functions in an attempt to strengthen service delivery even in times of budget constraint. The 2012 Proposed Budget recommends shifting the Neighborhood Payment and Information Service Centers (Neighborhood Service Centers) to the Office of Constituent Services (OCS) in the Department of Finance and Administrative Services (FAS). This follows the successful integration of the Customer Service Bureau within FAS in 2010 and aligns the administrative nature of the Neighborhood Service Centers (NSC) with FAS's core lines of business. The Neighborhood District Coordinator program will remain in DON and will continue to use the NSCs as their home-base.

## Department of Neighborhoods

In addition, the 2012 Proposed Budget recommends the creation of a new Community Granting Division in DON. Using existing staff resources from throughout the City, this new Division will be the central clearing house for the administration of the City's many community granting functions. This will streamline operations by creating a single entry point for community grants to explore opportunity for community granting support. In addition, the efficiencies and administrative overhead savings achieved by this operational change will allow the City to preserve – and in some cases even increase – the grant dollars going out the door.

DON has five lines of business:

- 1) The Director's Office provides executive leadership, communications, and operational support for the entire Department.
- 2) The Community Building Division delivers technical assistance, support services, and programs in neighborhoods to strengthen local communities, engage residents in neighborhood improvement, leverage resources and complete neighborhood-initiative projects. The programs that support this work include the P-Patch Community Gardens, Neighborhood District Coordinators, Major Institutions and Schools, South Park Action Agenda, Historic Preservation, and Neighborhood Planning.

Also part of the Community Building Division is DON's new Community Granting Unit, which provides consultation and technical assistance to community groups seeking City grant awards, coordination of the grant application and award process, and monitoring of funded grant projects.

- 3) The Internal Operations Division provides financial, human resources, office management and information technology services to Department employees so that they may serve customers efficiently and effectively.
- 4) The Office for Education (OFE) builds linkages between the City of Seattle and the Seattle Public School District. It administers the Families and Education Levy, provides policy direction to help children succeed in school, strengthens school-community connections, and increases access to high-quality programs that are achieving academic outcomes.
- 5) The Seattle Youth Violence Prevention Initiative (SYVPI) delivers on its mission to reduce juvenile violent crime through a variety of youth violence prevention programs administered by several departments citywide. These programs include active outreach, counseling, referrals to job training and individual and group programming. The Office for Education oversees this initiative.

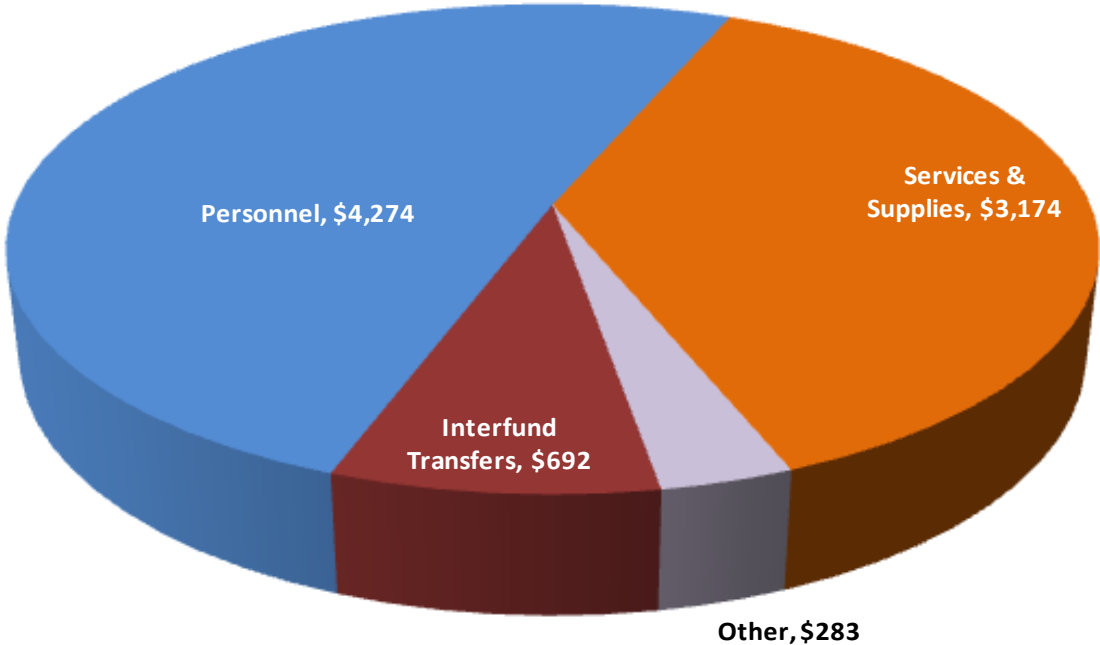
Department of Neighborhoods

**Budget Snapshot**

Department of Neighborhoods	2010 Actual	2011 Adopted	2012 Endorsed	2012 Proposed
General Fund	\$11,504,709	\$10,166,989	\$10,410,613	\$8,422,823
Other Revenues	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$11,504,709</b>	<b>\$10,166,989</b>	<b>\$10,410,613</b>	<b>\$8,422,823</b>
Use of (Contribution to) Fund Balance	\$0	\$0	\$0	\$0
<b>Total Resources</b>	<b>\$11,504,709</b>	<b>\$10,166,989</b>	<b>\$10,410,613</b>	<b>\$8,422,823</b>
<b>Total Expenditures</b>	<b>\$11,504,709</b>	<b>\$10,166,989</b>	<b>\$10,410,613</b>	<b>\$8,422,823</b>
Full-Time Equivalent * Total	86.50	74.75	74.75	40.25

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

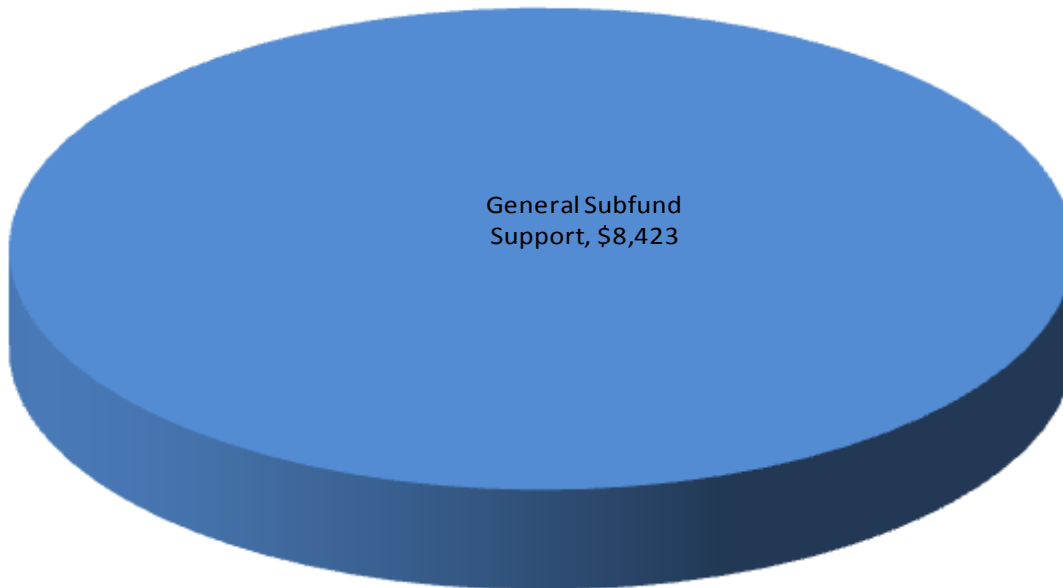
**2012 Proposed Budget - Expenditure by Category**  
(\$ amounts in thousands)



**Total 2012 Proposed Budget - \$8,423**

## Department of Neighborhoods

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



**Total 2012 Proposed Revenue - \$8,423**

## Budget Overview

The City continues to face General Subfund pressures in 2012 and beyond, requiring the City to re-evaluate the ways in which it is organized to deliver services. In 2011, the Mayor initiated a process to determine whether the City could achieve operational efficiencies while still preserving direct services by restructuring the City's organizational structures. This effort involved the following departments: Department of Neighborhoods, the Office of Arts and Cultural Affairs, the Office of Housing, and the Office of Economic Development, and to a lesser extent the Office of Sustainability and Environment and the Department of Planning and Development. Each of these departments play a pivotal role in creating healthy and economically vibrant communities. The goals of this review process included preserving and potentially expanding direct funding, including community grant awards; streamlining service delivery; and improving operational and management efficiency. The process included participation by the directors of the individual offices, as well as the City Budget Office, the Mayor's Office, and input by the City Council.

As a result of this review, the 2012 Proposed Budget recommends consolidating administration of most of the City's community award programs under a new Community Granting Division housed within the Neighborhood Matching Fund (NMF) program, transferring the Neighborhood Payment & Information Service Center (NSC) operations to the Department of Finance and Administrative Services (FAS), streamlining the management structure within DON, and transferring the staffing for the South Park Action Agenda to the newly formed Department of Housing and Economic Development (HED).

## Department of Neighborhoods

### Community Granting Consolidation

DON, working in conjunction with other City departments, the Mayor's Office and the City Council, spent much of 2011 exploring options for streamlining the City's community granting functions. The City offers five community granting award programs spread across five departments. These award programs distributed \$6.2 million in community awards in 2011. But, the overhead costs for these programs could be very high, ranging from 13% to 57%. This was not acceptable to the Mayor and he challenged DON and the City Budget Office to develop a plan to reduce these administrative overhead costs; preserve, and potentially increase the grant dollars distributed to the community; and create a more customer-friendly, single-point-of-entry approach for community groups seeking financial support from the City.

The 2012 Proposed Budget recommends consolidating the administration of most of these community granting programs into a newly created Community Granting Division in DON. While program expertise and the award funding would remain in the current 'home' departments, the consolidation would merge administrative staff and resources from:

- Neighborhood Matching Fund (NMF) community granting program;
- Office of Housing and Economic Development's (HED) *Only in Seattle* grant program;
- Department of Information Technology (DoIT) Technology Matching Fund program; and
- Seattle Public Utility's (SPU) Waste Prevention and Recycling grant program.

The consolidation will allow the City to realize over \$300,000 in administrative savings, with DON eliminating one position and saving approximately \$122,000, while preserving – and in some cases increasing – the amount of grant dollars available to the public.

DON will also look to form a functional partnership with other City granting units to enable enhanced collaboration and to identify additional improvements that may be possible to the City's grant making processes. This includes working closely with the Office of Arts and Cultural Affairs (OACA) and the Seattle Youth Violence Prevention Initiative program. While these granting functions are not recommended for consolidation in 2012, sufficient nexus exists between the programs to warrant focused collaboration in the near term, while the potential for additional integration can be explored in the future. A further discussion of the grant consolidation plans can be found in the NMF section of the budget book.

### Neighborhood Payment and Information Service Centers Transfer

In 2011, the Department consolidated the West Seattle Neighborhood Payment and Information Service Center (NSC) into the Delridge NSC to achieve budget savings. The 2012 Proposed Budget recommends co-locating the Delridge NSC with the Southwest Community Center. By using an existing city-owned facility, the Southwest Community Center, instead of relying on leased space, the City can continue providing the important services offered by the NSC, but at a lower cost. These changes provide the City with \$113,000 in staffing savings in 2012 and an additional \$30,000 in savings in 2013. And, the assistance and support that our Neighborhood Service Center provides to West Seattle residents will remain intact at this new location.

In addition, in an effort to align customer service and bill paying functions within one department, this

## Department of Neighborhoods

budget also transfers the entire Neighborhood Payment and Information Service Center function from DON to the Office of Constituent Services in the Department of Finance and Administrative Services (FAS). This follows the successful integration of the Customer Service Bureau into FAS in 2010 and allows FAS to continue to offer a streamlined point of contact for the public in terms of accessing City services. The Neighborhood District Coordinators, which will functionally remain as part of the DON budget, will continue to use the Centers as office space for their work in the community under this new operational structure.

### Organizational Staffing Changes

Given the challenging financial circumstances of the City's General Subfund, the Department reviewed all programs to find organizational efficiencies that also allow for budget reductions while at the same time preserving direct services. DON's budget achieves savings by significantly changing the management structure through the abrogation of two Executive level manager positions. The Deputy position was previously in charge of internal operations, including finance/accounting, human resources/personnel, information technology and the Neighborhood Payment & Information Service Center program, while the Director of Planning and Community Building position had historically provided oversight for the NMF program, P-Patch Program, Neighborhood Planning and the District Coordinator Programs. With these staffing changes, a new management model will shift the workload among the remaining management staff and all management staff will directly report to the Department Director. These changes streamline the management structure, reduce the budget and still maintain DON's core programs.

Changes that largely maintain direct service programs without full elimination of positions were also executed when possible. As such, the P-Patch program and the Historic Preservation program reduced staffing levels incrementally. Beyond the NSC program transfer, another example of operational change and program alignment comes with the transfer of the staffing of the South Park Action Agenda from DON to HED. Though this change does not produce budget savings, it enhances alignment with the existing work of HED. The Action Agenda is a community-driven partnership between the City and the South Park neighborhood to comprehensively improve the quality of life through neighborhood infrastructure, business development and public safety enhancements. At this time, about 80% of the improvements identified in the Action Agenda are either underway or completed. With the closure of the South Park Bridge there is a heightened need for focused economic development which will be supported by the position transfer.

## Department of Neighborhoods

### Incremental Budget Changes

#### Department of Neighborhoods

	2012 Dollar Amount	2012 FTE
<b>2012 Endorsed Budget</b>	<b>\$10,410,613</b>	<b>74.75</b>
<b>2012 Proposed Changes</b>		
Management Efficiency Reductions	(\$144,285)	(2.00)
Program Efficiency Reductions	(\$197,199)	(1.50)
Neighborhood Service Center Operational Efficiencies	(\$113,000)	(1.00)
Neighborhood Service Center Transfer to FAS	(\$1,802,883)	(17.50)
SYVPI Staffing Change	\$95,000	1.00
Technical Adjustments	\$174,577	(13.50)
<b>Total Changes</b>	<b>(\$1,987,790)</b>	<b>(34.50)</b>
<b>2012 Proposed Budget</b>	<b>\$8,422,823</b>	<b>40.25</b>

**Management Efficiency Reductions - (\$144,285) / (2.0) FTE.** As part of the 2011 Adopted Budget process, DON was directed to identify management efficiencies for implementation in 2012. In response, DON is eliminating two senior management positions, the Deputy Director and the Director of Planning and Community Building. A \$100,000 budget reduction for management was already built into the 2012 Endorsed Budget, so the incremental change over this amount is \$144,285. The Deputy Director position funding was fully included within DON's budget. However, funding for Director of Planning and Community was split between DON (60%) and NMF (40%). The savings represented here totals DON's 60% of the position cost.

**Program Efficiency Reductions - (\$197,199) / (1.5) FTE.** In response to a challenging fiscal environment and constrained resources, this budget proposes to strategically reduce staffing resources in such a way that core programs are sustained. The reductions proposed include the abrogation of a vacant 1.0 FTE Neighborhood District Coordinator, the reduction of a 1.0 FTE Community Development Specialist, Senior to 0.75 FTE within the Landmarks Preservation Board, and the reduction of a 1.0 FTE Community Development Specialist, Senior to 0.75 FTE within the P-Patch Community Garden program. Remaining P-Patch staff will also reduce work hours in the summer months, when the work load is slowest. To accommodate these staffing reductions, program managers are reassigning workloads and staff must prioritize and triage work that most affects the public. In addition, reductions to various non-personnel line items are made in order to increase savings.

**Neighborhood Service Center Operational Efficiencies - (\$113,000) / (1.0) FTE.** As part of mid-year budget challenges in 2011, DON consolidated the West Seattle and Delridge Neighborhood Service Centers in 2011 and eliminated two 0.5 FTE Customer Service Representatives. In 2012, these staffing reductions are implemented and further efficiencies are made by relocating the Delridge NSC to City-owned space in the Southwest Community Center. These changes provide the City with \$113,000 in savings in 2012 and additional \$30,000 in savings in 2013.

## Department of Neighborhoods

**Neighborhood Service Center Transfer to FAS - (\$1,802,883) / (17.5) FTE.** To better align similar City services within the same department, the entire Neighborhood Service Center program is transferred to the Department of Finance and Administrative Services. This transfer will allow for centralized customer service delivery within FAS and will create a single point of contact for the public within the Office of Constituent Services.

**SYVPI Staffing Change - \$95,000 / 1.0 FTE.** Office for Education (OFE) staff has been providing administrative assistance to Seattle Youth Violence Prevention Initiative (SYVPI) since its inception in 2009. The 2012 Proposed Budget assumes the passage of the 2011 Families & Education Levy in November 2011, and with the proposed funding level increasing significantly from the 2004 Levy, existing OFE Levy staff will no longer have the administrative capacity to support SYVPI. This 1.0 FTE Administrative Staff Assistant position will support the SYVPI Director by preparing and managing approximately 18 annual contracts and providing administrative support with meeting scheduling, preparing for SYVPI public events, updating Web pages, working on the annual community matching award selection and award processes, and other items. Providing this necessary ongoing administrative support will enable the SYVPI Director to directly focus on managing and implementing SYVPI programs.

**Technical Changes - \$174,577 / (13.5) FTE.** Technical adjustments in the 2012 Proposed Budget include departmental and citywide non-programmatic adjustments that do not represent fundamental changes to the department's service delivery. Departmental technical adjustments include adjusting the allocation of central costs between Budget Control Levels and between NMF and OFE to align the budget for expenditures with actual spending patterns. Citywide technical adjustments reflect changes in central cost allocations, retirement, health care, workers compensation and unemployment costs. In addition, previously, the positions funded by the current Educational and Developmental Services Levy (Families and Education Levy) and the Neighborhood Matching Subfund resided within separate Department of Neighborhoods Budget Control Levels. To align the staff with the budget, a transfer of all the positions within these departments is being made to improve internal oversight. This budget shows a transfer of 5.0 FTE to the Neighborhood Matching Subfund and 6.5 FTE to the Educational and Developmental Services Levy. This budget also includes a transfer of 1.0 FTE to HED to staff the South Park Action Agenda and reflects the position authority reduction of a vacant 1.0 FTE in the NMF Program, which is detailed in the NMF budget chapter. Similarly, a transfer of \$157,000 from NMF and into DON is being made to reflect the alignment of funding for the Seattle Youth Violence Prevention Initiative (SYVPI) grant awards. These funds have resided within NMF but have been dedicated to SYVPI since 2009 and can be better managed by SYVPI if co-budgeted with the remaining SYVPI funding within DON. This change in budgeting was first implemented in the 2011 First Quarter Supplemental ordinance.



## Department of Neighborhoods

### Expenditure Overview

Appropriations	Summit Code	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
<b>Community Building Budget Control Level</b>					
Major Institutions and Schools		203,238	198,822	208,624	207,001
Neighborhood District Coordinators		2,289,670	1,334,875	1,408,909	1,217,318
Neighborhood Matching Fund Administration		0	0	0	0
Neighborhood Planning		0	244,001	250,578	252,919
P-Patch Community Gardens		641,638	650,752	686,591	619,022
South Park Action Agenda		0	141,186	144,944	50,747
<b>Community Building Total</b>	<b>I3300</b>	<b>3,134,546</b>	<b>2,569,636</b>	<b>2,699,647</b>	<b>2,347,006</b>
<b>Customer Service Bureau Budget Control Level</b>	<b>I3800</b>	<b>562,259</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Director's Office Budget Control Level</b>					
Communications		141,291	139,550	142,453	152,013
Executive Leadership		298,203	215,697	201,346	298,301
Historic Preservation		833,462	742,403	777,203	743,905
<b>Director's Office Total</b>	<b>I3100</b>	<b>1,272,956</b>	<b>1,097,650</b>	<b>1,121,003</b>	<b>1,194,219</b>
<b>Internal Operations Budget Control Level</b>					
Internal Operations/Administrative Services		1,485,771	1,499,384	1,507,388	1,505,057
Neighborhood Payment and Information Services		1,753,477	1,895,363	1,960,579	0
<b>Internal Operations Total</b>	<b>I3200</b>	<b>3,239,248</b>	<b>3,394,747</b>	<b>3,467,967</b>	<b>1,505,057</b>
<b>Youth Violence Prevention Budget Control Level</b>	<b>I4100</b>	<b>3,295,699</b>	<b>3,104,955</b>	<b>3,121,996</b>	<b>3,376,542</b>
<b>Department Total</b>		<b>11,504,709</b>	<b>10,166,989</b>	<b>10,410,613</b>	<b>8,422,823</b>
<b>Department Full-time Equivalents Total*</b>		<b>86.50</b>	<b>74.75</b>	<b>74.75</b>	<b>40.25</b>

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

## Department of Neighborhoods

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

#### **Community Building Budget Control Level**

The purpose of the Community Building Budget Control Level is to deliver technical assistance, support services, and programs in neighborhoods to strengthen local communities, engage residents in neighborhood improvement, leverage resources, and complete neighborhood-initiated projects.

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Major Institutions and Schools	203,238	198,822	208,624	207,001
Neighborhood District Coordinators	2,289,670	1,334,875	1,408,909	1,217,318
Neighborhood Matching Fund Administration	0	0	0	0
Neighborhood Planning	0	244,001	250,578	252,919
P-Patch Community Gardens	641,638	650,752	686,591	619,022
South Park Action Agenda	0	141,186	144,944	50,747
<b>Total</b>	<b>3,134,546</b>	<b>2,569,636</b>	<b>2,699,647</b>	<b>2,347,006</b>
Full-Time Equivalents Total*	35.00	29.50	29.50	21.25

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

**The following information summarizes the programs within the Community Building Budget Control Level:**

**Major Institutions and Schools Program** The purpose of the Major Institutions and Schools Program is to coordinate community involvement in the development, adoption, and implementation of Major Institution Master Plans, and to facilitate community involvement in school re-use and development.

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Major Institutions and Schools	203,238	198,822	208,624	207,001
Full-Time Equivalents Total*	1.50	1.50	1.50	1.50

**Neighborhood District Coordinators Program** The purpose of the Neighborhood District Coordinators Program is to provide a range of technical assistance and support services for residents and neighborhood groups to develop a sense of partnership among neighborhood residents, businesses, and City government.

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Neighborhood District Coordinators	2,289,670	1,334,875	1,408,909	1,217,318
Full-Time Equivalents Total*	19.50	12.50	12.50	11.50

## Department of Neighborhoods

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

**Neighborhood Matching Fund Administration Program** The purpose of the Neighborhood Matching Fund (NMF) Administration Program is to manage the NMF, work with other City departments and agencies involved in NMF projects, and support diverse neighborhood groups engaged in local improvement efforts to leverage private resources, assist neighborhood organizations to become more self-reliant, build effective partnerships between City government and neighborhoods, and complete neighborhood-initiated improvements. Costs for NMF administration are included in the NMF budget, although position authority is displayed here for Department of Neighborhoods' staff who administer the NMF program.

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Neighborhood Matching Fund Administration	0	0	0	0
<b>Full-Time Equivalents Total*</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>

**Neighborhood Planning Program** The purpose of the Neighborhood Planning Program is to lead the inclusive outreach and engagement activities of Neighborhood Planning efforts across the City by working with communities to revise neighborhood plans to reflect changes and opportunities presented by new development and major transportation investments, including Light Rail

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Neighborhood Planning	0	244,001	250,578	252,919
<b>Full-Time Equivalents Total*</b>	<b>0.00</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

**P-Patch Community Garden Program** The purpose of the P-Patch Community Gardens Program is to provide community gardens, gardening space, and related support to Seattle residents while preserving open space for productive purposes, particularly in high-density communities. The goals of the program are to increase self-reliance among gardeners, and for P-Patch Community Gardens to be focal points for community involvement.

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
P-Patch Community Gardens	641,638	650,752	686,591	619,022
<b>Full-Time Equivalents Total*</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>6.75</b>

## Department of Neighborhoods

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

**South Park Agenda Program** The purpose of the South Park Action Agenda Program is to manage the City's community-driven partnership with the South Park neighborhood to achieve targeted environmental, public safety, transportation, economic development, and youth and family service Improvements.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
South Park Action Agenda	0	141,186	144,944	50,747
Full-Time Equivalents Total*	0.00	1.00	1.00	0.00

#### **Internal Operations Budget Control Level**

The purpose of the Internal Operations Budget Control Level is to provide information, referral services, and coordination of City services to community members, and to provide financial, human resources, facilities, office management, and information technology services to the Department's employees to serve customers efficiently and effectively.

	2010	2011	2012	2012
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Internal Operations/Administrative Services	1,485,771	1,499,384	1,507,388	1,505,057
Neighborhood Payment and Information Services	1,753,477	1,895,363	1,960,579	0
<b>Total</b>	<b>3,239,248</b>	<b>3,394,747</b>	<b>3,467,967</b>	<b>1,505,057</b>
Full-Time Equivalents Total*	27.50	27.50	27.50	7.00

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

***The following information summarizes the programs within the Customer Service and Operations Budget Control Level:***

**Internal Operations/Administrative Services Program** The purpose of the Internal Operations/Administrative Services Program is to manage financial, human resources, facility, administrative, and information technology services to enable department employees to serve customers efficiently and effectively.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Internal Operations/Administrative Services	1,485,771	1,499,384	1,507,388	1,505,057
Full-Time Equivalents Total*	10.00	10.00	10.00	7.00

## Department of Neighborhoods

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

**Neighborhood Payment and Information Services Program** The purpose of the Neighborhood Payment and Information Services Program is to accept payment for public services and to provide information and referral services so that customers can access City services where they live and work, and do business with the City more easily.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Neighborhood Payment and Information Services	1,753,477	1,895,363	1,960,579	0
Full-Time Equivalents Total*	17.50	17.50	17.50	0.00

#### Customer Service Bureau Budget Control Level

In 2011 the Customer Service Bureau Budget Control Level was moved to the Department of Finance and Administrative Services.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Customer Service Bureau	562,259	0	0	0
Full-Time Equivalents Total*	6.25	0.00	0.00	0.00

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

#### Director's Office Budget Control Level

The purpose of the Director's Office Budget Control Level is to provide executive leadership, communications, and operational support for the entire department.

	2010	2011	2012	2012
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Communications	141,291	139,550	142,453	152,013
Executive Leadership	298,203	215,697	201,346	298,301
Historic Preservation	833,462	742,403	777,203	743,905
<b>Total</b>	<b>1,272,956</b>	<b>1,097,650</b>	<b>1,121,003</b>	<b>1,194,219</b>
Full-Time Equivalents Total*	10.25	10.25	10.25	10.00

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

**The following information summarizes the programs within the Director's Office Budget Control Level:**

**Communications Program** The purpose of the Communications Program is to provide printed and electronic information on programs and services offered by the Department, as well as to publicize other opportunities to increase civic participation.

## Department of Neighborhoods

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

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Communications	141,291	139,550	142,453	152,013
Full-Time Equivalents Total*	1.00	1.00	1.00	1.00

**Executive Leadership Program** The purpose of the Executive Leadership Program is to provide leadership in fulfilling the Department's mission, and to facilitate the Department's communication and interaction with other City departments, external agencies, elected officials, and the public.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Executive Leadership	298,203	215,697	201,346	298,301
Full-Time Equivalents Total*	2.00	2.00	2.00	2.00

**Historic Preservation Program** The purpose of the Historic Preservation Program is to provide technical assistance, outreach, and education to the general public, owners of historic properties, government agencies, and elected officials to identify, protect, rehabilitate, and re-use historic properties.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Historic Preservation	833,462	742,403	777,203	743,905
Full-Time Equivalents Total*	7.25	7.25	7.25	7.00

#### **Youth Violence Prevention Budget Control Level**

The purpose of the Youth Violence Prevention Budget Control Level is to reduce juvenile violent crimes.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Youth Violence Prevention	3,295,699	3,104,955	3,121,996	3,376,542
Full-Time Equivalents Total*	1.00	1.00	1.00	2.00

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

# Pike Place Market Levy

**Ben Franz-Knight, Executive Director**

Pike Place Market Preservation and Developmental Authority

PDA Information Line: (206) 682-7453

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

## Pike Place Market Levy by Budget Control Level



## Pike Place Market Levy by Budget Control Level

The Pike Place Market Levy, approved by voters in November 2008, collects up to \$73 million in additional property taxes over six years for major repairs, infrastructure, and accessibility upgrades to buildings owned by the Pike Place Market Preservation and Development Authority (PDA). The PDA is a nonprofit, public corporation chartered by the City of Seattle. As part of its mission, the PDA is required to preserve, rehabilitate, and protect the Market's buildings.

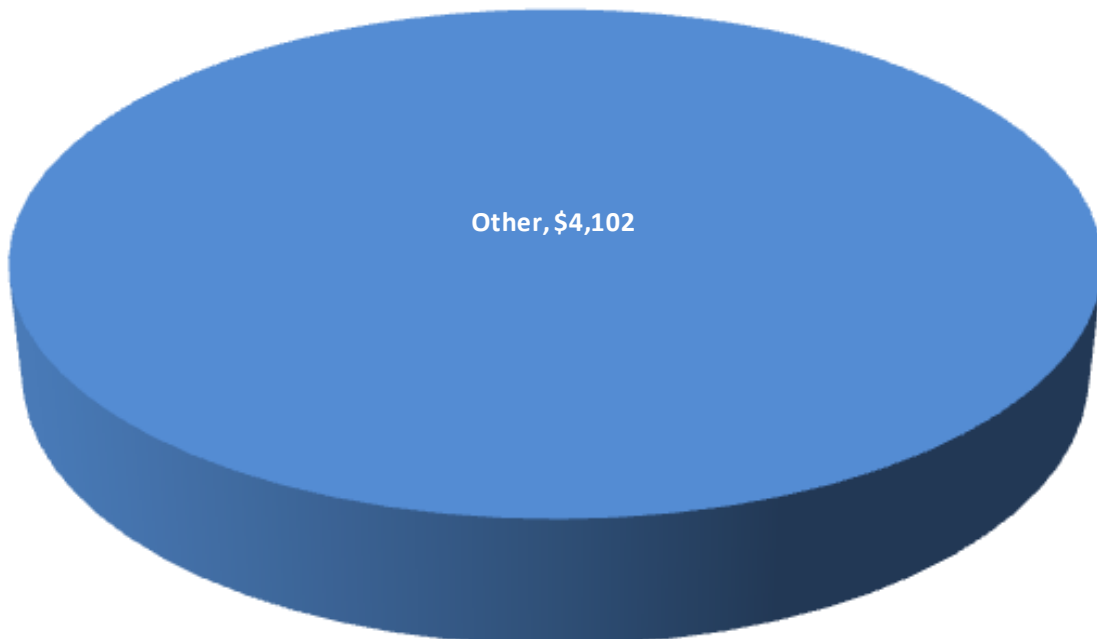
The PDA manages the renovation project. The City receives levy proceeds in the Pike Place Market Renovation Fund established through Ordinance 122737 and provides cash to finance the project according to the PDA's construction schedule, including issuing limited-tax general obligation bonds to meet cash flow needs. The City collects \$12.5 million per year in levy proceeds through 2013, and up to \$10.5 million in 2014.

## Pike Place Market Levy

### Budget Snapshot

<b>Pike Place Market Levy</b>	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 Endorsed</b>	<b>2012 Proposed</b>
General Fund	\$0	\$0	\$0	\$0
Other Revenues	\$17,180,148	\$23,174,691	\$16,877,000	\$12,476,000
<b>Total Revenues</b>	<b>\$17,180,148</b>	<b>\$23,174,691</b>	<b>\$16,877,000</b>	<b>\$12,476,000</b>
Use of (Contribution to) Fund Balance	\$9,211,727	(\$2,514,260)	(\$12,721,436)	(\$8,374,250)
<b>Total Resources</b>	<b>\$26,391,875</b>	<b>\$20,660,431</b>	<b>\$4,155,564</b>	<b>\$4,101,750</b>
<b>Total Expenditures</b>	<b>\$26,391,877</b>	<b>\$20,660,431</b>	<b>\$4,155,564</b>	<b>\$4,101,750</b>

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



**Total 2012 Proposed Expenditures - \$4,102**



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



**Total 2012 Proposed Revenues - \$12,476**

## Budget Overview

The Pike Place Market Preservation and Development Authority (PDA) has spent approximately \$50.5 million of the \$68.6 million of levy funds allocated to the renovation. The project is 74% complete and is within budget and on schedule. The renovation has meant new jobs, employing an estimated 250 workers annually in a variety of trades and industries.

The City issued \$11 million of debt in 2011 to meet the project's cash flow needs with no additional bonds to be issued for this project. Debt service on these bonds is paid from levy proceeds. Levy funds will continue to be collected through 2014.

The PDA completed Phase I of the Levy renovation project, which included infrastructure upgrades to the Hillclimb, Leland, and Fairly buildings in June 2010. The PDA substantially completed construction on Phase II, which included major infrastructure repairs and seismic updates to the Corner, Sanitary, Triangle, and First and Pine buildings in July 2011. For 2012, construction on Phase III, which includes renovations to the Economy, Soames Dunn, and Steward buildings, began in August 2011 and will be completed by October 2012.

## Pike Place Market Levy

### Incremental Budget Changes

#### Pike Place Market Levy

		<b>2012 Dollar Amount</b>	<b>2012 FTE</b>
<b>2012 Endorsed Budget</b>		\$4,155,564	0.0
<b>2012 Proposed Changes</b>			
	Technical Adjustments	(\$53,814)	0.0
<b>Total Changes</b>		<b>(\$53,814)</b>	<b>0.0</b>
<b>2012 Proposed Budget</b>		<b>\$4,101,750</b>	<b>0.0</b>

**Technical Adjustments – (\$53,814).** Technical adjustments in the 2012 Proposed Budget reduce the appropriation for debt service in 2012 due to the City using its cash pool, rather than borrowing externally, to meet the PDA's cash flow needs to complete Phase III of the Pike Place Market Renovation project.

## Pike Place Market Levy

### Expenditure Overview

Appropriations	Summit Code	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
<b>Pike Place Market Renovation</b>	PKLVY				
<b>Budget Control Level</b>	BCL-01				
Bond Proceeds		5,299,513	10,681,691	0	0
Levy Proceeds		18,525,677	6,086,309	0	0
<b>Pike Place Market Renovation Total</b>		<b>23,825,190</b>	<b>16,768,000</b>	<b>0</b>	<b>0</b>
<b>Pike Place Market Renovation Debt Service</b>	PKLVY	<b>2,566,687</b>	<b>3,892,431</b>	<b>4,155,564</b>	<b>4,101,750</b>
<b>Budget Control Level</b>	BCL-02				
<b>Department Total</b>		<b>26,391,877</b>	<b>20,660,431</b>	<b>4,155,564</b>	<b>4,101,750</b>

### Revenue Overview

#### 2012 Estimated Revenues for the Pike Place Levy (11010)

Summit Code	Source	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
587355	Pike Place Market Renovation Bond Funds	4,799,596	10,681,691	4,369,000	0
	<b>Total Bond Proceeds</b>	<b>4,799,596</b>	<b>10,681,691</b>	<b>4,369,000</b>	<b>0</b>
461110	Inv Earnings - Residual Cash	43,242	(7,000)	8,000	(24,000)
461320	Unreald Gns/Losses-Inv GASB 31	(33,903)	0	0	0
	<b>Total Miscellaneous Revenue</b>	<b>9,339</b>	<b>(7,000)</b>	<b>8,000</b>	<b>(24,000)</b>
411100	Real & Personal Property Taxes	12,371,213	12,500,000	12,500,000	12,500,000
	<b>Total Property Tax Revenue</b>	<b>12,371,213</b>	<b>12,500,000</b>	<b>12,500,000</b>	<b>12,500,000</b>
	<b>Total Revenues</b>	<b>17,180,148</b>	<b>23,174,691</b>	<b>16,877,000</b>	<b>12,476,000</b>
379100	Use of (Contribution To) Fund Balance	9,211,727	(2,514,260)	(12,721,436)	(8,374,250)
	<b>Total Use of Fund Balance</b>	<b>9,211,727</b>	<b>(2,514,260)</b>	<b>(12,721,436)</b>	<b>(8,374,250)</b>
	<b>Total Resources</b>	<b>26,391,875</b>	<b>20,660,431</b>	<b>4,155,564</b>	<b>4,101,750</b>

## Pike Place Market Levy

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

#### Pike Place Market Renovation Budget Control Level

The purpose of the Pike Place Market Renovation Budget Control Level is to provide appropriation authority for the City's disbursement of funds to the Pike Place Market Preservation and Development Authority (PDA) in compliance with the "Agreement regarding Levy Proceeds by and between the City of Seattle and the Pike Place Market Preservation and Development Authority" related to renovation and improvements to the Pike Place Market.

	2010	2011	2012	2012
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Bond Proceeds	5,299,513	10,681,691	0	0
Levy Proceeds	18,525,677	6,086,309	0	0
<b>Total</b>	<b>23,825,190</b>	<b>16,768,000</b>	<b>0</b>	<b>0</b>

*The following information summarizes the programs within the Pike Place Market Renovation Budget Control Level:*

**Bond Proceeds Program** The purpose of the Bond Proceeds Program is to allow spending of bond proceeds and bond interest earnings to be tracked separately from spending of other revenues in the Pike Place Market Renovation Fund.

	2010	2011	2012	2012
Expenditures	Actuals	Adopted	Endorsed	Proposed
Bond Proceeds	5,299,513	10,681,691	0	0

**Levy Proceeds Program** The purpose of the Levy Proceeds Program is to allow spending of levy proceeds and levy interest earnings to be tracked separately from bond proceeds in the Pike Place Market Renovation Fund.

	2010	2011	2012	2012
Expenditures	Actuals	Adopted	Endorsed	Proposed
Levy Proceeds	18,525,677	6,086,309	0	0

Pike Place Market Levy

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

**Pike Place Market Renovation Debt Service Budget Control Level**

The purpose of the Pike Place Market Renovation Debt Service Budget Control Level is to provide appropriation authority for the City's payment of debt service for debt issued in support of the Pike Place Market Renovation funded by levy proceeds.

	2010	2011	2012	2012
Expenditures	Actuals	Adopted	Endorsed	Proposed
Pike Place Market Renovation Debt Service	2,566,687	3,892,431	4,155,564	4,101,750

**Fund Table**

**Pike Place Levy (11010)**

	2010	2011	2011	2012	2012
	Actuals	Adopted	Revised	Endorsed	Proposed
<b>Beginning Fund Balance</b>	<b>7,198,388</b>	<b>(12,977,026)</b>	<b>(2,013,514)</b>	<b>(10,462,766)</b>	<b>500,746</b>
Accounting and Technical Adjustments	(173)	0	0	0	0
Plus: Actual and Estimated Revenue	17,180,148	23,174,691	23,174,691	16,877,000	12,476,000
Less: Actual and Budgeted Expenditures	26,391,877	20,660,431	20,660,431	4,155,564	4,101,750
<b>Ending Fund Balance</b>	<b>(2,013,514)</b>	<b>(10,462,766)</b>	<b>500,746</b>	<b>2,258,670</b>	<b>8,874,996</b>
Reserve for Pike Place Market Renovations	0	0	0	0	8,874,996
<b>Total Reserves</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,874,996</b>
<b>Ending Unreserved Fund Balance</b>	<b>(2,013,514)</b>	<b>(10,462,766)</b>	<b>500,746</b>	<b>2,258,670</b>	<b>0</b>



# Department of Planning and Development

Diane Sugimura, Director

Information Line: (206) 684-8600

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

## Department by Budget Control Level



## Department Overview

The Department of Planning and Development (DPD) is responsible for both regulatory and long-range planning functions. On the regulatory side, DPD is responsible for developing policies and codes related to public safety, environmental protection, land use, construction, and rental housing, including:

- Environmentally Critical Areas Ordinance (ECA);
- Housing and Building Maintenance Code;
- Just Cause Eviction Ordinance;
- Seattle Building and Residential Codes;
- Seattle Condominium and Cooperative Conversion Ordinances;
- Seattle Electrical Code;
- Seattle Energy Code;

## Department of Planning and Development

- Seattle Grading Code;
- Seattle Land Use Code;
- Seattle Mechanical Code;
- Seattle Noise Ordinance;
- Seattle Shoreline Master Program;
- Seattle Tenant Relocation Assistance Ordinance;
- Seattle Tree Protection Ordinance;
- State Environmental Policy Act (SEPA); and
- Stormwater Code.

DPD reviews land use and construction-related permits, annually approving more than 29,000 permits and performing approximately 106,000 on-site inspections. The work includes public notice and involvement for Master Use Permits (MUPs); shoreline review; design review; approval of permits for construction, mechanical systems, site development, elevators, electrical installation, boilers, furnaces, refrigeration, signs and billboards; annual inspections of boilers and elevators; and home seismic retrofits.

DPD enforces compliance with community standards for housing, zoning, shorelines, tenant relocation assistance, just cause eviction, vacant buildings, noise, and development-related violation complaints, responding to nearly 7,300 complaints annually.

Long-range physical planning functions are also included in DPD's mission. These planning functions include monitoring and updating the City's Comprehensive Plan, evaluating regional growth management policy, updating the City's Land Use Code, developing sub-area and functional plans, implementing the Comprehensive Plan and neighborhood plans, fostering urban design excellence throughout the city and particularly in Seattle's public spaces, encouraging sustainable development via the City Green Building Team, and staffing the Planning and Design Commissions.

DPD services are funded by a variety of fees and from General Subfund resources. DPD must demonstrate that its fees are set to recover no more than the cost of related services. To provide this accountability, DPD uses cost accounting to measure the full cost of its programs. Each program is allocated a share of departmental administration and other overhead costs to report the full cost and calculate the revenue requirements of the program.



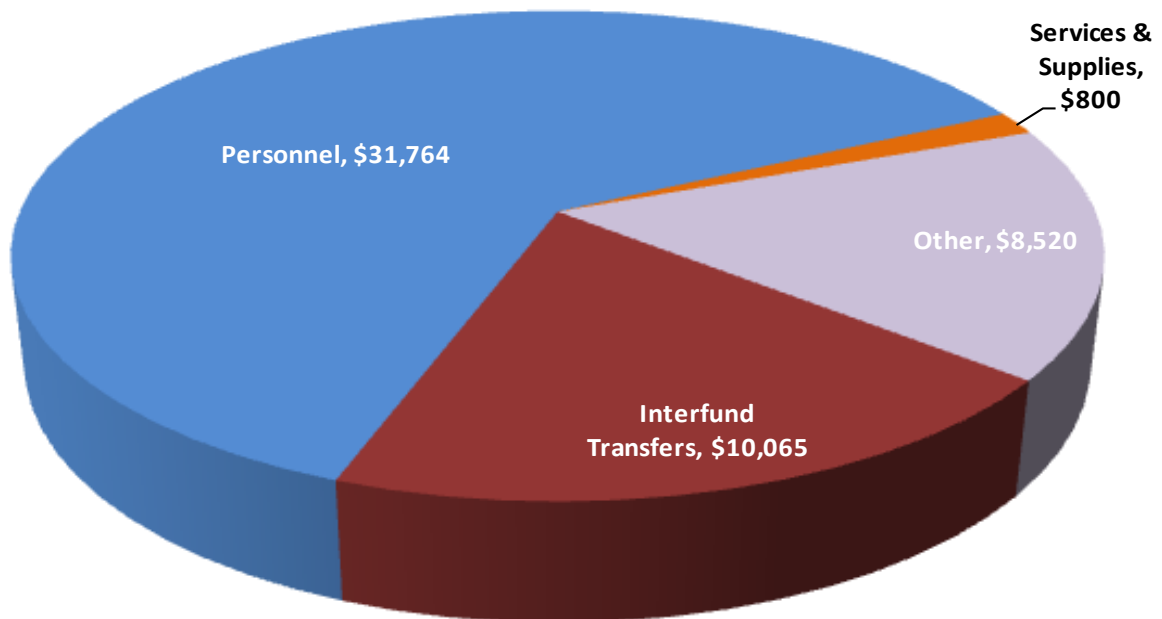
## Department of Planning and Development

### Budget Snapshot

Department of Planning & Development	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
General Fund	\$9,727,579	\$9,120,445	\$9,300,870	\$9,205,925
Other Revenues	\$31,279,789	\$40,426,307	\$42,182,704	\$42,546,056
<b>Total Revenues</b>	<b>\$41,007,368</b>	<b>\$49,546,752</b>	<b>\$51,483,574</b>	<b>\$51,751,981</b>
Use of (Contribution to) Fund Balance	\$6,817,738	\$730,688	(\$437,385)	(\$602,820)
<b>Total Resources</b>	<b>\$47,825,106</b>	<b>\$50,277,440</b>	<b>\$51,046,189</b>	<b>\$51,149,161</b>
<b>Total Expenditures</b>	<b>\$47,825,106</b>	<b>\$50,277,443</b>	<b>\$51,046,192</b>	<b>\$51,149,161</b>
Full-Time Equivalent * Total	409.00	398.01	398.01	393.26

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

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

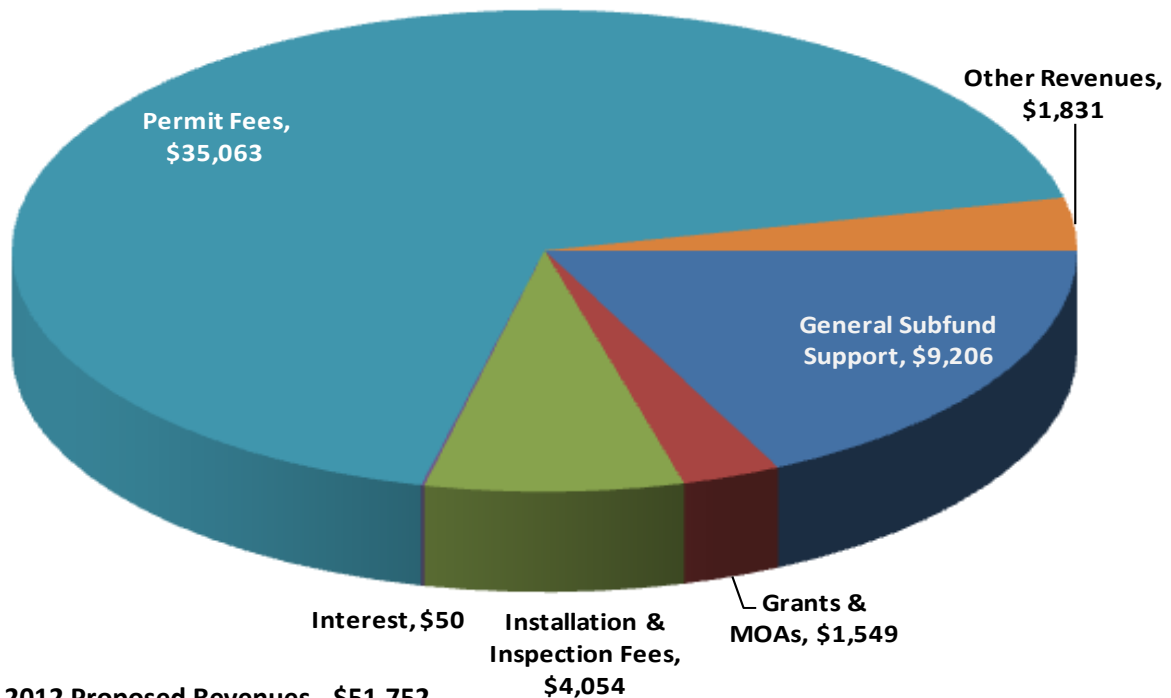


**Total 2012 Proposed Expenditures - \$51,149**

## Department of Planning and Development

### 2012 Proposed Budget - Revenues By Category

(\$ amounts in thousands)



## Budget Overview

The Department of Planning and Development (DPD) is supported by a variety of construction and compliance-related fees, and from General Subfund resources. The recession, both regionally and nationally, has had a significant impact on construction-related activity, which is the Department's primary revenue source. As a result, DPD has implemented significant budget reductions over the past several years to bring expenses in line with revenues. For example, the 2011 Adopted Budget responded to the slowing in regional construction activity and reduced expenditures by eliminating discretionary costs, and abrogating or unfunding 39 regular positions and nearly all term-limited and contingent positions that were added to address peak construction volumes in prior years.

In developing the 2012 Proposed Budget, DPD continued to realign spending with anticipated levels of development fee revenues. In doing so, DPD was able to implement a number of strategic staff reallocations, and administrative reductions that will have a minimal impact on direct services.

General Fund budget pressures in 2012 and future years also require that DPD make budget reductions. In response, DPD reviewed all General Fund supported program areas and strategically realigned several functions to implement internal efficiencies with the goal of preserving direct services. Despite these significant fiscal challenges, DPD's 2012 Proposed Budget maintains funding for the Department to continue to meet its regulatory responsibilities, and continues to fund specific planning-related work established in the Planning Division's workplan.

## Department of Planning and Development

### Revenue Recovery

The regional economy is slowly, but steadily recovering, and the rate of building development growth in the Puget Sound region is significantly stronger than the national rate. An especially bright spot locally is in the apartment market. Apartment vacancy rates have fallen and rents are beginning to rise, spurring construction for increasingly large apartment building projects. For DPD, this growth translates into increased building permit revenues.

While still below historical peak levels, permit revenues are projected to continue to grow for the remainder of 2011 and into 2012. In 2009, permit revenues reached a low point with building permit revenues totaling \$12.7 million, down from a peak of \$29.2 million in 2007. Since then, revenues have been recovering, with building revenues growing by 18% to \$15.1 million in 2010, and expected to generate a total of \$17.7 million in 2011. The stabilization of building fee revenues has allowed the Department to maintain a 2012 Proposed Budget that generally continues the 2011 Adopted Budget levels of staffing and service delivery. The 2012 Proposed Budget is developed in accordance with DPD's forecast of 2012 revenues and will be adjusted if needed during 2012.

### Strategic Use of Resources

The 2012 Proposed Budget reflects DPD's continued effort to prioritize direct and front-line services. By strategically reallocating staff resources from General Fund-supported program areas into fee-backed functions with greater demand, reducing non-labor expenditures, and prioritizing work plans, the Department is able to maintain, and in some cases restore, staffing and funding for essential services while simultaneously reducing expenditures.

Prior year staff reductions reduced DPD's capacity to provide optimal service delivery to applicants, other customers, and the general public. Examples of the impact on service levels have included longer waits for intake appointments, delays in processing applications, and longer plan and permit review times. DPD has developed a strategy to mitigate these effects in 2012 and beyond. Intake appointment wait times have decreased from nine weeks in the spring of 2011 to the current timeline of two weeks. This was accomplished by reassigning staff resources, approving overtime, hiring temporary staff, and changing how DPD processes certain permits.

In response to a challenging fiscal environment and constrained resources, DPD examined opportunities to change the way it does business and find efficiencies that streamline operations. The 2012 Proposed Budget consolidates the policy development elements of DPD's City Green Building (CGB) Team within the Office of Sustainability and Environment (OSE), transfers three existing staff from DPD's Planning Services Program (General Fund, permit fee and utility-funded positions) to fee-supported Operations functions, and co-locates OSE into DPD office space to build on the collaborative efforts already underway. This change allows OSE to maintain and expand its role in developing and coordinating sustainability policy for the City of Seattle. Combining the policy functions of the City's Green Building Program with OSE's broader sustainability policy coordination better aligns staff working in overlapping areas.

The 2012 Proposed Budget provides additional funding to provide Green Permitting facilitation services for building projects that meet an advanced level of sustainability. Prioritizing plan review and permit processing for green development incentivizes compliance with green building standards and energy

## Department of Planning and Development

reduction goals. This in turn creates both direct and indirect jobs relating to the manufacture, transport, and installation of the equipment and materials that are necessary to achieve green building standards. In support of these goals, the City of Seattle maintains its status as a founding member of the Seattle 2030 District, a program to create a high-performance building district in downtown Seattle with the goal of achieving dramatic savings in energy use, climate-changing emissions, and water use. In addition, the City has adopted the Living Building Pilot Program, which establishes design standards for environmentally sound and self-sustaining development. Both of these programs create critical jobs in green design, engineering, and construction. For example, Seattle's first Living Building Pilot Program, the Bullitt Foundation's Cascadia Center, is projected to create 94 construction jobs and 141 direct permanent jobs.

The 2012 Proposed Budget reflects the City's priority to maintain a safe and livable community. Additional funding is provided in 2012 for a new seismic retrofit program that requires retrofits for unreinforced masonry (URM) buildings to mitigate potential losses resulting from earthquakes. One-time funding will be used in 2012 to increase existing staff hours and professional service funds. Previous studies have determined that Seattle has over 800 unreinforced masonry buildings. The objective of the program is to reduce the risk of collapse of these URMs without inadvertently encouraging demolition or vacation of the affected buildings. Once the program is implemented, Seattle will be the first U.S. city outside of California to define and mandate retrofits requirements of URMs.

### Incremental Budget Changes

#### Department of Planning and Development

	2012 Dollar Amount	2012 FTE
<b>2012 Endorsed Budget</b>	<b>\$51,046,192</b>	<b>398.01</b>
<b>2012 Proposed Changes</b>		
Position Changes	(\$163,148)	(1.00)
Restoration of Funding for Core Services	\$87,250	0.00
Shoreline Master Plan Adjustments	(\$14,000)	0.0
Non-Labor Reductions	(\$216,478)	0.0
Transfer of City Green Building Team to Office of Sustainability and Environment	(\$504,878)	(3.75)
Green Permitting Facilitation	\$51,057	0.00
Unreinforced Masonry Building Program Enhancements	\$67,500	0.00
Technical Adjustments	\$795,667	0.00
<b>Total Changes</b>	<b>\$102,970</b>	<b>(4.75)</b>
<b>2012 Proposed Budget</b>	<b>\$51,149,161</b>	<b>393.26</b>

## Department of Planning and Development

**Position Changes - (\$163,148) / (1.0) FTE.** This proposal abrogates a Strategic Advisor 1 position that was added in the 2011 Adopted Budget to serve as the Sustainable Infrastructure Coordinator position in DPD to identify and resolve cross-department capital infrastructure issues. Instead, this work is being done in 2011 through other resources in the City. This change continues a mid-year 2011 reduction that unfunded the position for 2011. In addition, funding for a 1.0 FTE Housing/Zoning Inspector in the 2012 Endorsed Budget is reduced to 0.5 FTE in 2012. Of note, this position was kept vacant in 2011 as part of the midyear 2011 reduction process, and savings were used to assist in balancing the overall General Subfund budget. By funding this position at part time in 2012, this proposal maintains DPD's capacity to inspect and enforce certain violation complaints where a non-hazardous condition is reported. Lastly, this proposal reallocates portions of two Land Use Planner positions and a Public Relations Specialist position from General Fund-supported programs to fee-supported programs to better tie the funding source to the services provided.

**Restoration of Funding for Core Services - \$87,250.** The 2012 Proposed Budget restores ongoing General Fund support for an existing Land Use Planner III position that was unfunded in the 2012 Endorsed Budget as part of the 2011 Budget process. The position authority was retained for 2012, but no funding was included in the 2012 Endorsed Budget. Beginning in 2012, funding for the Land Use Planner III is provided to fill the position at 0.75 FTE. This change will allow DPD to maintain land use policy development capacity and workload assignments specific to the Neighborhood Planning program.

**Shoreline Master Plan Adjustments - (\$14,000).** The 2012 Proposed Budget reduces planned consultant expenditures associated with the Shoreline Master Program. DPD will still be able to effectively implement this program; however, remaining staff will be limited in their ability to perform additional technical research without the availability of consultant resources.

**Non-Labor Reductions - (\$216,478).** DPD evaluated funding needs for all administrative expenditures to determine which items were essential to include and those that could be forgone. As a result of this evaluation, DPD reduced software purchases and other non-labor expenses throughout the Department.

**Transfer of City Green Building Team to Office of Sustainability and Environment - (\$504,878) / (3.75) FTE.** This proposal consolidates the policy development elements of DPD's City Green Building (CGB) team with the Office of Sustainability and Environment (OSE), and moves OSE's offices into DPD office space while retaining the organizational structure of the two distinct departments. DPD is transferring CGB staff resources to OSE to continue to focus on strategic policy development for sustainable practices. This consolidation will better align staff with similar scopes of work in OSE, and co-locate OSE and DPD.

**Green Permitting Facilitation - \$51,057.** This proposal increases a Planning and Development Specialist position that is currently budgeted at 0.50 FTE to full-time in 2012 to expedite plan review and permitting processes for projects that meet established green building standards. These standards are defined in programs such as the Seattle 2030 District and the Living Building Pilot Program. This proposal is important in that it will help stimulate jobs in the local economy by moving green development projects more quickly through the permitting process. Streamlining permit services for projects that meet established green building standards also provides additional incentive for developers to adopt green building as standard practice.

## Department of Planning and Development

**Unreinforced Masonry Building Program Enhancements - \$67,500.** This proposal adds resources in 2012 to increase a position that is currently budgeted at 0.50 FTE to full-time, and a consultant-facilitator to develop a regulatory strategy and prepare an outreach strategy for a program to require retrofits for unreinforced masonry (URM) buildings. This position will be responsible for developing the program and drafting legislation establishing URM retrofit requirements for delivery to Council by mid 2013. The consultant will assist in preparing an outreach strategy and leading stakeholder meetings. Seattle has over 800 URM buildings that are at risk in the event of an earthquake. This funding is aimed at reducing the risk of collapse.

**Technical Adjustments - \$795,667.** Technical adjustments in the 2012 Proposed Budget include departmental and citywide non-programmatic adjustments that do not change DPD's service delivery. Citywide technical changes reflect changes in central cost allocations, retirement, health care, workers compensation, and unemployment costs.

### Expenditure Overview

	Summit Code	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
<b>Appropriations</b>					
<b>Annual Certification and Inspection Budget Control Level</b>					
Annual Certification & Inspection Overhead Allocations		1,085,375	1,187,558	1,212,107	0
Annual Certification and Inspection		2,697,985	2,780,608	2,837,417	3,992,639
<b>Annual Certification and Inspection Total</b>	<b>U24A0</b>	<b>3,783,360</b>	<b>3,968,165</b>	<b>4,049,524</b>	<b>3,992,639</b>
<b>Code Compliance Budget Control Level</b>					
Code Compliance		3,468,128	3,422,417	3,484,086	4,800,986
Code Compliance Overhead Allocations		1,192,047	1,199,730	1,226,583	0
<b>Code Compliance Total</b>	<b>U2400</b>	<b>4,660,174</b>	<b>4,622,147</b>	<b>4,710,669</b>	<b>4,800,987</b>
<b>Construction Inspections Budget Control Level</b>					
Building Inspections Program		3,271,003	2,821,722	2,874,664	4,356,799
Construction Inspections Overhead Allocations		3,460,140	3,483,029	3,565,666	0
Construction Inspections Unallocated CBA		0	1,798,947	1,798,947	2,220,000
Electrical Inspections		3,384,482	3,317,017	3,382,920	4,344,012
Signs and Billboards		275,974	144,613	147,704	226,436
Site Review and Inspection		1,683,638	1,742,487	1,774,726	2,615,151
<b>Construction Inspections Total</b>	<b>U23A0</b>	<b>12,075,238</b>	<b>13,307,815</b>	<b>13,544,628</b>	<b>13,762,398</b>

## Department of Planning and Development

Appropriations	Summit Code	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
<b>Construction Permit Services Budget Control Level</b>					
Applicant Services Center		5,295,457	5,233,865	5,332,372	7,422,954
Construction Permit Services Overhead Allocations		4,322,194	3,309,311	3,376,579	(869,922)
Construction Permit Services Unallocated CBA		0	3,900,000	3,900,000	3,900,000
Construction Plans Administration		3,875,292	2,969,837	3,018,275	4,971,620
Operations Division Management		0	678,662	686,194	869,920
Public Resource Center		1,139,999	1,059,685	1,078,219	1,265,605
<b>Construction Permit Services Total</b>	<b>U2300</b>	<b>14,632,942</b>	<b>17,151,360</b>	<b>17,391,640</b>	<b>17,560,177</b>
<b>Department Leadership Budget Control Level</b>					
Community Relations		0	435,016	442,136	507,566
Department Leadership Overhead Allocations		0	(12,083,156)	(12,354,445)	(12,047,008)
Director's Office		0	746,582	758,534	665,843
Finance and Accounting Services		0	5,834,133	5,999,924	5,850,526
Human Resources		0	322,470	327,682	320,196
Information Technology Services		0	4,744,955	4,826,169	4,702,877
<b>Department Leadership Total</b>	<b>U2500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Land Use Services Budget Control Level</b>					
Land Use Services		3,108,715	2,220,354	2,256,549	3,761,878
Land Use Services Overhead Allocations		1,343,451	1,007,223	1,035,812	(1)
Land Use Services Unallocated CBA		0	500,000	500,000	500,000
<b>Land Use Services Total</b>	<b>U2200</b>	<b>4,452,167</b>	<b>3,727,576</b>	<b>3,792,362</b>	<b>4,261,877</b>
<b>Planning Budget Control Level</b>					
Design Commission		269,746	235,189	237,793	319,893
Planning Commission		380,742	390,968	397,164	545,849
Planning Overhead Allocations		1,792,511	1,896,305	1,937,696	0
Planning Services		4,821,275	4,201,656	4,193,329	4,604,536
<b>Planning Budget Total</b>	<b>U2900</b>	<b>7,264,274</b>	<b>6,724,118</b>	<b>6,765,981</b>	<b>5,470,277</b>
<b>Process Improvements and Technology Budget Control Level</b>	<b>U2800</b>	<b>956,951</b>	<b>776,261</b>	<b>791,388</b>	<b>1,300,806</b>
<b>Department Total</b>		<b>47,825,106</b>	<b>50,277,443</b>	<b>51,046,192</b>	<b>51,149,161</b>
<b>Department Full-time Equivalents Total*</b>		<b>409.00</b>	<b>398.01</b>	<b>398.01</b>	<b>393.26</b>

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

## Department of Planning and Development

### Revenue Overview

#### 2012 Estimated Revenues for the Planning and Development Fund (15700)

Summit Code	Source	2010 Actuals	2011 Adopted	2012 Endorsed	2012 Proposed
587001	General Subfund Support	9,727,579	9,120,445	9,300,870	9,205,925
<b>Total General Subfund Support</b>		<b>9,727,579</b>	<b>9,120,445</b>	<b>9,300,870</b>	<b>9,205,925</b>
437010	Grant Revenues	441,981	280,880	162,489	411,845
587900	Green Building Team - SPU & SCL	541,423	587,780	593,658	0
587900	SPU MOA for Side Sewer & Drainage	1,070,363	1,350,000	1,363,500	1,137,262
<b>Total Grants &amp; MOAs</b>		<b>2,053,767</b>	<b>2,218,660</b>	<b>2,119,647</b>	<b>1,549,107</b>
422150	Boiler	1,080,598	1,211,356	1,223,470	1,285,073
422160	Elevator	2,483,752	2,588,996	2,614,886	2,768,776
<b>Total Installation &amp; Inspection Fees</b>		<b>3,564,350</b>	<b>3,800,352</b>	<b>3,838,356</b>	<b>4,053,849</b>
461110	Interest	87,709	100,000	100,000	50,000
<b>Total Interest</b>		<b>87,709</b>	<b>100,000</b>	<b>100,000</b>	<b>50,000</b>
469990	Other Revenues	1,377,862	1,180,755	1,192,561	1,297,030
587116	Cumulative Reserve Fund-REET I - TRAO	60,538	150,000	154,500	154,500
587116	Cumulative Reserve Fund-Unrestricted - Design Commission	278,330	370,383	374,087	302,640
587116	Cumulative Reserve Fund-Unrestricted - TRAO	37,000	74,172	76,397	76,397
<b>Total Other Revenues</b>		<b>1,753,730</b>	<b>1,775,310</b>	<b>1,797,545</b>	<b>1,830,567</b>
422111	Building Development	15,314,026	16,945,042	18,646,334	18,715,753
422115	Land Use	3,723,562	3,664,138	3,700,779	3,655,973
422130	Electrical	3,606,244	4,464,226	4,508,868	4,693,853
443694	Site Review & Development	1,176,401	1,259,600	1,272,196	1,376,954
469990	Contingent Revenues - Unaccessed	0	6,198,979	6,198,979	6,620,000
<b>Total Permit Fees</b>		<b>23,820,233</b>	<b>32,531,985</b>	<b>34,327,156</b>	<b>35,062,533</b>
<b>Total Revenues</b>		<b>41,007,368</b>	<b>49,546,752</b>	<b>51,483,574</b>	<b>51,751,981</b>
379100	Use of (Contribution To) Fund Balance	6,817,738	730,688	(437,385)	(602,820)
<b>Total Use of Fund Balance</b>		<b>6,817,738</b>	<b>730,688</b>	<b>(437,385)</b>	<b>(602,820)</b>
<b>Total Resources</b>		<b>47,825,106</b>	<b>50,277,440</b>	<b>51,046,189</b>	<b>51,149,161</b>



Department of Planning and Development

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

**Annual Certification and Inspection Budget Control Level**

The purpose of the Annual Certification and Inspection Budget Control Level is to provide inspections of mechanical equipment at installation and on an annual or biennial cycle in a fair, reasonable, efficient, and predictable manner.

	2010	2011	2012	2012
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Annual Certification & Inspection	1,085,375	1,187,558	1,212,107	0
Overhead Allocations				
Annual Certification and Inspection	2,697,985	2,780,608	2,837,417	3,992,639
<b>Total</b>	<b>3,783,360</b>	<b>3,968,165</b>	<b>4,049,524</b>	<b>3,992,639</b>
Full-Time Equivalents Total*	20.72	23.49	23.49	23.49

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

**The following information summarizes the programs within the Annual Certification and Inspection Budget Control Level**

**Annual Certification & Inspection Overhead Allocations Program** The purpose of the Annual Certification and Inspection Overhead Allocations Program is to represent the share of departmental administration and other overhead costs that apply to the Annual Certification and Inspection Budget Control Level.

	2010	2011	2012	2012
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Annual Certification & Inspection	1,085,375	1,187,558	1,212,107	0
Overhead Allocations				

**Annual Certification and Inspection Program** The purpose of the Annual Certification and Inspection Program is to provide inspections of mechanical equipment at installation and on an annual or biennial cycle in a fair, reasonable, efficient, and predictable manner. These services are provided so mechanical equipment is substantially maintained to applicable codes, legal requirements and policies, and operated safely. The program also certifies that installers and mechanics are qualified, by validation of work experience and testing of code knowledge, to operate and maintain mechanical equipment.

	2010	2011	2012	2012
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Annual Certification and Inspection	2,697,985	2,780,608	2,837,417	3,992,639
Full-Time Equivalents Total*	20.72	23.49	23.49	23.49

## Department of Planning and Development

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

#### **Code Compliance Budget Control Level**

The purpose of the Code Compliance Budget Control level is to apply code standards in response to reported violations about the use, maintenance, and development of real properties and buildings, and follow up with formal enforcement action as necessary to achieve compliance. Additionally, this budget control level includes the allocation of a proportionate share of departmental administration and other overhead costs.

	2010	2011	2012	2012
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Code Compliance	3,468,128	3,422,417	3,484,086	4,800,986
Code Compliance Overhead Allocations	1,192,047	1,199,730	1,226,583	0
<b>Total</b>	<b>4,660,174</b>	<b>4,622,147</b>	<b>4,710,669</b>	<b>4,800,987</b>
Full-Time Equivalents Total*	32.28	28.79	28.79	28.79

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

**The following information summarizes the programs within the Code Compliance Budget Control Level:**

**Code Compliance Program** The purpose of the Code Compliance Program level is to apply code standards in response to reported violations about the use, maintenance and development of real properties and buildings, facilitate compliance by property owners and other responsible parties, pursue enforcement actions against violators through the legal system, reduce the deterioration of structures and properties so that Seattle's housing stock lasts longer, and manage the adoption of administrative rules, public disclosure of documents and response to claims.

	2010	2011	2012	2012
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Code Compliance	3,468,128	3,422,417	3,484,086	4,800,986
Full-Time Equivalents Total*	32.28	28.79	28.79	28.79

**Code Compliance Overhead Allocations Program** The purpose of the Code Compliance Overhead Allocations Program is to represent a proportionate share of departmental administration and other overhead costs to report the full cost of the related programs.

	2010	2011	2012	2012
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Code Compliance Overhead Allocations	1,192,047	1,199,730	1,226,583	0

## Department of Planning and Development

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

#### **Construction Inspections Budget Control Level**

The purpose of the Construction Inspections Budget Control Level is to provide timely on-site inspections of property under development to support substantial compliance with applicable City codes, ordinances, and approved plans. Additionally, this budget control level includes the allocation of a proportionate share of departmental administration and other overhead costs.

	2010	2011	2012	2012
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Building Inspections Program	3,271,003	2,821,722	2,874,664	4,356,799
Construction Inspections Overhead Allocations	3,460,140	3,483,029	3,565,666	0
Construction Inspections Unallocated CBA	0	1,798,947	1,798,947	2,220,000
Electrical Inspections	3,384,482	3,317,017	3,382,920	4,344,012
Signs and Billboards	275,974	144,613	147,704	226,436
Site Review and Inspection	1,683,638	1,742,487	1,774,726	2,615,151
<b>Total</b>	<b>12,075,238</b>	<b>13,307,815</b>	<b>13,544,628</b>	<b>13,762,398</b>
Full-Time Equivalents Total*	86.04	75.84	75.84	75.84

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**The following information summarizes the programs within the Construction Inspections Budget Control Level:**

**Building Inspections Program** The purpose of the Building Inspections Program is to provide timely on-site inspections of property under development at predetermined stages of construction; work closely with project architects, engineers, developers, contractors, and other City of Seattle departments to approve projects as substantially complying with applicable City codes, ordinances, and approved plans; and to issue final approvals for occupancy.

	2010	2011	2012	2012
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Building Inspections Program	3,271,003	2,821,722	2,874,664	4,356,799
Full-Time Equivalents Total*	31.33	30.32	30.32	30.32

**Construction Inspections Overhead Allocations Program** The purpose of the Construction Inspections Overhead Allocations Program is to represent the proportionate share of departmental administration and other overhead costs that apply to this budget control level, in order to report the full cost and calculate the revenue requirements of the budget control level and programs.

	2010	2011	2012	2012
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Construction Inspections Overhead Allocations	3,460,140	3,483,029	3,565,666	0

## Department of Planning and Development

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

**Construction Inspections Unallocated CBA Program** The purpose of the Construction Inspections Unallocated CBA Program is to display the amount of Contingent Budget Authority (CBA) that has not been accessed within the Construction Inspections BCL for construction inspections and electrical inspections with plan review. In contrast, CBA that is accessed is appropriated in the programs in which it will be spent. More information about CBA and its planned use in this budget may be found at the conclusion of the DPD chapter

	2010	2011	2012	2012
Expenditures	Actuals	Adopted	Endorsed	Proposed
Construction Inspections Unallocated CBA	0	1,798,947	1,798,947	2,220,000

**Electrical Inspections** The purpose of the Electrical Inspections Program is to provide review of proposed electrical installations and on-site inspection of properties under development in a fair, reasonable, efficient, and predictable manner. These services are provided so that electrical installations substantially comply with applicable codes, legal requirements, and approved plans.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Electrical Inspections	3,384,482	3,317,017	3,382,920	4,344,012
Full-Time Equivalents Total*	29.49	26.09	26.09	26.09

**Signs and Billboards Program** The purpose of the Signs and Billboards Program is to provide review of proposed sign installations and on-site inspection of properties under development in a fair, reasonable, efficient, and predictable manner. These services are provided so that sign installations comply with applicable codes, legal requirements, and approved plans.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Signs and Billboards	275,974	144,613	147,704	226,436
Full-Time Equivalents Total*	2.14	1.25	1.25	1.25

**Site Review and Inspection Program** The purpose of the Site Review and Inspection Program is to ensure construction projects comply with grading, drainage, side sewer, and environmentally critical area codes; City of Seattle engineering standard details; and best management practices for erosion control methods to ensure that ground-related impacts of development are mitigated on-site and that sewer and drainage installations on private property are properly installed.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Site Review and Inspection	1,683,638	1,742,487	1,774,726	2,615,151
Full-Time Equivalents Total*	23.09	18.18	18.18	18.18

## Department of Planning and Development

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

#### **Construction Permit Service Budget Control Level**

The purpose of the Construction Permit Services Budget Control Level is to facilitate the review of development plans and processing of permits so that applicants can plan, alter, construct, occupy, and maintain Seattle's buildings and property. Additionally, this budget control level includes the allocation of a proportionate share of departmental administration and other overhead costs.

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Applicant Services Center	5,295,457	5,233,865	5,332,372	7,422,954
Construction Permit Services Overhead Allocations	4,322,194	3,309,311	3,376,579	(869,922)
Construction Permit Services Unallocated CBA	0	3,900,000	3,900,000	3,900,000
Construction Plans Administration	3,875,292	2,969,837	3,018,275	4,971,620
Operations Division Management	0	678,662	686,194	869,920
Public Resource Center	1,139,999	1,059,685	1,078,219	1,265,605
<b>Total</b>	<b>14,632,942</b>	<b>17,151,360</b>	<b>17,391,640</b>	<b>17,560,177</b>
Full-Time Equivalents Total*	140.85	147.02	147.02	148.92

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

**The following information summarizes the programs within the Construction Permit Service Budget Control Level:**

**Applicant Service Center Program** The purpose of the Applicant Services Center Program is to provide early technical and process assistance to applicants during building design and permit application; screen, accept, and process all land use and construction permit applications; and review and issue simple development plans in a fair, reasonable, and consistent manner to ensure substantial compliance with applicable codes and legal requirements.

<b>Expenditures/FTE</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
Applicant Services Center	5,295,457	5,233,865	5,332,372	7,422,954
Full-Time Equivalents Total*	72.86	77.98	77.98	77.98

**Construction Permit Services Overhead Program** The purpose of the Construction Permit Services Overhead Allocations Program is to represent the proportionate share of departmental administration and other overhead costs to report the full cost of the related programs.

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2012</b>
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Construction Permit Services Overhead Allocations	4,322,194	3,309,311	3,376,579	(869,922)

## Department of Planning and Development

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

**Construction Permit Services Unallocated CBA Program** The purpose of the Construction Permit Services Unallocated CBA Program is to display the amount of Contingent Budget Authority (CBA) in the Construction Permit Services BCL that has not been accessed for construction plan review and peer review contracts. In contrast, CBA that is accessed is appropriated in the programs in which it will be spent. More information about CBA and its planned use in this budget may be found at the conclusion of the DPD chapter.

	2010	2011	2012	2012
Expenditures	Actuals	Adopted	Endorsed	Proposed
Construction Permit Services Unallocated CBA	0	3,900,000	3,900,000	3,900,000

**Construction Plans Administration Program** The purpose of the Construction Plans Administration Program is to review development plans and documents for permit applicants in a fair, reasonable, and predictable manner; ensure that the plans substantially comply with applicable codes and legal requirements; incorporate and expand Priority Green permitting within the plan review process; develop and revise technical code regulations at the local, state, and national levels; and provide appropriate support for preparation, mitigation, response, and recovery services for disasters.

	2010	2011	2012	2012
Expenditures/FTE				
Construction Plans Administration	3,875,292	2,969,837	3,018,275	4,971,620
Full-Time Equivalents Total*	32.78	34.17	34.17	35.07

**Operations Division Management Program** The purpose of the Operations Division Management Program is to oversee the functions of four budget control levels: Annual Certification/Inspection, Construction Permit Services, Construction Inspections, and Land Use Services.

	2010	2011	2012	2012
Expenditures/FTE				
Operations Division Management	0	678,662	686,194	869,920
Full-Time Equivalents Total*	19.58	19.59	19.59	20.59

**Public Resource Center Program** The purpose of the Public Resource Center Program is to provide the general public and City staff convenient access to complete, accurate information about department regulations and current applications; to provide applicants with a first point of contact; and to preserve, maintain, and provide access to records for department staff and the public.

	2010	2011	2012	2012
Expenditures/FTE				
Public Resource Center	1,139,999	1,059,685	1,078,219	1,265,605
Full-Time Equivalents Total*	15.63	15.28	15.28	15.28

## Department of Planning and Development

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

#### Department Leadership Budget Control Level

The purpose of the Department Leadership Budget Control Level is to develop and implement business strategies to improve the performance of the organization; ensure that managers and staff have the information, tools, and training needed for managing and making decisions; set fees that reflect the cost of services; and maintain a community relations program.

	2010	2011	2012	2012
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Community Relations	0	435,016	442,136	507,566
Department Leadership Overhead Allocations	0	(12,083,156)	(12,354,445)	(12,047,008)
Director's Office	0	746,582	758,534	665,843
Finance and Accounting Services	0	5,834,133	5,999,924	5,850,526
Human Resources	0	322,470	327,682	320,196
Information Technology Services	0	4,744,955	4,826,169	4,702,877
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Full-Time Equivalents Total*	46.31	49.79	49.79	50.79

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

**The following information summarizes the programs within the Department Leadership Budget Control Level:**

**Community Relations Program** The purpose of the Community Relations Program is to provide the general public, stakeholder groups, community leaders, City staff, and news media with complete and accurate information, including informative materials and presentations, to explain DPD's responsibilities, processes, and actions; to ensure the DPD's services are clearly understood by applicants and the general public; and to respond to public concerns related to the Department's responsibilities.

	2010	2011	2012	2012
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Community Relations	0	435,016	442,136	507,566
Full-Time Equivalents Total*	3.00	3.12	3.12	4.12

**Department Leadership Overhead Allocations Program** The purpose of the Department Leadership Overhead Allocations Program is to distribute the proportionate share of departmental administration and other overhead costs that apply to the Department's other budget control levels, in order to report the full cost and calculate the revenue requirements of the related programs.

	2010	2011	2012	2012
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Department Leadership Overhead Allocations	0	(12,083,156)	(12,354,445)	(12,047,008)

## Department of Planning and Development

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

**Director's Office Program** The purpose of the Director's Office Program is to ensure department management develops and implements business strategies to continually improve the performance of the organization, and to ensure effective working relationships with other City personnel and agencies, the general public, and the development and planning communities.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Director's Office	0	746,582	758,534	665,843
Full-Time Equivalents Total*	4.18	5.34	5.34	5.34

**Finance and Accounting Services Program** The purpose of the Finance and Accounting Services Program is to provide financial and accounting services to department management, and develop and maintain financial systems based on program and funding study principles, so that people, tools, and resources are managed effectively with a changing workload and revenue stream.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Finance and Accounting Services	0	5,834,133	5,999,924	5,850,526
Full-Time Equivalents Total*	13.25	16.51	16.51	16.51

**Human Resources Program** The purpose of the Human Resources Program is to ensure that the work environment is safe, and that a competent, talented, and skilled workforce is recruited through a fair and open process, is compensated fairly for work performed, is well trained, is responsible and accountable for performance, and reflects and values the diversity of the community.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Human Resources	0	322,470	327,682	320,196
Full-Time Equivalents Total*	5.00	4.14	4.14	4.14

**Information Technology Services Program** The purpose of the Information Technology Services Program is to provide information technology solutions, services, and expertise to the Department and other City staff, so that department management and staff have the technology tools and support necessary to meet business objectives.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Information Technology Services	0	4,744,955	4,826,169	4,702,877
Full-Time Equivalents Total*	20.88	20.68	20.68	20.68



## Department of Planning and Development

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

#### Land Use Services Budget Control Level

The purpose of the Land Use Services Budget Control Level is to provide land use permitting services to project applicants, City of Seattle departments, public agencies, and residents. Additionally, this budget control level includes the allocation of a proportionate share of departmental administration and other overhead costs.

	2010	2011	2012	2012
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Land Use Services	3,108,715	2,220,354	2,256,549	3,761,878
Land Use Services Overhead Allocations	1,343,451	1,007,223	1,035,812	(1)
Land Use Services Unallocated CBA	0	500,000	500,000	500,000
<b>Total</b>	<b>4,452,167</b>	<b>3,727,576</b>	<b>3,792,362</b>	<b>4,261,877</b>
Full-Time Equivalents Total*	35.84	34.63	34.63	34.63

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

**The following information summarizes the programs within the Land Use Services Budget Control Level:**

**Land Use Services Program** The purpose of the Land Use Services Program is to provide land use permitting services to project applicants, City of Seattle departments, public agencies, and residents. Land Use Services staff provide permit process information and regulatory expertise to inform pre-application construction project design. Land Use Services staff also review proposed construction plans as part of a developer's permit application. Staff then facilitate the process to elicit public input on those construction projects before the permit may be granted. These services are intended to ensure that development proposals are reviewed in a fair, reasonable, efficient, and predictable manner, and to ensure that the plans substantially comply with applicable codes, legal requirements, policies, and community design standards.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Land Use Services	3,108,715	2,220,354	2,256,549	3,761,878
Full-Time Equivalents Total*	35.84	34.63	34.63	34.63

**Land Use Services Overhead Allocations Program** The purpose of the Land Use Services Overhead Allocations Program is to represent a proportionate share of departmental administration and other overhead costs that apply to the Land Use Services Budget Control Level, and to report the full cost of the related programs.

## Department of Planning and Development

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

	2010	2011	2012	2012
Expenditures	Actuals	Adopted	Endorsed	Proposed
Land Use Services Overhead Allocations	1,343,451	1,007,223	1,035,812	0

**Land Use Services Unallocated CBA Program** The purpose of the Land Use Services Unallocated CBA Program is to display the amount of Contingent Budget Authority (CBA) in the Land Use Services BCL that has not been accessed. In contrast, CBA that is accessed is appropriated in the programs in which it will be spent. More information about CBA and its planned use in this budget may be found at the conclusion of the DPD chapter.

	2010	2011	2012	2012
Expenditures	Actuals	Adopted	Endorsed	Proposed
Land Use Services Unallocated CBA	0	500,000	500,000	500,000

#### **Planning Budget Control Level**

The purpose of the Planning Budget Control Level is to manage growth and development consistent with Seattle's Comprehensive Plan, and to inform and guide decisions for shaping and preserving Seattle so that it remains a vital urban environment. Additionally, the Planning Budget Control Level includes the allocation of a proportionate share of departmental administration and other overhead costs.

Additional Information: Planning staff do this work by overseeing the Comprehensive Plan, managing zoning and land use policy development, and supporting the core values of community, environmental stewardship, social equity, and economic opportunity. Staff prepares plans for Urban Centers, Urban Villages, transit station areas, and other areas responding to growth or major public investments, and prepare citywide policy and regulatory recommendations addressing issues such as land use, economic development, affordable housing, environmental protection, and urban design. Planning maintains a strong commitment to innovative public outreach and engagement, committing extensive resources to engaging a broad range of Seattle residents and businesses in shaping its policy recommendations. The Planning Budget Control Level includes the staff of the Design Commission and Planning Commission.

	2010	2011	2012	2012
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Design Commission	269,746	235,189	237,793	319,893
Planning Commission	380,742	390,968	397,164	545,849
Planning Overhead Allocations	1,792,511	1,896,305	1,937,696	0
Planning Services	4,821,275	4,201,656	4,193,329	4,604,536
<b>Total</b>	<b>7,264,274</b>	<b>6,724,118</b>	<b>6,765,981</b>	<b>5,470,277</b>
Full-Time Equivalents Total*	40.25	33.03	33.03	25.38

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

## Department of Planning and Development

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

*The following information summarizes the programs within the Planning Budget Control Level:*

**Design Commission Program** The purpose of the Design Commission is to promote civic design excellence in City projects with City funding, and projects related to public land, as well as to promote interdepartmental/interagency coordination. The Seattle Design Commission advises the Mayor, the City Council, and City departments on the design of capital improvements and other projects that shape Seattle's public realm.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Design Commission	269,746	235,189	237,793	319,893
Full-Time Equivalents Total*	2.00	1.87	1.87	1.87

**Planning Commission Program** The purpose of the Planning Commission is to provide informed citizen advice and assistance to the Mayor, the City Council, and City departments in developing planning policies and carrying out major planning efforts; to seek public comment and participation as a part of this process; and to steward the ongoing development and implementation of Seattle's Comprehensive Plan.

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Planning Commission	380,742	390,968	397,164	545,849
Full-Time Equivalents Total*	3.50	2.62	2.62	2.62

**Planning Overhead Allocations Program** The purpose of the Planning Overhead Allocations Program is to represent a proportionate share of departmental administration and other overhead costs that apply to the Planning Budget Control Level, and to report the full cost of the related programs.

	2010	2011	2012	2012
Expenditures	Actuals	Adopted	Endorsed	Proposed
Planning Overhead Allocations	1,792,511	1,896,305	1,937,696	0

**Planning Services Program** The purpose of the Planning Services Program is to develop policies, plans, and regulations that advance Seattle's Comprehensive Plan and growth management strategy. This is done through community-based planning, developing land use policy recommendations, and implementing legislation - activities that support Seattle's neighborhoods; expand job creation and housing choices; protect the environment and reduce environmental hazards; and promote design excellence and sustainability in Seattle.

## Department of Planning and Development

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

	2010	2011	2012	2012
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Planning Services	4,821,275	4,201,656	4,193,329	4,604,536
Full-Time Equivalents Total*	34.75	28.54	28.54	20.89

#### **Process Improvements and Technology Budget Control Level**

The purpose of the Process Improvements and Technology Budget Control Level is to allow the department to plan and implement continuous improvements to its business processes, including related staff training and equipment purchases; and to see that the Department's major technology investments are maintained, upgraded, or replaced when necessary.

	2010	2011	2012	2012
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Process Improvements and Technology	956,951	776,261	791,388	1,300,806
Full-Time Equivalents Total*	6.71	5.42	5.42	5.42

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

## Department of Planning and Development

### Fund Table

#### Planning and Development Fund (15700)

	2010 Actuals	2011 Adopted	2011 Revised	2012 Endorsed	2012 Proposed
<b>Beginning Fund Balance</b>	<b>13,029,700</b>	<b>5,737,461</b>	<b>3,899,724</b>	<b>5,006,770</b>	<b>3,869,781</b>
Accounting and Technical Adjustments	(2,312,238)	0	0	0	0
Plus: Actual and Estimated Revenue	41,007,368	49,546,752	44,889,359	51,483,574	51,751,981
Less: Actual and Budgeted Expenditures	47,825,106	50,277,443	44,919,301	51,046,192	51,149,161
<b>Ending Fund Balance</b>	<b>3,899,724</b>	<b>5,006,770</b>	<b>3,869,781</b>	<b>5,444,152</b>	<b>4,472,601</b>
					0
Core Staffing and Process Improvements	1,275,645	852,395	1,134,041	758,158	783,104
<b>Total Reserves</b>	<b>1,275,645</b>	<b>852,395</b>	<b>1,134,041</b>	<b>758,158</b>	<b>783,104</b>
<b>Ending Unreserved Fund Balance</b>	<b>2,624,079</b>	<b>4,154,375</b>	<b>2,735,740</b>	<b>4,685,994</b>	<b>3,689,497</b>

