

CITY OF

# Seattle, Washington

## 2014 Proposed Budget



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# **City of Seattle 2014 Proposed Budget**

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# City of Seattle 2014 Proposed Budget

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## Introduction

The City of Seattle and its over 10,000 employees build and maintain infrastructure, provide utility service, support the needs of the city's residents, and create recreational, cultural, and other enriching opportunities. In providing excellent service, these employees use and maintain dozens of city-owned properties, a fleet of vehicles ranging from fire trucks to golf carts, and equipment and facilities necessary to complete the City's mission.

Budgeting for a large organization with many functions is a crucial and complex process. A proposed budget requires solid forecasts on commodities (such as the price of fuel), economic strength (as it impacts tax revenues, among other budgetary components), and demand for services (from parking meters to libraries to police officers to disc golf courses).

This book is designed to provide clear and accurate information on the budgetary process, estimated revenue streams, and a basic description of departmental needs and spending. The State of Washington allows cities to adopt biennial budgets. In late 2012, the City Council and Mayor adopted a budget for 2013 and endorsed a budget for 2014. Budgeting biennially allows the City to assess and plan for the future-year impacts of budget decisions. The information provided in this 2014 Proposed Budget book reflects incremental changes from the 2014 Endorsed Budget, which the Council approved in November 2012, reflecting how the Mayor and City Council make budget decisions. It is not a comprehensive overview of departmental base budgets.

## City of Seattle Budget Process

In its simplest terms, the City budget is proposed by the Mayor (Executive), checked for compliance with the law (City Attorney), and amended and passed by the City Council (Legislative) before returning to the Mayor for his or her approval and signature. The budget itself is composed of two main documents: an operating budget and a capital improvement program (CIP) budget. The CIP budget consists of large expenditures on infrastructure and other capital projects. The operating budget is primarily composed of expenditures required by the City to deliver the day-to-day array of City services.

Charts summarizing the City's budget process and organization can be found at the end of this section.

### Budget Preparation

The budgeting process begins early each year as departments assess needs and budget forecasters work to estimate revenues and costs. Operating budget preparation is based on the establishment of a current services or "baseline" budget. Current services is what it sounds like – continuing programs and services the City provided in the previous year, in addition to previous commitments that will affect costs in the next year, such as a voter-approved levy for new park facilities, as well as labor agreements and changes in health care, insurance, and cost-of-living- adjustments for City employees.

During the budget preparation period, the Department of Finance and Administrative Services (FAS), working in conjunction with the City Budget Office (CBO), makes two General Fund revenue forecasts, one in April and one in August. Both are used to determine whether the City's projected revenues are sufficient to meet the projected costs of the current services budget. If revenues are not sufficient to cover the cost of current services, the City must identify changes to close the gap – either through reductions or increased revenues or a combination of both. If the revenue forecast shows that additional

# Introduction & Budget Process

resources are available, then the budget process identifies new or expanded programs to meet the evolving demands for City services. Regardless, the City is required by state law to prepare a balanced budget.

In May, departments prepare and submit Budget Issue Papers (BIPs) to CBO for analysis and mayoral consideration. In early June, the Mayor's Office reviews and provides direction to departments on the BIPs they should include in their formal budget submittal. In early July, CBO receives departmental operating budget and CIP submittals, including all position (employee) changes. Mayoral review and evaluation of department submittals takes place through the end of August. CBO, in conjunction with individual departments, then finalizes the operating and CIP budgets.

In late September, the Mayor submits the proposed budget and CIP to the City Council. In addition to the budget documents, CBO prepares supporting legislation and other related documents.

After the Mayor submits the proposed budget and CIP, the City Council conducts public hearings. The City Council also holds committee meetings in open session to discuss budget requests with department representatives and CBO staff. Councilmembers then recommend specific budget actions for consideration by their colleagues.

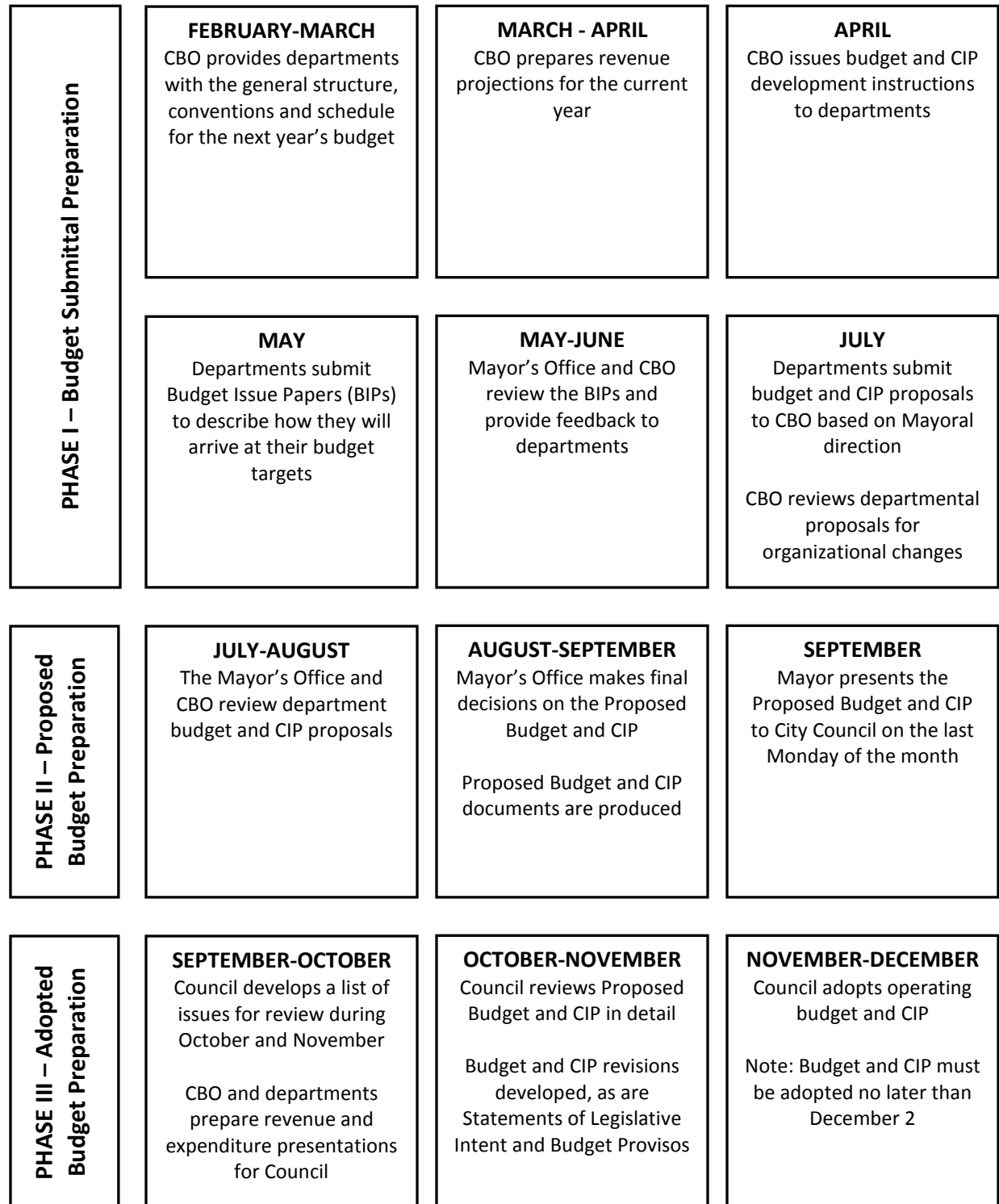
During the budget review process, the City Council may choose to explain its budget actions further by developing statements of legislative intent and budget guidance statements for future budget action. Intent statements describe the Council's expectations in making budget decisions and generally require affected departments to report back to the City Council on results.

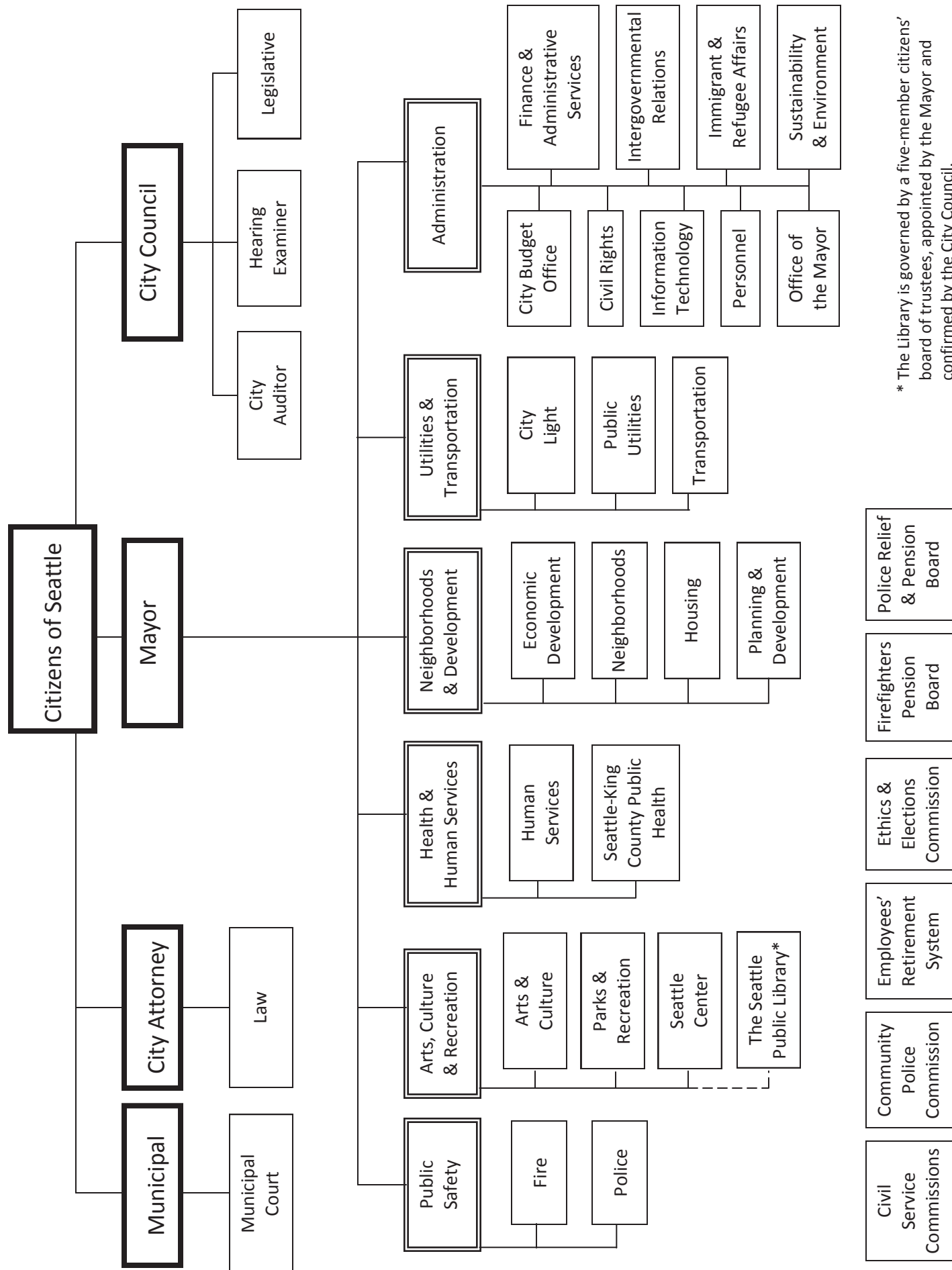
After completing the public hearing and deliberative processes the City Council votes to adopt the budget, incorporating its desired budget changes, in late November. The Mayor can choose to approve the Council's budget, veto it, or let it become law without mayoral signature. The Mayor must veto the entire budget or none of it, as there is no line-item veto in Seattle. Copies of budget documents are available for public inspection at the CBO offices, at the Seattle Public Library, and on the Internet at <http://www.seattle.gov/budgetoffice>.

During the year, the City may have a need to change the adopted budget to respond to evolving needs. The City makes such changes through supplemental budget appropriation ordinances. A majority of the City Council may, by ordinance, eliminate, decrease, or re-appropriate any unspent appropriations during the year. The City Council, generally with a three-fourths vote, may also increase appropriations from available money to meet necessary expenditures that were not foreseeable earlier. Additional unforeseeable appropriations related to settlement of claims, emergency conditions, or laws enacted since passage of the annual operating budget ordinance require approval by a two-thirds vote of the City Council. Absent such changes, departments are legally required to stay within its annual budget appropriation.



## Budget Process Diagram





\* The Library is governed by a five-member citizens' board of trustees, appointed by the Mayor and confirmed by the City Council.

## Reader's Guide

This reader's guide describes the structure of the 2014 Proposed Budget Book and outlines its content. The Budget Book is designed to present budget information in an accessible and transparent manner – the way decision-makers consider the various proposals. It is designed to help residents, media, and City officials more easily understand and participate in the budget deliberations.

A companion document, the 2014-2019 Proposed Capital Improvement Program (CIP), identifies expenditures and fund sources associated with the development and rehabilitation of major City facilities, such as streets, parks, utilities, and buildings over the next six years. The CIP also shows the City's financial contribution to projects owned and operated by other jurisdictions or institutions. The CIP fulfills the budgeting and financial requirements of the Capital Facilities Element of Seattle's Comprehensive Plan by providing detailed information on the capacity impact of new and improved capital facilities.

The 2014 Proposed Budget and 2014-2019 Proposed CIP can also be found online at the City Budget Office's webpage. In addition to PDF files containing the Proposed Budget and Proposed CIP, the site contains department-customized expenditures, revenues, and changes from the 2014 Endorsed Budget.

### The 2014 Proposed Budget

This document is a description of the proposed spending plan for 2014. It contains the following elements:

- **Proposed Budget Executive Summary** – A narrative describing the current economy, highlighting key factors relevant in developing the budget document, and how the document addresses the Mayor's priorities;
- **Summary Tables** – a set of tables that inventory and summarize expected revenues and spending for 2014;
- **General Subfund Revenue Overview** – a narrative describing the City's General Subfund revenues, or those revenues available to support general government purposes, and the factors affecting the level of resources available to support City spending;
- **Selected Financial Policies** – a description of the policies that govern the City's approach to revenue estimation, debt management, expenditure projections, maintenance of fund balances, and other financial responsibilities;
- **Departmental Budgets** – City department-level descriptions of significant policy and program changes from the 2014 Endorsed Budget, the services provided, and the spending levels proposed to attain these results;
- **Appendix** – an array of supporting documents including Cost Allocation, a summary of cost allocation factors for internal City services; a summary of position changes by department contained in the 2014 Proposed Budget; and a glossary.

## Reader's Guide

### Departmental Budget Pages: A Closer Look

The budget presentations for individual City departments (including offices, boards, and commissions) constitute the heart of this document. They are organized alphabetically within seven functional clusters:

- Arts, Culture, & Recreation;
- Health & Human Services;
- Neighborhoods & Development;
- Public Safety;
- Utilities & Transportation;
- Administration; and
- Funds, Subfunds, and Other.

Each cluster, with the exception of the last, comprises several departments sharing a related functional focus, as shown on the organizational chart following this reader's guide. Departments are composed of one or more budget control levels, which in turn may be composed of one or more programs. Budget control levels are the level at which the City Council makes appropriations.

The cluster "Funds, Subfunds, and Other" is comprised of sections that do not appear in the context of department chapters, including the General Subfund Fund Table, General Subfund Revenue Table, Cumulative Reserve Subfund, Emergency Subfund, Revenue Stabilization Account, Judgment and Claims Subfund, and other administrative funds. A summary of the City's general obligation debt is also included in this section.

As indicated, the Proposed Budget appropriations are presented in this document by department, budget control level, and program. At the department level, the reader will also see references to the underlying fund sources (General Subfund and Other) for the department's budgeted resources. The City accounts for all of its revenues and expenditures according to a system of funds and subfunds. In general, funds or subfunds are established to account for specific revenues and permitted expenditures associated with those revenues. For example, the City's share of Motor Vehicle Fuel taxes must be spent on road-related transportation activities and projects, and are accounted for in a subfund in the Transportation Fund. Other revenues without statutory restrictions, such as sales and property taxes (except voter-approved property taxes), are available for general purposes and are accounted for in the City's General Subfund. For many departments, such as the Seattle Department of Transportation, several funds and subfunds, including the General Subfund, provide the resources and account for the expenditures of the department. For several other departments, the General Subfund is the sole source of available resources.

# Reader's Guide

## Budget Presentations

Most department-level budget presentations begin with information on how to contact the department. The department-level budget presentation then goes on to provide a general overview of the department's responsibilities and functions within City government, as well as a summary of the department's overall budget. A narrative description of the issues impacting the department's 2014 proposed budget then follows. The next section of the department-level budget presentation provides a numerical and descriptive summary of all of the incremental budget changes included in the 2014 proposed budget, along with a discussion of the anticipated operational and service-level changes that will result. The department-level budget presentation concludes with summary level tables that describe the department's overall expenditures and revenues by type as well as by budget control level and program. All department, budget control, and program level budget presentations include a table summarizing historical and adopted expenditures, as well as proposed appropriations for 2014. The actual historical expenditures are displayed for informational purposes only.

A list of all position changes proposed in the budget has been compiled in the appendix. Position modifications include eliminations, additions, reclassifications, and status changes (such as a change from part-time to full-time status), as well as adjustments to departmental head counts that result from transfers of positions between departments.

For information purposes only, an estimate of the number of staff positions to be funded under the 2014 Proposed Budget appears in the departmental sections of the document at each of the three levels of detail: department, budget control, and program. These figures refer to regular, permanent staff positions (as opposed to temporary or intermittent positions) and are expressed in terms of full-time equivalent employees (FTEs). In addition to changes that occur as part of the budget document, changes may be authorized by the City Council or the Personnel Director throughout the year, and these changes may not be reflected in the estimate of staff positions presented for 2014. These changes are summarized in the appendix.

Where relevant, departmental sections close with additional pieces of information: a statement of actual or projected revenues for the years 2012 through 2014; a statement of fund balance; and a statement of 2014 appropriations to support capital projects appearing in the 2014-2019 Proposed Capital Improvement Program. Explicit discussions of the operating and maintenance costs associated with new capital expenditures appear in the 2014-2019 Proposed Capital Improvement Program document.



## 2014 Proposed Budget Executive Summary

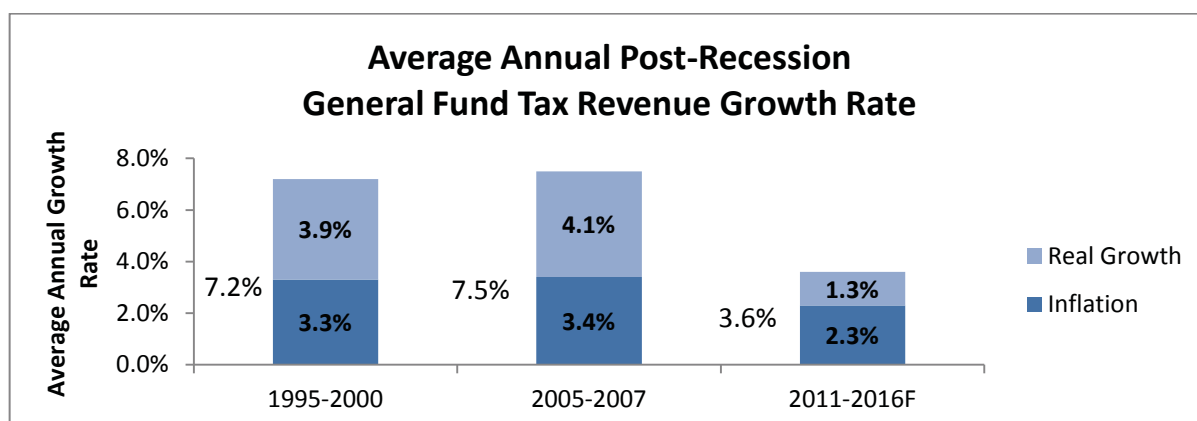
The 2014 Proposed Budget totals \$4.4 billion, including the \$1 billion General Fund, representing increases of 1.9 percent and 3.4 percent respectively relative to the 2014 Endorsed Budget. As the gradual recovery from the Great Recession continues, the 2014 Proposed Budget marks the first budget since 2009 that does not include major programmatic reductions in the City's General Fund. Rather, the 2014 Proposed Budget makes a series of modest investments to address the many needs that have emerged since 2009.

### General Fund Budget Outlook

The General Fund outlook for 2014 is markedly improved compared to recent years. While there are signs that economic growth moderated slightly in the second quarter of 2013, the economy continues to slowly recover from the economic downturn. Current forecasts suggest ongoing improvement in 2014 and 2015. Locally, the Puget Sound regional economy continues to outperform the United States and the rest of Washington state. The Seattle Metropolitan area, which includes King and Snohomish counties, has seen a 9.3 percent increase in employment post-recession through July 2013, led by the strength of Boeing. This compares favorably to the U.S. growth rate of 5.2 percent and the rest of Washington at 3.1 percent.

Another bright spot locally is the significant construction activity, which bolsters the General Fund's sales tax revenues. The Department of Planning and Development (DPD), which issues construction permits, projects a 117 percent increase in construction permit revenues by yearend 2013 relative to 2009 – the year construction permit revenues bottomed out. Based on these projections, DPD anticipates 2013 revenues will almost return to the peak level of 2007. Thanks to all of the construction activity, sales tax revenues are forecast to increase by 4.7 percent from 2013 to 2014.

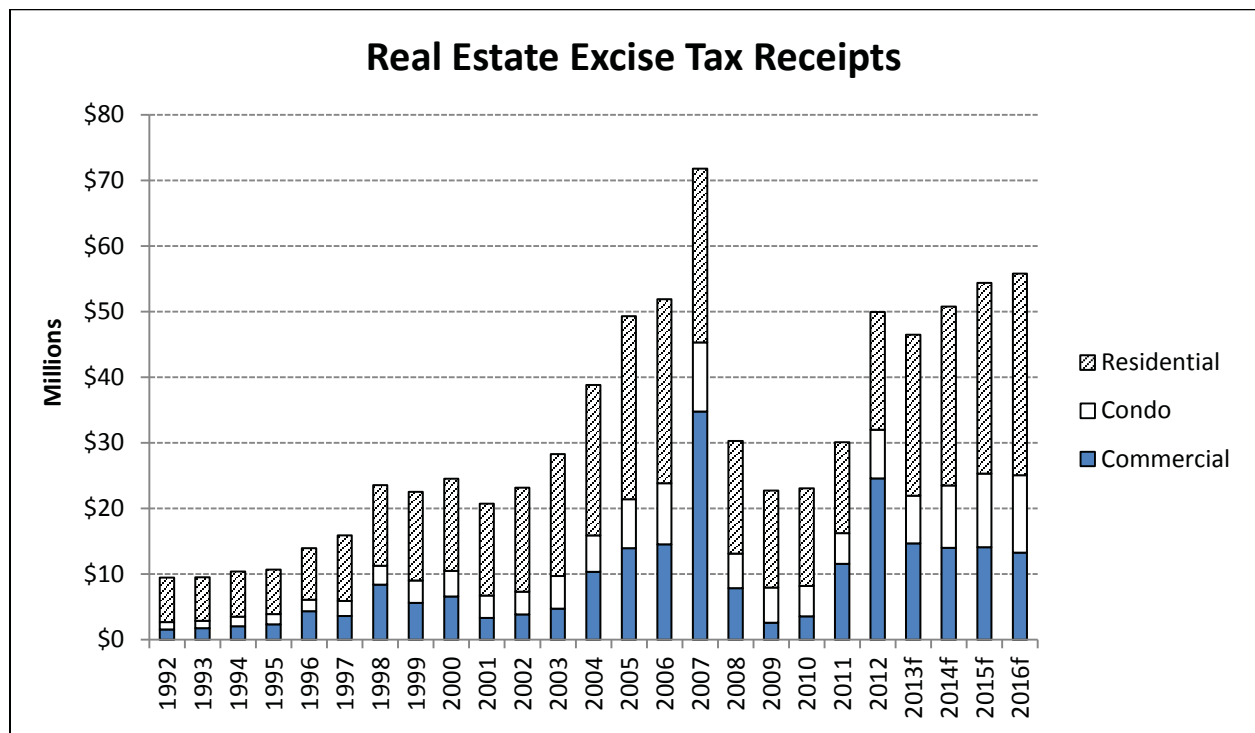
In total, the City forecasts a 5.3 percent increase in General Fund revenues relative to 2013 Adopted assumptions. While the revenue outlook for 2014 is relatively positive, long-term revenue trends remain subdued as compared to other post-recessionary periods. In previous post-recessionary periods, the City saw General Fund tax revenues grow at a rate in excess of 7 percent per year. For the period 2011-2016, the City forecasts General Fund tax revenues to increase an average 3.6 percent annually.



## Proposed Executive Summary

Out-year forecasts project total General Fund revenue growth from 2014 to 2015 to slow slightly to 2.6 percent. One-time boosts to 2014 property tax revenues as a result of a change in state law, expected renewal of the Medic 1/Emergency Medical Services levy, and strong growth in the assessed value of property in the city of Seattle help improve the property tax picture for 2014. Beyond 2014, Initiative 747 and related state laws will continue contributing to muted property tax growth as a result of the cap on property tax growth of 1 percent plus new construction. Nonetheless, the 2014 increase presents an opportunity for the City to invest in much needed services in the 2014 Proposed Budget.

Another source of optimism in the budget – also tied to the relative strength of the local economy – is Real Estate Excise Tax (REET) revenues. REET, which is a tax on real estate transactions, supports many of the City's general government capital investments. The local real estate market is gaining strength, fueled by a very strong commercial sector, boosting anticipated REET revenues to \$50.8 million in 2014.



### **Saving Before Spending – Rainy Day Fund is Funded at the Pre-Recession Level for 2014**

In addition to an improved revenue outlook, the City's financial picture is considerably better as a result of concerted efforts by Seattle Mayor Mike McGinn to restore the health of the City's General Fund financial reserves. The City relies on its reserves, including the Rainy Day Fund, to protect it from unexpected revenue or expenditure challenges. When Mayor McGinn took office in 2010, the Rainy Day Fund, which had reached a peak funding level of \$30.6 million in 2008, or 4.1 percent of General Fund tax revenues, totaled only \$10.5 million following a significant draw down of the fund to address the City's budget challenges. Despite persistent financial challenges, the Mayor, adopting a philosophy of

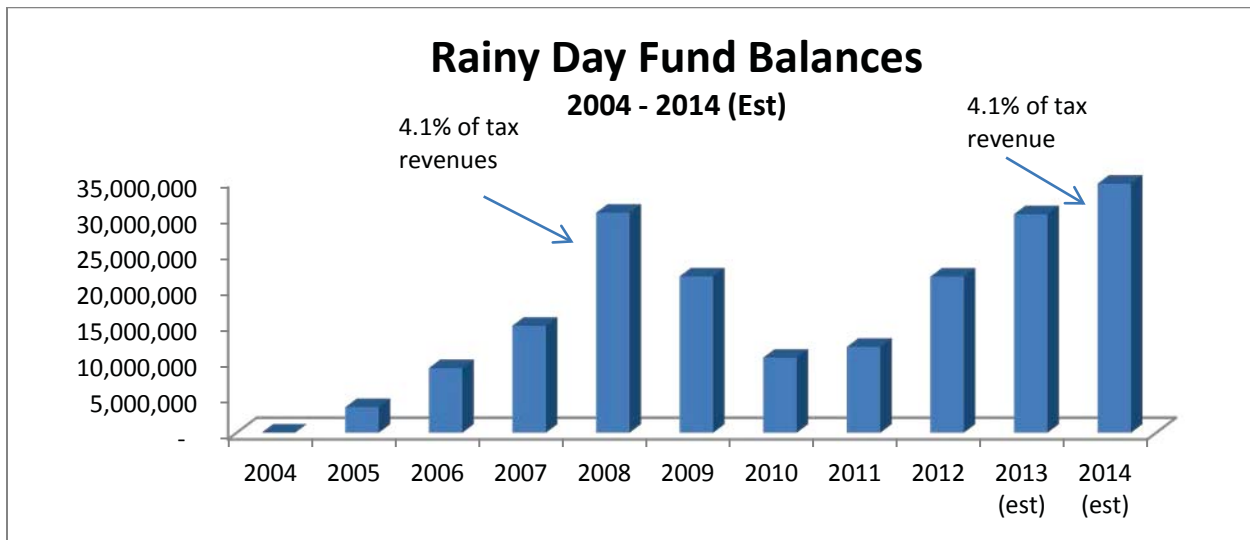


## Proposed Executive Summary

“saving before spending,” contributed to the Rainy Day Fund in each of the last three years.

- 2011 - \$1.5 million
- 2012 - \$9.7 million
- 2013 - \$8.7 million

The 2014 Proposed Budget makes a \$4.3 million contribution to the Rainy Day Fund – equivalent to 0.5 percent of projected General Fund tax revenues for 2014, in keeping with the policy changes the Mayor proposed and the City Council adopted in 2011. This contribution will bring the Rainy Day Fund balance to \$34.7 million – its largest dollar value ever.



A healthy Rainy Day Fund is an essential tool in creating financial stability for the City. It allows the City to preserve services in times of an unexpected revenue contraction and is an important variable in maintaining the City’s high bond rating, which helps keep the City’s borrowing costs low.

The City also maintains the Emergency Subfund (ESF). While money in the Rainy Day fund is available when the General Fund experiences an unexpected contraction in revenues, the City draws upon the ESF in the event of expenditures in response to an unexpected emergency, most commonly costs to respond to significant storms. By state law, the City can maintain the equivalent of 37.5 cents per \$1,000 of assessed property values in the City in the ESF. Because the city experienced contractions in assessed property values since the onset of the Great Recession, the City of Seattle has not contributed to the ESF since 2009. In fact, the reduction in assessed values resulted in the City actually reducing the amount of money in the ESF to stay within the state-mandated funding level. Another sign that Seattle’s economy is gaining strength, the City forecasts an increase in 2014 in assessed property values, meaning the City can once again contribute to the ESF. As such, the 2014 Proposed Budget contributes an additional \$3.7 million, on top of the \$900,000 contribution assumed in the 2014 Endorsed Budget, to the ESF, bringing the total value of the fund to \$48 million, the largest dollar value ever.

## Proposed Executive Summary

The 2014 Proposed Budget allocates 56.4% of the General Fund to public safety, up from 56.2% in 2010.

### Strategic Investments to Respond to Emerging Needs

In preparing the 2014 Proposed Budget, Mayor McGinn prioritizes investments to:

- Enhance **Public Safety**
- Protect and expand the **Human Services** safety net
- **Empower** Seattle residents
- Strengthen the vitality of Seattle's diverse **Neighborhoods**
- Maintain and grow the City's **Transportation** infrastructure
- Improve the efficiency and effectiveness of City **Government**

Collectively, the 2014 Proposed Budget investments will expand the City's work force by 167.17 full-time equivalents (FTEs), bringing the City's total work force to 11,195.53 FTEs.

### Investments to Enhance Public Safety

Protecting the public safety of Seattle's residents and visitors remains a paramount responsibility of City government. The 2014 Proposed Budget allocates 56.4 percent of the City's General Fund to public safety functions, up from 56.2 percent in 2010. Mayor McGinn allocates additional resources in 2014 to improve public safety, as follows:

- Increase the size of the police force to improve 911 response times
- Strengthen the City's commitment to the Center City Initiative to foster public safety in downtown Seattle
- Expand the Park Ranger program to enhance public safety in Seattle's parks
- Promote pedestrian safety throughout Seattle by expanding the school zone camera program
- Improve Seattle Municipal Court's oversight of Driving Under the Influence offenders

**Increasing the Size of the Police Force:** The 2007 Neighborhood Policing Plan is the City's primary policy document governing the deployment of police resources. It sets three performance goals for the Seattle Police Department (SPD):

- Respond to high-priority emergency calls in an average of seven minutes or less. This is a commonly accepted response time for police forces in larger cities.

## Proposed Executive Summary

The 2014  
Proposed  
Budget adds 15  
police officers,  
bringing the  
total number to  
1,342.

- Allow patrol officers to do more proactive policing – a target of 30 percent of officer time – to help resolve the underlying conditions that create violations of law and/or public order.
- Deploy 10 additional "back-up" police vehicles citywide. These cars – two in each precinct – provide better area coverage and improve back-up capability to enhance officer safety.

Since 2010, SPD has met or exceeded these performance objectives. Crime in the city is down. Through July 2013, violent crimes in Seattle have decreased 9 percent compared to 2009. Property crimes have decreased 12 percent over the same time period. That said, public safety concerns in several Seattle neighborhoods, including downtown, suggest the City could benefit from additional police officers. In the 2014 Proposed Budget, Mayor McGinn provides funding for 15 additional police officers and continues funding for four police officer positions added in 2013, increasing the total sworn officer ranks to 1,342 by the end of 2014, up 19 officers from the 1,323 positions in the 2014 Endorsed Budget. By yearend 2014, SPD will have 42 more police officer positions funded than in 2012. SPD will deploy the 15 new officers provided in the 2014 Proposed Budget as follows:

- Eight officers will enhance SPD's 911 response capabilities in Seattle neighborhoods, including downtown.
- Three officers will work alongside Seattle's park rangers patrolling downtown parks, in support of the Center City Initiative.
- Two officers will staff SPD's Crisis Intervention Team, which is composed of specially trained staff who work to divert individuals in mental health crisis from the justice system by directing them to services elsewhere in the community.
- Two officers will process school zone camera citations.

**Strengthening the City's Commitment to the Center City Initiative (CCI):** By many measures, downtown Seattle is thriving. According to a recent study released by the Downtown Seattle Association, the number of people calling downtown Seattle home since 2000 is up 24 percent– more than double the rate of growth citywide. Downtown Seattle now supports 200,000 employees, up from a low of 183,521 in 2010. This represents 40 percent of all employees in Seattle – nearly the same number of jobs in Redmond and Bellevue combined.

Despite these positive economic trends, a significant homeless population in downtown struggles with the need for mental health and/or substance abuse treatment, stable housing and sufficient food. The Center City Initiative, which Mayor McGinn initiated in 2012, collaborates with residents, businesses, service providers, and government agencies on specific actions to help make

## Proposed Executive Summary

The 2014  
Proposed  
Budget doubles  
the City's  
investment in  
the Center City  
Initiative.

downtown streets safe and inviting. The 2014 Proposed Budget doubles the 2014 Endorsed Budget's investment in CCI by adding an additional \$3.5 million, including \$1.75 million for the Human Services Department (HSD) to increase funding for case management and services in the downtown core through the Law Enforcement Diversion Program (LEAD). The new CCI funding for 2014 also includes expanded funding for homeless services, additional police officers and park rangers, all of which are described elsewhere in this overview. The Seattle Police Department and multiple nonprofits in the Belltown neighborhood administer LEAD. LEAD allows the Seattle Police Department to refer individuals who engage in low-level crimes to services instead of arresting them. LEAD helps to identify and implement long-term solutions to the underlying problems that contribute to the individual engaging in low-level street disorder and crime. More than investments 230 individuals will receive intensive case management and services as a result of expanding LEAD to the entire downtown core. By accessing needed services, homeless individuals will achieve greater stability, and, as a result, create safer and more inviting downtown streets for residents, businesses and visitors.

**Expanding the Park Ranger Program:** To promote public safety in Seattle's parks, the 2014 Proposed Budget expands the City's commitment to the Park Ranger program by continuing to fund the two park rangers Mayor McGinn added in mid-2013 to patrol downtown and Cal Anderson parks. These additional park rangers bring the total number of park rangers to 10. Park rangers provide a wide variety of services including enforcing the Parks Code of Conduct and providing interpretive and historical information about the parks they patrol. In addition, park rangers cooperate with local outreach services to connect vulnerable park users with appropriate services, ranging from mental health counseling to housing. Park rangers also work closely with the SPD, including the officers previously mentioned, and the Metropolitan Improvement District Ambassadors to enforce park use policies and other laws. The park rangers will create safer and more inviting places for residents and visitors to congregate, supporting the objectives of CCI.

**Promoting Pedestrian Safety by Expanding Seattle's School Zone Camera Program:** The 2014 Proposed Budget extends the City's commitment to promoting pedestrian safety by expanding the automated school zone speed enforcement camera program and reinvesting the revenues it generates into school safety improvements. With the additional 2014 investment, six more schools will have automated speed enforcement cameras in place by the end of 2014, bringing the total number of schools to 15.

## Proposed Executive Summary

The 2014 Proposed Budget invests \$7.1 million in school zone camera revenues in school-safety projects for 12 schools.

Speed is a persistent traffic safety issue that contributes to one out of every three collisions in Seattle. Speeding increases the severity of collisions and is especially lethal for pedestrians and cyclists. A pedestrian hit by a vehicle going 30 miles per hour has a 45 percent chance of dying, while 95 percent of pedestrians hit at 20 miles per hour are likely to survive. In 2007, the National Highway Traffic Safety Administration (NHTSA) reviewed 13 studies of automated speed enforcement and reported that all of the studies showed decreases in injury rates and crashes with the use of automated speed enforcement cameras.

Seattle expects to generate \$8.6 million in revenues in 2014 from school zone camera citations. The 2014 Proposed Budget reinvests all of these proceeds back into the school zone camera program, including \$7.1 million into pedestrian safety infrastructure improvements – such as curb bulbs, street crossing improvements, and installation and repair of sidewalks – near schools throughout Seattle, as well as maintains school zone warning beacons. The following schools will benefit from infrastructure improvements in 2014:

- Arbor Heights Elementary School (ES)
- Bailey Gatzert ES
- Broadview Thomson K-8 School
- Bryant ES
- Eckstein Middle School
- John Rogers ES
- McDonald International School
- Nathan Hale High School
- Olympic View ES
- Sacajawea ES
- Thornton Creek ES
- Wedgwood ES

The remaining citation revenues support program operating costs, including leasing the cameras.

**Improving Oversight of Driving Under the Influence (DUI) Offenders:** In 2013, the Washington State Legislature passed a new set of laws designed to strengthen the penalties against DUI defendants, resulting in expanded oversight responsibilities for Seattle Municipal Court (SMC) and other jurisdictions throughout the state. The new laws require DUI defendants who have previous DUI convictions to install an ignition interlock device (IID) within five business days after their first appearance. Judges will monitor this requirement as a condition of release from jail and can revoke release or increase bail if defendants fail to comply with the installation. Judges also frequently order pretrial breath testing and urine analyses for alcohol and drugs. Probation counselors in SMC's Day Reporting Center monitor defendants for compliance. The 2014 Proposed Budget funds an additional probation counselor to perform this monitoring and testing. The Budget also provides SMC with additional resources for expanded drug and alcohol testing

## Proposed Executive Summary

General Fund support for human services increases by \$5.6 million, or 9%, in the 2014 Proposed Budget.

of DUI defendants. The number of defendants under probation supervision will continue to increase as new DUI cases are filed and judges impose up to five years of probation oversight in more serious DUI cases in accord with changes in state law.

### Investments to Protect and Expand the Human Services Safety Net

Recognizing that many families and individuals continue to suffer the effects of the Great Recession and from reductions in funding from other public-sector entities, the 2014 Proposed Budget demonstrates Mayor McGinn's strong commitment to protecting and expanding the human services safety net. General Fund support for human services increases by \$5.6 million, or 9 percent, in the 2014 Proposed Budget relative to 2014 Endorsed Budget. The Budget preserves services and increases support in key program areas, such as:

- Homelessness
- Domestic violence
- Senior services

The 2014 Proposed Budget also provides resources to backfill for lost federal and state funding.

**Expanding Services for the Homeless:** The 2014 Proposed Budget provides an additional \$850,000 to support the needs of the homeless, allowing the Human Services Department (HSD) to:

- Keep the City Hall winter shelter and the women's shelter open year-round.
- Backfill lost federal Community Development Block Grant funds that previously supported shelter services – primarily through the Downtown Emergency Services Center.
- Increase hygiene center hours by 12 hours on Sundays, allowing these centers to remain open seven days per week, supporting the goals of the Center City Initiative (CCI).
- Support the operating costs of a new day center and shelter location south of downtown that will allow the services previously provided at the Roy Street shelter and Belltown hygiene center to co-locate, also supporting the goals of CCI.
- Serve more vehicular residents by tripling the number of safe parking spaces, for a total of 90, and enhancing connections to services for individuals and families sleeping in vehicles.

## Proposed Executive Summary

General Fund investments for domestic violence response have nearly doubled since 2010.

Investments in homeless services are also a critical component of the Center City Initiative as described previously.

**Enhancing Domestic Violence Response Services:** The City maintains its commitment to providing domestic violence (DV) response services in the 2014 Proposed Budget, expanding funding by \$450,000 for a total allocation of \$5.4 million. General Fund investments in DV services have nearly doubled since 2010. Although crime is down across the city, domestic violence assaults increased during the recession.

Working in partnership with the Seattle Police Department, the King County Prosecuting Attorney's Office, domestic violence service providers, and the Seattle Police Foundation, the Human Services Department (HSD) will launch a new domestic violence response center in mid-2014. By co-locating police officers, prosecuting attorneys, civil legal service providers, and community-based advocacy and social service providers, the response center will provide a one-stop shop for victims of domestic violence. The City will support half of the center's operating costs, with the balance of funding coming from King County and the Police Foundation. The Police Foundation and other private donors will provide the capital funding for the center.

As a result of increased demand and decreased federal funding, the 2014 Proposed Budget also adds funding to establish and maintain long-term housing for domestic violence survivors and their children. The expanded funding will allow the City to serve approximately 50 more families, increasing the number served by more than 40 percent. Finally, the 2014 Proposed Budget funds a domestic violence manager position in HSD that will oversee all aspects of the City's domestic violence response.

**Supporting Seattle's Senior Service Centers:** With the number of older people expected to nearly double in the next decade, Seattle's network of senior centers serve as an essential resource in providing easy-access to low-cost social and health services for elders and the people who care for them. The 2014 Proposed Budget provides \$210,000 in additional funding to nine senior centers:

- Ballard Senior Center
- Central Area Senior Center
- Greenwood Senior Center
- International Drop In Center
- Pike Market Senior Center
- South Park Senior Center
- Southeast Seattle Senior Center
- Wallingford Community Senior Center
- Senior Center of West Seattle



## Proposed Executive Summary

The 2014  
Proposed  
Budget backfills  
\$2.6 million in  
lost state,  
federal and  
external grant  
funding.

In 2012, these nine senior centers served more than 14,000 Seattle residents, of which 60 percent live alone and 65 percent are low-income. Additional funding will allow the centers to increase targeted programming and case management unique to neighborhood needs.

The City's investment in service for seniors comes at a critical time. HSD's Aging and Disability Services (ADS) division will lose \$483,000 in funding due to federal sequestration and other \$148,000 in funding from the state Department of Social and Health Services, which would reduce services to nearly investments 1,600 seniors in Seattle. The 2014 Proposed Budget provides ADS with General Fund dollars to backfill this lost revenue, allowing ADS to continue to provide meal services, volunteer transportation, adult day services, case management, family caregiver support services, and healthy aging programs to 13,500 low-income seniors.

In total, the 2014 Proposed Budget allocates \$4.3 million in General Fund dollars for senior services, up 25 percent from the 2014 Endorsed Budget.

**Backfilling for Federal and State Budget Cuts:** As other governments continue to struggle to recover from the Great Recession, Seattle's relative budget strength allows the City in the 2014 Proposed Budget to backfill \$2.6 million in services, including \$1.6 million in services provided by HSD, including the senior services described previously. Absent City funds, these services would be eliminated. Over the past four years, HSD has seen a significant reduction in funding from the federal and state governments and other outside entities. Since 2010, revenues from these sources are down 34 percent. Meanwhile the City's General Fund commitments to HSD are up 28 percent, partially offsetting reductions from external sources and allowing the City to serve those in need of a strong human services safety net.

### Investments to Empower Seattle Residents

Creating an environment that promotes shared prosperity among all Seattle residents remains an important priority for Mayor McGinn. The 2014 Proposed Budget supports this priority by making a number of investments to help Seattle residents seek economic advancement, including:

- Creating a Civic Leadership Institute for Refugee Women
- Increasing Construction Employment Opportunities for Seattle Residents
- Improving Early Learning and Quality Child Care Opportunities

**Creating a Civic Leadership Institute for Refugee Women:** The 2014 Proposed Budget provides one-time pilot project funding to develop a Civic



## Proposed Executive Summary

The 2014 Proposed Budget provides an additional \$500,000 to support high-quality early learning and child care.

Leadership Institute for refugee women. The goal of the institute is to better integrate Seattle's refugee communities into the City's civic, economic and cultural life by empowering women and encouraging them to share their knowledge with others in their communities. The Mayor's Safe Communities Initiative, a broad community outreach project that gave residents the opportunity to give their input on how the City could improve safety, identified the need for increased engagement with immigrant and refugee communities. The institute will train 10 to 20 refugee women in civic engagement and will also include officers from the Seattle Police Department (SPD) in an effort to increase cultural understanding and trust between SPD and refugee communities.

### **Increasing Construction Employment Opportunities for Seattle Residents:**

The 2014 Proposed Budget invests \$715,000 in providing opportunities for Seattle residents, including young adults, to gain the training and skills needed to enter the construction industry and obtain a family-wage job. Thanks to Seattle's relative economic strength, the construction industry is experiencing rapid post-recession growth locally and offers living wage opportunities for trained workers.

The 2014 Proposed Budget includes \$465,000 to develop a Target Hire program to provide worker training and support to increase employment opportunities in construction work for individuals that historically face barriers to jobs in the construction industry. The Budget also provides \$250,000 to preserve YouthBuild, a non-profit program providing construction education and apprenticeships for homeless youth and young adults at risk of violence, jeopardized by the loss of federal grant dollars. These investments build upon the \$300,000 increase in the 2014 Endorsed Budget for the Seattle Conservation Corps, which will increase the number of Parks improvement projects from 15 to 25 parks in low- to moderate-income neighborhoods to provide additional training opportunities for formerly homeless adults.

**Improving Early Learning and Quality Child Care Opportunities:** Access to high-quality early learning opportunities is essential in ensuring that all Seattle children enter kindergarten ready to learn. Mayor McGinn underscores his commitment to improving the early learning and child care for all Seattle children by allocating \$500,000 in additional resources in the 2014 Proposed Budget. Through high-quality professional development for early education providers, outcomes for children will improve across the city. The City's new Early Learning Academy, launched in 2013, enhances training opportunities for early education teachers and family caregivers to improve their effectiveness in preparing children for kindergarten. The

## Proposed Executive Summary

The 2014  
Proposed Budget  
funds the  
Neighborhood  
Matching Fund  
at pre-recession  
levels.

Budget includes an additional \$150,000 to recruit and encourage existing child care providers serving low-income children to participate in the Early Learning Academy network. This expansion builds on existing outreach efforts to Somali providers and nearly double the size of the Comprehensive Child Care Program to 250 providers. The Budget also increases early learning provider training opportunities, incentives for participation, and City staff capacity to train and support additional child care providers, focusing on those who serve immigrant and refugee children.

Given the large gaps in the quality of early education across the city for all children, the 2014 Proposed Budget also includes funding for a plan to achieve universal prekindergarten education in Seattle. This analysis will identify costs and the most effective best practices for investing in universal prekindergarten education. In addition, the Budget also funds the Read and Rise program to engage some of Seattle's most at-risk families and communities to support literacy development and narrow the achievement gap in children pre-kindergarten through third grade. Improvements to early education participation and outcomes will empower children to succeed in school and in life.

### **Investments to Strengthen the Vitality of Seattle's Diverse Neighborhoods**

Thriving neighborhoods are important to Seattle's success. The 2014 Proposed Budget demonstrates Mayor McGinn's commitment to shared prosperity among Seattle neighborhoods by making a number of key investments, including:

- Increasing funding for the Neighborhood Matching Fund
- Enhancing downtown traffic flow
- Supporting neighborhoods surrounding the Duwamish River
- Investing in Seattle's historic entertainment facilities
- Promoting coordination with neighborhoods during major construction projects

**Increasing Funding for the Neighborhood Matching Fund:** The Neighborhoods Matching Fund (NMF) program empowers residents to make positive contributions to their communities. The NMF is an important resource providing grants to neighborhood organizations wishing to initiate planning, organizing, and/or physical improvement projects. The 2014 Proposed Budget adds \$500,000 to the Neighborhood Matching Fund (NMF), bringing total available grant resources to pre-recession levels.

## Proposed Executive Summary

The 2014  
Proposed  
Budget invests  
\$4.1 million in  
Intelligent  
Transportation  
Systems to  
improve traffic  
flow downtown.

**Enhancing Downtown Traffic Flow:** Downtown serves as Seattle's commercial, retail, and employment hub. It is also the site of a number of major construction projects, including the Elliott Bay seawall replacement project, the State Route 99 tunnel construction, and the waterfront redevelopment project. To improve traffic flows through downtown during these construction projects, the 2014 Proposed Budget invests more than \$4.1 million in Intelligent Transportation Systems, which utilize electronic communications technologies, such as sensors, cameras and electronic signs, to increase the efficiency of traffic flows. For example, the Seattle Department of Transportation will install new sensors and cameras on north/south streets in the Central Business District, including Alaskan Way and First, Second, Fourth, and Fifth Avenues, and on key east-west streets, including James, Spring, University, Howell, and Marion streets. Information from these sensors will allow the City's signal control system to adapt to real-time traffic. In addition, four dynamic message signs will allow travelers to make informed decisions about their travel routes, based on travel time before they enter the area.

**Supporting Neighborhoods Surrounding the Duwamish River:** As Seattle and other jurisdictions embark on the clean-up of the Duwamish River, the City of Seattle intends to help ensure the vitality and economic health of surrounding neighborhoods. The 2014 Proposed Budget creates a \$250,000 reserve to create a Duwamish River Opportunity Fund. The opportunity fund will enhance existing programs and/or support new programs focused on addressing challenges faced by communities in the Duwamish River area. Supported programs may be run by the City or through partnership with other jurisdictions and community organizations. The community recently identified the need for assistance for a broad set of challenges including environmental, economic and health issues. This opportunity fund is one component of a broader City, King County, and Port of Seattle effort to improve the quality of life and restore the health of Duwamish River communities. The City will work with the community to establish the specific process and criteria for the disbursement of these funds in early 2014.

**Investing in Seattle's Historic Entertainment Facilities:** Entertainment facilities are often the heart of a neighborhood, providing local residents, as well as neighbors from other parts of the City, a place to recreate. Mayor

## Proposed Executive Summary

The 2014  
Proposed  
Budget  
increases SDOT  
funding by 27%  
relative to the  
2013 Adopted  
Budget.

McGinn allocates more than \$455,000 to three historic entertainment facilities:

- The Moore Theater
- The Egyptian Theater
- Washington Hall

The City funds will help these facilities address their significant maintenance and repair issues, preserving their place in the community.

### **Promoting Coordination with Neighborhoods during Major Construction**

**Projects:** The City has a number of major construction projects underway throughout the city, including the Mercer corridor, the First Hill streetcar, the Alaskan Way Viaduct/Elliott Bay Seawall project, and the 23<sup>rd</sup> Avenue corridor. The 2014 Proposed Budget adds funding to the Department of Neighborhoods to hire a capital projects coordinator to assist departments in performing effective outreach for large City capital projects. Too often, community outreach is not sufficiently effective, resulting in a negative community response to a capital project. The new capital coordinator position will improve the City's outreach by identifying projects with significant community impacts and developing neighborhood-specific outreach plans before the project starts. In addition, the capital coordinator will ensure that residents get timely, accurate responses to their comments, concerns and questions. Residents can have difficulty getting responses from City employees whose primary focus is running the capital project rather than its effects on the community. The coordinator will act as the main point of contact for residents who reach out to the City about capital projects in their neighborhoods.

### **Investments to Maintain and Grow the City's Transportation Infrastructure**

To continue fostering Seattle's success as a thriving and growing metropolitan area, the City must invest in its transportation infrastructure – to both maintain existing systems and expand transportation options to meet evolving needs. The 2014 Proposed Budget demonstrates Mayor McGinn's commitment to the City's transportation system, providing \$407.2 million, including \$40.4 million from the General Fund, for transportation purposes – a 4 percent increase relative to the 2014 Endorsed Budget and a 27 percent increase relative to the 2013 Adopted Budget. The Budget allocates funds to neighborhoods throughout Seattle, supporting multiple modes of transport, including

## Proposed Executive Summary

The 2014  
Proposed Budget  
dedicates \$37.1  
million to road  
maintenance, up  
37% from 2010.

walking, biking, driving, freight, and transit. Some of the programmatic areas benefiting from increased funding in 2014 include:

- Road, bridge and signal maintenance
- Pedestrian and bicycle improvements
- Transit
- Multi-modal improvements to the 23<sup>rd</sup> Avenue corridor

The investments described below are over and above the \$7.1 million school zone and the \$4.1 million Intelligent Transportation Systems investments previously mentioned.

**Prioritizing Investments in Road, Bridge and Signal Maintenance:** For decades, Seattle deferred maintenance of its aging transportation infrastructure due to funding constraints. Spending on road maintenance has increased 37 percent since Mayor McGinn took office in 2010. The 2014 Proposed Budget allocates \$37.1 million to road maintenance – a \$2.2 million increase from the 2014 Endorsed Budget. The additional funding supports the following activities:

- **Investing \$1 million to repair approximately two lane miles of the City's arterial roadways.** The Seattle Department of Transportation (SDOT) will select projects based on pavement condition; cost; transit, bicycle, pedestrian and freight use; traffic volume; coordination opportunities; and geographic balance across the city. The 2014 Proposed Budget increase builds on a \$1 million increase for arterial road maintenance already included in the 2014 Endorsed Budget, together representing a 34 percent increase from the amount in the 2013 Adopted Budget.
- **Designing and installing traffic calming devices on approximately 10 blocks of neighborhood streets.** These improvements, costing \$100,000, will help to achieve 20 miles-per-hour speed limits on residential streets near parks, schools, libraries, senior housing, neighborhood business centers, and walking routes to transit. This represents a 25 percent increase in funding from both the 2013 Adopted and 2014 Endorsed budgets.
- **Restoring approximately one mile of the city's non-arterial streets.** Seattle has 2,412 lane-miles of non-arterial streets. This \$1 million investment in the 2014 Proposed Budget builds on a \$1.1 million increase already included in the 2014 Endorsed Budget, together representing a 121 percent increase in funding from the 2013 Adopted Budget.
- **Developing small-scale capital improvements at four or five street ends annually during 2014 and 2015.** Improvements may include stairs,

## Proposed Executive Summary

The 2014 Proposed Budget provides an additional \$921,000 to more proactively maintain traffic signals.

benches, seating, viewing platforms, plantings or landscaping, and habitat enhancements.

The City fully maintains and operates 122 bridges throughout Seattle. The 2014 Proposed Budget provides more than \$13 million to maintain these bridges, a \$500,000 increase from the 2014 Endorsed budget. The additional funds for 2014 allows SDOT to begin conceptual design work necessary to rehabilitate or replace up to four of the City's most structurally deficient bridges. Doing this work now will better position SDOT to obtain grants to complete the work and potentially include some costs in the next Bridging the Gap Levy.

The 2014 Proposed Budget also allocates an additional \$921,000 to more proactively maintain and improve the City's traffic signal system. The signal system, especially in the downtown core, was last upgraded in 1985 and has many technological limitations, some of which were highlighted in a 2013 efficiency analysis commissioned jointly by the City Council, the City Budget Office and SDOT. The efficiency analysis noted that SDOT should be retiming its signals more frequently, but that long-standing resource deficiencies limited its ability to do so, resulting in increased congestion and longer travel times. The new 2014 investments, which augment \$7.1 million already in SDOT's signal maintenance budget, will allow SDOT to:

- Reduce the preventative maintenance cycle from once a year to once every six months for traffic signals, Intelligent Transportation Systems (ITS) devices, and the communication system supporting the ITS network.
- Replace the oldest and most vulnerable traffic signals and install pedestrian countdown signals at new locations.
- Re-time approximately 40 additional traffic signals annually, with priority given to arterials with the oldest timing and highest traffic congestion.
- Install railroad crossing improvements at the intersection of Clay Street and Alaskan Way to maintain the quiet zone along the waterfront. This funding augments \$786,000 already included in the 2014 Endorsed Capital Improvement Program for this project.

**Investing in Infrastructure that Supports Walking and Biking:** Walking and bicycling are increasingly popular modes of transportation in Seattle. The 2010 census showed a 105 percent increase in the number of people biking to work as compared to 2000. There was a 25 percent increase in the number of people walking and an 11 percent increase in transit use over the same time period,

## Proposed Executive Summary

The 2014 Proposed Budget increases support for multi-modal improvements to the 23<sup>rd</sup> Avenue corridor.

while the number of people driving to work decreased by 2 percent.

Recognizing the increasing importance of alternative modes of transportation, the Proposed Budget prioritizes the following investments for 2014:

- \$2.5 million for new sidewalks on Aurora Avenue North and other locations throughout the city,
- \$1 million for sidewalk repair and curb ramp installations.
- \$2.4 million for a new bicycle greenway parallel to the 23<sup>rd</sup> Avenue corridor.
- \$500,000 for improved pedestrian and bicycle facilities near the Northgate light rail station.
- \$350,000 for stairway rehabilitation and a new pedestrian crossing near the Montlake light rail station.

**Promoting Additional Transit Alternatives:** Recognizing that more people rely on transit to travel through the city, Mayor McGinn allocates an additional \$3.2 million to improve the city's transit network in the 2014 Proposed Budget, including:

- Preliminary engineering and environmental analysis for bus rapid transit on Madison Street.
- Station area planning and study of various pedestrian, bicycle, and transit connections across the Lake Washington Ship Canal near Ballard.
- Final design for the Center City Connector project, linking the First Hill and South Lake Union streetcars through downtown.

**Supporting Multi-Modal Improvements to the 23<sup>rd</sup> Avenue Corridor:** The 2014 Proposed Budget allocates \$2.9 million of Real Estate Excise Tax and state grant funding to support improvements to the 23<sup>rd</sup> Avenue Corridor. This investment supplements an additional \$13.8 million in other funding sources supporting the project. A vital multi-modal corridor, 23<sup>rd</sup> Avenue connects much of southeast and central Seattle with Capitol Hill, the University District, and other northeast Seattle neighborhoods. In response to community feedback, SDOT will change the street from four lanes to three lanes between East John Street and Rainier Avenue South and develop a parallel greenway route for bicyclists.

The three-lane design allows for substantial pedestrian improvements by reconstructing sidewalks and reducing the curb-to-curb width by eight feet in most places. It also allows SDOT to adjust the traffic lanes to conform to lane-width standards, as opposed to the narrow lanes existing today. SDOT will reconstruct pavement and upgrade signals to meet transit signal priority needs and accommodate ITS features, such as travel time information. SDOT



## Proposed Executive Summary

will also install poles for future trolley wires to close two gap segments of the trolley network, thereby advancing Route 48 transit electrification development in the corridor. Trolley buses reduce greenhouse gas emissions and provide a quieter, more neighborhood-friendly service. Work on the project began in April 2013, with completion slated for the end of 2016.

### **Investments to Improve the Efficiency and Effectiveness of City Government**

Mayor McGinn has made investments to improve the efficiency and effectiveness of City government a priority in his three previous budget proposals. The 2014 Proposed Budget is no exception, allocating resources to:

- Enhance the City's customer service functions
- Further "Green" the City's fleet
- Promote gender equity in the City's workforce
- Evaluate programs to assess effectiveness
- Invest in the City's critical business technology infrastructure

The 2014  
Proposed  
Budget adds  
staff to improve  
customer  
service.

**Enhancing the City's Customer Service Functions:** The 2014 Proposed Budget enhances the City's in-person and telephone customer service capabilities. In mid-2013, the Department of Finance and Administrative Services (FAS) converted newly vacant space in the lobby of the Seattle Municipal Tower in downtown Seattle into a drop-in customer service center where people doing business with the City can pay their taxes, purchase a license, and obtain information about City services. In its first months of operation, the customer service center processed 1,400 transactions. FAS received positive feedback from customers noting how easy it is to visit and use the center. Currently, FAS staffs the customer service center with existing staff resources. The 2014 Proposed Budget provides FAS with additional staff to further support the new customer service center. The 2014 Proposed Budget also provides FAS with additional staff resources to handle calls it receives on the City's Information and Complaint telephone line. The volume of calls has increased by 69 percent since 2010, generating a need for additional staff to ensure that 80 percent of the calls are answered within 60 seconds.

**Further "Greening" of the City's Fleet:** For more than two decades, the City of Seattle has been at the forefront of green fleet management practices. The 2014 Proposed Budget continues this tradition by investing resources to help the City of Seattle cut its annual use of petroleum-based fuels by 1 million gallons by 2020. Specifically, the Budget allocates resources to allow FAS to:



## Proposed Executive Summary

- Update the Green Fleet Action Plan;
- Purchase alternative fuel vehicles;
- Design an alternative fueling infrastructure plan for electric vehicle charging stations;
- Prepare existing storage tanks for the transition to biodiesel; and
- Install and use in-vehicle technologies to track vehicle usage data and identify potential efficiencies.

In addition, in 2014 the Seattle Police Department will replace 18 gas-powered parking enforcement vehicles with all-electric vehicles.

**Promoting Gender Equity in the City's Work Force:** The City of Seattle is committed to gender equity in the workplace. A recent report from the National Partnership for Women and Families (NPWF) ranked Seattle as having the widest gender wage gap among the nation's 50 largest metropolitan areas, highlighting the fact that much work remains. In response to this report, Mayor McGinn directed a review of the City's salary structure to determine if the salaries of City employees contributed to gender-based pay difference in the local metropolitan area. Key findings from this initial review include:

- Two-thirds of the City work force is male.
- Men are employed more often in higher paid job classifications.
- Men and women in the same job titles earn approximately the same; however, the City's female employees are paid 9.5 percent less, on average, than men because women are employed more often in lower-paid job classifications.

Mayor McGinn also convened the Gender Equity Task Force to develop recommendations for how the City can eliminate the gender pay gap. The task force will issue its short-term recommendations in September 2013 and long-term recommendations by the end of 2013. By January 2014, the City will identify an implementation plan, including next steps for a Gender Justice Initiative. To cover implementation costs, including correcting salary inequities, the 2014 Proposed Budget establishes a \$1.5 million reserve.

**Evaluating Programs to Assess Effectiveness:** Mayor McGinn is committed to strong performance management practices. Since 2011, the Mayor has posted on the Internet for public view his [performance expectation agreements](#) with individual City departments. As the City continues to place a greater emphasis on strong program design and evaluation as it attempts to meet the growing need for services with its limited resources, the 2014 Proposed Budget provides resources for the City Budget Office (CBO) to

The 2014  
Proposed  
Budget  
establishes a  
\$1.5 million  
reserve to  
address gender  
salary inequities.

## Proposed Executive Summary

The 2014  
Proposed  
Budget invests  
in the City's  
business  
technology  
infrastructure.

hire staff with in-depth experience in program design and evaluation to serve as a Citywide resource for program evaluation and outcomes measurement. Under the leadership of this new position, CBO will develop a training program to help develop this expertise among staff in departments who develop new programs and manage existing ones. These new resources will allow the City to develop standard approaches and policies on program design and evaluation, leading to more consistent, robust and thoughtful program evaluations with the ultimate goal of integrating this into all aspects of the budget development process.

**Investing in the City's Critical Business Technology Infrastructure:** The 2014 Proposed Budget allocates funding to support on-going work to upgrade the City's aging technology infrastructure, including:

- the accounting system
- the budget system
- the data center

The Department of Finance and Administrative Services (FAS) continues its work to improve financial reporting and access to information for decision-makers with the Citywide Financial Management and Accountability Program (FinMAP). FinMAP is a multi-year effort that is seeking to establish Citywide standards for the use of the City's main financial system (Summit) by departments and provide better financial management and accountability for the City. In conjunction with FinMAP, in 2013, FAS started the process to upgrade Summit. In 2014, project staff will work with departments on creating standards for use in the new financial system. A mixture of FAS fund balance and general obligation bonds funds the project in the 2014 Proposed Capital Improvement Program.

In 2013, the City Budget Office (CBO) and the Legislative Department began an effort to redesign the budget development process. The goal is to streamline processes, replace outdated software systems with a consolidated system, and ultimately improve the accuracy and transparency of information available to decision-makers and the public. The 2014 Proposed Budget includes funding to allow CBO, in collaboration with Council central staff, to purchase software and work with a consultant to redefine City business processes, and configure and implement software to best meet the City's business needs. CBO plans to phase in the new software over the development of the 2016 and 2017 budgets, including integration with the City finance system.

Finally, the Budget includes resources for the City to continue its efforts to develop the next generation data center. This effort began in 2012 following

## Proposed Executive Summary

an electrical system problem with the City's primary data center in the Seattle Municipal Tower. The electrical problem highlighted the need to identify a different data center approach with an emphasis on integration, redundancy, and reliability. The new approach for the data center will:

- Use two locations to maximize data recovery capabilities in the event of an emergency.
- Locate the new data centers in existing facilities rather than building a new facility, reducing up-front costs and allowing for a faster move-in.
- Adopt guiding principles for how departments will share network services, storage, management services, and space in the new facilities.

In 2014, the City will begin detailed design work; start purchasing equipment, test and pilot systems; and choose the final locations. The City's three-year timeline calls for completing the project in 2015.

The outlook for the 2014 budget is the most positive in five years.

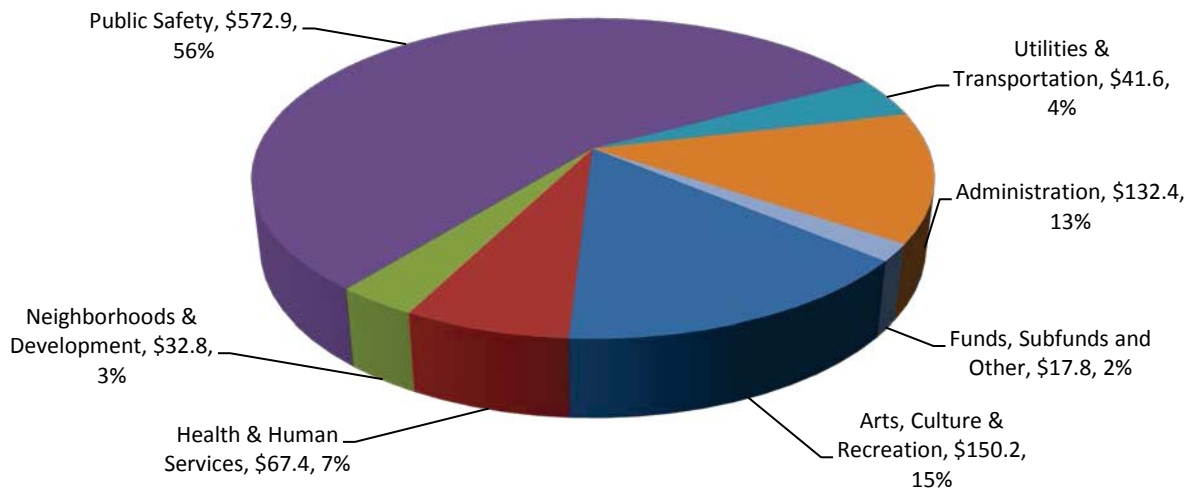
### Looking Ahead

While the budget outlook for 2014 is positive as compared to the last five years, the City's long-term revenue trends remain subdued as compared to other post-recessionary periods. The 2014 revenue growth rates are supported by one-time boosts in the growth rate of property taxes that will temper to the more normal 1 percent plus new construction growth rate for 2015 and beyond. Thus, the General Fund's annual revenue growth will moderate to 2.6 percent and 3.6 percent respectively in 2015 and 2016. As a result, the City is not expected to enjoy the same level of budget expansion in the next biennium as is the case for the 2014 Proposed Budget. While the current forecasts suggest that the 2015 and 2016 budgets are in balance within a percent or so, swings in the economic outlook – good or bad – could adjust this outlook, creating opportunities for further expansion if good or necessitating reductions if bad. The most immediate economic concern centers on the federal budget and debt ceiling debates that will unfold in Washington, D.C., this fall. The overall outlook suggests the need for continued diligence as the City meets existing and emerging needs with its limited resources. The City weathered the fiscal turmoil of the Great Recession relatively well, putting in place a number of budget and financial management practices that should better position it in the years to come. However, it is clear that the revenue growth trends of the past are not likely to return in the near future, meaning that the City still needs to carefully manage how it allocates its limited resources to meet needs of Seattle residents, being sure to invest for rainy days.

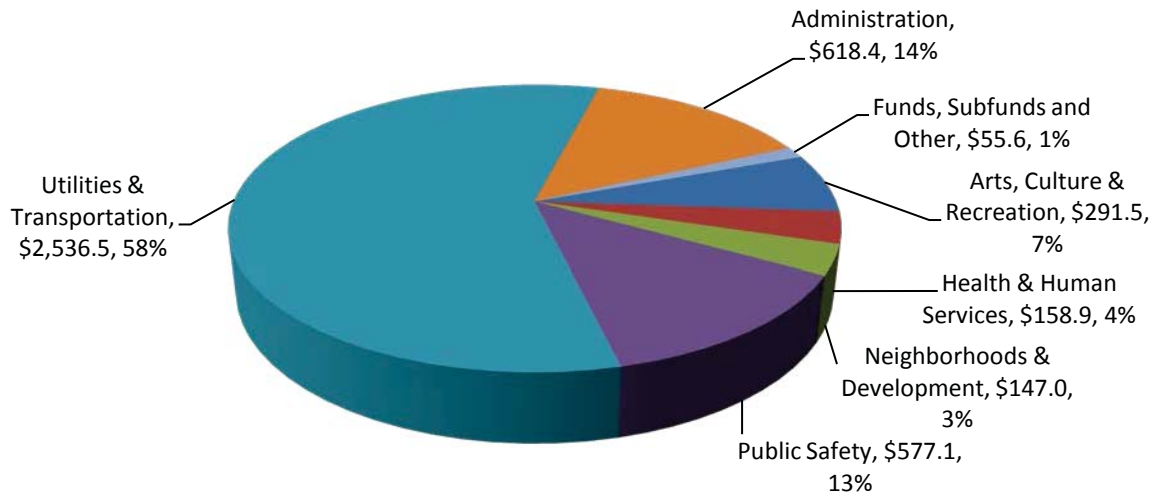


# Summary Charts and Tables

**2014 Proposed General Fund Expenditures - \$1.0 Billion**  
(in millions of dollars)



**2014 Proposed Expenditures - All Funds, \$4.4 Billion\***  
(in millions of dollars)



\*Approximately \$334 million of the \$4.4 billion expenditures are double-appropriated

## Summary Charts and Tables

### RESOURCES SUMMARY BY SOURCE (in thousands of dollars)\*

#### TOTAL CITY RESOURCES

Revenue Source	2013 Actual	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
Taxes, Levies & Bonds	1,243,445	1,239,922	1,349,131	1,281,676	1,449,210
Licenses, Permits, Fines & Fees	170,136	165,527	179,072	179,963	181,782
Interest Earnings	12,270	19,756	15,716	22,014	17,531
Revenue from Other Public Entities	183,370	143,106	143,649	156,120	153,792
Service Charges & Reimbursements	1,152,962	1,445,875	1,222,962	1,514,409	1,305,126
All Else	496,395	601,130	529,546	663,076	668,000
<b>Total: Revenues and Other Financing Sources</b>	<b>3,258,578</b>	<b>3,615,316</b>	<b>3,440,076</b>	<b>3,817,258</b>	<b>3,775,441</b>
Interfund Transfers	654,530	657,814	683,030	708,012	777,043
Balance	302,011	198,373	296,584	202,275	212,194
<b>Total City Resources</b>	<b>4,215,119</b>	<b>4,471,503</b>	<b>4,419,690</b>	<b>4,727,545</b>	<b>4,764,678</b>

\*Totals may not add due to rounding. Total city resources do not equal total city expenditures due to some interfund transfers not accounted for in the expenditures table.

# Summary Charts and Tables

## EXPENDITURE SUMMARY

(in thousands of dollars)

Department	2013 Adopted		2014 Endorsed		2014 Proposed	
	General Subfund	Total Funds	General Subfund	Total Funds	General Subfund	Total Funds
<b>Arts, Culture &amp; Recreation</b>						
Office of Arts and Culture <sup>(1)</sup>	0	7,145	0	7,244	0	8,354
The Seattle Public Library <sup>(2)</sup>	48,044	66,998	50,131	68,825	48,003	67,341
Department of Parks and Recreation	85,230	166,852	90,655	160,699	89,014	172,399
Seattle Center	12,966	44,911	13,464	42,025	13,178	43,416
<b>SubTotal</b>	<b>146,240</b>	<b>285,906</b>	<b>154,250</b>	<b>278,792</b>	<b>150,194</b>	<b>291,510</b>
<b>Health &amp; Human Services</b>						
Educational and Developmental Services Levy	0	24,581	0	28,941	0	28,941
Human Services Department	59,176	123,568	61,834	126,974	67,439	129,939
<b>SubTotal</b>	<b>59,176</b>	<b>148,149</b>	<b>61,834</b>	<b>155,914</b>	<b>67,439</b>	<b>158,880</b>
<b>Neighborhoods &amp; Development</b>						
Office of Economic Development	6,250	9,384	6,230	7,439	7,139	8,668
Office of Housing	0	49,736	0	49,953	0	49,686
Department of Neighborhoods	10,217	10,217	11,002	11,002	11,722	11,722
Neighborhood Matching Subfund	2,891	3,211	2,966	3,293	3,530	3,951
Pike Place Market Levy	0	8,955	0	8,952	0	8,952
Department of Planning and Development	9,651	56,019	9,831	56,847	10,410	64,019
<b>SubTotal</b>	<b>29,009</b>	<b>137,522</b>	<b>30,029</b>	<b>137,485</b>	<b>32,801</b>	<b>146,998</b>
<b>Public Safety</b>						
Criminal Justice Contracted Services	22,492	22,492	23,236	23,236	23,236	23,236
Fire Facilities Fund	0	1,248	0	0	0	1,780
Firemen's Pension	18,273	20,017	18,060	19,829	18,048	19,320
Law Department	20,421	20,421	21,026	21,026	21,179	21,179
Municipal Jail	0	1,000	0	1,000	0	1,000
Police Relief and Pension	18,987	19,787	18,558	19,359	20,716	20,833
Seattle Fire Department	166,267	166,267	173,463	173,463	174,739	174,739
Seattle Municipal Court	27,507	27,507	28,289	28,289	28,662	28,662
Seattle Police Department	263,086	263,086	267,587	267,587	286,333	286,333
<b>SubTotal</b>	<b>537,033</b>	<b>541,825</b>	<b>550,218</b>	<b>553,788</b>	<b>572,913</b>	<b>577,082</b>
<b>Utilities &amp; Transportation</b>						
Seattle City Light	0	1,142,280	0	1,199,983	0	1,172,784
Seattle Public Utilities	1,139	851,869	1,167	908,388	1,213	925,690
Seattle Transportation	36,701	320,993	38,976	391,981	40,425	407,228
Seattle Streetcar	0	731	0	5,737	0	5,737
Central Waterfront Improvement	0	9,890	0	595	0	16,480
School Zone Camera Fund					0	8,619
<b>SubTotal</b>	<b>37,840</b>	<b>2,325,763</b>	<b>40,143</b>	<b>2,506,683</b>	<b>41,638</b>	<b>2,536,537</b>

## Summary Charts and Tables

Department	2013 Adopted		2014 Endorsed		2014 Proposed	
	General Subfund	Total Funds	General Subfund	Total Funds	General Subfund	Total Funds
<b>Administration</b>						
Civil Service Commissions	373	373	386	386	380	380
City Budget Office	4,086	4,086	4,206	4,206	4,615	4,615
Office of the Community Police Commission					813	813
Department of Information Technology	4,609	56,120	4,977	87,268	3,975	79,590
Fiber Leasing Fund					0	428
Employees' Retirement System	0	13,941	0	14,134	0	13,425
Ethics and Elections Commission	898	898	783	783	771	771
Finance General	52,242	52,242	51,942	51,942	58,658	58,658
Finance and Administrative Services <sup>(3)</sup>	22,003	208,544	22,803	201,787	24,151	213,563
Legislative Department	12,614	12,614	12,558	12,558	12,427	12,427
Office of City Auditor	1,913	1,913	1,461	1,461	1,403	1,403
Office of Hearing Examiner	635	635	656	656	648	648
Office of Immigrant and Refugee Affairs	356	356	368	368	459	459
Office of Intergovernmental Relations	2,026	2,026	2,089	2,089	2,067	2,067
Office of Sustainability and Environment	1,996	1,996	2,092	2,092	2,518	2,518
Office of the Mayor	3,641	3,641	3,758	3,758	3,759	3,759
Personnel Compensation Trust Subfunds	0	192,569	0	207,217	0	207,104
Personnel Department	11,815	11,815	12,171	12,171	12,774	12,774
Seattle Office for Civil Rights	2,723	2,723	2,886	2,886	2,969	2,969
<b>SubTotal</b>	<b>121,931</b>	<b>566,492</b>	<b>123,137</b>	<b>605,762</b>	<b>132,386</b>	<b>618,371</b>
<b>Funds, Subfunds and Other</b>						
Bonds Debt Service <sup>(4)</sup>	13,947	19,475	18,101	18,724	16,999	25,226
Cumulative Reserve Subfund <sup>(5)</sup>	0	16,735	0	5,178	0	3,046
Fiscal Reserve Subfunds	0	565	0	0	0	0
Judgment/Claims Subfund	633	15,034	756	16,859	756	18,614
Parking Garage Fund	2,813	9,359	2,032	8,688	0	8,688
<b>SubTotal</b>	<b>17,392</b>	<b>61,167</b>	<b>20,888</b>	<b>49,449</b>	<b>17,755</b>	<b>55,573</b>
<b>Grand Total*</b>	<b>948,622</b>	<b>4,066,826</b>	<b>980,498</b>	<b>4,287,874</b>	<b>1,015,126</b>	<b>4,384,952</b>

\*Totals may not add due to rounding

### Notes:

- (1) Includes a dedicated amount based on receipts from Admission Tax.
- (2) The 2014 Proposed includes a \$1.6 million reduction to account for technical errors in the 2014 Endorsed Budget.
- (3) The amounts in the "Total Funds" column include appropriations from the Asset Preservation Subfund. The total funds amount does not include the appropriation for Fire Facilities Levy Fund – see separate line for this in Public Safety section.
- (4) The amounts in the "Total Funds" column reflect the combination of the General Subfund Limited Tax General Obligation (LTGO) bond debt obligation and the Unlimited Tax General Obligation (UTGO) bond debt obligation. Resources to pay LTGO debt payments from non-General Subfund sources are appropriated directly in operating funds.
- (5) This amount does not include the Cumulative Reserve Subfund (CRS)-supported appropriations for Seattle Department of Transportation (SDOT) because they are included in the SDOT appropriations, and does not include appropriations from the Asset Preservation Subfund because they are included in the Finance and Administrative Services appropriations. The General Subfund contribution to CRS is included in the Finance General appropriations.



## General Subfund Revenue Overview

### City Revenue Sources and Fund Accounting System

The City of Seattle expends \$4.3 billion (Proposed 2014) annually on services and programs for Seattle residents. State law authorizes the City to raise revenues to support these expenditures. There are four main sources of revenues. First, taxes, license fees, and fines support activities typically associated with City government, such as police and fire services, parks, and libraries. Second, certain City activities are partially or completely supported by fees for services, regulatory fees, or dedicated property tax levies. Examples of City activities funded in-whole or in-part with fees include certain facilities at the Seattle Center, recreational facilities, and building inspections. Third, City utility services (electricity, water, drainage and wastewater, and solid waste) are supported by charges to customers for services provided. Finally, grant revenues from private, state, or federal agencies support a variety of City services, including social services, street and bridge repair, and targeted police services.

The City accounts for all revenues and expenditures within a system of accounting entities called “funds” or “subfunds.” The City maintains dozens of funds and subfunds. The use of multiple funds is necessary to ensure compliance with state budget and accounting rules, and is desirable to promote accountability for specific projects or activities. For example, the City of Seattle has a legal obligation to ensure revenues from utility use charges are spent on costs specifically associated with providing utility services. As a result, each of the City-operated utilities has its own fund. For similar reasons, expenditures of revenues from the City’s Families and Education Property Tax Levy are accounted for in the Educational and Development Services Fund. As a matter of policy, several City departments have separate funds or subfunds. For example, the operating revenues and expenditures for the City’s parks are accounted for in the Park and Recreation Fund. The City also maintains separate funds for debt service and capital projects, as well as pension trust funds, including the Employees’ Retirement Fund, the Firefighters Pension Fund, and the Police Relief and Pension Fund. The City holds these funds in a trustee capacity, or as an agent, for current and former City employees.

The City’s primary fund is the General Fund. The majority of resources for services typically associated with the City, such as police and fire or libraries and parks are received into and spent from one of two subfunds of the City’s General Fund: the General Subfund for operating resources (comparable to the “General Fund” in budgets prior to 1996) and the Cumulative Reserve Subfund for capital resources.

All City revenue sources are directly or indirectly affected by the performance of the local, regional, national, and even international economies. For example, revenue collections from sales, business and occupation, and utility taxes, which together account for 57.8% of General Subfund revenue, fluctuate significantly as economic conditions affecting personal income, construction, wholesale and retail sales, and other factors in the Puget Sound region change. The following sections describe the current outlook for the local and national economies, and present greater detail on forecasts for revenues supporting the General Subfund, Cumulative Reserve Subfund, and the Transportation Fund.

### The National and Local Economies, September 2013

#### National Economic Conditions and Outlook

***To understand the recovery we need to understand the causes of the great recession.*** The recovery from the great recession is proving to be very different from most recoveries. Growth has been unusually weak and whenever the economy has shifted into a higher gear it has been unable to sustain its momentum. With economists continuing to puzzle over the economy’s direction, we can gain some insight by looking back in time and reviewing the events that brought about the worst downturn since the Great Depression.

We can trace the roots of the current recession back to the early 1980s when, in reaction to the high inflation of the 1970s, investors developed a preference for stocks and real estate because they were less vulnerable to

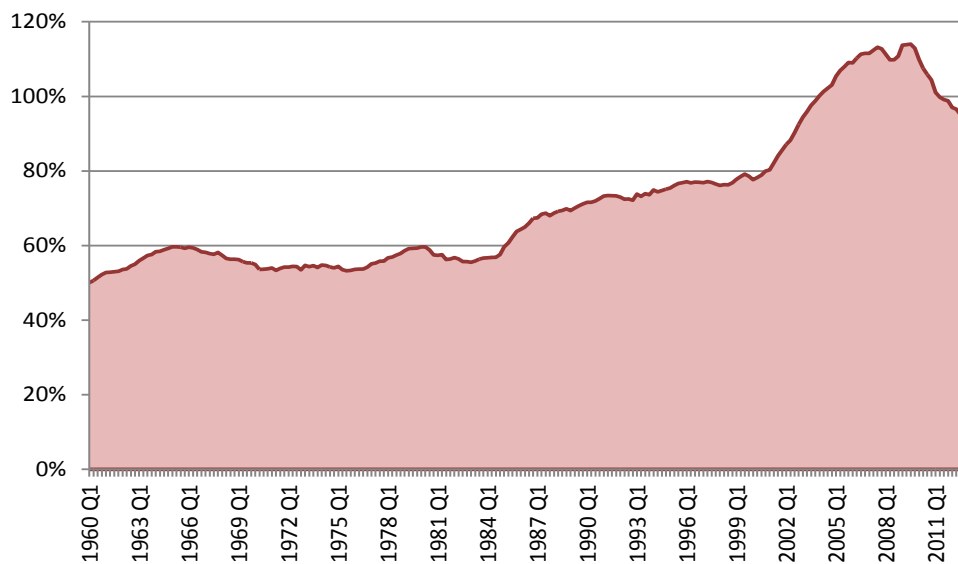
# Revenue Overview

erosion by inflation than other types of investments. The early 1980s was also when the federal government began running large budget deficits on an ongoing basis, which has resulted in a buildup of federal government debt. Lastly, the movement to deregulate financial markets got its start in the early 1980s.

The early 1980s ushered in a 25 year period characterized by stable economic conditions and low inflation that is sometimes called the “great moderation.” Inflation was low in part because the integration of China and other developing countries into the world economy helped to hold down the price of goods and, to a lesser extent, services. With inflation under control, the Federal Reserve was able to keep interest rates at relatively low levels. In addition, a surplus of savings in many developing countries provided a large pool of money available for investment.

A stable economy made investors feel confident and optimistic, which, combined with an abundance of cheap money, led to excessive borrowing and risk taking and a huge buildup in U.S. household debt (see Figure 1). A lot of the borrowed money was used to purchase assets, which pushed up the price of those assets and eventually led to the buildup of asset bubbles. These included the housing bubble of the late 1980s, the stock market bubble of the late 1990s, and, biggest of all, the housing bubble of 1998-2006. During the 2000-10 decade, there were also bubbles in energy, food, and other commodities, as well as housing bubbles in numerous countries across the globe.

**Figure 1. U.S. Household Debt as a Share of Personal Income**



Source: Federal Reserve Board, U.S. Bureau of Economic Analysis.

With asset prices rising, Americans cut back on saving and increased their spending, driving the expansion of the world economy. Eventually housing prices rose to a level that could not be sustained, even with exotic mortgages, and prices began to fall. The collapse of the housing bubble triggered the financial crisis which, in turn, precipitated the worldwide recession. While the housing bubble was the trigger for the downturn, many economists believe the root cause of the financial crisis was the large imbalances in savings and borrowing that had built up between nations.

The preceding review of the roots of the recession has a number of implications for the recovery:

- The problems developed over a 25-year period, so the return to normalcy will not occur quickly.
- The roots of the downturn are global in nature, which means policy changes are needed in many nations to bring the world economy back into balance.

# Revenue Overview

- The 2007-09 recession was unlike other postwar recessions, so we can expect the recovery to be different as well.
- The recession was caused by a financial crisis. History tells us that recoveries from recessions caused by financial crises are weak and protracted.
- Consumer spending will be restrained by the need to reduce debt and rebuild savings.

The recession ended in June 2009, 18 months after it started, making it the longest recession in the post war period. By most measures the recession was the worst since the Great Depression. Real Gross Domestic Product (GDP) declined by 4.3% over a period of six quarters, 8.7 million jobs, representing 6.3% of total jobs, were lost, and the unemployment rate peaked at 10.0% in October 2009.

***The U.S. economy has slowed in 2013.*** The economy slowed in the fourth quarter of 2012 as it approached the “fiscal cliff,” a combination of tax increases and spending cuts that were scheduled to take effect on January 1, 2013. Major elements of the fiscal cliff included:

- The Bush tax cuts, by far the largest element, were set to expire on January 1, 2013.
- The two percent payroll tax cut, the second largest element, was also to expire on January 1, 2013.
- The sequester, which would impose \$1.2 trillion in automatic spending cuts spread over 10 years, was to take effect on January 1, 2013. The cuts were to be distributed equally between defense and all other spending.
- Emergency unemployment benefits were set to expire at year end 2012.
- Special depreciation allowances were set to expire.

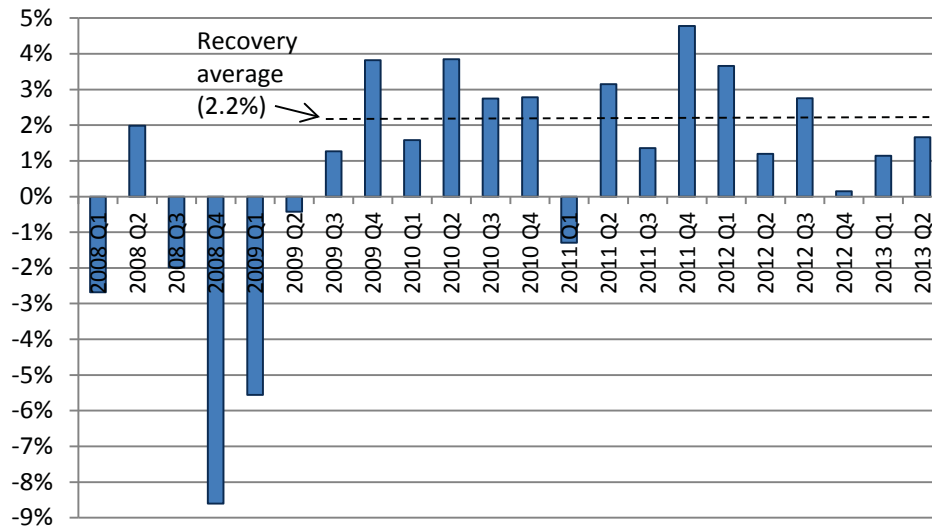
Economists estimated that implementation of the fiscal cliff would reduce 2013 GDP by between three and four percent. Many economists considered this sufficient to push the economy into recession. In a last minute compromise, Congress replaced the fiscal cliff with a package that would reduce 2013 GDP by 1% - 1½%. Features of the package included:

- The two percent payroll tax cut was allowed to expire. This has reduced the purchasing power of workers by approximately \$115 billion in 2013, or about \$1,000 per working household.
- The Bush tax cuts were made permanent for individuals earning less than \$400,000 and couples earning less than \$450,000. For households above those income thresholds, the top income tax rate was raised to 39.6%, the rate in effect before the Bush tax cuts were enacted.
- Emergency unemployment insurance benefits were extended for one year.
- Implementation of the sequester was delayed until March 1.

As a result of the fiscal cliff settlement’s tax increases and the sequester’s spending cuts, which took effect on March 1, GDP remained weak in the first half of 2013. There have now been three successive quarters with GDP growth below the recovery’s average growth rate of 2.2% (see Figure 2).

# Revenue Overview

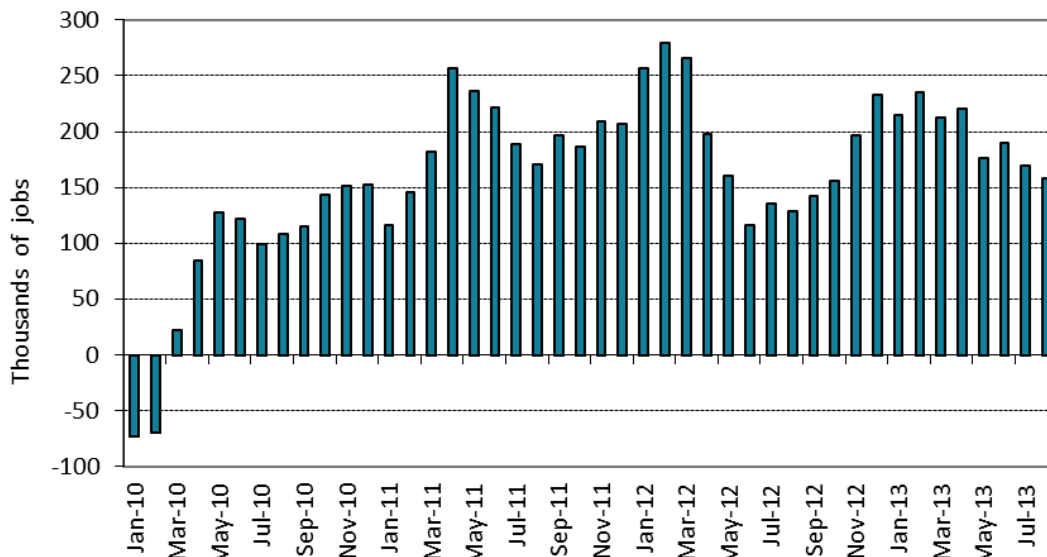
**Figure 2. Growth Rate of Real U.S. Gross Domestic Product (GDP)\***



\*Seasonally adjusted at annual rates. Source U.S. Bureau of Economic Analysis.

The slowdown in GDP growth has led to a gradual slowing of employment growth in 2013 (see Figure 3). The August U.S. employment release, which reported a gain of 169,000 jobs for the month and a downward revision of 90,000 jobs for June and July, was a disappointment. Private sector employment is shown in Figure 3 because total employment figures are distorted by 2010 Census-related hiring and layoffs.

**Figure 3. Monthly Change in U.S. Private Sector Employment\***



\*Data are seasonally adjusted, 3-month moving average.

Source: U.S. Bureau of Labor Statistics.

One positive development in 2013 has been the continued improvement of the housing market. Housing construction is on the upswing, home sales have been increasing steadily, and home prices have risen in most parts of the country. By some measures home prices have posted double digit growth rates over the past year. The increase in prices is particularly beneficial because any price gain reduces the number of homeowners with “underwater” mortgages. With both home prices and stock valuations rising, households have experienced a

# Revenue Overview

significant increase in wealth, which leads to an increase in consumer spending via the wealth effect, all else being equal. Reflecting improvements in the housing market and rising household wealth, consumer sentiment is at its highest level in six years.

The economy's weaknesses include federal fiscal policy, the slowing of growth in emerging market economies, and labor market conditions. While the unemployment rate has been falling, dropping from a peak of 10.0% to 7.4% in July of this year, 7.4% is a rate typically associated with recessions. In addition, underemployment remains high, a large number of discouraged workers have dropped out of the labor market (i.e., they are no longer looking for work), and wages have been growing only at the rate of inflation.

***National forecasters anticipate the recovery will strengthen in 2014 and 2015.*** National forecasters expect growth to pick up next year as the housing market continues to strengthen and fiscal headwinds are reduced from 2013 levels. Global Insight expects real GDP growth to ramp up from 1.6% in 2013 to 2.7% in 2014 and 3.5% in 2015. They forecast a significant increase in personal income growth, from 2.8% in 2013 to 4.9% in both 2014 and 2015. Personal income growth is weak in 2013 because the employee Social Security payroll tax withholding rate was increased from 4.2% to 6.2% at the beginning of the year, and because tax rates for high earners were increased.

Risks to the forecast are centered on federal fiscal and monetary policy, and economic growth in the rest of the world. Fiscal policy dampened the recovery in 2013, and another round of fiscal tightening in 2014 would reduce growth below expectations next year. At this point in time the direction of federal fiscal policy over the next six months is uncertain. Also of concern is that the federal borrowing limit will be reached this fall, requiring action by Congress to raise it. This presents an opportunity for a standoff between the political parties over borrowing and debt policies, akin to what happened in mid-2011. The standoff in 2011 resulted in a 12% - 15% drop in stock market valuations and damaged both consumer and business confidence.

A major near-term uncertainty for financial markets is when the winding-down of the Fed's \$85 billion per month asset purchasing program (QE3) will begin. The importance of Fed policy changes was highlighted by the reaction to Fed Chairman Bernanke's May 22 statement indicating the Fed might step down the pace of its bond purchases sometime over its next few meetings. Stock and bond markets both inside and outside of the U.S. reacted strongly, with the yield on the 10-year Treasury bond spiking from 1.63% to more than 2.50% by late June.

Economic growth in the rest of the world has slowed in 2013, led by a softening of growth in emerging economies. The Eurozone posted weak growth in the second quarter of 2013, following six quarters of contraction. A further slowing of growth in the emerging economies or a deterioration of financial conditions in the Eurozone could dampen the U.S. recovery.

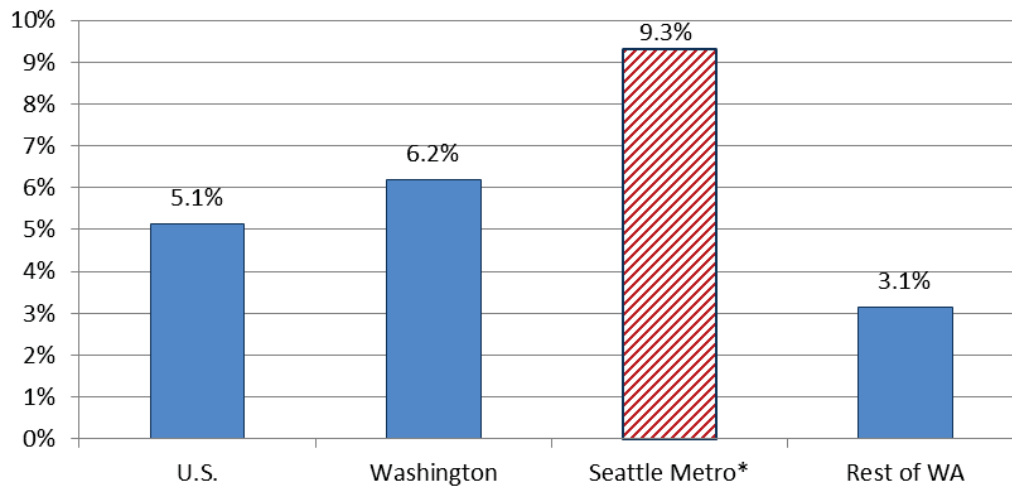
## Puget Sound Region Economic Conditions and Outlook

***The Puget Sound region's recovery has been stronger than the nation's.*** When the nation suffers a recession the region almost inevitably follows suit. However, depending on the characteristics of the national recession the region's recession may be more or less severe than the nation's. The 2007-09 recession impacted the nation and region with roughly the same intensity. Although the percentage of jobs lost was modestly higher regionally, the region's unemployment rate did not rise as high as the national rate, peaking at 9.7% compared to a national peak of 10.0%. Also, the housing downturn was somewhat less severe here than nationally.

Since the recession ended, the region's economy has outperformed the national economy. Job growth has been considerably more robust in the region than the nation, with Seattle metro area (King and Snohomish Counties) employment increasing by 9.3% from its post-recession low in February 2010 through July 2013 (see Figure 4). This compares to a 5.1% gain for the U.S. and a 6.2% gain for Washington State over the same period. The July 2013 unemployment rate for the metro area was 4.8% compared to 6.9% for the state and 7.4% for the U.S. Areas of strength in the local economy include aerospace, other manufacturing, professional, scientific, and technical services, health services, and mail order and internet retail.

## Revenue Overview

Figure 4. Employment Change: Post-Recession Trough to July 2013



\*King & Snohomish Counties.

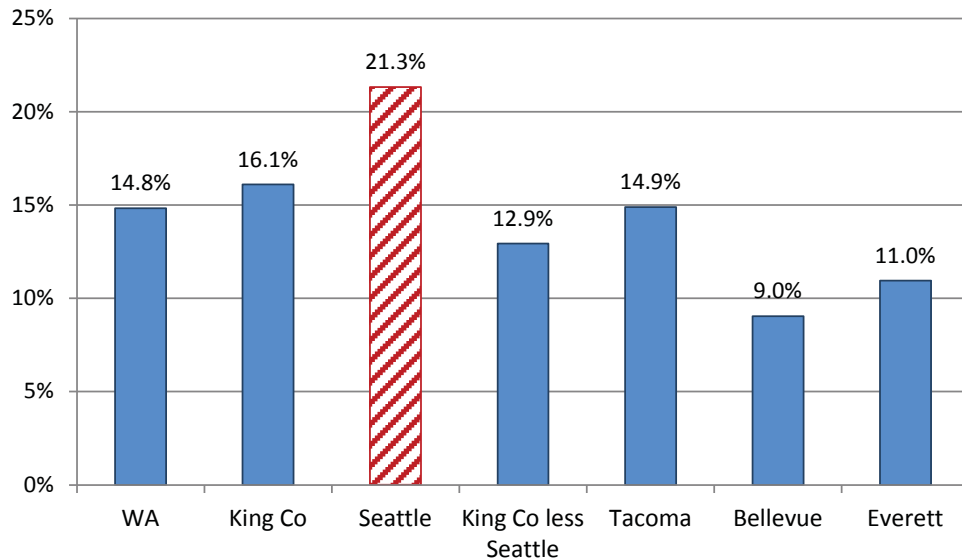
Source: WA Employment Security Dept., U.S. Bureau of Labor Statistics.

The biggest contributor to the region's strong performance has been the aerospace sector, which added 16,100 jobs between mid-2010 and November 2012. Without the boost from aerospace, the region's recovery would look much like the national recovery. Boeing, which has an order backlog of over 4,000 planes, is increasing production rates for its 737 and 787 models this year. After significant delays the 787 is flying, work on the Air Force tanker is progressing, and Boeing is moving forward with the 737 MAX, a re-engineered 737 that will have new fuel efficient engines. Despite its production increases, Boeing began reducing its Washington employment in December 2012, and through June of this year had cut 1,700 jobs. Reasons for the job reductions include the movement of some functions and employees to other states, the completion of development work on some airplane models, and a reduction in the workforce that had ballooned to deal with the 787 production problems.

***Seattle bounced back from the recession sooner than the rest of the region.*** At the same time that the Puget Sound region's recovery has been stronger than the nation's, Seattle's recovery has outpaced the rest of the region. This is reflected in data for taxable retail sales (the tax base for the retail sales tax), one of the few sources of relatively current economic data available at both the county and city levels. From the beginning of the recovery in first quarter 2010 through the first quarter of 2013, taxable retail sales increased 21.3% in Seattle, compared to gains of 14.8% and 12.9% in the state and the rest of King County, respectively (see Figure 5). Much of Seattle's relative strength is due to an early bounce-back in construction activity. However, even if construction is removed from the data, Seattle still stands out. For example, the growth rate of taxable sales excluding construction is 17.7% for Seattle and 13.5% for the rest of King County.

# Revenue Overview

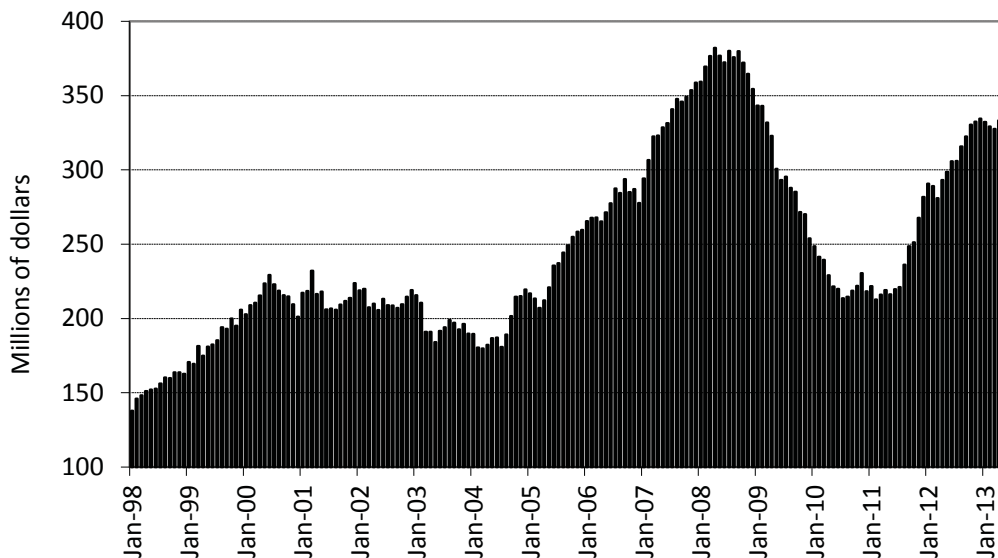
**Figure 5. Taxable Retail Sales Growth, 2010 Q1 – 2013 Q1**



Source: WA Department of Revenue.

A key reason that Seattle rebounded so quickly from the recession is that construction activity, which had declined sharply during the recession, began rising steeply in mid-2011 (see Figure 6). Through the first quarter of 2013 taxable retail sales from construction had increased by 55.1% from their low point in the second quarter of 2011. Initially the rebound was focused in new apartments and public construction, but over time activity has broadened to include more office projects and the city's first new condominium project in several years, a 41-story tower at 5<sup>th</sup> and Bell, which broke ground last summer.

**Figure 6. Seasonally Adjusted\* Taxable Retail Sales, Construction**



\*Data, which include non-current sales, are 3 month moving average of monthly data.

Source: WA Dept. of Revenue.

# Revenue Overview

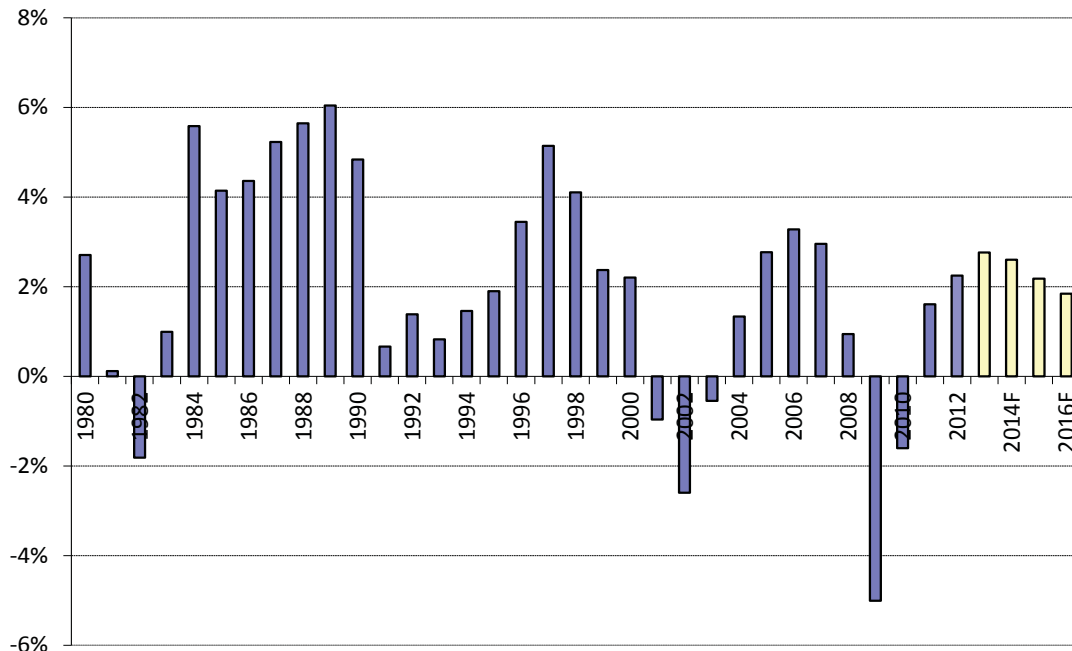
Drivers of the construction rebound have included the growth of Amazon, a rise in the demand for apartments in Seattle's central neighborhoods, and the rise in employment in professional, scientific, and technical services. Amazon, which currently occupies 2.8 million square feet of office space in South Lake Union, has plans to build three 1.1 million square foot office towers in the Denny Triangle. Despite a downtown office vacancy rate in the 10% - 15% range, developers are planning to build three new major office towers in the central business district.

Despite a relatively strong start the region's recovery is expected to be modest by historical standards. The Puget Sound Economic Forecaster predicts the recovery will slow going forward, in part because of the weakness of the national recovery and in part because Boeing has begun reducing its employment. 2013 is expected to be the recovery's peak year for employment growth, with a 2.8% gain anticipated, after which growth is expected to slow as the recovery progresses (see Figure 7). The forecast assumes the region continues to grow faster than the nation, but that the gap between regional and national growth narrows as the recovery moves forward.

Although Boeing employment is now declining, both the Puget Sound Economic Forecaster and the Washington State Economic and Revenue Forecast Council expect the aerospace downturn to be mild. Their forecasts anticipate a loss of six to eight thousand aerospace jobs between 2013 and 2017, which would put the reduction in the 7% - 9% range. The main reason they expect a gentle downturn is that Boeing currently has an order backlog amounting to over four years of production. Also the firm is expected to begin development work soon on a new 777 and another version of the 787.

Although employment growth is expected to slow in 2014, personal income growth is expected to move in the other direction, rising from 4.1% in 2013 to 5.9% in 2014. Personal income growth is weak in 2013 because the employee Social Security payroll tax withholding rate was increased from 4.2% to 6.2% at the beginning of the year, and because tax rates for high earners were increased.

**Figure 7. Puget Sound Region\* Employment: Annual Growth Rate**



\*Puget Sound Region is King, Kitsap, Pierce, and Snohomish Counties.

2013-16 forecasts are from the Puget Sound Economic Forecaster's June 2013 forecast.

Probably the greatest source of risk to the regional forecast is the U.S. economic forecast, which serves as a basis for the regional forecast. If the national economy deviates significantly from the national forecast the regional economy will deviate from its forecast as well. Locally, Boeing and Amazon are potential sources of forecast risk.



# Revenue Overview

Boeing has recently relocated some functions and employees to out-of-state locations, but thus far the number of jobs involved has been relatively modest. There is a risk that Boeing could continue moving work out-of-state, thus rendering the aerospace forecast for the region too optimistic. The risk related to Amazon is mostly on the upside, namely that the regional forecast is underestimating Amazon's future growth.

## Consumer Price Inflation

***Inflation has made a modest come back after disappearing during the 2007-09 recession.*** During the mid-2000s, consumer prices rose steadily, driven in large part by a relentless rise in oil prices from a low of just above \$20 per barrel in early 2002 to a peak of \$147 per barrel in July of 2008. As oil prices peaked, so did the consumer price index (CPI), with the U.S. CPI-U rising to 5.6% in July 2008 measured on a year-over-year basis – its highest level in 17 years. Then the worst economic downturn in 80 years pushed inflation rates down to levels not seen since the 1950s. The annual growth rate of the U.S. CPI-U fell to -0.4% in 2009, the first time in 54 years that consumer prices have declined on an annual basis. Prices rebounded in 2010, with the annual CPI-U posting a 1.6% gain, and then rose further in 2011 to 3.2%, driven by a 15.4% rise in energy prices. With energy prices moderating, inflation eased to 2.1% in 2012 and 1.5% in the first half of 2013.

Local inflation tends to track national inflation because commodity prices and national economic conditions are key drivers of local prices. Following several years of rising prices, the Seattle CPI-U peaked at 4.2% in 2008, and then dropped steeply during the recession, to 0.6% in 2009 and 0.3% in 2010. Inflation bounced back to 2.7% in 2011, driven by a rise in prices for energy and other commodities, and then eased slightly to 2.5% in 2012. The first half of 2013 saw a modest decline in energy prices, which helped push Inflation down to 1.4%.

***Inflation is expected to remain subdued.*** In the short- to medium-term, inflationary pressures are expected to remain subdued, as the weakness of the global economy restrains price pressures for commodities, goods, and services. With unemployment likely to remain elevated for several more years, wage pressures will also remain subdued. Over the next several years the CPI is expected to average between 2% and 2½%, though there will likely be some movement outside of this range if energy or food prices rise or fall steeply.

Figure 8 presents historical data and forecasts of inflation for the U.S. and the Seattle metropolitan area through 2016. The forecasts are for the Seattle CPI-W, which measures price changes for urban wage earners and clerical workers (the CPI-U measures price changes for all urban consumers). The specific growth rate measures shown in Figure 8 are used as the bases of cost-of-living adjustments in City of Seattle wage agreements.

**Figure 8. Consumer Price Index Forecast**

	Seattle CPI-W (June-June growth rate)	Seattle CPI-W (growth rate for 12 months ending in June)
2012 (actual)	2.7%	3.3%
2013 (actual)	1.2%	1.8%
2014	2.2%	2.1%
2015	2.5%	2.4%
2016	2.5%	2.5%

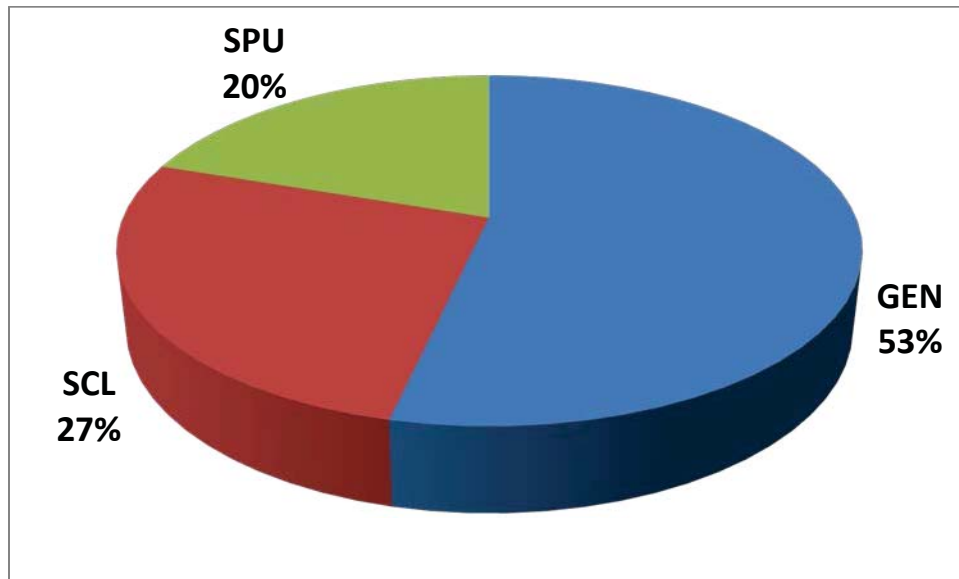
Source: U.S. Bureau of Labor Statistics, City of Seattle.

# Revenue Overview

## City Revenues

The City of Seattle projects total revenues of approximately \$4.3 billion in 2014. As Figure 9 shows, approximately 47% of these revenues are associated with the City's utility services, Seattle City Light and Seattle Public Utilities' Water, Drainage and Wastewater, and Solid Waste divisions. The remaining 53% are associated with general government services, such as police, fire, parks, and libraries. Money obtained from debt issuance is included in the total numbers as are interdepartmental transfers. The following sections describe forecasts for revenue supporting the City's primary operating fund, the General Subfund, its primary capital subfund, the Cumulative Reserve Subfund, as well as specific revenues supporting the City's Bridging the Gap Transportation program in the Transportation Fund.

**Figure 9. Total City Revenue by Use – Proposed 2014 \$4.3 Billion**

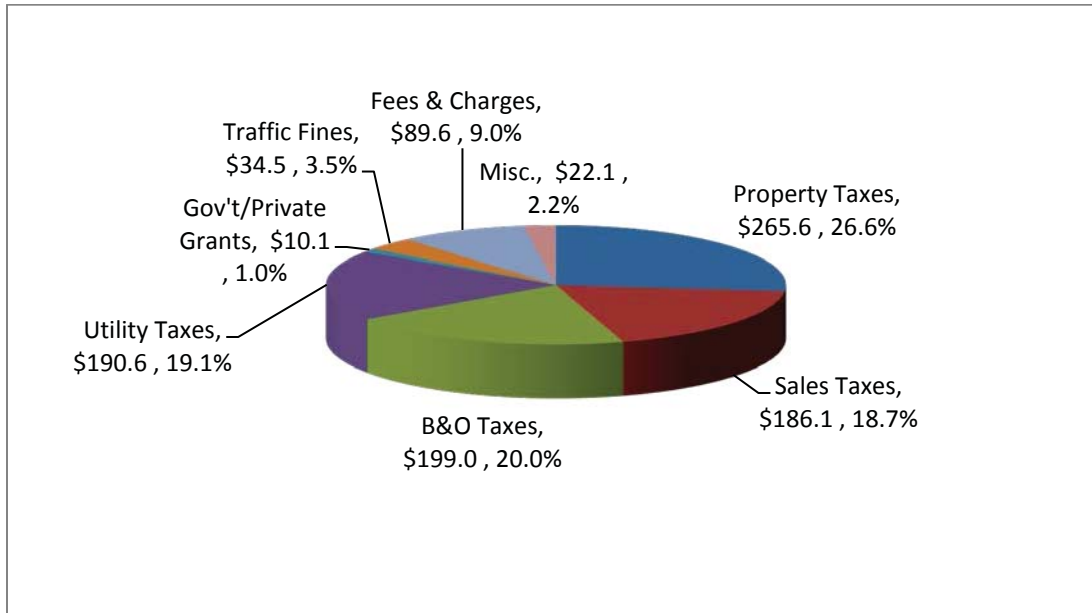


## General Subfund Revenue Forecast

Expenses paid from the General Subfund are supported primarily by taxes. As Figure 10 illustrates, the most significant revenue source is the property tax, which accounts for 26.5%, followed by utility taxes, the Business and Occupation (B&O) tax, and sales taxes.

# Revenue Overview

**Figure 10. 2014 Proposed General Subfund Revenue Forecast by Source - \$997.5M**



General Subfund revenues were \$964.0 million in 2012. Revenues in 2013 and 2014 are expected to be \$953.2 million and \$997.5 million, respectively. 2012 revenues were relatively high due to proceeds from the sale of property associated with the Alaskan Way Tunnel project in the amount of \$8.1 million as well as around \$24.0 million in pass-through revenues that are not appropriated in adopted budgets.

Figure 11 shows General Subfund actual revenues for 2012, adopted and revised revenues for 2013, as well as the endorsed and proposed revenues for 2013 and 2014. Revenue growth has returned to the City's finances. B&O and sales tax revenues are expanding, but not at the rate normally seen during expansionary periods. B&O growth is expected to average 4.6% over the 2013-2014 period and sales taxes will average 5.1% over the same, both outpacing expected inflation. It appears that the revenues most closely associated with economic activity are starting to return to more robust levels, although still muted compared to the pre-recession years.

Utility tax receipts from both private and public utilities have held up fairly well through the recession and the following period of expansion. Public utilities have seen a number of general rate increases as well as the creation of revenue stabilization accounts. These rate increases have led to higher tax revenues to the City which have served to counteract the muted growth rates in sales and B&O tax receipts. Some technological changes are having an effect on telecommunications and cable tax revenue streams as consumers change their behaviors. More cellular phones services are being used for internet access and other data services which are not part of the local tax structure. Similarly the competition between cable and satellite service providers along with an increased presence of television online has muted growth in cable tax revenues.

On-street parking and parking enforcement continue to be a source of revenue changes in 2013 and the Proposed 2014 Budget. The Pay-By-Phone parking payment program began operation in July 2013 and an additional 8 Parking Enforcement Officers (PEO) will further add to the variability in these revenues. Scheduled losses of paid parking spaces due to construction activity related to the Seawall and Alaskan Way Viaduct replacement projects, reconfiguration of the Mercer St. corridor and several other road construction projects are also negatively affecting both on-street parking and enforcement revenues throughout 2013 and 2014.

# Revenue Overview

The 2012 Adopted Budget also increased the City's red light camera program by authorizing 6 new approaches, for a total of 36 locations and added fixed, speed detection cameras in 4 school zones in an effort to reduce speeds and the likely severity of vehicle-pedestrian accidents. The 2014 Proposed Budget assumes an additional 11 school zone camera locations become operational in 2014. Overall revenue effects from this wide array of changes are for significant increases in camera enforcement revenues relative to the 2013 Adopted and 2014 Endorsed Budget and a very small increase to all other Fine revenues. Revenues from the scofflaw booting program in the 2014 Proposed Budget are expected to perform roughly as anticipated in the 2013 Adopted Budget and to remain fairly stable in 2013-14 at roughly \$1.5 million annually. With the steady growth in the economy, on-street parking revenues have increased faster than expected in the 2013 Adopted Budget.

Property taxes are another area of significant change. The 2013 Adopted and 2014 Proposed Budgets assume renewal of the Medic One/EMS levy at the November ballot. The 2014 Adopted Budget assumes 9.5% growth in the City's assessed value in 2014. As the first year of the Medic One/EMS renewal, this will generate levy proceeds of \$42.3 million in 2014 at the proposed renewal rate of \$0.335 per \$1,000 of assessed value. City voters will also be asked in November whether to impose a levy lid lift to support public financing of City Council election campaigns. This measure would impose a levy of \$2.0 million in the first year of a proposed 6-year lid lift.

***Significant change in City revenue accounting in 2009.*** The City Charter requires that the general government support to the Park and Recreation Fund (PRF) be no less than 10% of certain City taxes and fees. Until fiscal year 2009, City treasury and accounting staff would directly deposit into the PRF 10% of these revenues as they were paid by taxpayers. The remaining 90% were deposited into the General Subfund or other operating funds as specified by ordinance. In addition to these resources, City budgets would provide additional General Subfund support to the PRF in amounts which greatly exceeded the 10% amount deposited in the PRF from these taxes and fees.

Beginning in 2009, City staff deposited 100% of the revenue from these taxes and fees directly into the General Subfund or other funds as appropriate. This has greatly simplified City accounting. The General Subfund support to the PRF is increased by an amount equal to PRF revenue from these taxes. For 2013 and 2014, General Subfund support to the Parks and Recreation department will be \$85.2 million and \$90.2 million. These contributions are well above the \$44.0 and \$46.5 million that would accrue respectively to parks under the previous 10% accounting approach.

# Revenue Overview

**Figure 11. General Subfund Revenue, 2012 – 2014\***  
(in thousands of dollars)

Revenue Source	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
General Property Tax <sup>(1)</sup>	225,158	226,440	216,718	230,540	223,255
Property Tax - Medic One Levy	34,796	34,560	34,647	39,187	42,306
Retail Sales Tax	155,656	157,257	164,041	163,046	171,579
Retail Sales Tax - Criminal Justice Levy	12,840	13,330	13,745	13,956	14,515
B&O Tax (100%)	181,822	188,827	187,264	199,462	199,042
Utilities Business Tax - Telephone (100%)	27,334	26,926	26,845	27,680	27,341
Utilities Business Tax - City Light (100%)	41,567	43,933	43,406	46,531	46,575
Utilities Business Tax - SWU & priv.garb. (100%)	13,194	14,343	14,284	14,870	14,676
Utilities Business Tax - City Water (100%)	25,938	26,981	28,156	29,148	29,967
Utilities Business Tax - DWU (100%)	35,375	36,624	38,188	37,237	39,256
Utilities Business Tax - Natural Gas (100%)	13,298	12,944	12,877	14,349	14,551
Utilities Business Tax - Other Private (100%)	17,355	17,710	17,804	18,271	18,241
Admission Tax	7,068	6,111	6,889	6,301	7,062
Other Tax	4,857	5,090	5,545	5,110	4,845
<b>Total Taxes</b>	<b>796,256</b>	<b>811,075</b>	<b>810,409</b>	<b>845,689</b>	<b>853,210</b>
Licenses and Permits	13,403	12,804	13,432	12,867	13,493
Parking Meters/Meter Hoods	36,621	35,606	37,254	35,949	37,408
Court Fines (100%)	32,031	32,873	39,033	35,003	34,471
Interest Income	1,545	1,864	1,523	2,381	1,837
Revenue from Other Public Entities <sup>(2)</sup>	34,691	10,113	9,553	11,183	10,070
Service Charges & Reimbursements	36,747	38,106	37,127	39,036	38,714
<b>Total: Revenue and Other Financing Sources</b>	<b>951,294</b>	<b>942,441</b>	<b>948,331</b>	<b>982,108</b>	<b>989,204</b>
All Else	3,111	1,894	2,232	4,420	5,357
Interfund Transfers <sup>(3)</sup>	9,603	2,457	2,594	712	2,993
<b>Total, General Subfund</b>	<b>964,007</b>	<b>946,792</b>	<b>953,156</b>	<b>987,240</b>	<b>997,553</b>

## NOTES:

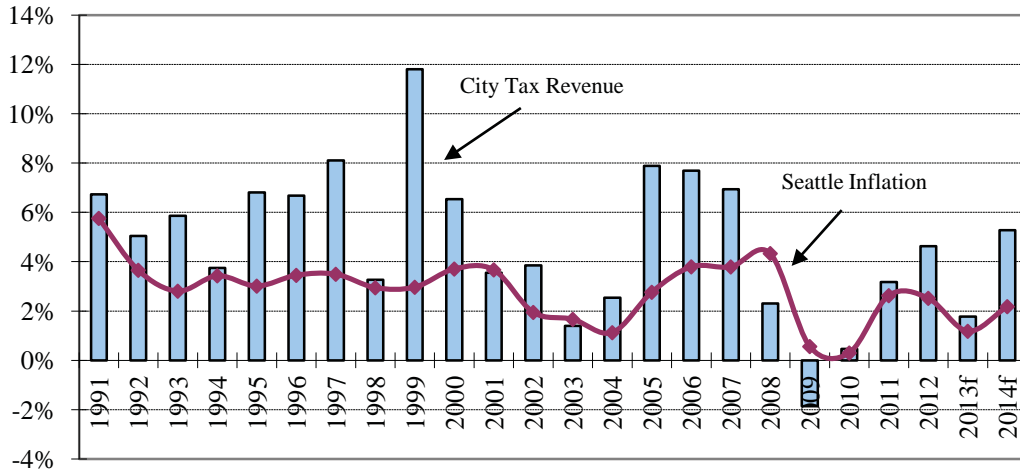
- (1) Includes property tax levied for the Firemen's Pension Fund per RCW 41.16.060.
- (2) Included in 2012 Actual figures are the pass-through revenues that are not appropriated in adopted budgets.
- (3) The 2012 amount includes \$8.1 million from the sale of the rubble yard for Alaskan Way Viaduct replacement.

\* In the past, 10% of certain tax and fee revenues were shown as revenue to the Parks and Recreation Fund and 90% as General Subfund. As of 2009, 100% of these revenues (depicted as "100%" in the table) are deposited into the General Subfund. General Subfund support to the Parks and Recreation Fund is well above the value of 10% of these revenues. This table shows all figures for all years using the new approach.

## Revenue Overview

Figure 12 illustrates tax revenue growth outpacing inflation for most of the 1990s and 2000, before the 2001-2003 local recession took hold. Slow growth posted in 2001 is also attributable to Initiative 747, which reduced the statutory annual growth limit for property tax revenues from 6.0% to 1.0%, beginning in 2002. Economic growth starting in 2004 led to very strong revenue growth in 2005 through 2007, staying well above inflation. The tax revenue growth was outmatched by inflation in 2008 and 2009. The Seattle rate of inflation fell to near zero in 2009 and 2010, but tax revenue growth was negative by almost 2% in 2009. Inflation is forecast to be stable and low over the coming biennium. Tax revenue growth is forecast to be positive and above inflation, with an average annual growth rate of 3.5% for 2013 through 2014. Inflation for the same period will average 1.7%.

**Figure 12. City of Seattle Tax Revenue Growth, 1991-2014**



### Property Tax

Property tax is levied primarily on real property owned by individuals and businesses. Real property consists of land and permanent structures, such as houses, offices, and other buildings. In addition, property tax is levied on various types of personal property, primarily business machinery and equipment. Under Washington State law, property taxes are levied by governmental jurisdictions in accordance with annual growth and total rate limitations. Figure 13 shows the different jurisdictions whose rates make up the total property tax rate imposed on Seattle property owners, as well as the components of the City's 2013 property tax: the non-voted General Purpose levy (58%); the six voter-approved levies for specific purposes (38%), known as lid lifts because the voters authorize taxation above the statutory lid or limit; and the levy to pay debt service on voter-approved bonds (4%). The total amount of property taxes imposed by a taxing jurisdiction is approved by ordinance. The County Assessor then divides this approved levy amount by the assessed value (AV) of all property in the jurisdiction to determine the tax rate. In accordance with the Washington State Constitution and state law, property taxes paid by a property owner are determined by a taxing district's single uniform rate, which is calculated as the rate per \$1,000 of assessed value, applied to the value of a given property. The County Assessor determines the value of properties, which is intended to generally reflect 100% of the property's market value.

**Statutory growth limits, assessed value and new construction.** The annual growth in property tax revenue is restricted by state statute in two ways. First, state law limits growth in the amount of tax revenue a jurisdiction can levy, currently the lesser of 1% or the national measure of the Implicit Price Deflator. Previously, beginning in 1973, state law limited the annual growth of the City's regular levy (i.e., General Purpose plus voted lid lifts) to 6%. In November 2001, voters statewide approved Initiative 747, which changed the 6% limit to the lesser of 1% or the Implicit Price Deflator, effective for the 2002 collection year. On November 8, 2007, Initiative 747 was found unconstitutional by the state Supreme Court. However, the Governor and state legislature, in a special session on November 29, 2007, reenacted Initiative 747. Second, state law caps the maximum tax rate a jurisdiction can

# Revenue Overview

impose. For the City of Seattle, this cap is \$3.60 per \$1,000 of assessed value and covers the City's general purpose levy, including Fire Pension, and lid lifts.

The City of Seattle's 2013 tax rate at \$3.28 per \$1,000 AV was roughly one-third of the total \$10.50 rate paid by Seattle property owners for all taxing jurisdictions. The 2013 total and City of Seattle tax obligations for the median valued home in Seattle was \$3,657 and \$1,143 respectively. The obligation amounts in 2012 were approximately \$3,649 and \$1,176.

*Assessed Value (AV)* -- For the first time in 14 years, total assessed value in the City of Seattle fell in 2010 by approximately 10.3 percent. AV fell again in 2011 and 2012 by 2.9 percent and 2.23 percent respectively. The last significant decrease was in 1984 when AV dropped by 3.6 percent. In addition to the effect on rates of levy amount changes, as AV falls (rises), tax rates rise (fall). Consequently, from 2009 – 2013 with falling AV, the total property tax rate from all jurisdictions paid by Seattle property owners increased 31.8% from \$7.97 to \$10.50 per thousand dollars of AV. The rate for the City of Seattle increased 27.1% over the same period from \$2.58 to \$3.28, even though the levy amount increased only 12.5%. Rate growth should reverse over the next several years as Seattle AV is forecasted to increase 9.5% for 2014 and 5.5% for 2015

*New Construction* -- In addition to the allowed maximum 1% revenue growth, state law permits the City to increase its regular levy in the current year by an amount equivalent to the previous year's tax rate times the value of property constructed or remodeled within the last year, as determined by the assessor. Between 1999 and 2010 annual new construction revenues exceeded \$2 million, with rapid increases between 2005 (\$2.9 million) and 2008 (\$6.64 million). New construction revenue for the 2009 tax collection year remained high at \$6.38 million, before succumbing to economic realities and falling 35 percent in 2010 to \$4.11 million, then 52% to \$1.95 million in 2011 before stabilizing at \$2.02 million in 2012. New construction activity and value fell commensurately during this period, but increased 6.9% in the period preceding 2013 tax collections to \$780.2 million from \$729.7 million in 2012. This increased revenues by \$2.39 million in 2013. The 2014 Proposed Budget projects significant growth in new construction value, increasing at nearly 45% to \$1.12 billion and to generate \$3.5million additional tax revenues in 2014.

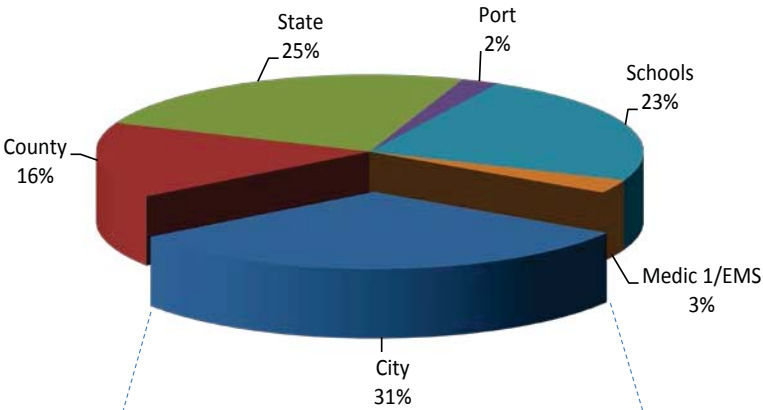
***The 2014 Proposed Budget assumes 1% growth plus new construction.*** The forecast for the 2014 Proposed Budget's General Subfund (General Purpose) portion of the City's property tax is \$216.7 million in 2013 and \$223.2 million in 2014. Additionally the City will levy approximately \$147.2 million for voter-approved lid lifts accounted for in other funds than the City's General Fund and \$17.7 million to pay debt service on voter-approved bond measures. The City's nine-year transportation lid lift will generate approximately \$41.8 million in 2013 and \$42.6 million in 2014. These revenues are accounted for in the Transportation Fund and are discussed later in this section. In November 2013, voters will have the opportunity to approve a new property tax measure (lid lift) in support of public financing of City Council election campaigns. The 6-year measure calls for a first year levy amount of \$2,000,000.

***Medic 1/Emergency Medical Services.*** 2013 marks the final year of the current 6-year Medic 1/EMS levy (2008-2013). In November 2007, King County voters approved the current renewal at a maximum rate of \$0.30 per thousand dollars of assessed value (AV). The current levy was projected to generate approximately \$222 million in the City of Seattle between 2008 and 2013, but due to declining AV the rate remained at its authorized limit in 5 of the 6 years, thus not allowing the levy amount to grow at the allowed 1%, and is now projected to generate approximately \$214 million over the full 6 years. 2013 revenues are projected at \$34.65 million, down from the \$34.79 million received in 2012, but up slightly from the \$34.56 million in the 2013 Adopted Budget. The 2014 Proposed Budget assumes passage in November 2013 of the proposed renewal of the Medic 1/EMS levy at \$0.335 per \$1,000 of AV. At the proposed rate King County projects revenues over the 6-year life of the levy of \$678 million, approximately \$256 million of which will come to the City of Seattle. The 2014 Proposed Budget projects levy revenues of \$42.3 million in 2014, an increase of \$3.1 million over the 2014 Endorsed Budget projection of 39.2 million. This increase is due to greater than previously forecast AV growth for 2014 tax collections.

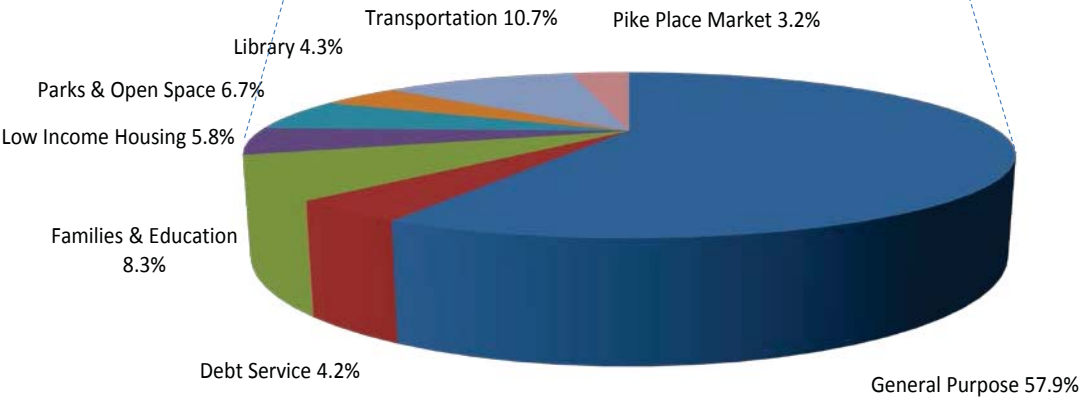
# Revenue Overview

Figure 13.

**Components of Total Property Tax Levy for 2013**  
(tax rate = \$10.51 per \$1,000 assessed value)



**Components of City's Property Tax Levy for 2013**  
(tax rate = \$3.28 per \$1,000 assessed value)





# Revenue Overview

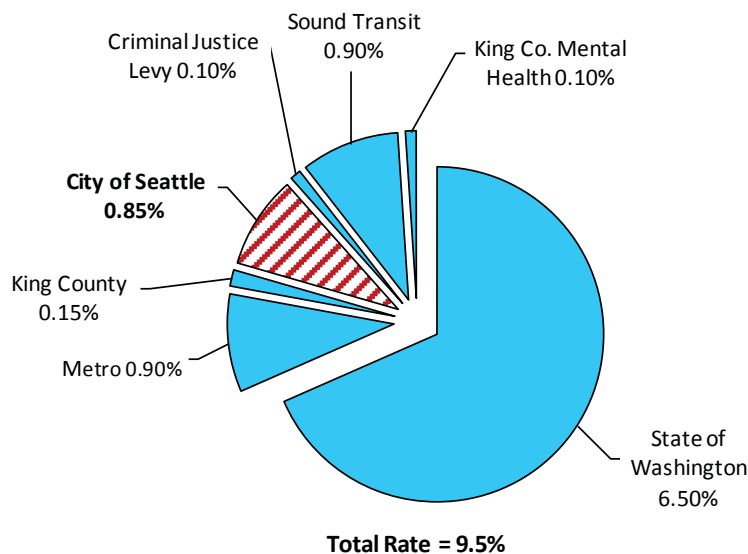
## Retail Sales and Use Tax

The retail sales and use tax (sales tax) is imposed on the sale of most goods and certain services in Seattle. The tax is collected from consumers by businesses that, in turn, remit the tax to the state. The state provides the City with its share of this revenue on a monthly basis.

The sales tax rate in Seattle is 9.5% for all taxable transactions. Prior to October 1, 2011, the sales tax rate in Seattle had included an additional 0.5% tax on the sale of food and beverages in restaurants, taverns, and bars. This tax, which was imposed throughout King County in January 1996 to help pay for the construction of a new professional baseball stadium in Seattle, expired because the stadium construction bonds were paid off.

The basic sales tax rate of 9.5% is a composite of separate rates for several jurisdictions as shown in Figure 14. The City of Seattle's portion of the overall rate is 0.85%. In addition, Seattle receives a share of the revenue collected by the King County Criminal Justice Levy.

**Figure 14. Sales and Use Tax Rates in Seattle, 2013**



**Washington State implemented destination based sales taxation on July 1, 2008.** On July 1, 2008, Washington brought its sales tax procedures into conformance with the Streamlined Sales and Use Tax Agreement (SSUTA), a cooperative effort of 44 states, the District of Columbia, local governments, and the business community, to develop a uniform set of procedures for sales tax collection and administration that can be implemented by all states. Conformance with SSUTA has had two major impacts on local government sales tax revenue.

- Over 1,000 remote sellers agreed to begin collecting taxes on remote sales made to customers in Washington once the state was in conformance with SSUTA. This has increased both state and local sales tax revenue.
- When a retail sale involves a delivery to a customer, SSUTA requires that the sales tax be paid to the jurisdiction in which the delivery is made. This is called destination based sourcing. Prior to 2008, Washington used origin based sourcing, i.e., allocating the sales tax to the jurisdiction from which the delivery was made. The change from origin based sourcing to destination based sourcing has resulted in a reallocation of sales tax revenue among local jurisdictions

As a result of the changes the state made to comply with SSUTA, Seattle has seen a modest increase in its sales tax revenue according to estimates by the Washington Department of Revenue.

# Revenue Overview

***Sales tax revenue has grown and contracted with the region's economy.*** Seattle's sales tax base grew rapidly in the late 1990s, driven by a strong national economy, expansion at Boeing in 1996-97, and the stock market and technology booms. Growth began to slow in 2000, when the stock market bubble burst and technology firms began to falter. The slowdown continued into 2001 and 2002, and the year-over-year change in revenue was negative for ten consecutive quarters beginning with first quarter 2001. The economy began to recover in 2004, which was followed by three very strong years (2005-07), during which taxable sales grew at an average annual rate of 9.8%, led by construction's 21.0% growth rate.

With the onset of the national recession, growth began to slow in the first quarter of 2008, continued slowing in the second and third quarters, and then collapsed in the fourth quarter as the financial crisis reached its peak. Seattle's real (inflation adjusted) sales tax base declined by 8.6% in the fourth quarter of 2008, a rate of decline unprecedented during the previous 35 years. The decline continued at a more moderate pace until the fourth quarter of 2009, by which time the tax base had declined by 20.8% in real terms (the nominal peak-to-trough decline was 18.2%).

Construction, which led the pre-recession build-up in the sales tax base, also led the decline. During the four year period 2004 Q1 – 2008 Q1, taxable sales for construction more than doubled (112.2% increase). The following three years erased 79% of that increase. Other industries posting steep declines in taxable sales during the recession were manufacturing, finance and insurance, and building materials & garden supplies.

After hitting bottom in the fourth quarter of 2009, Seattle's sales tax base has grown by 21.5% through 2013 Q1, leaving it just 0.6% short of its 2008 Q3 peak. If the data are adjusted for inflation, the sales tax base in first quarter 2013 is still 9.4% below its peak. Industries leading the upturn include construction, motor vehicle & parts retailing, e-commerce retailing, manufacturing, management, education, and health services, and accommodations. Construction taxable sales have increased by 55.1% since hitting bottom in the second quarter of 2011.

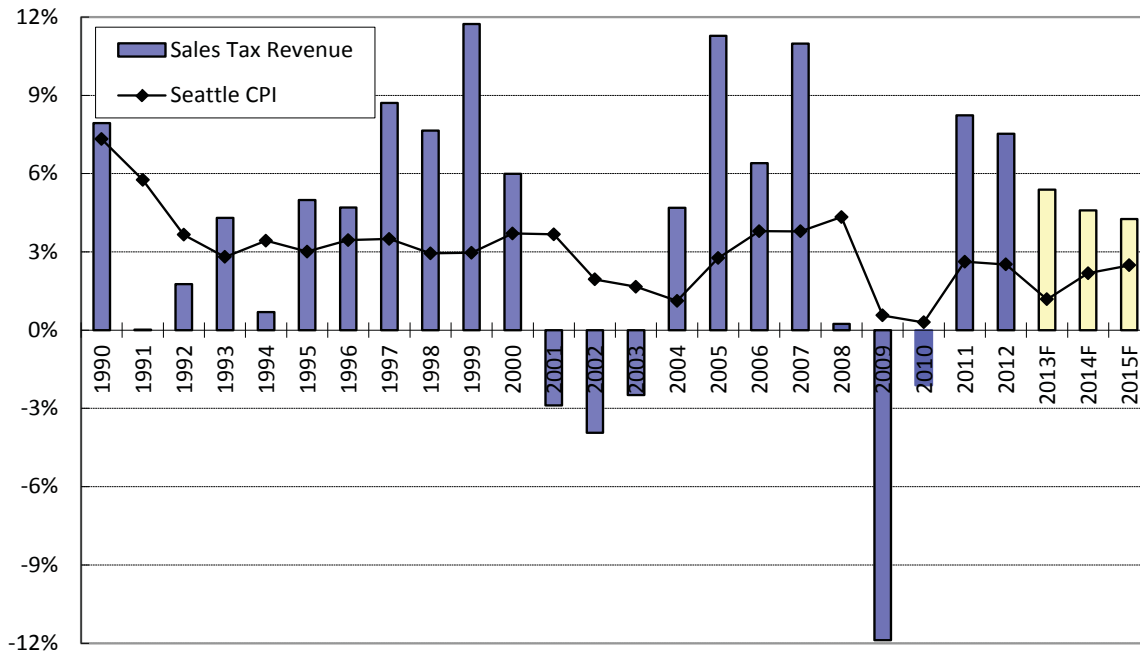
In 2011 sales tax revenue was boosted by the state's amnesty program, which was in effect between February 1 and April 30. The program offered taxpayers a temporary tax amnesty that waived penalty and interest payments on certain unpaid business taxes, including the sales tax. The amnesty program generated an estimated \$2.6 million in additional sales tax revenue as well as approximately \$250,000 in criminal justice sales tax receipts for the City.

***Sales tax revenue growth is expected to slow.*** Following a 6.6% gain in 2011, the City's sales tax base expanded by 9.0% in 2012, when construction increased by 28.7% while the rest of the tax base expanded by 4.7%. With construction growth having slowed to the 15% range over the past two quarters and expected to continue slowing, taxable sales growth is forecast to drop to 4.9% in 2013 and 4.2% in both 2014 and 2015 (see Figure 15).

Sales tax revenue in 2013 and later years received a boost from HB 1971, passed by Washington State Legislature in 2013, which made a number of changes to the way in which telecommunications services are taxed. The change with the greatest fiscal impact is the repeal of the sales and use tax exemption for local residential land line service. To reflect the impact of this change, which takes effect on approximately October 1, 2013, \$200,000 was added to sales tax forecast for 2013, and \$1.0 and \$1.1 million were added to the forecasts for 2014 and 2015, respectively.

# Revenue Overview

**Figure 15. Annual Growth of Retail Sales Tax Revenue**



Note: All revenue figures reflect current accrual methods. 2013-15 are forecasts.

## Business and Occupation Tax

Prior to January 1, 2008, the Business and Occupation (B&O) tax was levied by the City on the gross receipts of most business activity occurring in Seattle. Under some conditions, gross receipts of Seattle businesses were excluded from the tax if the receipts were earned from providing products or services outside of Seattle.

On January 1, 2008, new state mandated procedures for the allocation and apportionment of B&O income took effect. These procedures were expected to reduce Seattle's B&O tax revenue by \$22.3 million in 2008 according to an analysis prepared by the Washington Department of Revenue. On January 1, 2008, the City imposed a square footage business tax to recoup the \$22.3 million by taxing a portion of the floor area of businesses that received a tax reduction as a result of the new allocation and apportionment procedures. The new tax was structured so that no business would pay more under the new combined gross receipts and square footage business tax than it did under the pre-2008 gross receipts B&O tax.

The City levies the gross receipts portion of the B&O tax at different rates on different types of business activity, as indicated in Figure 20 at the end of this section. Most business activity, including manufacturing, retailing, wholesaling, and printing and publishing, is subject to a tax of 0.215% on gross receipts. Services and transporting freight for hire are taxed at a rate of 0.415%. The square footage business tax also has two tax rates. In 2013, the rate for business floor space, which includes office, retail, and production space, is 43 cents per square foot per quarter. Other floor space, which includes warehouse, dining, and exercise space, is taxed at a rate of 14 cents per square foot per quarter. The floor area tax rates are adjusted annually for inflation. The B&O tax has a small business threshold of \$100,000, which means businesses with taxable gross receipts below \$100,000 are exempt from the tax.

Other things being equal, the B&O tax base is more stable than the retail sales tax base. The B&O base is broader than the sales tax base, which does not cover most services. The B&O tax is less reliant than the sales tax on the relatively volatile construction and retail trade sectors, and it is more dependent upon the relatively stable service sector.

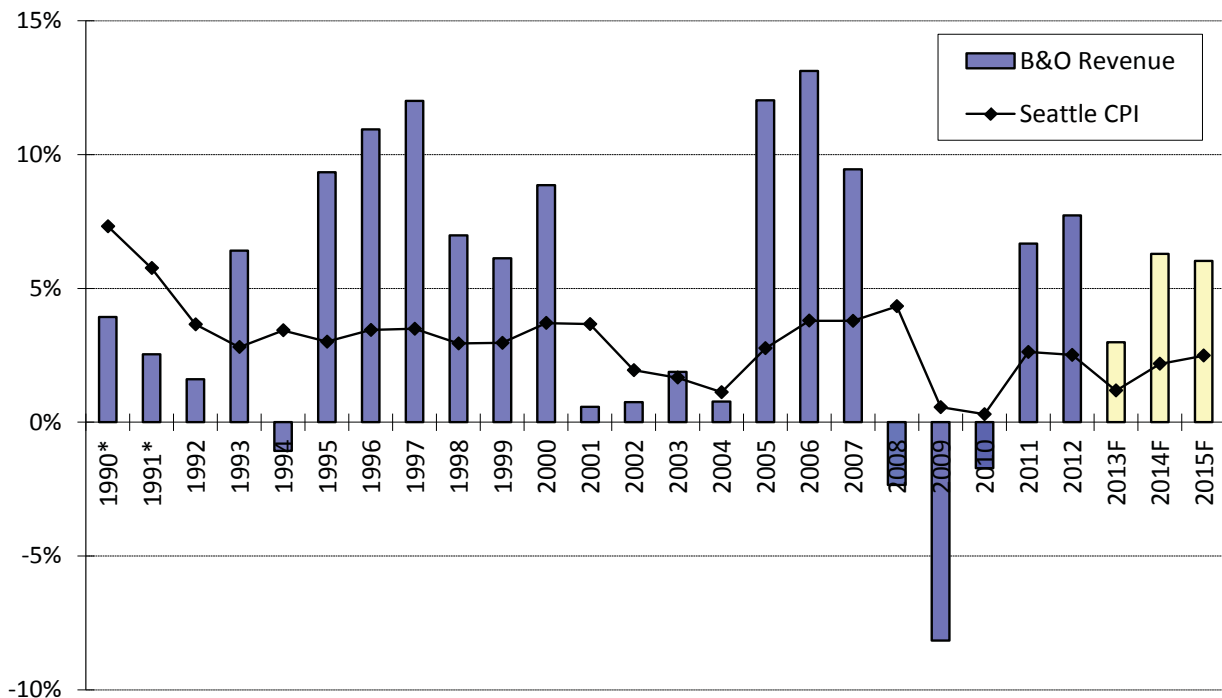
# Revenue Overview

Included in the forecast of B&O tax revenue are projections of tax refund and audit payments, and estimates of penalty and interest payments for past-due tax obligations.

**B&O revenue surpassed its pre-recession high in 2012.** In 1995, the City initiated an effort to administer the B&O tax more efficiently, educate taxpayers, and enforce tax regulations. This resulted in unlicensed businesses being added to the tax rolls, businesses reporting their taxable income more accurately, and a significant increase in audit and delinquency collections – all of which helped to increase B&O receipts beginning in 1996. In 2000, B&O revenue was boosted by changes the state of Washington made in the way it taxes financial institutions. These changes affected the local tax liabilities of financial institutions.

Since the mid-1990s, B&O receipts have fluctuated with the economy's ups-and-downs, rising rapidly during the late-1990s stock market & dot-com bubbles and the housing bubble of the mid-2000s, but falling sharply during the two major recessions of the last decade. When the region's economy slipped into recession in early 2001, B&O revenue growth slowed abruptly, and remained below 2% for four successive years (see Figure 16). Revenue growth then accelerated sharply in 2005 and averaged 11.5% over the three year period 2005-07. The upswing was led by strong growth in construction, professional, scientific & technical services, health services, and finance & insurance. The upturn ended abruptly in 2008, which started with a healthy 8.3% year-over-year increase in revenue from current economic activity in the first quarter, and ended with a 7.0% year-over-year decline in the fourth quarter. For the year, revenue was down 2.3% from 2007 levels, but 2009 saw the full force of the recession with revenue dropping 8.2% from 2008. The decline was broad based with no industry untouched, but construction, manufacturing, wholesale trade, and finance & insurance were particularly hard hit.

**Figure 16. Annual Growth of B&O Tax Revenue**



\*1990 and 1991 figures have been adjusted to remove the effects of tax rate increases.

Note: Revenue figures reflect current accrual methods; 2013-15 are forecasts.

Figures include both gross receipts and square footage tax revenue.

The B&O tax base stopped contracting in the second quarter of 2012, having lost 16.8% of its value. Since then the tax base has experienced a healthy rebound, increasing by 22.0% over the 11 quarters to first quarter 2013 to surpass its pre-recession peak by 1.5%. Leading the rebound have been construction, wholesale trade, finance & insurance, and business & professional services. The bounce-back in health services has been modest, with growth during the past three years running well below historic levels.

# Revenue Overview

B&O tax revenue, which had declined for three years in a row, returned to growth in 2011, posting a 6.7% gain. Growth in 2011 fell short of the 7.7% increase in the tax base because of a drop in revenue from non-current activity, which includes audit payments, refunds, and penalty & interest payments. 2011 was a record year for refunds. This pattern was reversed in 2012, when 7.7% revenue growth exceeded the 5.7% growth rate of the tax base by 2.0%. 2012 was a record year for revenue from audit payments and for non-current revenue overall.

***The B&O forecast anticipates moderate revenue growth will continue.*** The B&O revenue forecast reflects the expectation that the U.S. economy will slowly improve, but that the recovery will remain relatively weak at both the national and regional levels. The B&O tax base is forecast to grow at an annual rate in the 5½% - 6% range over the next several years. Tax revenue is expected to increase at roughly the same rate as the tax base except in 2013, when 3.0% revenue growth is forecast. Revenue growth will be weak in 2013 because non-current revenue is expected to drop by \$3.1 million from 2012, reflecting an expected return to more normal levels from 2012's record high.

The forecast for 2013 incorporates an expected revenue gain from the addition of two license and standards inspectors to the Regulatory and Enforcement Unit of the Department of Finance and Administrative Services. A second revenue gain in 2013 results from the freeing-up of some audit and licensing staff time that is currently involved in taxi regulation. Some of this staff time will now be available for B&O tax enforcement, which will increase B&O revenue in 2013.

The forecast of non-current revenue for 2014 and later years has been reduced to reflect the expectation that the high level of refunds the City has experienced since 2011 will continue. The increase in refunds is due in part to increased taxpayer compliance with the state mandated apportionment and allocation procedures that took effect in 2008.

## Utility Business Tax - Private Utilities

The City levies a tax on the gross income derived from sales of utility services by privately owned utilities within Seattle. These services include telephone, steam, cable communications, natural gas, and refuse collection for businesses.

***Natural gas prices are expected to increase, but remain historically low.*** The City levies a 6% utility business tax on gross sales of natural gas. The bulk of revenue from this tax is received from Puget Sound Energy (PSE). PSE's natural gas rates are approved by the Washington Utilities and Transportation Commission (WUTC). Another tax is levied on consumers of gas delivered by private brokers. It is also assessed at 6% on gross sales. Natural gas prices have been relatively stable of late after reaching a high of \$13 per million British Thermal Units (BTUs) in July 2008. Prices averaged \$2.6/mBTU for 2012 and are expected to average around \$4.5/mBTU from 2013 through 2014. Temperatures play a key role and are inversely related to natural gas usage and subsequent tax receipts.

***Telecommunications industry continues to change.*** The utility business tax is levied on the gross income of telecommunication firms at a rate of 6%. After extraordinary growth over several consecutive years in the late 1990s, telecommunication tax revenue growth halted completely in 2002, and began declining in the fourth quarter of that year. A variety of forces – the lackluster economy, industry restructuring, and heightened competition – all served to force prices downward and reduce gross revenues. Technological changes, particularly Voice-over Internet Protocol (VoIP), which enables local and long-distance calling through broadband Internet connections, contribute to the uncertainties in this revenue stream.

All sectors of the industry have been affected to varying degrees by the recession as well as changes in consumer habits. Wireless revenues have been a source of growth as more and more consumers shift to cellular phones as their primary voice option. This growth has come at the expense of traditional telecom providers, from whom the City has seen steady declines in tax receipts. The recent proliferation of smartphones has been a double-edged sword for the City's tax base. While new smartphone users have added to the wireless tax revenue base, the increased use of data and Internet services which are not taxable have caused unexpected declines in the revenue

# Revenue Overview

streams. As more and more wireless phone users are using the devices for data transmission instead of voice or text applications, and telecom companies change their rate plans to respond to this consumer behavior, the City will continue to see tax revenue declines. 2011 revenue growth was negative over 2010 (-10.7%) because of artificially high receipts from audit payments and as a result of some wireless companies changing their revenue accounting practices to reflect the increased use of non-taxable data services. These accounting practices continue to evolve, leading to another year of negative growth in 2012 of -3.7%. Non-current revenues, those that are for prior periods stemming from re-filing or audit/refund payments, are expected to average \$825,000 over the current biennium. Because of this positive addition to revenues, 2013 and 2014 growth is expected to be flat.

**Cable tax revenues show positive growth.** The City has franchise agreements with cable television companies operating in Seattle. Under the current agreements, the City levies a 10% utility tax on the gross subscriber revenues of cable TV operators, which accounts for about 90% of the operators' total revenue. The City also collects B&O taxes on miscellaneous revenues not subject to the utility tax. The imposition of a 4.2% franchise fee makes funds available for cable-related public access purposes. This franchise fee is deposited into the City's Cable TV Franchise Fee Subfund.

Cable revenues have been growing, but with increased competition from satellite and internet television providers, the growth has been somewhat muted. Average annual growth for the 2013 – 2014 period is expected to be 2.3%, just above inflation.

## Utility Business Tax - Public Utilities

The City levies a tax on most revenue from retail sales collected by City-owned utilities (Seattle City Light and Seattle Public Utilities). Tax rates range from a State-capped 6% on City Light up to a current 15.54% on the City Water Utility. There are no planned tax rate changes; therefore the revenues from the utilities are projected to remain fairly stable, with the exception of those utilities with changes in rate structure.

**New pass-through rates from the Bonneville Power Administration are expected for the current biennium.** City Light sells excess power on the wholesale energy market. City Light energy production, almost exclusively hydro power, competes with natural gas in the wholesale market. For the 2010 fiscal year, the City Council authorized the creation of a rate stabilization fund for the utility funded with an as needed surcharge. The rate stabilization surcharge may be triggered during the second half of 2014, but is not assumed in the forecast. Average retail rates for 2013 and 2014 are up by 4.4% and 7.3% respectively over the prior year and assume a new BPA rates charged to City Light which passes on those rates to end users. Tax revenues that accrue to the General Subfund will have annual increases of 4.5% in 2013 and 7.3% in 2014.

**Water retail rate increases for 2013 and 2014.** Rate increases have already been adopted by Council for the water utility in SPU through 2014. This will lead to tax revenue growth rates of 8.6% in 2013 and 6.4% in 2014.

**Drainage and Wastewater rate increases mean higher tax revenue growth.** Rates adopted by City Council through 2014 will yield tax receipts from these two utilities that will grow by 7.9% and 2.8% in 2013 and 2014, respectively.

**Higher Solid Waste rates mean higher tax revenue growth.** The utility tax rate on both City of Seattle and commercial solid waste service is currently 11.5%. Solid Waste rates have been adopted by the City Council through 2016 and along with increased economic activity, will lead to tax revenue growth rates of 8.7% and 2.9% in 2013 and 2014, respectively.

## Admission Tax

The City imposes a 5% tax on admission charges to most Seattle entertainment events, the maximum allowed by state statute. This revenue source is highly sensitive to swings in attendance at athletic events. It is also dependent on economic conditions, as people's ability and desire to spend money on entertainment is influenced

# Revenue Overview

by the general prosperity in the region. Recently, entertainment venues have opened around the City increasing the size of the tax base.

20% of admissions tax revenues, excluding men's professional basketball, were dedicated to programs supported by the Office of Arts and Cultural Affairs (OACA). For 2010, the Mayor and Council agreed to increase this contribution to 75% based on the actual admission tax receipts from two years prior. As a result, OACA is fully funded by the admissions tax, except for money received from the 1% for Arts program. The forecasts in Figure 11 for admissions taxes reflect the full amount of tax revenue. The Office of Arts and Cultural Affairs section of this document provides further detail on the Office's use of Arts Account revenue from the admission tax and the implementation of this change.

## Parking Meters/Traffic Permits

In spring 2004, the City of Seattle began replacing traditional parking meters with pay stations in various areas throughout the City. Pay stations are parking payment devices offering the public more convenient payment options, including credit cards and debit cards, for hourly on-street parking. Pay station technology also allows the City to adopt different pricing, time limit and other management parameters on different blocks throughout the city. In the same period, the City has increased the total number of parking spaces in the street right-of-way that are subject to fees and collected more data to measure occupancy, turn over and other characteristics of on-street parking. Now with around 2,200 pay stations controlling approximately 12,500 parking spaces, the overall objective of the program is to provide a more data-driven, outcome based management and price setting approach in pursuit of the expressed policy goals of 1 to 2 open spaces per block-face, reduced congestion, support of business districts and, as a by-product, reduced vehicle emissions and improved air quality.

One element of the performance based parking management program is greater use of the price signal to achieve management objectives. In 2007, SDOT extended pay station control over 2,160 previously non-paid spaces in the South Lake Union area. Under an experimental approach, multiple rates were implemented categorically for these spaces and were to be adjusted periodically to consistently achieve a desired occupancy rate in the area. This approach was extended citywide in 2009 with a three-tiered rate program, with rates varying according to parking demand by area of the city. Accompanying this change in policy, the maximum allowable hourly rate was increased from \$1.50 per hour to \$2.50 per hour to allow for rate setting flexibility.

The 2011 Adopted Budget included a further increase in the maximum allowable hourly rate from \$2.50 to \$4.00 per hour and an extension of paid evening parking hours from 6 p.m. to 8 p.m. in 7 neighborhoods with high evening use rates. As implemented in 2011, based on measured occupancy throughout the day, SDOT moved from the 3 tiered rate approach to more finely adapted rates by individual neighborhood. Between January and March 2011, on-street parking rates were increased in 4 neighborhoods and decreased in 11 neighborhoods relative to the 2011 Adopted Budget assumptions. The 2012 Adopted Budget went further, redefining the boundaries of parking areas as needed to set rates by neighborhood and where appropriate by sub-neighborhood areas according to occupancy data. It also adopted changes to time limits (from 2 to 4 hours) in 8 neighborhoods and sub-areas. The 2013 Adopted Budget made no further rate, boundary or time limit changes, but assumed full implementation of the pay-by-phone (PBP) payment program. PBP allows individuals to pay for parking by credit card using a smart phone or other smart device, via an account with the City's contracted PBP vendor. The 2014 Proposed Budget assumes status-quo parking rates throughout the City and one time limit change (from 2 to 4 hours) in the Uptown Core area.

The Department of Transportation's budget section provides further information about the parking management program. Each of the prescribed rate changes implemented in 2011 and 2012, as well as extending evening paid parking hours from 6 p.m. to 8 p.m. or increasing time limits from 2 to 4 hours have affected on-street parking revenues. Simultaneously, beginning in October 2011, construction activity related to the Alaskan Way Viaduct replacement project and subsequently the Seawall replacement project began eliminating several blocks of on-street parking in the Pioneer Square and downtown waterfront area. Reconfiguration of the Mercer St. corridor and other road construction projects similarly will continue to reduce or alter, if only temporarily, available on-street parking in effected neighborhoods. Altogether, these changes and effects, including general improvement



# Revenue Overview

in demand experienced throughout 2012 and 2013, increase 2013 revenues in the 2014 Proposed Budget 3.6% over the 2013 Adopted Budget to \$35.4 million. 2014 revenues are projected to remain flat at \$35.4 million due to the loss of spaces along the waterfront.

*Street Use and Traffic Permits.* Traffic-related permit fees, such as meter hood service, commercial vehicle load zone, truck overload, gross weight and other permits, reversed a downward recessionary trend in 2011, ending 23.3 percent higher at \$2.33 million than 2010 actual revenues of \$1.83 million. 2012 revenues increased 55% to \$3.65 million. This increase is in response to increased economic activity in the service trades for example, but primarily increased construction activity, requiring increased numbers of meter hoods and vehicle overload permits. The 2014 Proposed Budget assumes meter hood and vehicle overload permit volumes stabilizing or declining slightly for 2013 and 2014. 2013 revenues are projected to fall to \$3.36 million and to \$3.17 million in 2014.

## Court Fines

Historically, between 70% and 85% of fine revenues collected by the Seattle Municipal Court are from parking citations written by Seattle Police Department parking enforcement and traffic officers. Fines from photo enforcement in selected intersections and school zones now comprise approximately 10-15% of revenues and 10-12% comes from traffic and other tickets. Trends indicated decreases in parking citation volume through 2006. This was in part due to enforcement and compliance changes stemming from the introduction of parking pay station technology beginning in 2004. However, beginning in 2007 citation volume increased, in part due to changes in enforcement technology and strategies, but also to the addition of three Parking Enforcement Officers (PEOs) authorized as part of the South Lake Union parking pay station extension (described above in the Parking Meter section).

Demand for parking enforcement has also grown with changes in neighborhood development, parking design changes and enforcement programs in other parts of the City. The City has established several new Restricted Parking Zones (RPZs), especially around the new light-rail train stations through the Rainier Valley. In response, an additional 8 new PEOs were authorized in 2009, 7 in 2010, and 4 in 2011. Two of the four PEOs in 2011 were dedicated to enforcement activities related to the City's scofflaw boot program, which began July 5, 2011. The boot program utilizes mobile license plate recognition cameras and an immobilizing boot device that is attached to scofflaw vehicles, or those with 4 or more outstanding parking citations in collections.

An additional 8 PEOs were adopted for 2013 to compensate for the additional time anticipated to enforce compliance under the Seattle Department of Transportation's new pay-by-phone (PBP) program (see also descriptions in the Seattle Police Department and Transportation Department sections). The PBP program, allows the public to pay for parking with their cell phones or other mobile device. Absent an issued pay sticker, PBP will require PEOs to verify payment compliance for all vehicles without a pay sticker or with an expired sticker. The 2013 Adopted and 2014 Endorsed Budgets assumed the PEOs would accomplish this with their handheld ticketing devices (HHTs) via a wireless connection to a database on a central server. Due to connectivity issues related to the aging HHTs, this additional enforcement step could add up to 30 seconds on average per checked vehicle to current enforcement practice. SPD will replace the current class of HHTs in 2014, which will improve connectivity and reduce the time to enforce.

The City began PBP service in July 2013 in the downtown core with PEOs using smartphones to verify compliance rather than the existing HHTs. Full city-wide roll out will continue through October 2013, which is several months delayed from original forecast expectations. Altogether, the delay in implementation and using smartphones for enforcement are assumed to lessen the negative effect on enforcement efficiency, assumed in the 2013 Adopted and 2014 Endorsed Budgets.

In 2009, the City received \$27.2 million in court fines and forfeitures, including \$4.7 million from the expanded red light camera enforcement program, which grew from 6 camera locations to 18 in the last quarter of 2008 and to nearly 30 total locations in early 2009. Revenues in 2010 were \$29.8 million with approximately \$4.8 million from red light camera enforcement. Revenues in 2011 were \$31.4 million with \$4.53 million from red light cameras. The 2012 Adopted Budget assumed addition of 6 more camera locations and 4 school zone speed camera locations



# Revenue Overview

and approximately \$1 million in additional revenues. Installation of the cameras was delayed with the school zone speed cameras becoming operational in December 2012.

The 2014 Proposed Budget projects total camera enforcement revenues at \$9.9 million in 2013 and \$13.3 million in 2014. Of these amounts \$6.2 million in 2013 and \$8.6 million in 2014 are attributable to school zone speed cameras. The 2014 Proposed Budget assumes an increase in the number of school zone speed camera locations from the original 4 locations to a total of 15 locations by the end of 2014. Per Council action beginning in 2014 the school zone camera revenues will be deposited into a separate fund and will no longer appear in the General Subfund table. Total Fines and Forfeitures revenues for 2013 are estimated at \$39.0 million, an increase from \$32.9 million in the 2013 Adopted Budget due largely to the greater than anticipated performance of the school zone cameras, but also to the diminished effects of the PBP program. For 2014, Fine and Forfeiture revenues are projected at \$34.4 million in the 2014 Proposed Budget. The large decrease across years is due to the removal of school zone camera revenues in 2014.

## Interest Income

Through investment of the City's cash pool in accordance with state law and the City's own financial policies, the General Subfund receives interest and investment earnings on cash balances attributable to several of the City's funds or subfunds that are affiliated with general government activities. Many other City funds are independent, retaining their own interest and investment earnings. Interest and investment income to the General Subfund varies widely, subject to significant fluctuations in cash balances and changes in earnings rates dictated by economic and financial market conditions.

As a result of the financial crisis in 2008, borrowing rates have fallen precipitously across the board. These rates remained low in 2009-2012 and the Federal Reserve has committed to keeping interest rates low through 2014. The annual yield for 2013 and 2014 is expected to be 0.71% and 0.85% respectively. Current estimates for General Subfund interest and investment earnings are \$1.5 million in 2013 and \$1.8 million in 2014.

## Revenue from Other Public Entities

***Washington State shares revenues with Seattle.*** The State of Washington distributes a portion of tax and fee revenue directly to cities. Specifically, portions of revenues from the State General Fund, liquor receipts (both profits and excise taxes), and motor vehicle fuel excise taxes, are allocated directly to cities. Revenues from motor vehicle fuel excise taxes are dedicated to street maintenance expenditures and are deposited into the City's Transportation Fund. Revenues from the other taxes are deposited into the City's General Subfund.

***The State's budget leads to small declines in Criminal Justice revenues.*** The City receives funding from the State for criminal justice programs. The State provides these distributions out of its General Fund. These revenues are allocated on the basis of population and crime rates relative to statewide averages. For the 2012 and 2013 state budgets, these distributions were cut by 3.4% in each year, leading to small declines in the revenue stream for Seattle.

***State budget reduces liquor related revenues to cities.*** Cities in the state of Washington typically receive two liquor related revenues from the state. One is related to the liquor excise tax on sales of spirits and the other is a share in the State Liquor Board's profits accrued from the operation from their monopoly on spirits sales. The state no longer holds the monopoly in liquor sales in the state due to the passing of Initiative 1183 in November of 2011. The initiative guaranteed the cities would continue to receive distributions in an amount equal to or greater than what they received from liquor board profits prior to the implementation of the initiative as well as an additional \$10 million to be shared annually. There was no guarantee concerning liquor excise taxes. In recent budgets the state has eliminated, on a temporary basis, the sharing of liquor excise taxes. Partial distributions will resume in the 3<sup>rd</sup> quarter of 2013. The sale of state liquor stores led to a one-time distribution of \$1.3 million to Seattle in 2012 for an expected total of \$7.6 million. Liquor related revenues for 2013 will be \$5.9 million and \$6.4 million in 2014. The revenues should have stabilized by 2015, barring any additional changes from the state.

# Revenue Overview

## Service Charges and Reimbursements

***Internal service charges reflect current administrative structure.*** In 1993, the City Council adopted a resolution directing the City to allocate a portion of central service expenses of the General Subfund to City utilities and certain other departments not supported by the General Subfund. The intent is to allocate a fair share of the costs of centralized general government services to the budgets of departments supported by revenues that are largely self-determined. These allocations are executed in the form of payments to the General Subfund from these independently supported departments. The former Department of Executive Administration (DEA) has merged with the former Fleets & Facilities Department (FFD) into the Department of Finance and Administrative Services (FAS). This means that central service charges that accrued to the General subfund to support the former DEA's work now go directly to FAS's operating fund. More details about these cost allocations and methods are detailed in the Cost Allocation section of this budget.

## Interfund Transfers

***Interfund transfers.*** Occasionally, transfers from departments to the General Subfund take place to pay for specific programs that would ordinarily be executed by a general government department or to capture existing unreserved fund balances. A detailed list of these transfers is included in the General Subfund revenue table found in the Funds, Subfunds, and Other section.

In ratifying the 2014 Budget, it is the intent of the City Council and the Mayor to authorize the transfer of unencumbered, unreserved fund balances from the funds listed in the General Subfund revenue table to the General Subfund.

# Revenue Overview

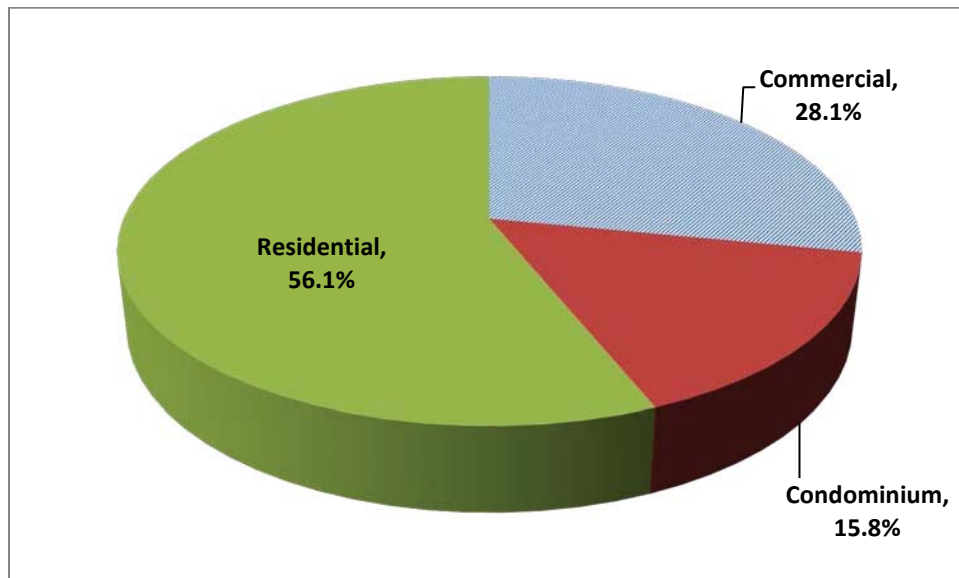
## Cumulative Reserve Subfund – Real Estate Excise Tax

The Cumulative Reserve Subfund resources are used primarily for the maintenance and development of City general government capital facilities. These purposes are supported mainly by revenues from the Real Estate Excise Tax (REET), but also, to a lesser degree, by the proceeds from certain property sales and rents, street vacation revenues, General Subfund transfers, and interest earnings on subfund balances.

The REET is levied by the City at a rate of 0.5% on sales of real estate measured by the full selling price. Because the tax is levied on transactions, the amount of revenue that the City receives from REET is determined by both the volume and value of transactions.

Over time, 56.1% of the City's REET tax base has come from the sale of residential properties, which include single-family homes, duplexes, and triplexes. Commercial sales, which include apartments with four units or more, account for 28.1% of the tax base, and condominiums constitute the remaining 15.8% (see Figure 17).

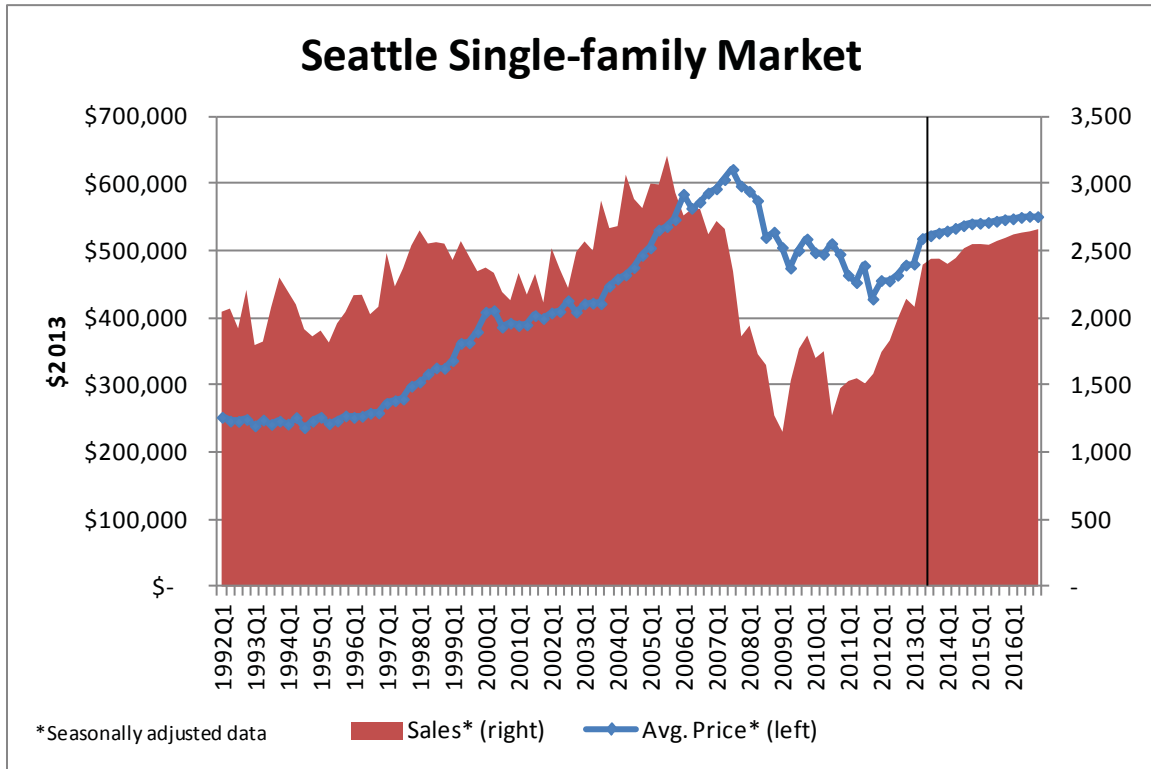
**Figure 17. Value of Seattle Real Estate Transactions by Property Type, 1982 - 2012**



**The residential market has picked up.** The value of Seattle real estate transactions (the REET tax base) increased at an average annual rate of 13.1% between 1982 and 2007, a period when Seattle area inflation averaged only 3.4% per year. Growth was particularly strong during the recent boom years, fuelled by low interest rates and a growing economy. 2008 saw the national property bust that started in late 2005 come to Seattle. The REET tax base declined 50.7% from 2007 to 2008, and continued to decline by 23.4% into 2009. The decline was felt across all three real estate categories. 2010 saw small growth of 3.7% over 2009. 2011 had improved numbers especially in the commercial market with a number of large downtown office buildings changing hands. This provided 27.4% growth in REET over 2010. The commercial market continued to expand in 2012 with another significant year of transactions similar to 2007 with sector growth of 142.7% over 2011 with total REET growing by 65.9%. 2013 has so far seen a sharp increase in both the number of single-family homes changing hands and their average prices (see Figure 18). Transaction volumes are at levels not seen since 2007 prior to the downturn. Because commercial activity was so pronounced in 2012, total REET receipts are expected to fall from 2012 by -6.9%. 2014 should see positive growth again of 9.2%.

# Revenue Overview

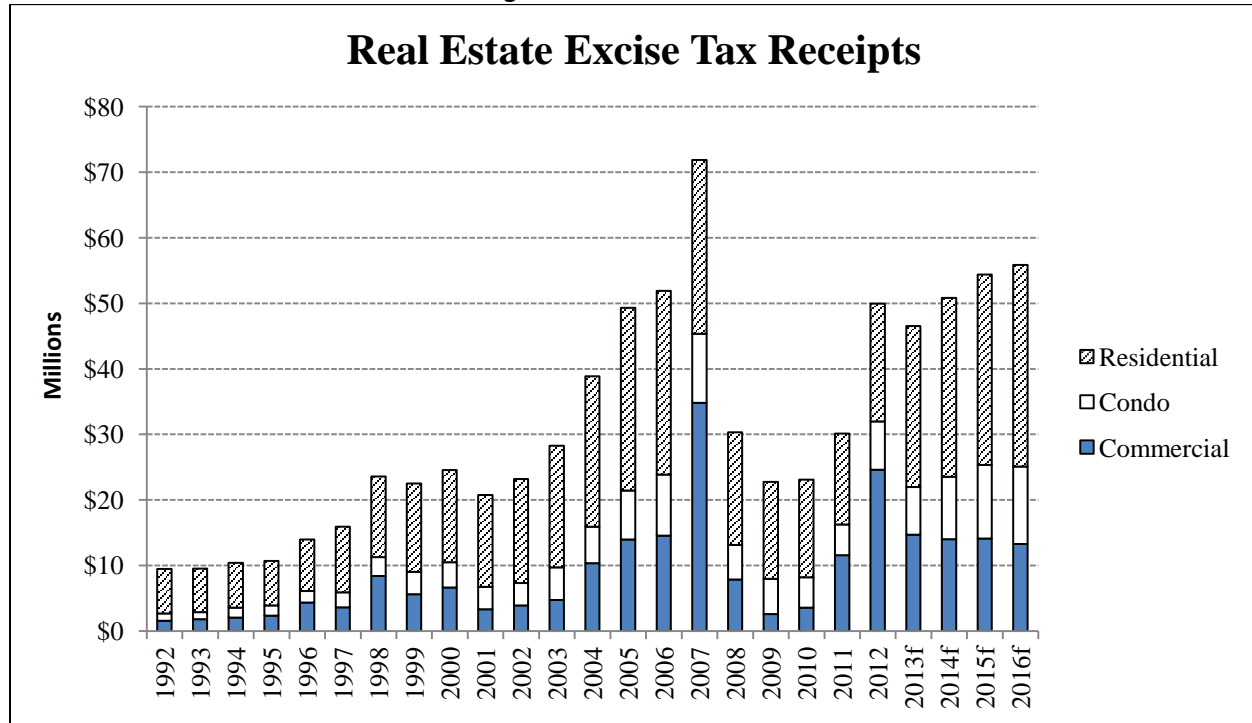
Figure 18. Seattle Single-family Home Sales



The volatility of REET is reflected by the fact that despite a 9.6% average annual growth rate, the REET tax base declined in nine years during the period 1982 – 2012. This volatility is largely the result of changes in sales volumes, which are sensitive to shifts in economic conditions and movements in interest rates; average prices tend to be more stable over time. That price stability was severely compromised in the downturn as Seattle area prices for residential properties fell 31.0% from their peak, according to the Case/Shiller Home Price Index. Commercial activity tends to be more volatile than the residential market, in part because the sale of a handful of expensive properties can result in significant swings in the value of commercial sales from one year to the next, as was seen in 2007 and more recently in 2011 and 2012.

# Revenue Overview

Figure 19. REET Revenues



## Transportation Fund – Bridging the Gap Revenue Sources

The Transportation Fund is the primary operating fund whose resources support the management, maintenance, design, and construction of the City’s transportation infrastructure. The fund receives revenues and resources from a variety of sources: General Subfund transfers, distributions from the State’s Motor Vehicle Fuel tax, state and federal grants, service charges, user fees, bond proceeds, and several other sources more fully presented in the Transportation Department section of this budget document. In September 2006, the City and the voters of Seattle approved the nine-year Phase One of the 20-year Bridging the Gap program aimed at overcoming the City’s maintenance backlog and making improvements to the bicycle, pedestrian, bridge, and roadway infrastructure. The foundation of the program was establishing three additional revenue sources: a levy lid lift (Ordinance 122232), a commercial parking tax (Ordinance 122192), and a business transportation, or employee hours tax (Ordinance 122191).

The transportation lid lift is a nine-year levy authorized under RCW 84.55.050 to be collected from 2007 through 2015. The lid lift provides a stable revenue stream that raised \$40.3 million in 2011 and \$41.0 million in 2012. For 2013 and 2014, the 2014 Proposed Budget includes lid lift revenues of \$41.8 million and \$42.6 million respectively.

The commercial parking tax is a tax on the act or privilege of parking a motor vehicle in a commercial parking lot within the City that is operated by a commercial parking business. The tax rate was initially established at 5% effective July 1, 2007. As approved in the authorizing legislation, the rate increased on July 1, 2008 to 7.5%, and then to 10% on July 1, 2009. The tax yielded \$24.1 million in 2010. The commercial parking tax rate increased to 12.5 percent January 1, 2011 and generated \$28.2 million. The tax raised \$31.2 million in 2012. Commercial Parking Tax revenue is forecast to increase to \$31.9 million in 2013 and \$32.8 million in 2014. As noted, the original 10% commercial parking tax was established as part of the Bridging the Gap transportation program. These additional revenues from the 2.5% increase are authorized to fund a variety of transportation purposes, which are described in the Department of Transportation’s section of this budget.

## **Revenue Overview**

The business transportation tax (or employee hours tax) was a tax levied and collected from every firm for the act or privilege of engaging in business activities within the City of Seattle. The amount of the tax was based on the number of hours worked in Seattle or, alternatively, on a full-time equivalent employee basis. The tax rate per hour was \$0.01302, which is equivalent to \$25 per full-time employee working at least 1,920 hours annually. Several exemptions and deductions were provided in the authorizing ordinance. Most notably, a deduction was offered for those employees who regularly commuted to work by means other than driving a motor vehicle alone. The tax raised \$4.8 million in 2008 and \$5.9 million in 2009. The tax was eliminated effective in 2010. This decision was supported by the performance of the commercial parking tax, the difficult economic situation facing businesses, and the costs to businesses and the City of administering the tax.

# Revenue Overview

**Figure 20. Seattle City Tax Rates**

	2009	2010	2011	2012	2013
<b>Property Taxes (Dollars per \$1,000 of Assessed Value)</b>					
General Property Tax	\$1.55	\$1.78	\$1.87	\$1.97	\$1.90
Families & Education	0.12	0.14	0.14	0.27	0.27
Parks and Open Space	0.18	0.20	0.20	0.21	0.20
Low Income Housing	0.03	0.17	0.17	0.18	0.17
Fire Facilities	0.15	0.09	0.10	0.06	
Transportation	0.27	0.31	0.32	0.33	0.35
Pike Place Market	0.09	0.10	0.10	0.11	0.10
Library					0.14
Emergency Medical Services	0.27	0.30	0.30	0.30	0.30
Low Income Housing (Special Levy)	0.06				
City Excess GO Bond	0.13	.014	0.15	0.15	0.14
<b>Retail Sales and Use Tax</b>	0.85%	0.85%	0.85%	0.85%	0.85%
<b>Business and Occupation Tax</b>					
Retail/Wholesale	0.215%	0.215%	0.215%	0.215%	0.215%
Manufacturing/Extracting	0.215%	0.215%	0.215%	0.215%	0.215%
Printing/Publishing	0.215%	0.215%	0.215%	0.215%	0.215%
Service, other	0.415%	0.415%	0.415%	0.415%	0.415%
International Finance	0.415%	0.150%	0.150%	0.150%	0.150%
<b>City of Seattle Public Utility Business Taxes</b>					
City Light	6.00%	6.00%	6.00%	6.00%	6.00%
City Water	19.87%	19.87%*	15.54%	15.54%	15.54%
City Drainage	11.50%	11.50%	11.50%	11.50%	11.50%
City Wastewater	12.00%	12.00%	12.00%	12.00%	12.00%
City Solid Waste	11.50%	11.50%	11.50%	11.50%	11.50%
<b>City of Seattle Private Utility B&amp;O Tax Rates</b>					
Cable Communications (not franchise fee)	10.00%	10.00%	10.00%	10.00%	10.00%
Telephone	6.00%	6.00%	6.00%	6.00%	6.00%
Natural Gas	6.00%	6.00%	6.00%	6.00%	6.00%
Steam	6.00%	6.00%	6.00%	6.00%	6.00%
Commercial Solid Waste	11.50%	11.50%	11.50%	11.50%	11.50%
<b>Franchise Fees</b>					
Cable Franchise Fee	4.20%	4.20%	4.20%	4.20%	4.20%
<b>Admission and Gambling Taxes</b>					
Admissions tax	5.00%	5.00%	5.00%	5.00%	5.00%
Amusement Games (less prizes)	2.00%	2.00%	2.00%	2.00%	2.00%
Bingo (less prizes)	10.00%	10.00%	10.00%	10.00%	10.00%
Punchcards/Pulltabs	5.00%	5.00%	5.00%	5.00%	5.00%

\*The 19.87% rate was effective March 31, 2009, and includes a temporary surcharge to respond to a court decision. This surcharge expired on December 31, 2010.





## Selected Financial Policies

Through a series of Resolutions and Ordinances, the City has adopted a number of financial policies that are designed to protect the City's financial interests and provide a framework and guidelines for the City's financial practices. For additional information about these policies, please refer to the City of Seattle website: [http://www.seattle.gov/financedepartment/financial\\_policies.htm](http://www.seattle.gov/financedepartment/financial_policies.htm).

### Budgetary Basis

- The City budgets on a modified accrual basis. Property taxes, sales taxes, business and occupation taxes, and other taxpayer-assessed revenues due for the current year are considered measurable and available and, therefore, as revenues, even though a portion of the taxes may be collected in the subsequent year. Licenses, fines, penalties, and miscellaneous revenues are recorded as revenues when they are received in cash since this is when they can be accurately measured. Investment earnings are accrued as earned.
- Expenditures are considered a liability when they are incurred. Interest on long-term debt, judgments and claims, workers' compensation, and compensated absences are considered a liability when they are paid.

### Appropriations and Execution

- The adopted budget generally makes appropriations for operating expenses at the budget control level within departments, unless the expenditure is from one of the General Fund reserve accounts, or is for a specific project or activity budgeted in the General Subfund category called Finance General. These projects and activities are budgeted individually.
- Capital projects programmed in the CIP are appropriated in the budget at the program or project level. Grant-funded activities are controlled as prescribed by law and federal or state regulations.
- Within the legally adopted budget authorizations, more detailed allocations, as approved by CBO, are recorded in the City's accounting system, called SUMMIT, at the lowest levels of each department's organizational structure and in detailed expenditure accounts. Throughout the budget year, CBO monitors revenue and spending performance against the budget to protect the financial stability of the City.
- In accordance with Washington state law, any unexpended appropriations for operating or ordinary maintenance expenditures automatically lapse at the close of the fiscal year, except for any appropriation continued by ordinance. Unexpended appropriations for capital outlays remaining at the close of the fiscal year are carried forward to the following year, except for any appropriation abandoned by ordinance.

## **Selected Financial Policies**

### **Budget Transfers**

The Budget Director may approve, without ordinance, appropriation transfers within a department or agency of up to 10%, and with no more than \$500,000 of the appropriation authority for the particular budget control level or, where appropriate, line item, being increased. In addition, no transfers can reduce the appropriation authority of a budget control level by more than 25%.

### **Debt Policies**

- The City of Seattle seeks to maintain the highest possible credit ratings for all categories of short- and long-term General Obligation debt that can be achieved without compromising delivery of basic City services and achievement of adopted City policy objectives.
- The City will reserve \$100 million of legal limited tax (councilmanic) general obligation debt capacity, or 12% of the total legal limit, whichever is larger, for emergencies. The 12% reserve is now significantly greater than \$100 million.
- Except in emergencies, net debt service paid from the General Subfund will not exceed 9% of the total General Fund budget. In the long run, the City will seek to keep net debt service at 7% or less of the General Fund budget.

### **General Fund Fund Balance and Reserve Policies**

- At the beginning of each year, sufficient funds shall be appropriated to the Emergency Subfund so that its balance equals 37.5 cents per thousand dollars of assessed value, which is the maximum amount allowed by state law.
- Annual contributions of 0.50% of forecasted tax revenues are automatically made to the Revenue Stabilization Account of the Cumulative Reserve Subfund (commonly referred to as the "Rainy Day Fund").<sup>1</sup> In addition, 50% of any unanticipated excess General Subfund fund balance at year's end is automatically contributed to the Rainy Day Fund. These automatic contributions are temporarily suspended when the forecasted nominal tax growth rate is negative or when the total value of the Rainy Day Fund exceeds 5% of total tax revenues. In addition to the automatic contributions, the City may also make contributions to the Rainy Day Fund via ordinance. Expenditures from the Rainy Day Fund require the approval of a majority of the members of the Seattle City Council and must be informed by the evaluation of out-year financial projections.

### **Other Citywide Policies**

- As part of the Mayor's budget proposal, the Executive develops a revenue estimate that is based on the best available economic data and forecasts.

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<sup>1</sup> The 0.50% contribution is lowered to 0.25% of forecasted tax revenues for any year immediately following the suspension of contributions as a result of negative nominal tax revenue growth.

## **Selected Financial Policies**

- The City intends to adopt rates, fees, and cost allocation charges no more often than biennially. The rate, fee, or allocation charge structures may include changes to take effect at specified dates during or beyond the biennium. Other changes may still be needed in the case of emergencies or other unanticipated events.
- In general, the City will strive to pay for general government current operating expenditures with current revenues, but may use fund balance or other resources to meet these expenditures. Revenues and expenditures will be monitored throughout the year.
- In compliance with State law, no City fund whose purpose is restricted by state or local law shall be used for purposes outside of these restrictions.
- Working capital for the General Fund and operating funds should be maintained at sufficient levels so that timing lags between revenues and expenditures are normally covered without any fund incurring negative cash balances for greater than 90 days. Exceptions to this policy are permitted with prior approval by the City Council.



# 2008 Parks Levy

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## Department Overview

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

The 2008 Parks Levy Fund chapter of the budget is an administrative tool to summarize the approved uses of the Levy. Proceeds from the 2008 Parks Levy are used mainly to support property acquisition, as well as capital expansion, development, and renovation of Department of Parks and Recreation (Parks) facilities. In addition, the Levy funds three projects in the Seattle Department of Transportation Capital Improvement Program (CIP), including the West Duwamish Trail Development, Burke Gilman Trail Extension, and the Lake to Bay Trail (Potlatch) Development, which is part of the Thomas Street Pedestrian Overpass project. This single budget control level appropriates the Levy-funded SDOT trail projects. Parks' appropriations for the 2008 Parks Levy are more specifically described in the 2014-2019 Proposed CIP document.

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

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

**Park and Green Space Acquisition:** The 2008 Parks Levy provides \$36 million for neighborhood park and green space acquisitions. To date, \$17 million has been appropriated for property acquisitions. The department has implemented a policy to land bank all newly acquired green space until funding for park development is available.

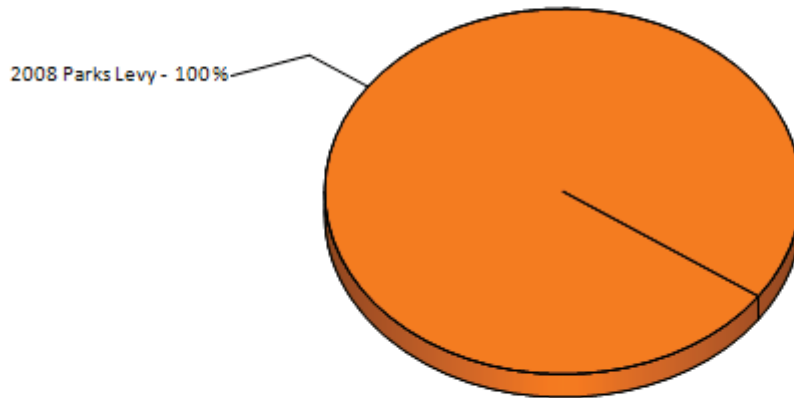
**Park Development Projects:** The levy provides \$87 million for 62 named development projects, three of which are trail projects managed by the Seattle Department of Transportation. To date, \$67 million have been appropriated for development projects. Funds from this category were reallocated to the Opportunity Fund for various projects. Approximately \$3.4 million of savings were reallocated from this category to fund two more playfield renovations in 2011; and \$9.8 million of inflation contingency funds were reallocated to fund 17 major maintenance projects in 2012.

**Environmental Projects:** The 2008 Parks Levy provides \$8 million for environmental projects, including forest and stream restoration, community garden and P-Patch development, and expanded shoreline access. To date, Parks has appropriated \$7.1 million for environmental projects.

**Opportunity Fund:** The levy provides \$15 million for citizen-initiated park projects to be recommended by the Levy Oversight Committee. In 2011, the Oversight Committee recommended funding two acquisitions and 13 development projects. In 2013, the Oversight Committee recommended funding three acquisition projects, and 11 development projects. \$15 million have been appropriated for the Opportunity Fund projects.

# 2008 Parks Levy

## 2014 Proposed Budget - Revenue by Category



### Budget Overview

The 2008 Parks Levy requires the Parks Levy Oversight Committee to make recommendations on the allocation of Levy dollars. Their input helped shape development of the 2014-2019 Proposed CIP, which includes the individual levy projects funded in 2014.

The 2014-2019 Proposed CIP appropriates approximately \$7.9 million from the Levy in 2014, including two development projects. Of this amount, \$425,000 is appropriated in the Environmental Category based on the Levy Oversight Committee's April 23, 2012 recommendation to allocate the Environmental Category's inflation contingency to the Urban Forestry and Green Seattle Partnership projects.

The Seattle Department of Transportation (SDOT) manages the three trail development projects identified in the Levy including Belltown/Queen Anne Connections, Lake Union Ship Canal, and Mountains to Sound Greenway. Before SDOT can spend Levy dollars, the funds must be appropriated to SDOT. As a result, the 2008 Parks Levy budget includes a single Budget Control Level (BCL) for this purpose. The three trail projects were fully funded in 2010; one was completed in 2012 and the others will be completed in 2014.

The following tables describe anticipated revenues and appropriations to the 2008 Parks Levy Fund for 2014. As is typical with many capital programs, appropriations for the individual projects are made upfront and resulting expenditures span several years after the budget authority is approved. This front-loaded pattern of appropriations creates the temporary appearance of a large negative fund balance in the early years of the Levy period. However, the Fund's cash balance is projected to remain positive throughout the life of the Levy. Fund balance estimates are computed using values for anticipated capital expenditures, rather than budgeted capital expenditures.

## 2008 Parks Levy

### 2008 Parks Levy Fund Table

#### 2008 Parks Levy Fund

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>23,450,000</b>	<b>28,119,052</b>	<b>48,794,551</b>	<b>53,319,052</b>	<b>42,404,551</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	26,536,351	25,200,000	25,200,000	25,200,000	25,200,000
Less: Actual and Budgeted Expenditures	1,191,800	0	27,730,000	0	0
Less: Capital Improvements	17,651,217	3,860,000	3,860,000	6,596,000	7,931,000
<b>Ending Fund Balance</b>	<b>31,143,334</b>	<b>49,459,052</b>	<b>42,404,551</b>	<b>71,923,052</b>	<b>59,673,551</b>
Parks Continuing Appr	32,593,411	11,813,441	20,947,116	8,221,441	15,420,116
SDOT Continuing Appr	4,859,591	759,591	759,591	20,591	20,591
<b>Total Reserves</b>	<b>37,453,002</b>	<b>12,573,032</b>	<b>21,706,707</b>	<b>8,242,032</b>	<b>15,440,707</b>
<b>Ending Unreserved Fund Balance</b>	<b>-6,309,668</b>	<b>36,886,020</b>	<b>20,697,844</b>	<b>63,681,020</b>	<b>44,232,844</b>





# Office of Arts and Culture

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Randy Engstrom, Director

(206) 684-7171

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

## Department Overview

The mission of the Office of Arts and Culture (Arts) is to support the value of arts and culture in communities throughout Seattle. Arts promotes Seattle as a cultural destination and invests in Seattle's arts and cultural sector to ensure the City has a wide range of high-quality programs, exhibits and public art. Arts includes five programs: Cultural Partnerships; Community Development and Outreach; the Langston Hughes Performing Arts Institute; Public Art; and Administrative Services. These programs are supported by two funding sources: the Arts Account, which is primarily funded through an allocation of 75% of the City's admission tax revenues, and the Municipal Arts Fund (MAF), which is supported by the 1% for Arts contributions.

**The Cultural Partnerships** program invests in cultural organizations, youth arts programs, individual artists and community groups to increase residents' access to arts and culture, and to promote a healthy cultural sector in the city. The Cultural Partnerships program offers technical assistance and provides grants to arts and cultural organizations throughout the city.

**The Community Development and Outreach** program works to ensure greater community access to arts and culture through annual forums and award programs by showcasing community arts exhibits and performances at City Hall, and by developing communication materials to promote Seattle as a "creative capital."

**The Langston Hughes Performing Arts Institute (LHPAI)** provides for the operation of LHPAI, a cultural performing arts institute that presents classes, performing arts academies, programs and events, and whose goals are to provide quality cultural programs with educational components that meet the needs of the community.

**The Public Art** program integrates artists and the ideas of artists in the design of City facilities; manages the City's portable artworks collection; and incorporates art in public spaces throughout Seattle. This program is funded through the 1% for Art program, which by ordinance requires eligible City capital projects to contribute one percent of their budgets to the Municipal Arts Fund for the commission, purchase and installation of public artworks.

**The Administrative Services** program provides executive management and support services for the office; supports the Seattle Arts Commission, a 16-member advisory board, which advises the office, the Mayor and the City Council on arts programs and policy; and promotes the role of the arts in economic development, arts education for young people and cultural tourism.

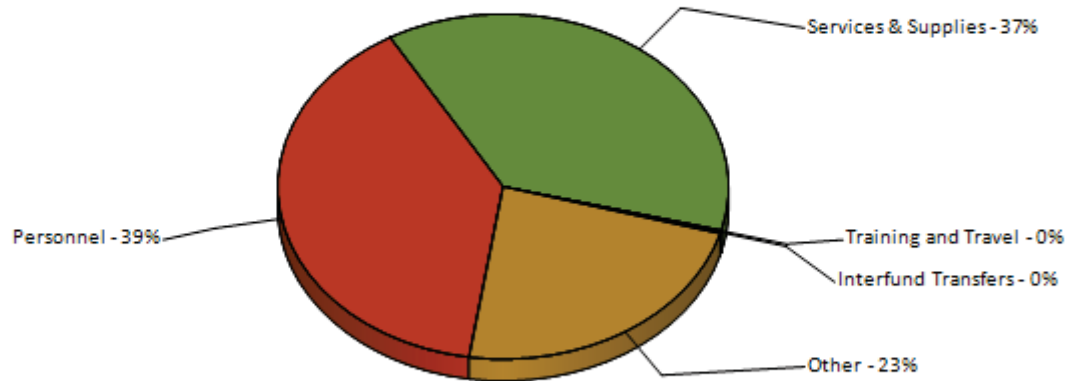
# Office of Arts and Culture

## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other Funding - Operating	\$7,431,242	\$7,145,328	\$7,243,761	\$8,354,057
<b>Total Operations</b>	<b>\$7,431,242</b>	<b>\$7,145,328</b>	<b>\$7,243,761</b>	<b>\$8,354,057</b>
 <b>Total Appropriations</b>	 <b>\$7,431,242</b>	 <b>\$7,145,328</b>	 <b>\$7,243,761</b>	 <b>\$8,354,057</b>
Full-time Equivalent Total*	19.85	28.09	28.09	30.84

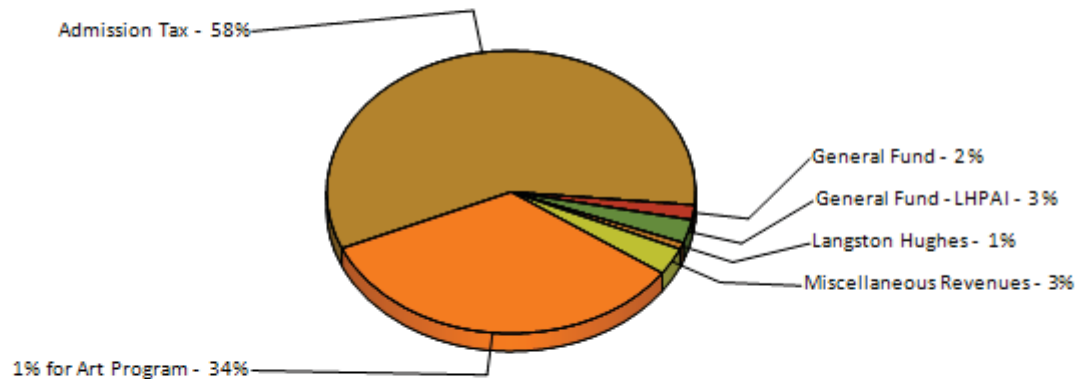
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

## 2014 Proposed Budget - Expenditure by Category



# Office of Arts and Culture

## 2014 Proposed Budget - Revenue by Category



## Budget Overview

The 2014 Proposed Budget incorporates higher than expected Admission Tax revenues, in part due to two new attractions in Seattle - the Big Wheel on the downtown waterfront and the Chihuly Glass Museum at Seattle Center. The additional revenues allow Arts to build on existing programs and to restore budget reductions made in previous years. The additional resources will:

- Fund an expansion of the arts education work being carried out in partnership with the Seattle Public School district
- Increase cultural facilities program staffing and award levels
- Restore administrative and accounting support that was reduced in previous budgets

In addition to the Admission Tax support for the cultural facilities program, the General Fund will support historic theater improvements for the Egyptian and Moore theaters in 2014. These landmark theaters have significant maintenance and repair issues and this funding will help preserve the facilities and allow for continued public access in future years. The City will also fund additional landmark facility improvements for Washington Hall through the Department of Neighborhoods.

The 2014 Proposed Budget funds all other existing Arts Account grant programs - Civic Partners, Youth Arts, City Artists, smART ventures, and Neighborhood and Community Arts - at 2013 levels.

The 2014 Proposed Budget also adds consultant funding for a temporary transition team leader to work with the Langston Hughes Performing Arts Institute (LHPAI). In 2013, Arts convened a stakeholder group to develop recommendations for maintaining and enhancing existing programming, and establishing a long-term mechanism

# Office of Arts and Culture

for financial support and stability. This one-time funding responds to the group's recommendations, which include transitioning the operations of LHPAI to a non-profit agency over the next several years, and bringing on a transition team leader to help guide the change.

The 2014 Proposed Budget also updates the Municipal Arts Fund to reflect the revenues the fund is forecast to collect from departments for their 1% Public Art eligible capital projects.

## Incremental Budget Changes

### Office of Arts and Culture

	2014 Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 7,243,761</b>	<b>28.09</b>
<b>Proposed Changes</b>		
Increase Funding for Arts Education	\$ 149,571	1.00
Increase Cultural Space Investment	\$ 145,221	0.50
Increase Administrative Support	\$ 108,551	1.25
Temporary Transition Team Leader for Langston Hughes (LHPAI)	\$ 70,000	0.00
Historic Theater Improvements	\$ 155,000	0.00
<b>Proposed Technical Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 63,547	0.00
Align Public Art Expenditures with Revenues	\$ 500,000	0.00
Technical Adjustments	\$ 45,500	0.00
<b>Total Incremental Changes</b>	<b>\$ 1,110,296</b>	<b>2.75</b>
<b>2014 Proposed Budget</b>	<b>\$ 8,354,057</b>	<b>30.84</b>

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### **Increase Funding for Arts Education - \$149,571/1.00 FTE**

Currently, access to arts education in Seattle Public Schools varies widely from school to school. In order to improve access to arts education, this funding will:

# Office of Arts and Culture

- Help implement the Seattle Public Schools K-12 Arts Plan (\$40,000);
- Track the changes that are implemented and measure their impacts on student performance and behavior (\$20,000); and
- Create a position to link community arts organization with schools (\$90,000).

## **Increase Cultural Space Investment - \$145,221/.50 FTE**

This change increases the part-time cultural space liaison to full-time, and adds \$100,000 to the cultural facilities awards, bringing the total amount of award funding to \$250,000. The increase in staff time will enable Arts to:

- Work with the Department of Planning and Development to develop policy tools that would allow for the preservation and development of affordable spaces for arts and culture; and
- Implement an online space-finder resource to connect arts users with space providers.

## **Increase Administrative Support - \$108,551/1.25 FTE**

Arts has seen a 40% reduction (2.5 FTEs) in its administrative and accounting staff over the past four years as a result of budget challenges. At the same time, Arts has added or expanded its mix of programs, including LHPAI, Arts Education and Cultural Facilities programs, resulting in increased demands on administrative staff. This increase restores a 1.0 administrative specialist and a 0.25 accounting position, and provides a small amount of funding for program interns to support department operations.

## **Temporary Transition Team Leader for Langston Hughes (LHPAI) - \$70,000**

This increase funds a consultant to serve as a transition team leader to facilitate the shift of LHPAI from a city-operated organization to an independently operated non-profit. The team leader is expected to be on board for 12 to 18 months.

## **Historic Theater Improvements - \$155,000**

This one-time funding supports capital improvements for two historic Seattle theaters: the Moore Theater will receive \$80,000; and the Egyptian Theater will receive \$75,000. This funding will help maintain and preserve these landmark facilities and allow for continued public access in future years.

## **Proposed Technical Changes**

### **Citywide Adjustments for Standard Cost Changes - (\$63,547)**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

### **Align Public Art Expenditures with Revenues - \$500,000**

Both the Seattle Department of Transportation and Seattle Public Utilities have significant increases in capital project activity, and subsequently, their 1% for Art contribution. This expenditure increase tracks closely with increased Municipal Arts Fund revenues, and provides appropriation authority to develop the artwork related to new CIP projects.

### **Technical Adjustments - \$45,500**

These adjustments align the Langston Hughes Performing Arts Institute budget with actual operating costs. Utility

# Office of Arts and Culture

charges and Department of Information Technology costs were higher than anticipated when LHPAI was originally transferred from the Department of Parks and Recreation (Parks). The Parks budget includes a corresponding reduction making this change budget neutral.

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Arts Account Budget Control</b>					
Administrative Services		409,133	400,683	411,913	587,579
Community Development and Outreach		2,502,448	518,398	534,369	524,770
Cultural Partnerships		1,721,308	3,030,729	3,005,137	3,440,764
Langston Hughes Performing Arts Institute		0	745,698	778,669	809,180
<b>Total</b>	<b>VA140</b>	<b>4,632,889</b>	<b>4,695,507</b>	<b>4,730,088</b>	<b>5,362,293</b>
<b>Municipal Arts Fund Budget Control Level</b>	<b>2VMAO</b>	<b>2,798,353</b>	<b>2,449,820</b>	<b>2,513,673</b>	<b>2,991,764</b>
<b>Department Total</b>		<b>7,431,242</b>	<b>7,145,328</b>	<b>7,243,761</b>	<b>8,354,057</b>

<b>Department Full-time Equivalents Total*</b>	<b>19.85</b>	<b>28.09</b>	<b>28.09</b>	<b>30.84</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

## Revenue Overview

### 2014 Estimated Revenues

<b>Summit Code</b>	<b>Source</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
587001	Interfund Transfers	4,967,327	4,398,229	4,439,449	5,300,702
	<b>Total Admission Tax</b>	<b>4,967,327</b>	<b>4,398,229</b>	<b>4,439,449</b>	<b>5,300,702</b>
587001	Interfund Transfers	0	0	0	155,000
	<b>Total General Fund</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>155,000</b>
587001	Interfund Transfers	0	295,000	200,000	245,500
587001	Interfund Transfers - 3rd Qtr Supplemental	0	0	0	0
	<b>Total General Fund - LHPAI</b>	<b>0</b>	<b>295,000</b>	<b>200,000</b>	<b>245,500</b>
587001	Interfund Transfers	0	70,880	70,880	70,880
	<b>Total Langston Hughes</b>	<b>0</b>	<b>70,880</b>	<b>70,880</b>	<b>70,880</b>
461110	Interest Earnings (inc adjust for 2012 Interest)	15,546	15,000	20,000	20,000
469990	Interfund Transfers - 1st Qtr	0	0	0	0

## Office of Arts and Culture

	Supplemental				
469990	Miscellaneous Revenues	0	0	0	0
441990	Public Art Management Fees	200,633	186,000	186,000	186,000
461110	Interest Earnings (inc adjust for 2012 Interest)	67,482	70,000	70,000	70,000
469990	Miscellaneous Revenues	10,000	9,000	9,000	9,000
	<b>Total Miscellaneous Revenues</b>	<b>293,661</b>	<b>280,000</b>	<b>285,000</b>	<b>285,000</b>
541190	Interfund Transfers (1% for Art)	2,215,374	2,149,466	1,754,622	3,085,893
	<b>Total 1% for Art Program</b>	<b>2,215,374</b>	<b>2,149,466</b>	<b>1,754,622</b>	<b>3,085,893</b>
	<b>Total Revenues</b>	<b>7,476,362</b>	<b>7,193,575</b>	<b>6,749,951</b>	<b>9,142,975</b>
379100	Use of (Contribution To) Fund Balance	-350,149	-83,602	0	-429,788
379100	Use of (Contribution To) Fund Balance	304,864	35,354	0	-359,130
	<b>Total Use of Fund Balance</b>	<b>-45,285</b>	<b>-48,248</b>	<b>0</b>	<b>-788,918</b>
	<b>Total Resources</b>	<b>7,431,077</b>	<b>7,145,327</b>	<b>6,749,951</b>	<b>8,354,057</b>

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

### Arts Account Budget Control Level

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Administrative Services	409,133	400,683	411,913	587,579
Community Development and Outreach	2,502,448	518,398	534,369	524,770
Cultural Partnerships	1,721,308	3,030,729	3,005,137	3,440,764
Langston Hughes Performing Arts Institute	0	745,698	778,669	809,180
<b>Total</b>	<b>4,632,889</b>	<b>4,695,507</b>	<b>4,730,088</b>	<b>5,362,293</b>
Full-time Equivalents Total*	9.75	17.34	17.34	20.09

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

# Office of Arts and Culture

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

## Administrative Services Program

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

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Administrative Services	409,133	400,683	411,913	587,579
Full-time Equivalents Total	3.50	3.50	3.50	4.75

## Community Development and Outreach Program

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

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Community Development and Outreach	2,502,448	518,398	534,369	524,770
Full-time Equivalents Total	2.50	2.50	2.50	2.50

## Cultural Partnerships Program

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

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Cultural Partnerships	1,721,308	3,030,729	3,005,137	3,440,764
Full-time Equivalents Total	3.75	4.25	4.25	5.75

## Langston Hughes Performing Arts Institute Program

The Langston Hughes Performing Arts Institute (LHPAI) provides for the operation of LHPAI, a cultural performing arts institute that presents classes, performing arts academies, programs and events, and whose goals are to provide quality cultural programs with educational components that meet the needs of the community.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Langston Hughes Performing Arts Institute	0	745,698	778,669	809,180
Full-time Equivalents Total	0.00	7.09	7.09	7.09



# Office of Arts and Culture

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

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Municipal Arts Fund	2,798,353	2,449,820	2,513,673	2,991,764
<b>Total</b>	<b>2,798,353</b>	<b>2,449,820</b>	<b>2,513,673</b>	<b>2,991,764</b>
Full-time Equivalents Total*	10.10	10.75	10.75	10.75

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

# Office of Arts and Culture

## Arts and Culture Fund Table

### Arts Account (00140)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>537,090</b>	<b>172,098</b>	<b>887,074</b>	<b>255,700</b>	<b>12,814</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	4,982,873	4,779,109	4,889,109	4,730,329	5,792,082
Less: Actual and Budgeted Expenditures	4,632,889	4,695,507	5,763,369	4,730,088	5,362,293
<b>Ending Fund Balance</b>	<b>887,074</b>	<b>255,700</b>	<b>12,814</b>	<b>255,941</b>	<b>442,603</b>
Operating Reserve	170,000	255,700	0	255,941	442,000
<b>Total Reserves</b>	<b>170,000</b>	<b>255,700</b>	<b>0</b>	<b>255,941</b>	<b>442,000</b>
<b>Ending Unreserved Fund Balance</b>	<b>717,074</b>	<b>0</b>	<b>12,814</b>	<b>0</b>	<b>603</b>

### Municipal Arts Fund (62600)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>6,879,857</b>	<b>5,758,085</b>	<b>6,574,993</b>	<b>5,722,731</b>	<b>4,525,276</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	2,493,489	2,414,466	2,414,466	2,019,622	3,350,893
Less: Actual and Budgeted Expenditures	2,798,353	2,449,820	4,464,183	2,513,673	2,991,764
<b>Ending Fund Balance</b>	<b>6,574,993</b>	<b>5,722,731</b>	<b>4,525,276</b>	<b>5,228,680</b>	<b>4,884,405</b>
<b>Ending Unreserved Fund Balance</b>	<b>6,574,993</b>	<b>5,722,731</b>	<b>4,525,276</b>	<b>5,228,680</b>	<b>4,884,405</b>

# Department of Parks and Recreation

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Christopher Williams, Acting Superintendent

(206) 684-4075

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

## Department Overview

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

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

Parks' funding is a combination of tax dollars from the City's General Fund and revenue from a variety of other sources. The 2014 Proposed Budget for Parks is \$136 million, \$89 million of which - or 66% - comes from the General Fund. The remaining \$46 million comes from user fees, rental charges, and payments from capital funds for the time staff spend working on capital projects. Funding for new parks facilities has historically come from voter-approved levies, grants, and City real estate excise tax revenue. In 2008, Seattle voters approved the 2008 Parks and Green Spaces Levy, a six-year levy which provides \$145.5 million for improving and expanding the City's parks and green spaces.

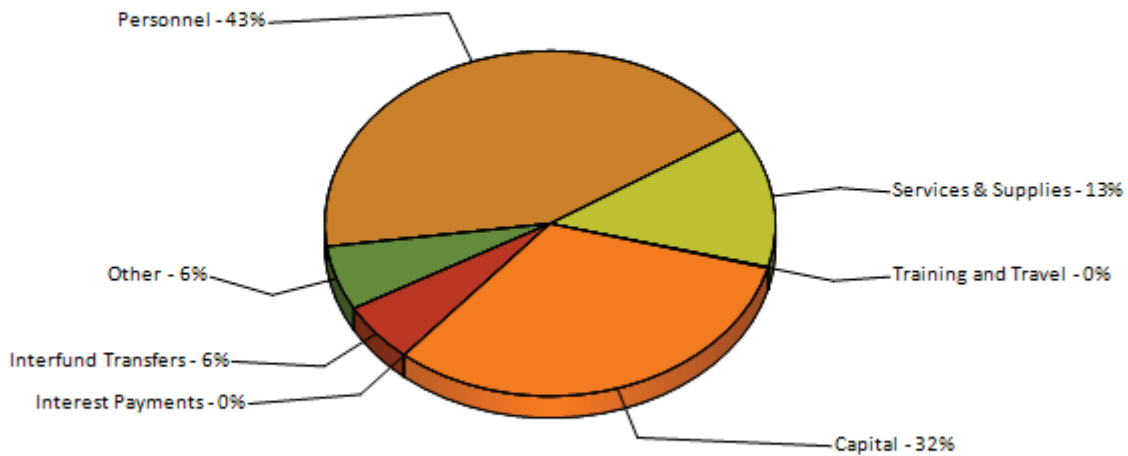
# Department of Parks and Recreation

## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$80,553,584	\$85,229,625	\$90,654,696	\$89,013,949
Other Funding - Operating	\$40,354,566	\$42,475,188	\$44,182,884	\$46,359,168
<b>Total Operations</b>	<b>\$120,908,150</b>	<b>\$127,704,813</b>	<b>\$134,837,580</b>	<b>\$135,373,117</b>
Other funding - Capital	\$49,707,870	\$39,147,000	\$25,861,000	\$37,026,000
<b>Total Appropriations</b>	<b>\$170,616,020</b>	<b>\$166,851,813</b>	<b>\$160,698,580</b>	<b>\$172,399,117</b>
Full-time Equivalent Total*	863.09	854.07	853.57	877.45

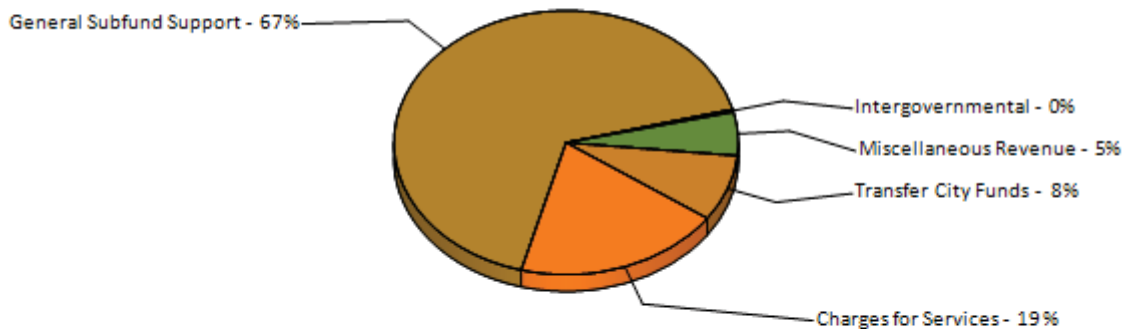
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

## 2014 Proposed Budget - Expenditure by Category



# Department of Parks and Recreation

## 2014 Proposed Budget - Revenue by Category



### Budget Overview

While Seattle is recovering from the Great Recession, the Department of Parks and Recreation (Parks) will continue to find maintenance efficiencies and take advantage of new revenue opportunities to maintain direct service for the public. In developing its budget for 2014, Parks sought to maintain current programming service levels, protect access to facilities, enhance security in downtown parks, and maintain its assets.

The 2014 Proposed Budget maintains funding for all City-funded swimming pools and wading pool operations, maintains community center hours at 2013 levels, improves security at Parks facilities, and supports efforts to enhance park user safety and satisfaction with downtown parks. Funds are also provided to maintain support services for the Seattle Conservation Corps and staff support is provided to enhance the efforts of the Green Seattle Partnership.

#### **Additional Park Rangers to Improve Safety**

The 2014 Proposed Budget includes funds to make permanent the addition of two new park rangers who were added during the summer of 2013. Park rangers provide a wide variety of services in city center parks including enforcing the Parks Code of Conduct and providing interpretative and historical information about each park. In addition, rangers work closely with local outreach services to connect to vulnerable park users with appropriate services ranging from mental health counseling to housing. Rangers also work closely with the Seattle Police Department (SPD) and Metropolitan Improvement District Ambassadors to enforce park use policies as well as state and local laws.

These additional rangers patrol the downtown parks and Cal Anderson Park. At Cal Anderson Park, the rangers work to keep athletic fields open for all scheduled users and enforce the park code. In the downtown parks, the rangers work to reduce inappropriate behavior and respond to complaints from local businesses and neighbors.

# Department of Parks and Recreation

SPD will provide additional and on-going support to the rangers in 2014 to improve officer response times and overall safety and security in city center parks.

## **Parks Facilities Security Upgrade**

Currently, most Parks buildings are secured with traditional locks and keys. The 2014 Proposed Capital Improvement Program provides \$1.5 million to install electronic keycard access systems in all Parks facilities and the 2014 Proposed Operating Budget provides funds to manage and maintain the system. The new electronic keycard system will allow Parks staff to lockdown facilities in the case of emergencies and control access to facilities on an individual basis, improving safety for Parks' patrons and staff.

## **Conservation Corps**

Parks provides employment opportunities to a diverse community of homeless individuals through the Seattle Conservation Corps (SCC). Participants assist with parks restoration and maintenance projects, teaching them job skills. In addition to employment opportunities, SCC participants also receive housing assistance, case management, and necessary mental health and chemical dependency counseling. Parks uses a combination of City, state and federal funds to support the program. The 2014 Proposed Budget includes additional General Fund support to replace lost federal grant dollars that provided support services to SCC participants.

## **Maintaining Community Center Hours**

Parks operates 26 community centers throughout Seattle and uses a geographically based operating model to ensure city-wide access to community centers. Under the model, the City is divided into five sectors and the community centers within those sectors are divided into three different operating level tiers. Tier 1 centers typically offer 70 hours a week of community access, tier 2a centers offer 45 hours a week of community access and tier 2b sites offer 25 hours per week of community access. Each geographic region has one Tier 1 site and an array of Tier 2a and 2b sites.

The Magnolia and International District/Chinatown community centers are classified as 2b sites; however, both centers are open 35 hours per week. Additional funds were provided in 2012 to keep both centers open for 35 hours per week, and the 2013 Adopted Budget included one-time funds for International District/Chinatown Community Center to remain open 35 hours per week. The City Council also directed to keep the Magnolia Community Center open 35 hours per week but did not provide funding.

The 2014 Proposed Budget provides on-going funding to keep both the International District/Chinatown and Magnolia community centers open 35 hours per week. The Magnolia Community Center is one of the most heavily used 2b sites, and the International District/Chinatown Community Center serves a unique population that has few other recreational opportunities.

## **Leveraging Alternative Revenue Sources**

Parks will use a combination of one-time and on-going sources of new revenue to replace \$868,000 of General Fund support in the 2014 Proposed Budget.

Parks is currently negotiating the terms of a 10-year lease with Sprint Telecom for the use of a portion of the Burke-Gilman Trail for fiber optic connections maintenance. The 2014 Proposed Budget includes an estimated \$250,000 in new revenue to Parks on annual basis.

Parks will also charge one-time fees of \$550,000 to King County's drainage and wastewater utility for the use of Smith Cove Park and Lowman Beach during the construction of combined sewer overflow facilities in 2014. The 2014 Proposed Budget also includes a modest single-day use boat launch fee increase from \$10 to \$12 to bring Parks' single-day use fees up to the regional average. Parks conducted a regional survey and found the average single-day boat launch fee to be \$12. This fee increase will generate an additional \$33,000. Parks is not increasing

# Department of Parks and Recreation

annual boat launch fees under this proposal. Finally, the 2014 Proposed Budget also assumes revenue growth from concession permits and allowing food trucks to operate in 14 more parks for a total of \$30,000 in new revenue per year.

## Use of Fund Balance

Parks has a tradition of efficiently managing costs and has accumulated additional fund balance beyond its \$500,000 fund balance target over the past few years. Parks has strategically used these reserves over the past four years to help balance its budget, thereby reducing the need for scarce General Fund resources. The 2014 Endorsed Budget assumed the use of \$765,000 of the Parks Fund balance in 2014. However, actual ending fund balance for 2012 was significantly higher than what had been assumed in the 2014 Endorsed Budget. As a result, 2014 Proposed Budget assumes the use of an additional \$1.2 million of fund balance in 2014 (for a total of \$2 million) and the use of \$950,000 in fund balance in 2015.

## Incremental Budget Changes

### Department of Parks and Recreation

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 134,837,580</b>	<b>853.57</b>
<b>Baseline Changes</b>		
Magnuson Park Building 11 Debt Service	\$ 624,000	0.00
Langston Hughes Transfer	-\$ 50,000	0.00
<b>Proposed Changes</b>		
Maintain Expanded Park Ranger Program	\$ 188,373	0.00
Manage and Maintain New Facilities Access Control System	\$ 95,227	1.00
Maintain Hours at International District/Chinatown and Magnolia Community Centers	\$ 110,270	1.00
Increase Staff Support for the Green Seattle Partnership	\$ 165,177	1.50
Out-Of-School Time Program Funding	\$ 154,982	0.00
Maintain Conservation Corps Funding Levels	\$ 0	0.00
Increase Mounger Pool Staff Support	\$ 19,824	0.25
Add Lead Tennis Instructor at Amy Yee Tennis Center	\$ 7,052	0.00
ADA Compliance Coordination	\$ 129,638	1.00
Add Community Center Floater Positions	\$ 0	1.50
Lake Union Park Working Group	\$ 10,000	0.00
Be Active Together Pilot Project	\$ 150,000	0.00
Eliminate Unfunded Gardener Position at Volunteer Park Conservatory	\$ 0	-1.00
Add Magnuson Park Maintenance Staffing	\$ 144,000	1.50

# Department of Parks and Recreation

Combined Sewer Outflow Permit Revenue	\$ 0	0.00
Sprint Telecom Lease Agreement Revenue	\$ 0	0.00
Food Truck Permits, Contract and Concessions Revenue	\$ 0	0.00
Increase Single Use Boat Launch Fee	\$ 0	0.00
Use of Fund Balance	\$ 0	0.00

## Proposed Technical Changes

Technical Adjustments	-\$ 720,916	17.13
Seattle Public Utilities Maintenance Contract	\$ 18,879	0.00
Youth Violence Prevention -- Align Revenue and Expenditures	\$ 369,530	0.00
Magnuson Park Debt Service Payments	-\$ 210,301	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 670,342	0.00
Youth Violence Prevention Program Seattle Police Outreach Expenses	\$ 23,500	0.00
Smartphone Conversions	-\$ 23,356	0.00
Major Maintenance Management Staff Support	\$ 0	0.00

<b>Total Incremental Changes</b>	<b>\$ 535,537</b>	<b>23.88</b>
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<b>2014 Proposed Budget</b>	<b>\$ 135,373,117</b>	<b>877.45</b>
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## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Magnuson Park Building 11 Debt Service - \$624,000**

Parks will receive additional appropriation authority to support debt service payments associated with upgrades to Magnuson Park's Building 11. Parks will use a combination of Parks Fund Balance and rental revenues to fund this payment.

#### **Langston Hughes Transfer - (\$50,000)**

The Langston Hughes Performing Arts Centers was transferred from Parks to the Office of Arts and Culture (OAC) in the 2013 Adopted Budget. Utility charges and Department of Information Technology costs were higher than anticipated when LHPAI was originally transferred Parks. The Parks budget includes a corresponding reduction making this change budget neutral.

### Proposed Changes

#### **Maintain Expanded Park Ranger Program - \$188,373**

Parks added two full-time park ranger positions to the existing Park Rangers program in August of 2013 to respond to increased instances of disorderly conduct and criminal activity in Seattle city center parks and Cal



# Department of Parks and Recreation

Anderson Park. Park rangers provide a visible presence to assist park users and deter illegal activity. This change is necessary to maintain park ranger staffing levels year-round so downtown parks can remain safe and enjoyable for Seattle residents and visitors. The addition of the two park rangers brings the total number of park rangers to 10. The Executive included the additional position authority in the second 2013 quarterly supplemental budget proposal.

## **Manage and Maintain New Facilities Access Control System - \$95,227/1.00 FTE**

This item provides staffing to manage and maintain a new department-wide security system. Parks will hire a management systems analyst assistant to issue employee keycards, grant and revoke facility access permissions and manage a new emergency notification system. \$65,000 in additional, on-going funds will be required in 2015 to service and maintain the electronic locks after the warranty period ends. The 2014 Proposed Capital Improvement Program includes \$1.5 million to purchase and install electronic keycard locks in all Parks operated facilities. This new system will improve safety for Parks' patrons and staff.

## **Maintain Hours at International District/Chinatown and Magnolia Community Centers - \$110,270/1.00 FTE**

Parks received one-time contingency funds in 2012 to augment the hours at select community centers as it implemented the new community center service hour model. Parks used these funds in 2012 to increase the operating hours from 25 to 35 hours of service per week at the Magnolia and International District/Chinatown community centers.

The Mayor's budget proposals for 2013 and 2014 included funds to keep both centers open for 35 hours a week in both 2013 and 2014. However, the Council amended the Mayor's proposal in the 2013 Adopted and 2014 Endorsed Budget to only maintain 35 hours of service at the International District/Chinatown Community Center for 2013, and eliminated funding to maintain 35 hours of service at the Magnolia Community Center for both 2013 and 2014. Council also eliminated funding to maintain 35 hours of service at the International District/Chinatown Community center in the 2014 Endorsed Budget.

This funding allows both centers to remain open 35 hours per week in 2014. The funding also supports an increase in the recreation center coordination and recreation attendant positions from 0.5 FTE to 0.75 FTE at both centers, consistent with current staffing.

## **Increase Staff Support for the Green Seattle Partnership - \$165,177/1.50 FTE**

This change increases Parks staff support for the Green Seattle Partnership by increasing one half-time planning and development specialist to full time and adding a new full-time plant ecologist. The Green Seattle Partnership has restored 1,000 acres of urban forest land over the past eight years. Urban forest land restoration requires a high level of maintenance for at least four years after the initial replanting. As a result of the program's success, the Green Seattle Partnership has outgrown its current staffing support of two full-time plant ecologists. This increase in staff support will provide additional oversight of land currently in restoration, ensure timely contract management, improve budget monitoring and increase oversight and outreach efforts.

## **Out-Of-School Time Program Funding - \$154,982**

Seattle Public Schools and Parks partner to provide the Out-Of-School Time program to middle school students across Seattle. The Out of School Time program leverages volunteer support to provide academic, enrichment and recreation opportunities during after-school hours. The program will now include Eckstein Middle School, Aki Kurosi Middle School and Washington Middle School supported with grant funding from the 2011 Families and Education Levy. This change also transfers 2.0 FTE aquatic biologist 3 positions from the Aquarium BLC to the Recreation Facilities BCL for the Out-of-School Time program. These positions were reclassified in 2013 to change them to recreational program specialists.

# Department of Parks and Recreation

## **Maintain Conservation Corps Funding Levels**

This change adds \$180,000 in General Fund support to the Conservation Corps to replace a loss of \$180,000 in federal HUD/McKinney grant funds that the Conservation Corps has received annually since 1986. The Conservation Corps provides employment opportunities and support services to over 100 homeless Seattle residents each year. This General Fund support will allow the program to continue to offer current levels of case management, job development, mental health counseling and other support services. These support services are essential for participants to successfully complete the program.

## **Increase Mounger Pool Staff Support - \$19,824/.25 FTE**

This change increases the 0.5 FTE aquatic center coordinator position at Mounger Pool to 0.75 FTE. This additional staffing capacity is necessary to conduct pre-season planning and marketing activities. The increased marketing will generate an additional \$20,000 in pool admissions revenue, sufficient to cover the expense of increasing the position.

## **Add Lead Tennis Instructor at Amy Yee Tennis Center - \$7,052**

This change creates a new half-time lead tennis instructor at the Amy Yee Tennis Center. This new position will ensure the professional administration of the center's programs, lessons and court use. Funding for this position comes from eliminating an existing .50 FTE regular tennis instructor and making up the salary difference with increased center-generated revenue.

## **ADA Compliance Coordination - \$129,638/1.00 FTE**

Parks' on-going efforts to comply with the Americans with Disabilities Act (ADA) require better coordination between project design, engineering and construction. This change adds an ADA senior capital projects coordinator to focus on potential ADA compliance issues during the initial stages of project funding, design and construction, as well as overseeing ADA improvements to existing Parks facilities.

## **Add Community Center Floater Positions/1.50 FTE**

This change uses existing funding to increase two half-time maintenance laborer positions to full time, and increases one half-time recreation attendant position to full time. Existing funds are currently used to hire temporary labor to do this work. However, Parks has had difficulty retaining temporary workers due to temporary labor policies. These new full-time positions will float between community centers to provide consistent customer service and facility support.

## **Lake Union Park Working Group - \$10,000**

The Museum of History and Industry's ground lease with the City states that Parks will cover expenses associated with managing the Working Group at Lake Union Park. The Center for Wooden Boats leads the Working Group and organizes and staffs twice-a-month meetings and coordinates special onsite projects for the Working Group. These funds will be used to support The Center for Wooden Boats management of the Working Group.

## **Be Active Together Pilot Project - \$150,000**

This item provides one-time funding for the Be Active Together pilot project. The goal of the project is to better connect High Point and Yesler Terrace residents with culturally appropriate opportunities to engage in physical activity. A large number of immigrants and refugees live in these communities and experience unique barriers when seeking public recreation opportunities. Targeted outreach and engagement will connect these communities to existing Parks resources and organize the communities so they can create their own recreational activities. Parks will use these funds to contract with a community based organization that is familiar with these neighborhoods and has experience and an established track record conducting this type of work.

# Department of Parks and Recreation

## **Eliminate Unfunded Gardener Position at Volunteer Park Conservatory/(1.00) FTE**

The 2013 Adopted Budget included a vacant and unfunded gardener position at the Volunteer Park Conservatory so that Parks could fill the position if the Conservatory admissions fee revenue exceeded 2013 forecasts enough to support funding the position. While Conservatory admissions fee revenues are on pace to meet the 2013 forecast, it is unlikely the revenue will be sufficient to fill the position. This change eliminates this vacant and unfunded position.

## **Add Magnuson Park Maintenance Staffing - \$144,000/1.50 FTE**

This adjustment provides appropriation authority to cover new on-going administrative and maintenance costs associated with reopening Building 30 and Building 11 at Magnuson Park. These expenses are backed by rental revenues generated by the reopened and renovated facilities.

## **Combined Sewer Outflow Permit Revenue**

The Seattle Municipal Code authorizes Parks to charge a one-time fee to any agency that temporarily uses park land while constructing utility facilities. This one-time revenue is realized from the fees charged to King County's drainage and wastewater utility for the use of Smith Cove Park (\$212,000) and Lowman Beach (\$343,000) during the construction of Combined Sewer Overflow facilities. This adjustment swaps Parks Fund revenues with General Fund, so the change is reflected on the revenue side of the budget.

## **Sprint Telecom Lease Agreement Revenue**

Parks is currently negotiating the terms of a 10-year lease with Sprint Telecom for the use of a portion of the Burke Gilman Trail for fiber optic connections maintenance. This change estimates that the terms of the lease will include \$250,000 in new annual revenue to Parks. This adjustment swaps Parks Fund revenues with General Fund, so the change is reflected on the revenue side of the budget.

## **Food Truck Permits, Contract and Concessions Revenue**

This revenue increase is based on a projection that revenue from current concessions agreements and other contracts will increase by \$21,000. In addition, Parks will grant food truck permits in 14 additional parks, generating an estimated \$9,000 in additional annual revenue. This adjustment swaps Parks Fund revenues with General Fund, so the change is reflected on the revenue side of the budget.

## **Increase Single Use Boat Launch Fee**

This proposal increases the single use daily boat launch fee from \$10 to \$12. The fees were last increased in 2011, and the new \$12 fee will match the Puget Sound region's current average fee of \$12. Annual boat launch permit fees are not increased under this proposal. This fee increase will raise an additional \$30,000 each year. This adjustment swaps Parks Fund revenues with General Fund, so the change is reflected on the revenue side of the budget.

## **Use of Fund Balance**

The 2014 Endorsed Budget called for Parks to use \$765,000 of fund balance in 2014. Parks ended 2012 with higher than anticipated fund balance and will use an additional \$1.2 million to offset General Fund support in 2014. Parks six-year financial plan also assumes that Parks will use \$950,000 of fund balance in 2015 to offset General Fund support. This adjustment swaps Parks Fund revenues with General Fund, so the change is reflected on the revenue side of the budget.

# Department of Parks and Recreation

## Proposed Technical Changes

### **Technical Adjustments - (\$720,916)/17.13 FTE**

Technical adjustments in the 2014 Proposed Budget include departmental and city-wide non-programmatic adjustments that do not represent fundamental changes in Parks' service delivery. Parks adjusts revenue and expense budgets between or within Budget Control Levels (BCLs) to better reflect actual spending patterns. The technical adjustments also include transferring lines of business to different BCLs to more accurately represent where program dollars are being spent.

These technical adjustments include:

- Adjustments to staffing at the Volunteer Park Conservatory to fix an error that occurred in a previous budget;
- A revenue transfer from the Events Scheduling Office to the Natural Resources Unit to better track revenue generated from private events held at the Volunteer Park Conservatory;
- A transfer of appropriation authority from the Environmental Learning Centers BCL to the Facilities Maintenance BCL to correct a previous budget error;
- A supply budget transfer from the Dexter Building supply budget to the Human Resources Unit to correct a previous budget error; and
- A position increase to make permanent a half-time management systems analyst that is currently filled with temporary labor.

### **Seattle Public Utilities Maintenance Contract - \$18,879**

This technical change provides budget authority to maintain Washington Park per an ongoing agreement with Seattle Public Utilities.

### **Youth Violence Prevention -- Align Revenue and Expenditures - \$369,530**

Parks provides Youth Violence Prevention services at 10 community centers and Seattle Public Schools. This programming is funded with funds from the 2011 Families and Education Levy. This technical adjustment reflects a change in accounting practices and is budget neutral. Prior to 2012, these costs were treated as a negative expenditure in the Parks budget. The means that instead of budgeting the revenues and expenses, as is the current practice, Parks expenditures were reduced by an amount equal to the costs to Parks for providing the program. With this change, the Parks budget will now include the expenses and revenues for youth violence prevention services.

### **Magnuson Park Debt Service Payments - (\$210,301)**

During the 2014 baseline process, \$624,000 in appropriation authority was added for debt service payments associated with Magnuson Park's Building 11. This adjustment reduces the baseline adjustment for Building 11 debt service by \$77,893 to reflect the new estimated payment amount of \$546,000. This adjustment also reduces appropriation authority by \$132,408 to reflect lower than anticipated debt service payments for Magnuson Park's Building 30 for a net reduction of \$210,301.

### **Citywide Adjustments for Standard Cost Changes - (\$670,342)**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

# Department of Parks and Recreation

## **Youth Violence Prevention Program Seattle Police Outreach Expenses - \$23,500**

Parks contracts with the Seattle Police Department to provide 2,350 hours of officer time dedicated to Teen Late Night programs. The average hourly rate for each office has increased from \$65 to \$75. This increase is necessary to maintain current police officer service levels for Teen Late Night programs.

## **Smartphone Conversions - (\$23,356)**

The city-wide termination of Blackberry Telephone services requires all departments to convert current Blackberry to new smartphones or cellphones in 2014.

## **Major Maintenance Management Staff Support**

This change increases a 0.5 FTE maintenance manager position to 0.75 FTE and decreases a full-time senior management systems analyst position to 0.75 FTE for zero net change in overall staffing levels. Capital budget funded major maintenance activity has increased since 2012 and as a result, Parks needs more staffing capacity to manage major maintenance projects. The full-time senior management systems analyst position is currently vacant. Parks plans to use 0.25 FTE of the vacant senior management systems analyst position to support the Capital Improvement Program monitoring system and the use remaining .50 FTE to support the asset management system.

# Department of Parks and Recreation

## Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Environmental Learning and Programs Budget Control Level	K430A	3,235,524	1,544,716	1,648,180	1,483,728
Facility and Structure Maintenance Budget Control Level	K320A	13,074,971	14,642,971	15,200,448	15,368,537
Finance and Administration Budget Control Level	K390A	7,592,468	7,975,440	8,247,209	8,454,548
Golf Budget Control Level	K400A	9,156,912	9,561,340	11,173,584	10,237,755
Judgment and Claims Budget Control Level	K380A	1,143,424	545,903	652,212	652,212
Natural Resources Management Budget Control Level	K430B	6,460,463	6,967,564	7,170,301	7,323,232
Park Cleaning, Landscaping, and Restoration Budget Control Level	K320B	25,940,369	29,317,459	30,537,538	30,796,853
Planning, Development, and Acquisition Budget Control Level	K370C	5,937,691	5,992,858	6,193,819	6,194,913
Policy Direction and Leadership Budget Control Level	K390B	5,061,275	6,375,235	6,944,151	7,576,510
Recreation Facilities and Programs Budget Control Level	K310D	22,425,409	22,376,671	23,290,127	23,924,736
Seattle Aquarium Budget Control Level	K350A	3,291,385	3,340,125	3,460,178	3,227,980
Seattle Conservation Corps Budget Control Level	K320C	3,313,809	3,941,751	4,051,180	4,025,199
Swimming, Boating, and Aquatics Budget Control Level	K310C	7,670,568	8,457,299	9,448,624	9,286,885
Woodland Park Zoo Budget Control Level	K350B	6,603,882	6,665,481	6,820,029	6,820,029
<b>Department Total</b>		<b>120,908,150</b>	<b>127,704,813</b>	<b>134,837,580</b>	<b>135,373,117</b>
<b>Department Full-time Equivalents Total*</b>		<b>863.09</b>	<b>854.07</b>	<b>853.57</b>	<b>877.45</b>

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

# Department of Parks and Recreation

## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
441710	Sales of Merchandise	73,580	24,884	24,884	24,884
441990	Miscellaneous Charges and Fees	282,346	259,026	259,026	259,026
443870	Resource Recover Revenues	6,276,952	5,384,744	5,510,919	5,990,952
447300	Recreational Activity Fees	9,727,992	9,640,472	11,850,470	10,265,471
447350	Recreation Shared Revenues - ARC	439,548	831,365	831,365	831,365
447450	Recreation admission fees	1,959,355	2,171,378	2,171,378	2,198,254
447500	Exhibit Admission Fees	29,458	378,972	378,972	378,972
447550	Athletic Facility Fees	2,668,292	2,667,363	2,668,337	2,668,337
447600	Program Fees	2,852,539	2,721,026	2,721,752	2,721,752
462300	Parking Fees	21,377	104,792	104,792	104,792
469990	Miscellaneous Revenue	129,846	133,365	127,852	125,248
543970	Charges to Other City Departments	1,573,931	311,091	312,047	330,926
569990	Miscellaneous Revenue	1,173,554	75,470	75,470	75,740
	<b>Total Charges for Services</b>	<b>27,208,770</b>	<b>24,703,948</b>	<b>27,037,264</b>	<b>25,975,719</b>
587001	General Subfund Support	80,553,584	85,229,624	90,654,695	89,013,949
	<b>Total General Subfund Support</b>	<b>80,553,584</b>	<b>85,229,624</b>	<b>90,654,695</b>	<b>89,013,949</b>
433010	Federal Grants	3,061	0	0	0
434010	State Grants	1,508	0	0	0
439090	Private Contributions	290,772	452,400	452,400	452,400
	<b>Total Intergovernmental</b>	<b>295,341</b>	<b>452,400</b>	<b>452,400</b>	<b>452,400</b>
462400	ST Space Facilities Rentals	4,372,870	4,000,062	4,712,138	4,958,000
462500	LT Space/Facilities Leases	580,523	554,741	554,741	698,741
462800	Concession Proceeds	38,310	80,000	80,000	80,000
462900	Rents and Use Charges	435,973	378,979	378,979	412,233
469100	Salvage Sales	75,926	0	0	0
469400	Judgments & Settlements	32,963	0	0	0
469970	Telephone Commission Revenue	267	1,300	1,300	1,300
499999	Miscellaneous Revenue	0	0	0	0
562500	Interfund Building/Other Space Rental	0	0	0	72,000
562900	Interfund Other Rent and Use	0	0	0	883,170
	<b>Total Miscellaneous Revenue</b>	<b>5,536,832</b>	<b>5,015,082</b>	<b>5,727,158</b>	<b>7,105,444</b>
587900	Transfer from Donations Fund	0	0	0	0
587900	Transfer from Emergency Subfund	0	0	0	0
587900	Transfers from CRS & Parks Levy	8,639,968	10,601,758	10,201,062	10,861,498
	<b>Total Transfer City Funds</b>	<b>8,639,968</b>	<b>10,601,758</b>	<b>10,201,062</b>	<b>10,861,498</b>

## Department of Parks and Recreation

<b>Total Revenues</b>		<b>122,234,495</b>	<b>126,002,812</b>	<b>134,072,579</b>	<b>133,409,010</b>
379100	Use of (contribution to) Fund Balance	-1,326,045	1,702,000	765,000	1,964,107
<b>Total Use of Fund Balance</b>		<b>-1,326,045</b>	<b>1,702,000</b>	<b>765,000</b>	<b>1,964,107</b>
<b>Total Resources</b>		<b>120,908,150</b>	<b>127,704,812</b>	<b>134,837,579</b>	<b>135,373,117</b>



# Department of Parks and Recreation

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

### Environmental Learning and Programs Budget Control Level

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Environmental Learning and Programs	3,235,524	1,544,716	1,648,180	1,483,728
<b>Total</b>	<b>3,235,524</b>	<b>1,544,716</b>	<b>1,648,180</b>	<b>1,483,728</b>
Full-time Equivalents Total*	32.19	14.77	14.77	14.77

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

### Facility and Structure Maintenance Budget Control Level

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Facility and Structure Maintenance	13,074,971	14,642,971	15,200,448	15,368,537
<b>Total</b>	<b>13,074,971</b>	<b>14,642,971</b>	<b>15,200,448</b>	<b>15,368,537</b>
Full-time Equivalents Total*	108.24	110.56	110.56	115.56

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### Finance and Administration Budget Control Level

The purpose of the Finance and Administration Budget Control Level is to provide the financial, technological, and business development support for the Department.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Finance and Administration	7,592,468	7,975,440	8,247,209	8,454,548
<b>Total</b>	<b>7,592,468</b>	<b>7,975,440</b>	<b>8,247,209</b>	<b>8,454,548</b>
Full-time Equivalents Total*	52.50	43.00	43.00	43.00

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# Department of Parks and Recreation

## Golf Budget Control Level

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Golf	9,156,912	9,561,340	11,173,584	10,237,755
<b>Total</b>	<b>9,156,912</b>	<b>9,561,340</b>	<b>11,173,584</b>	<b>10,237,755</b>
Full-time Equivalents Total*	25.00	24.00	24.00	24.00

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## Judgment and Claims Budget Control Level

The Judgment and Claims Budget Control Level pays for judgments, settlements, claims, and other eligible expenses associated with legal claims and suits against the City. Premiums are based on average percentage of Judgment/Claims expenses incurred by the Department over the previous five years.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Judgment and Claims	1,143,424	545,903	652,212	652,212
<b>Total</b>	<b>1,143,424</b>	<b>545,903</b>	<b>652,212</b>	<b>652,212</b>

## Natural Resources Management Budget Control Level

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Natural Resources Management	6,460,463	6,967,564	7,170,301	7,323,232
<b>Total</b>	<b>6,460,463</b>	<b>6,967,564</b>	<b>7,170,301</b>	<b>7,323,232</b>
Full-time Equivalents Total*	56.74	56.74	56.74	59.74

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# Department of Parks and Recreation

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

The purpose of the Park Cleaning, Landscaping, and Restoration Budget Control Level is to provide custodial, landscape, and forest maintenance and restoration services.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Park Cleaning, Landscaping, and Restoration	25,940,369	29,317,459	30,537,538	30,796,853
<b>Total</b>	<b>25,940,369</b>	<b>29,317,459</b>	<b>30,537,538</b>	<b>30,796,853</b>
Full-time Equivalents Total*	211.74	222.91	222.91	234.04

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

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Planning, Development, and Acquisition	5,937,691	5,992,858	6,193,819	6,194,913
<b>Total</b>	<b>5,937,691</b>	<b>5,992,858</b>	<b>6,193,819</b>	<b>6,194,913</b>
Full-time Equivalents Total*	45.90	41.65	41.65	42.65

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

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Policy Direction and Leadership	5,061,275	6,375,235	6,944,151	7,576,510
<b>Total</b>	<b>5,061,275</b>	<b>6,375,235</b>	<b>6,944,151</b>	<b>7,576,510</b>
Full-time Equivalents Total*	30.25	41.25	41.25	42.75

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# Department of Parks and Recreation

## Recreation Facilities and Programs Budget Control Level

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Recreation Facilities and Programs	22,425,409	22,376,671	23,290,127	23,924,736
<b>Total</b>	<b>22,425,409</b>	<b>22,376,671</b>	<b>23,290,127</b>	<b>23,924,736</b>
Full-time Equivalents Total*	182.41	185.07	184.57	189.57

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## Seattle Aquarium Budget Control Level

The purpose of the Seattle Aquarium Budget Control Level is to provide exhibits and environmental educational opportunities with the goal of expanding knowledge of, inspiring interest in, and encouraging stewardship of the aquatic wildlife and habitats of Puget Sound and the Pacific Northwest.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Seattle Aquarium	3,291,385	3,340,125	3,460,178	3,227,980
<b>Total</b>	<b>3,291,385</b>	<b>3,340,125</b>	<b>3,460,178</b>	<b>3,227,980</b>
Full-time Equivalents Total*	47.00	38.50	38.50	36.50

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

## Seattle Conservation Corps Budget Control Level

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Seattle Conservation Corps	3,313,809	3,941,751	4,051,180	4,025,199
<b>Total</b>	<b>3,313,809</b>	<b>3,941,751</b>	<b>4,051,180</b>	<b>4,025,199</b>
Full-time Equivalents Total*	19.55	18.55	18.55	18.55

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

# Department of Parks and Recreation

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

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Swimming, Boating, and Aquatics	7,670,568	8,457,299	9,448,624	9,286,885
<b>Total</b>	<b>7,670,568</b>	<b>8,457,299</b>	<b>9,448,624</b>	<b>9,286,885</b>
Full-time Equivalents Total*	51.57	57.07	57.07	56.32

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

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

The purpose of the Woodland Park Zoo Budget Control Level is to provide funds to contract with the non-profit Woodland Park Zoological Society to operate and manage the Woodland Park Zoo. This BCL includes the City's support for Zoo operations. The purpose of the Zoo is to provide care for animals and offer exhibits, educational programs, and visitor amenities so Seattle residents and visitors have the opportunity to enjoy and learn about animals and wildlife conservation.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Woodland Park Zoo	6,603,882	6,665,481	6,820,029	6,820,029
<b>Total</b>	<b>6,603,882</b>	<b>6,665,481</b>	<b>6,820,029</b>	<b>6,820,029</b>

# Department of Parks and Recreation

## Park and Recreation Fund (10200)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>7,214,511</b>	<b>4,765,090</b>	<b>8,520,692</b>	<b>3,063,089</b>	<b>5,048,731</b>
Accounting and Technical Adjustments	-20,164	0	-41,692	0	0
Plus: Actual and Estimated Revenues	122,234,495	126,002,812	131,051,106	134,072,579	133,409,010
Less: Actual and Budgeted Expenditures	120,908,150	127,704,813	134,481,375	134,837,580	135,373,117
<b>Ending Fund Balance</b>	<b>8,520,692</b>	<b>3,063,089</b>	<b>5,048,731</b>	<b>2,298,088</b>	<b>3,084,624</b>
Known Liabilities	1,491,000	798,133	1,665,000	768,000	2,168,000
<b>Total Reserves</b>	<b>1,491,000</b>	<b>798,133</b>	<b>1,665,000</b>	<b>768,000</b>	<b>2,168,000</b>
<b>Ending Unreserved Fund Balance</b>	<b>7,029,692</b>	<b>2,264,956</b>	<b>3,383,731</b>	<b>1,530,088</b>	<b>916,624</b>

## Capital Improvement Program Highlights

The 2014 Proposed CIP includes \$37 million from a wide variety of funding sources: \$7.9 million from the 2008 Parks Levy; \$18 million in Real Estate Excise Tax (REET) revenue; \$3 million from the Cumulative Reserve Subfund; \$5.6 million in bond revenue to implement the Golf Master Plan; \$800,000 in federal Community Development Block Grant Funds; and \$1.6 million from the recently passed 2013 King County Parks Levy.

Asset management is a vital component of Parks' Capital Improvement Program. The 2014 Proposed CIP includes \$31.3 million for asset management with funding coming from REET, the 2008 Parks Levy and grants and other sources. Asset management projects address basic infrastructure across the Parks system, such as electrical system replacement, environmental remediation, landscape restoration, synthetic ballfield replacement, irrigation system replacement, and replacing major roof and HVAC systems.

The 2014 Endorsed CIP assumed the use of federal Community Development Block Grant funds for Parks accessibility improvements in 2014. Instead, the 2014-2019 Proposed CIP uses REET funds to complete the same level of work in 2014.

The 2014 Proposed CIP also provides \$4 million over the next two years to renovate the South Leschi Moorage. This work may include replacing the pilings, floats, docks, electrical system, and related repairs within the existing moorage footprint/boundaries. Parks is forming a project advisory team to help shape the scope of the improvements which will be done in accordance with environmental and regulatory requirements.

In 2014, Parks will continue implementation of the Golf Master Plan which will provide major improvements at three City-owned golf courses (Jackson, Jefferson, and West Seattle), including building replacements, driving

# Department of Parks and Recreation

ranges, cart path improvements, and course and landscaping renovation. Future revenue from the golf courses will cover associated debt service payments. These improvements were started in 2010 and will continue through 2015.

The 2008 Parks and Green Spaces Levy projects continue to comprise a significant portion of Parks CIP. Highlights to date include:

- Parks has completed eight neighborhood parks acquisitions, 15 green space acquisitions and two opportunity fund acquisitions totaling 11 acres. In addition, Parks has transferred 48.7 of green belts or open space acres from other City departments.
- Parks has completed 42 of the 59 development projects; most of the remaining projects will be underway in 2014. The Seattle Department of Transportation manages the three trail projects.
- Parks' continued implementation of the environmental projects with restoration of forests, development of community gardens and increased shoreline access.
- The levy allocated approximately \$20.6 million for Opportunity Fund projects through 2013. The first round of the Opportunity Fund included 13 development projects and two acquisitions. Two playfield renovations were funded with savings from the Playfield sub-category and 17 major maintenance projects were funded with \$9.8 million in inflation reserves reallocated from the development category. The City Council approved the second round of the Opportunity Fund in August 2013. These appropriations total \$8 million and include 11 development and three acquisition projects.

## Capital Improvement Program Appropriation

Budget Control Level	2014 Endorsed	2014 Proposed
<b>2008 Parks Levy- Forest &amp; Stream Restoration: K720030</b>		
2008 Parks Levy Fund	426,000	426,000
<b>Subtotal</b>	<b>426,000</b>	<b>426,000</b>
<b>2008 Parks Levy- Green Space Acquisition: K720011</b>		
2008 Parks Levy Fund	95,000	1,430,000
<b>Subtotal</b>	<b>95,000</b>	<b>1,430,000</b>
<b>2008 Parks Levy- Neighborhood Park Acquisition: K720010</b>		
2008 Parks Levy Fund	300,000	300,000
<b>Subtotal</b>	<b>300,000</b>	<b>300,000</b>
<b>2008 Parks Levy- Neighborhood Parks and Playgrounds: K720020</b>		
2008 Parks Levy Fund	5,700,000	5,700,000
<b>Subtotal</b>	<b>5,700,000</b>	<b>5,700,000</b>
<b>2008 Parks Levy- Shoreline Access: K720032</b>		

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2008 Parks Levy Fund	75,000	75,000
<b>Subtotal</b>	<b>75,000</b>	<b>75,000</b>

## Ballfields/Athletic Courts/Play Areas: K72445

2013 King County Parks Levy	0	900,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	514,000	603,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	1,356,000	0
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	305,000	305,000
<b>Subtotal</b>	<b>2,175,000</b>	<b>1,808,000</b>

## Building Component Renovations: K72444

2013 King County Parks Levy	0	760,000
Community Development Block Grant Fund	732,000	0
Cumulative Reserve Subfund - REET I Subaccount (00163)	4,068,000	7,999,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	1,608,000	0
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	840,000	840,000
<b>Subtotal</b>	<b>7,248,000</b>	<b>9,599,000</b>

## Citywide and Neighborhood Projects: K72449

Cumulative Reserve Subfund - REET I Subaccount (00163)	0	860,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	955,000	207,000
<b>Subtotal</b>	<b>955,000</b>	<b>1,067,000</b>

## Debt Service and Contract Obligation: K72440

2014 Multipurpose LTGO Bond Fund	0	5,561,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	803,000	1,103,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	2,018,000	1,618,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	1,611,000	1,686,000
Gasworks Park Contamination Remediation Fund	0	3,000
<b>Subtotal</b>	<b>4,432,000</b>	<b>9,971,000</b>

## Docks/Piers/Floats/Seawalls/Shorelines: K72447

Beach Maintenance Trust Fund	25,000	0
Community Improvement Contribution Fund	0	50,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	0	2,000,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	1,122,000	1,122,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	60,000	60,000
<b>Subtotal</b>	<b>1,207,000</b>	<b>3,232,000</b>

## Forest Restoration: K72442

Cumulative Reserve Subfund - REET I Subaccount (00163)	1,293,000	1,819,000
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## Department of Parks and Recreation

Cumulative Reserve Subfund - REET II Subaccount (00161)	571,000	0
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	101,000	101,000
<b>Subtotal</b>	<b>1,965,000</b>	<b>1,920,000</b>

### Opportunity Fund: K720041

Cumulative Reserve Subfund - REET I Subaccount (00163)	0	300,000
<b>Subtotal</b>	<b>0</b>	<b>300,000</b>

### Parks Infrastructure: K72441

Community Development Block Grant Fund	808,000	808,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	0	390,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	475,000	0
<b>Subtotal</b>	<b>1,283,000</b>	<b>1,198,000</b>

<b>Total Capital Improvement Program Appropriation</b>	<b>25,861,000</b>	<b>37,026,000</b>
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# Seattle Center

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Robert Nellams, Director

(206) 684-7200

<http://www.seattlecenter.com/>

## Department Overview

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

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

Seattle Center is financed by a combination of tax dollars from the City's General Fund and revenue earned from commercial operations. Major sources of commercial revenues include facility rentals, parking fees, long-term leases to non-profit organizations, sponsorships, food sales and monorail fares.

Due to its heavy reliance on commercial revenues, Seattle Center experiences many of the same financial challenges confronting other businesses. Consumer preferences, fluctuating demand and competition for customer discretionary spending all influence the financial performance of Seattle Center. Seattle Center continues to face financial pressures in several areas including market competition with competing facilities, financial challenges of long-term, non-profit tenants on campus, and balancing the mix of public and private uses on the campus. However, it is making important strides in realigning its operations to fit within the revenue it generates.

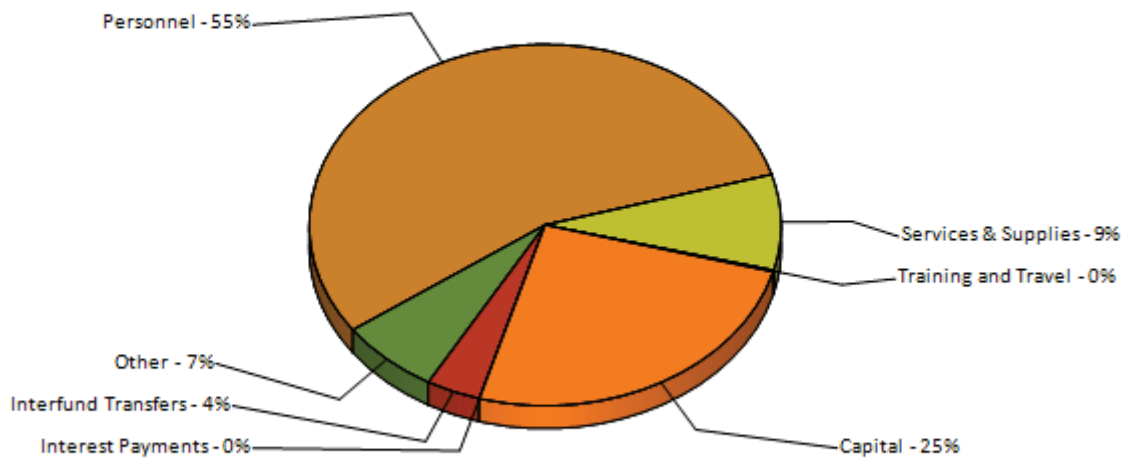
# Seattle Center

## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$12,747,002	\$12,966,348	\$13,463,863	\$13,177,592
Other Funding - Operating	\$22,089,686	\$22,964,210	\$23,409,995	\$23,119,029
<b>Total Operations</b>	<b>\$34,836,688</b>	<b>\$35,930,558</b>	<b>\$36,873,858</b>	<b>\$36,296,621</b>
Other funding - Capital	\$6,478,818	\$8,980,000	\$5,151,000	\$7,119,000
<b>Total Appropriations</b>	<b>\$41,315,506</b>	<b>\$44,910,558</b>	<b>\$42,024,858</b>	<b>\$43,415,621</b>
Full-time Equivalent Total*	245.12	241.62	241.62	240.66

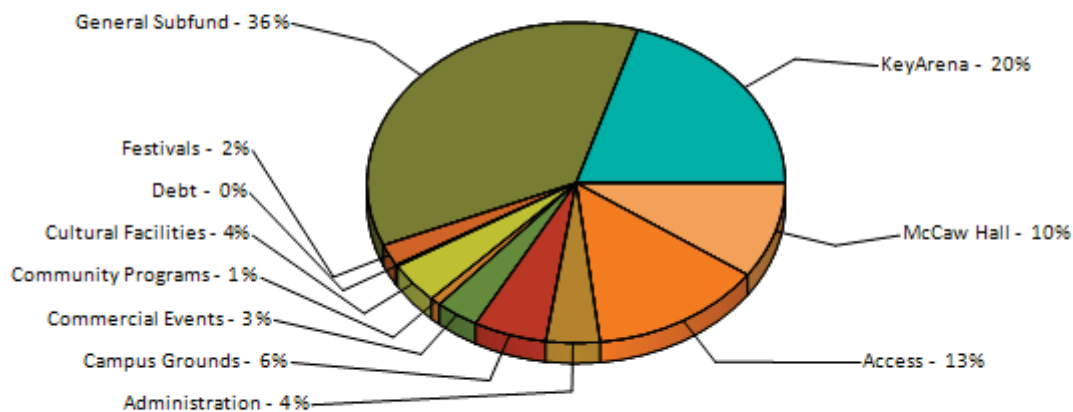
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

## 2014 Proposed Budget - Expenditure by Category



# Seattle Center

## 2014 Proposed Budget - Revenue by Category



### Budget Overview

Seattle Center's 2014 Proposed Budget is largely unchanged from the 2014 Endorsed Budget. After facing financial challenges in recent years as a result of several factors, including the Great Recession, the loss of sponsorship revenue, and the temporary closure of the Armory food court for refurbishing, Center has successfully aligned operating costs with revenues and is on track to break even in both 2013 and 2014.

Seattle Center has more than 75 sources of revenue, with the largest being parking fees, facility rentals, programming at McCaw Hall, and event revenues from KeyArena. As the local economy continues to recover from the recession, Center is experiencing increases in revenues from parking, the monorail and the Armory food court. Despite increases in these revenues, and the public's continued patronage of Seattle Center, Center continues to experience financial pressures due to the inability of some of its non-profit tenants and clients to make their lease payments. These organizations have faced challenges in recent years as a result of the economic downturn. Seattle Center continues to work with the organizations to find solutions, including establishing payment plans and restructuring leases where appropriate.

Seattle Center receives approximately 35% of its revenues from the City's General Fund. Center has identified some modest opportunities to save General Fund dollars, including savings from a vacant parking coordinator position, while preserving core services. The 2014 Proposed Budget maintains funding for all other programs at Seattle Center allowing visitors to continue to have access to a vast array of events and performances.

Other core areas of Seattle Center operations continue to thrive. For the past several years, event bookings at KeyArena have increased. In 2012, an improved ticketing agreement and a new food concessionaire contributed to KeyArena experiencing its most profitable year since the departure of the SuperSonics. Event bookings and

# Seattle Center

revenues have remained at these elevated levels through 2013, and the forecast anticipates this trend continuing.

McCaw Hall, which celebrated its tenth anniversary in 2013, continues to have consistent event bookings and attendance. In addition to attracting new concerts and events, the building's primary users, Pacific Northwest Ballet and Seattle Opera, continue to draw large audiences for their productions. Finally, Seattle Center looks forward to welcoming KEXP to the campus in 2014. KEXP plans to move into the upper Northwest Rooms at Seattle Center, and fundraising and planning for the redevelopment of the rooms is underway.

## Incremental Budget Changes

### Seattle Center

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 36,873,858</b>	<b>241.62</b>
<b>Proposed Changes</b>		
International Fountain Temporary Closure - One-Time Savings	-\$ 21,000	0.00
Consolidate Customer Service Feedback	-\$ 10,000	0.00
Eliminate Vacant Parking Coordinator Position	-\$ 80,932	-0.96
<b>Proposed Technical Changes</b>		
Eliminate Funding for Postini Spam Software	-\$ 3,197	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 462,108	0.00
<b>Total Incremental Changes</b>	<b>-\$ 577,237</b>	<b>-0.96</b>
<b>2014 Proposed Budget</b>	<b>\$ 36,296,621</b>	<b>240.66</b>

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### **International Fountain Temporary Closure - One-Time Savings - (\$21,000)**

This one-time reduction captures savings in utility and cleaning costs over a three-month period when the International Fountain will be closed for the planned maintenance of mechanical components. This maintenance will take place during the winter months so as to minimize impact on visitors.

#### **Consolidate Customer Service Feedback - (\$10,000)**

This change eliminates funding for a web-based customer service feedback system. Instead, Seattle Center will

# Seattle Center

rely on the City's new Customer Response System to solicit feedback from Center visitors.

## **Eliminate Vacant Parking Coordinator Position - (\$80,932)/(.96) FTE**

This reduction eliminates a vacant parking coordinator position. Use of automated pay stations in the garages decreased the number of parking attendants needed, and a newly implemented web-based scheduling tool greatly minimized the need for parking coordinator oversight. These two changes have made many of the remaining administrative functions of this role obsolete. This reduction will not affect service levels.

## **Proposed Technical Changes**

## **Eliminate Funding for Postini Spam Software - (\$3,197)**

The City has adopted Microsoft Office 365 as its new software platform, and as a result City departments no longer need to purchase separate anti-spam software.

## **Citywide Adjustments for Standard Cost Changes - (\$462,108)**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

## **Expenditure Overview**

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Access Budget Control Level	SC670	1,133,624	1,209,050	1,249,107	1,104,817
Administration-SC Budget Control Level	SC690	6,920,107	6,893,147	7,170,263	7,111,676
Campus Grounds Budget Control Level	SC600	11,657,335	11,678,551	12,045,194	11,879,836
Commercial Events Budget Control Level	SC640	1,017,390	891,893	946,294	928,822
Community Programs Budget Control Level	SC620	2,037,252	2,060,255	2,078,339	2,043,852
Cultural Facilities Budget Control Level	SC630	210,847	220,830	229,145	224,855
Debt Budget Control Level	SC680	124,845	134,850	126,450	126,450
Festivals Budget Control Level	SC610	915,438	1,481,593	1,505,509	1,481,009
Judgment and Claims Budget Control Level	SC710	931,564	588,291	702,856	702,856
KeyArena Budget Control Level	SC660	5,791,314	6,297,392	6,613,285	6,532,873

# Seattle Center

<b>McCaw Hall Budget Control Level</b>	<b>SC650</b>	<b>4,096,973</b>	<b>4,474,705</b>	<b>4,207,416</b>	<b>4,159,575</b>
<b>Department Total</b>		<b>34,836,688</b>	<b>35,930,558</b>	<b>36,873,858</b>	<b>36,296,621</b>

<b>Department Full-time Equivalents Total*</b>		<b>245.12</b>	<b>241.62</b>	<b>241.62</b>	<b>240.66</b>
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*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
462300	Parking	709,044	4,377,247	4,351,817	4,429,017
462800	Monorail	4,969,809	450,000	450,000	480,000
	<b>Total Access</b>	<b>5,678,854</b>	<b>4,827,247</b>	<b>4,801,817</b>	<b>4,909,017</b>
441960	Seattle Center Fund	0	100,000	100,000	100,000
462900	Administration	15,845	12,000	12,000	12,000
481500	Lease Settlement	0	0	0	0
541490	CIP	1,431,224	1,371,877	1,402,522	1,402,522
	<b>Total Administration</b>	<b>1,447,069</b>	<b>1,483,877</b>	<b>1,514,522</b>	<b>1,514,522</b>
462500	Leases - Campus Grounds	974,924	894,151	1,134,207	1,117,207
462800	Amusement Park Concessions	0	0	0	0
462800	Armory Concessions	769,429	881,697	1,044,144	953,944
	<b>Total Campus Grounds</b>	<b>1,744,354</b>	<b>1,775,848</b>	<b>2,178,351</b>	<b>2,071,151</b>
462400	Campus Commercial Events	1,427,968	1,234,200	1,214,723	1,214,723
	<b>Total Commercial Events</b>	<b>1,427,968</b>	<b>1,234,200</b>	<b>1,214,723</b>	<b>1,214,723</b>
439090	Campus Sponsorships	23,195	250,000	250,000	250,000
441960	Seattle Center Productions	105,440	58,400	58,400	58,400
	<b>Total Community Programs</b>	<b>128,635</b>	<b>308,400</b>	<b>308,400</b>	<b>308,400</b>
462500	Leases - Cultural Facilities	975,395	1,556,711	1,513,899	1,513,899
	<b>Total Cultural Facilities</b>	<b>975,395</b>	<b>1,556,711</b>	<b>1,513,899</b>	<b>1,513,899</b>
462500	McCaw Hall Tenant Use Fees - Debt	62,422	67,425	63,225	63,225
	<b>Total Debt</b>	<b>62,422</b>	<b>67,425</b>	<b>63,225</b>	<b>63,225</b>
441960	Festivals	677,145	780,835	793,814	793,814
	<b>Total Festivals</b>	<b>677,145</b>	<b>780,835</b>	<b>793,814</b>	<b>793,814</b>
587001	General Fund - McCaw Hall	67,997	557,950	573,759	573,759
587001	General Fund - McCaw Hall Debt	538,981	67,425	63,225	63,225
587001	General Subfund Support	11,208,460	11,752,682	12,124,022	11,837,752
587001	Judgment and Claims Allocation	931,564	588,291	702,856	702,856
	<b>Total General Subfund</b>	<b>12,747,002</b>	<b>12,966,348</b>	<b>13,463,862</b>	<b>13,177,592</b>



## Seattle Center

441710	KeyArena Miscellaneous	167,161	513,953	630,040	630,040
441960	KeyArena Reimbursables	2,157,484	2,257,997	2,254,282	2,254,282
462400	KeyArena Premium Seating	782,726	338,849	388,130	388,130
462400	KeyArena Rent	544,183	1,498,336	1,510,393	1,510,393
462800	KeyArena Concessions	1,099,607	1,218,331	1,261,984	1,261,984
462800	KeyArena Sponsorship	0	0	0	0
462800	KeyArena Ticketing	1,845,282	1,180,970	1,337,692	1,337,692
	<b>Total KeyArena</b>	<b>6,596,443</b>	<b>7,008,436</b>	<b>7,382,521</b>	<b>7,382,521</b>
441960	McCaw Hall Reimbursables	1,266,230	1,365,618	1,406,111	1,406,111
462400	McCaw Hall Rent	282,037	300,139	420,155	420,155
462500	McCaw Hall Tenant Use Fees	1,246,241	1,441,206	1,288,271	1,288,271
462800	McCaw Hall Catering & Concessions	304,731	270,000	270,000	270,000
462800	McCaw Hall Miscellaneous	136,245	146,668	166,585	166,585
	<b>Total McCaw Hall</b>	<b>3,235,484</b>	<b>3,523,631</b>	<b>3,551,122</b>	<b>3,551,122</b>
	<b>Total Revenues</b>	<b>34,720,771</b>	<b>35,532,958</b>	<b>36,786,256</b>	<b>36,499,986</b>
379100	Use of (Contribution To) Fund Balance	115,917	397,600	87,600	-203,365
	<b>Total Use of Fund Balance</b>	<b>115,917</b>	<b>397,600</b>	<b>87,600</b>	<b>-203,365</b>
	<b>Total Resources</b>	<b>34,836,688</b>	<b>35,930,558</b>	<b>36,873,856</b>	<b>36,296,621</b>

# Seattle Center

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

### Access Budget Control Level

The purpose of the Access Budget Control Level is to provide the services needed to assist visitors in coming to and traveling from the campus, while reducing congestion in adjoining neighborhoods. Program services include operating parking services, maintaining parking garages, managing the Seattle Center Monorail, and encouraging use of alternate modes of transportation.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Access	1,133,624	1,209,050	1,249,107	1,104,817
<b>Total</b>	<b>1,133,624</b>	<b>1,209,050</b>	<b>1,249,107</b>	<b>1,104,817</b>
Full-time Equivalents Total*	11.23	11.23	11.23	10.27

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

### Administration-SC Budget Control Level

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Administration-SC	6,920,107	6,893,147	7,170,263	7,111,676
<b>Total</b>	<b>6,920,107</b>	<b>6,893,147</b>	<b>7,170,263</b>	<b>7,111,676</b>
Full-time Equivalents Total*	22.61	20.11	20.11	20.11

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

### Campus Grounds Budget Control Level

The purpose of the Campus Grounds Budget Control Level is to provide gathering spaces and open-air venues in the City's urban core. Program services include landscape maintenance, security patrols and lighting, litter and garbage removal, recycling operations, hard surface and site amenities maintenance, management of revenues associated with leasing spaces, and food service operations at the Armory.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Campus Grounds	11,657,335	11,678,551	12,045,194	11,879,836
<b>Total</b>	<b>11,657,335</b>	<b>11,678,551</b>	<b>12,045,194</b>	<b>11,879,836</b>
Full-time Equivalents Total*	78.97	77.97	77.97	77.97

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

# Seattle Center

## **Commercial Events Budget Control Level**

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Commercial Events	1,017,390	891,893	946,294	928,822
<b>Total</b>	<b>1,017,390</b>	<b>891,893</b>	<b>946,294</b>	<b>928,822</b>
Full-time Equivalents Total*	7.48	7.48	7.48	7.48

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

## **Community Programs Budget Control Level**

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Community Programs	2,037,252	2,060,255	2,078,339	2,043,852
<b>Total</b>	<b>2,037,252</b>	<b>2,060,255</b>	<b>2,078,339</b>	<b>2,043,852</b>
Full-time Equivalents Total*	11.88	11.88	11.88	11.88

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

## **Cultural Facilities Budget Control Level**

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Cultural Facilities	210,847	220,830	229,145	224,855
<b>Total</b>	<b>210,847</b>	<b>220,830</b>	<b>229,145</b>	<b>224,855</b>
Full-time Equivalents Total*	3.26	3.26	3.26	3.26

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# Seattle Center

## Debt Budget Control Level

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Debt	124,845	134,850	126,450	126,450
<b>Total</b>	<b>124,845</b>	<b>134,850</b>	<b>126,450</b>	<b>126,450</b>

## Festivals Budget Control Level

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Festivals	915,438	1,481,593	1,505,509	1,481,009
<b>Total</b>	<b>915,438</b>	<b>1,481,593</b>	<b>1,505,509</b>	<b>1,481,009</b>
Full-time Equivalents Total*	8.72	8.72	8.72	8.72

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

## Judgment and Claims Budget Control Level

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Judgment and Claims	931,564	588,291	702,856	702,856
<b>Total</b>	<b>931,564</b>	<b>588,291</b>	<b>702,856</b>	<b>702,856</b>

## KeyArena Budget Control Level

The purpose of the KeyArena Budget Control Level is to manage and operate the KeyArena. Included in this category are all operations related to sports teams playing in the arena, along with concerts, family shows, and private meetings.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
KeyArena	5,791,314	6,297,392	6,613,285	6,532,873
<b>Total</b>	<b>5,791,314</b>	<b>6,297,392</b>	<b>6,613,285</b>	<b>6,532,873</b>
Full-time Equivalents Total*	65.99	65.99	65.99	65.99

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

# Seattle Center

## **McCaw Hall Budget Control Level**

The McCaw Hall Budget Control Level includes funds for the operation and maintenance of the McCaw Hall. In cooperation with Seattle Opera and Pacific Northwest Ballet, Seattle Center manages and operates McCaw Hall as the home of the Opera and Ballet. The Seattle International Film Festival also holds its annual festival and many other film screenings in this facility.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
McCaw Hall	4,096,973	4,474,705	4,207,416	4,159,575
<b>Total</b>	<b>4,096,973</b>	<b>4,474,705</b>	<b>4,207,416</b>	<b>4,159,575</b>
Full-time Equivalents Total*	34.98	34.98	34.98	34.98

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

## **Seattle Center Fund Table**

### **Seattle Center Fund (11410)**

	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2013 Revised</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Beginning Fund Balance</b>	<b>710,896</b>	<b>609,884</b>	<b>594,979</b>	<b>212,284</b>	<b>197,379</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	34,720,771	35,532,958	35,532,958	36,786,256	36,499,986
Less: Actual and Budgeted Expenditures	34,836,688	35,930,558	35,930,558	36,873,858	36,296,621
<b>Ending Fund Balance</b>	<b>594,979</b>	<b>212,284</b>	<b>197,379</b>	<b>124,682</b>	<b>400,744</b>
McCaw Hall Reserve	1,402,000	700,000	1,004,000	600,000	917,000
Operating Reserve					425,000
<b>Total Reserves</b>	<b>1,402,000</b>	<b>700,000</b>	<b>1,004,000</b>	<b>600,000</b>	<b>1,342,000</b>
<b>Ending Unreserved Fund Balance</b>	<b>-807,021</b>	<b>-487,716</b>	<b>-806,621</b>	<b>-475,318</b>	<b>-941,256</b>

# Seattle Center

## Capital Improvement Program Highlights

Seattle Center's 2014-2019 Proposed Capital Improvement Program (CIP) is at the heart of Seattle Center's purpose - to create exceptional events, experiences and environments that delight and inspire the human spirit to build stronger communities. Seattle Center's CIP repairs, renovates and redevelops the facilities and grounds of Seattle Center's 74-acre campus to provide a safe and welcoming place for millions of visitors and over 5,000 events each year. In 2014, Seattle Center continues implementation of the Seattle Center Century 21 Master Plan, including development of an Action Plan for redevelopment of the Memorial Stadium site, the centerpiece project in the Master Plan. The City Council adopted the Century 21 Master Plan in August 2008, and the plan will guide development of the Seattle Center campus over the next 20 years.

The 2014-2019 Proposed CIP includes funding for continued renovation of the Armory, including restrooms and other public spaces. Funding is also included for asset preservation investments in Seattle Center's other two large public assembly facilities, KeyArena and McCaw Hall, as well as for campus open space and the Seattle Center Monorail.

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

Funding for Seattle Center's 2014-2019 Proposed CIP comes primarily from the Cumulative Reserve Subfund, property sale proceeds, federal grant funds and private sources.

More information and background on Seattle Center's CIP can be found in the 2014-2019 Proposed CIP Budget Book.

### Capital Improvement Program Appropriation

Budget Control Level	2014 Endorsed	2014 Proposed
<b>Armory Rehabilitation: S9113</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	1,044,000	1,059,000
<b>Subtotal</b>	<b>1,044,000</b>	<b>1,059,000</b>
<b>Campuswide Improvements and Repairs: S03P01</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	1,145,000	3,264,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	30,000	30,000
Seattle Center Capital Reserve Subfund	0	20,000
<b>Subtotal</b>	<b>1,175,000</b>	<b>3,314,000</b>
<b>Facility Infrastructure Renovation and Repair: S03P02</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	200,000	0
<b>Subtotal</b>	<b>200,000</b>	<b>0</b>

**Fisher Pavilion: S9705**

# Seattle Center

Cumulative Reserve Subfund - REET I Subaccount (00163)	50,000	0
<b>Subtotal</b>	<b>50,000</b>	<b>0</b>

## Key Arena: S03P04

Cumulative Reserve Subfund - REET I Subaccount (00163)	200,000	200,000
<b>Subtotal</b>	<b>200,000</b>	<b>200,000</b>

## Lot 2 Development Project: S0501

Seattle Center Capital Reserve Subfund	0	102,000
<b>Subtotal</b>	<b>0</b>	<b>102,000</b>

## McCaw Hall Capital Reserve Fund: S0303

McCaw Hall Capital Reserve	500,000	521,000
<b>Subtotal</b>	<b>500,000</b>	<b>521,000</b>

## Monorail Improvements: S9403

Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	1,317,000	1,423,000
<b>Subtotal</b>	<b>1,317,000</b>	<b>1,423,000</b>

## Public Gathering Space Improvements: S9902

Cumulative Reserve Subfund - REET I Subaccount (00163)	300,000	0
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	90,000	90,000
<b>Subtotal</b>	<b>390,000</b>	<b>90,000</b>

## Utility Infrastructure: S03P03

Cumulative Reserve Subfund - REET I Subaccount (00163)	275,000	410,000
<b>Subtotal</b>	<b>275,000</b>	<b>410,000</b>

<b>Total Capital Improvement Program Appropriation</b>	<b>5,151,000</b>	<b>7,119,000</b>
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# The Seattle Public Library

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Marcellus Turner, City Librarian

(206) 386-4636

<http://www.spl.org>

## Department Overview

The Seattle Public Library, founded in 1891, includes the Central Library, 26 neighborhood libraries, the Center for the Book, and a robust "virtual library" available on a 24/7 basis through the Library's website. Systemwide Services, located at the Central Library, develops and manages services available across the city including borrower services, outreach and public information, specialized services for children, teens, and adults as well as immigrant and refugee populations, and public education and programming. The Central and branch libraries provide library services, materials, and programs close to where people live, go to school, and work, and serve as focal points for community engagement and lifelong learning.

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

The Seattle Public Library had over 6.5 million visits in person in 2012, and over 7 million virtual visits through the Library's catalog and website. As the center of Seattle's information network, the Library provides a vast array of resources and services to the public (2012 usage noted), including:

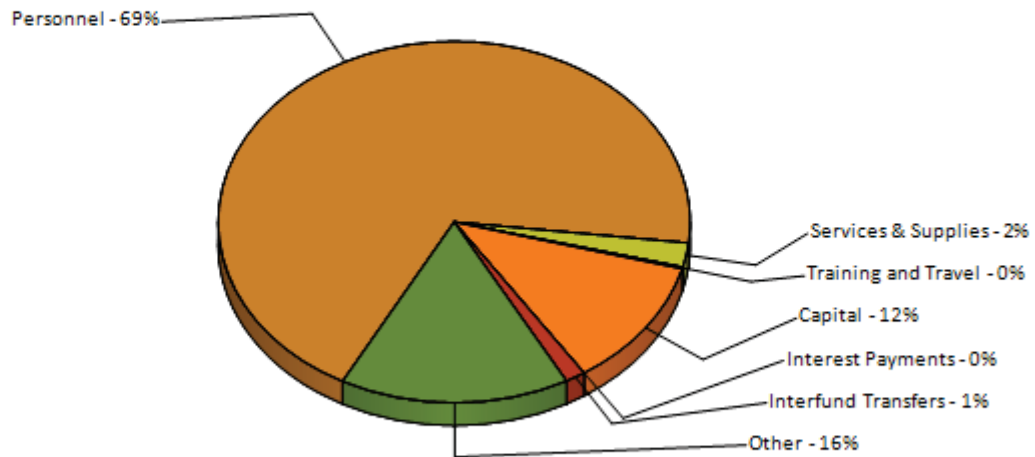
- print and electronic books, media, magazines, newspapers (11.4 million items checked out);
- assisted information services in-person, virtual, and telephone (899,000 responses);
- on-site Internet access and classes (1.3 million patron Internet sessions);
- downloadable media, including e-books, audiobooks, music and video (1 million downloads);
- sheet music and small practice rooms;
- electronic databases (395,000 sessions);
- an extensive multilingual collection;
- English as a Second Language (ESL) and literacy services;
- outreach and accessible services and resources for people with disabilities or special needs;
- more than 7,000 literary and other programs and activities attended by 226,000 children, teens, and adults;
- Homework Help (9,600 students assisted in-person at branches and 15,000 on-line sessions);
- podcasts of public programs (71,000 downloads);
- 23 neighborhood meeting rooms (4,400 meetings of external groups);
- a large Central Library auditorium and 12 meeting rooms (nearly 368 meetings of external groups with a total of 17,150 participants); and
- Quick Information Center telephone reference service (386-INFO).

# The Seattle Public Library

## Budget Snapshot

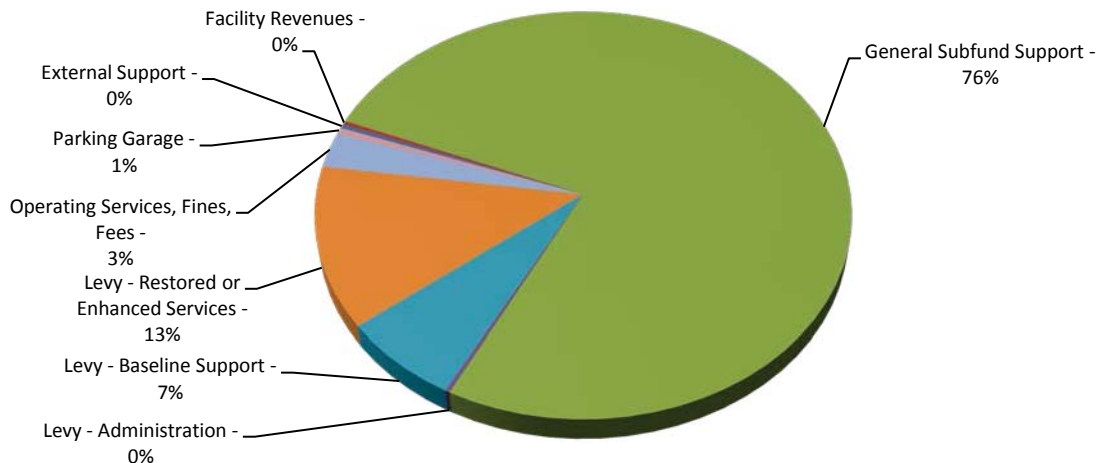
Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$48,471,553	\$48,044,386	\$50,131,066	\$48,002,759
Other Funding - Operating	\$2,399,740	\$15,528,795	\$15,137,718	\$14,900,271
<b>Total Operations</b>	<b>\$50,871,293</b>	<b>\$63,573,181</b>	<b>\$65,268,784</b>	<b>\$62,903,030</b>
Other funding - Capital	\$1,058,088	\$3,425,000	\$3,556,000	\$4,438,000
<b>Total Appropriations</b>	<b>\$51,929,381</b>	<b>\$66,998,181</b>	<b>\$68,824,784</b>	<b>\$67,341,030</b>

## 2014 Proposed Budget - Expenditure by Category



# The Seattle Public Library

## 2014 Proposed Budget - Revenue by Category



## Budget Overview

Supporting, maintaining and improving core library services and ensuring the Library can conduct appropriate facility maintenance is a priority for the Mayor, City Council, and Seattle residents. In August 2012, Seattle voters approved a seven-year, \$123 million Library Levy to increase hours, purchase more books and materials, upgrade public computers and online services, and improve building maintenance. Without the approved levy, the Library would have had to delay important maintenance and public technology investments and make reductions to collections and open hours.

In 2014, the levy contributes \$12.7 million to Library operations and \$3 million to capital improvements. Levy funds allow the Library to keep 13 branches open seven days a week and 13 branches six days a week; improve collections and reduce wait times for popular titles; invest in technology and online services improvement; and perform the maintenance necessary to preserve some of the City's most intensively used public facilities.

Levy Capital Improvement Program (CIP) funds are augmented by \$780,000 from the Real Estate Excise Tax (REET). In 2014, REET funds support efforts to restructure library spaces to address changes in usage patterns and to make upgrades to the Central Library and Green Lake Branch elevators and the Central Library escalators.

The Proposed Budget implements the City Librarian's budget neutral reorganization. These changes align the operations of the Library with its strategic plan ([http://www.spl.org/Documents/about/strategic\\_plan.pdf](http://www.spl.org/Documents/about/strategic_plan.pdf)) and do not add any additional costs. The reorganization renamed Library Services to Library Programs and Services. It also added Marketing and Online Services, a new program to implement the investments in online technology specified in the 2012 Library Levy.

# The Seattle Public Library

## Incremental Budget Changes

### The Seattle Public Library

	2014 Budget
<b>Total 2014 Endorsed Budget</b>	<b>\$ 65,268,784</b>
<b>Baseline Changes</b>	
Adjustments to Central Cost Allocations	-\$ 4,194
Baseline Budget Corrections	-\$ 1,592,117
<b>Proposed Technical Changes</b>	
Implement the City Librarian's Reorganization	\$ 0
Citywide Adjustments for Standard Cost Changes	-\$ 769,443
<b>Total Incremental Changes</b>	<b>-\$ 2,365,754</b>
<b>2014 Proposed Budget</b>	<b>\$ 62,903,030</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Adjustments to Central Cost Allocations - (\$4,194)**

The Proposed Budget makes technical adjustments to reflect changes in central cost allocations. These adjustments update initial assumptions about costs and inflators made in the first year of the biennium.

#### **Baseline Budget Corrections - (\$1,592,117)**

These changes fix an incorrect over-appropriation of health care funds and also correct a double appropriation to eliminate an annual furlough. These are technical changes that will not impact the Library's ability to deliver services. These changes leave the Library with sufficient funding to fulfill all General Fund and Library Levy commitments made to Seattle taxpayers.

### Proposed Technical Changes

#### **Implement the City Librarian's Reorganization**

The 2014 Proposed Budget implements a net-zero reorganization of the Library programs to support implementation of the Seattle Public Library Strategic Plan ([http://www.spl.org/Documents/about/strategic\\_plan.pdf](http://www.spl.org/Documents/about/strategic_plan.pdf)).

# The Seattle Public Library

## Citywide Adjustments for Standard Cost Changes - (\$769,443)

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Administrative Services</b>					
Administrative Services Director		492,730	690,017	713,654	633,765
Event Services		0	0	0	461,576
Facilities Maintenance and Materials Distribution Services		6,434,871	7,960,893	8,205,791	0
Facilities Maintenance Services		0	0	0	6,337,133
Finance Services		1,015,991	1,056,694	1,056,895	1,054,892
Safety and Security Services		1,089,538	1,379,856	1,427,904	1,390,102
<b>Total</b>	<b>B1ADM</b>	<b>9,033,129</b>	<b>11,087,459</b>	<b>11,404,244</b>	<b>9,877,468</b>
<b>City Librarian's Office</b>					
City Librarian		395,601	466,670	481,513	463,500
Communications		446,930	541,357	557,787	282,882
<b>Total</b>	<b>B2CTL</b>	<b>842,530</b>	<b>1,008,027</b>	<b>1,039,300</b>	<b>746,382</b>
<b>Human Resources</b>	<b>B5HRS</b>	<b>1,101,325</b>	<b>1,074,409</b>	<b>1,110,903</b>	<b>1,070,337</b>
<b>Information Technology</b>	<b>B3CTS</b>	<b>3,058,221</b>	<b>5,527,071</b>	<b>4,907,955</b>	<b>4,196,393</b>
<b>Library Programs and Services</b>					
Central Library Services		12,059,925	13,999,986	14,637,966	0
Collection and Access Services		7,433,093	9,711,550	9,995,707	11,649,140
Library Programs and Services Director		0	0	0	791,526
Neighborhood Libraries		17,343,070	21,164,679	22,172,709	0
Program and Services - Systemwide Services		0	0	0	4,841,025
Programs and Services - Central and Branch Services		0	0	0	28,875,730
<b>Total</b>	<b>B4PUB</b>	<b>36,836,088</b>	<b>44,876,215</b>	<b>46,806,382</b>	<b>46,157,421</b>
<b>Marketing and Online Services</b>	<b>B6MKT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>855,029</b>
<b>Department Total</b>		<b>50,871,293</b>	<b>63,573,181</b>	<b>65,268,784</b>	<b>62,903,030</b>

# The Seattle Public Library

## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
542810	Cable Franchise	190,000	190,000	190,000	190,000
	<b>Total External Support</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>
462400	Space Rentals	156,189	150,000	150,000	150,000
469112	Sale of fixed Assets	44,365	50,000	50,000	60,000
	<b>Total Facility Revenues</b>	<b>200,554</b>	<b>200,000</b>	<b>200,000</b>	<b>210,000</b>
587001	General Subfund Support	48,471,630	48,044,389	50,131,073	48,002,759
	<b>Total General Subfund Support</b>	<b>48,471,630</b>	<b>48,044,389</b>	<b>50,131,073</b>	<b>48,002,759</b>
587104	Library Levy	0	165,623	171,113	171,113
	<b>Total Levy - Administration</b>	<b>0</b>	<b>165,623</b>	<b>171,113</b>	<b>171,113</b>
587104	Library Levy	0	4,150,000	4,285,632	4,211,809
	<b>Total Levy - Baseline Support</b>	<b>0</b>	<b>4,150,000</b>	<b>4,285,632</b>	<b>4,211,809</b>
587104	Library Levy	0	8,734,155	8,201,952	8,038,335
	<b>Total Levy - Restored or Enhanced Services</b>	<b>0</b>	<b>8,734,155</b>	<b>8,201,952</b>	<b>8,038,335</b>
441610	Copy Services	37,189	60,000	60,000	50,000
441610	Pay for Print	148,322	159,000	159,000	159,000
459700	Fines and Fees	1,489,318	1,564,014	1,564,014	1,564,014
462800	Coffee Cart	2,858	3,000	3,000	3,000
469990	Misc. Revenue	7,189	3,000	3,000	3,000
	<b>Total Operating Services, Fines, Fees</b>	<b>1,684,876</b>	<b>1,789,014</b>	<b>1,789,014</b>	<b>1,779,014</b>
462300	Parking Revenue	300,082	300,000	300,000	300,000
	<b>Total Parking Garage</b>	<b>300,082</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>
<b>Total Revenues</b>		<b>50,847,142</b>	<b>63,573,181</b>	<b>65,268,784</b>	<b>62,903,030</b>
<b>Total Resources</b>		<b>50,847,142</b>	<b>63,573,181</b>	<b>65,268,784</b>	<b>62,903,030</b>

# The Seattle Public Library

## Appropriations By Program

### Administrative Services

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Administrative Services Director	492,730	690,017	713,654	633,765
Event Services	0	0	0	461,576
Facilities Maintenance and Materials Distribution Services	6,434,871	7,960,893	8,205,791	0
Facilities Maintenance Services	0	0	0	6,337,133
Finance Services	1,015,991	1,056,694	1,056,895	1,054,892
Safety and Security Services	1,089,538	1,379,856	1,427,904	1,390,102
<b>Total</b>	<b>9,033,129</b>	<b>11,087,459</b>	<b>11,404,244</b>	<b>9,877,468</b>

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

#### **Administrative Services Director Program**

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

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Administrative Services Director	492,730	690,017	713,654	633,765

#### **Event Services Program**

The 2013 Library Reorganization creates this program.

The purpose of the Events Services Program is to support Library hosted as well as private events and programs in order to make Library facilities and meeting rooms more available to the public.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Event Services	0	0	0	461,576

#### **Facilities Maintenance and Materials Distribution Services Program**

As part of the 2013 Library Reorganization, this program ends. It is replaced in part by the Facilities and Maintenance Services program. The Materials Distribution unit is transferred to the Collection and Access Services program.

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

# The Seattle Public Library

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Facilities Maintenance and Materials				
Distribution Services	6,434,871	7,960,893	8,205,791	0

## Facilities Maintenance Services Program

The 2013 Library Reorganization creates this program.

The purpose of the Facilities Maintenance Services Program is to maintain the Library's buildings and grounds so that library services are delivered in clean and comfortable environments.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Facilities Maintenance Services	0	0	0	6,337,133

## Finance Services Program

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

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Finance Services	1,015,991	1,056,694	1,056,895	1,054,892

## Safety and Security Services Program

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

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Safety and Security Services	1,089,538	1,379,856	1,427,904	1,390,102



# The Seattle Public Library

## City Librarian's Office

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
City Librarian	395,601	466,670	481,513	463,500
Communications	446,930	541,357	557,787	282,882
<b>Total</b>	<b>842,530</b>	<b>1,008,027</b>	<b>1,039,300</b>	<b>746,382</b>

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

### **City Librarian Program**

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

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
City Librarian	395,601	466,670	481,513	463,500

### **Communications Program**

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

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Communications	446,930	541,357	557,787	282,882

## Human Resources

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Human Resources	1,101,325	1,074,409	1,110,903	1,070,337
<b>Total</b>	<b>1,101,325</b>	<b>1,074,409</b>	<b>1,110,903</b>	<b>1,070,337</b>

# The Seattle Public Library

## Information Technology

The purpose of Information Technology is to provide data processing infrastructure and services.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Information Technology	3,058,221	5,527,071	4,907,955	4,196,393
<b>Total</b>	<b>3,058,221</b>	<b>5,527,071</b>	<b>4,907,955</b>	<b>4,196,393</b>

## Library Programs and Services

The 2013 Library Reorganization renames this program from Library Services to Library Programs and Services and creates a new purpose.

The purpose of the Library Programs and Services Division is to provide services, materials, and programs that benefit and are valued by Library patrons. Library Programs and Services provides technical and collection services and materials delivery systems to make Library resources and materials accessible to all patrons.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Central Library Services	12,059,925	13,999,986	14,637,966	0
Collection and Access Services	7,433,093	9,711,550	9,995,707	11,649,140
Library Programs and Services Director	0	0	0	791,526
Neighborhood Libraries	17,343,070	21,164,679	22,172,709	0
Program and Services - Systemwide Services	0	0	0	4,841,025
Programs and Services - Central and Branch Services	0	0	0	28,875,730
<b>Total</b>	<b>36,836,088</b>	<b>44,876,215</b>	<b>46,806,382</b>	<b>46,157,421</b>

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

### **Central Library Services Program**

As part of the 2013 reorganization, this program ends. The workload is primarily distributed into the Programs and Services - Central and Branch Libraries and Programs and Services - Systemwide Services programs.

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

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Central Library Services	12,059,925	13,999,986	14,637,966	0

# The Seattle Public Library

## Collection and Access Services Program

The 2013 Library Reorganization renames this program from Technical and Access Services to Collection and Access Services and changes the purpose of this program. The repurposed program combines Technical and Access Services, Circulation Services and the Materials Distribution unit.

The purpose of the Collection and Access Services Program is to make library books, materials, databases, downloadable materials, and the library catalog available to patrons and to provide a delivery system that makes Library materials locally available.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Collection and Access Services	7,433,093	9,711,550	9,995,707	11,649,140

## Library Programs and Services Director Program

The 2013 Library Reorganization creates this program.

The purpose of the Library Programs and Services Director Program is to administer public services, programs, and collection development and access.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Library Programs and Services Director	0	0	0	791,526

## Neighborhood Libraries Program

As part of the 2013 reorganization, this program ends. The workload is primarily distributed into the Programs and Services - Central and Branch Libraries and Programs and Services - Systemwide Services programs.

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

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Neighborhood Libraries	17,343,070	21,164,679	22,172,709	0

## Program and Services - Systemwide Services Program

The 2013 Library Reorganization creates this program.

The purpose of the Library Programs and Services - System wide Services Program is to provide system wide services including borrower services, outreach services, specialized services for children, teens and adults as well as immigrant and refugee populations; and public education and programming. This program also provides in-depth information and service coordination to patrons and staff at branches so they have access to more extensive resources than would otherwise be available at a single branch.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Program and Services - Systemwide Services	0	0	0	4,841,025

# The Seattle Public Library

## Programs and Services - Central and Branch Services Program

The 2013 Library Reorganization creates this program.

The purpose of the Central and Branch Libraries Program is to provide services, materials, and programs close to where people live and work to support life-long learning, cultural enrichment, recreational reading, and community engagement.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Programs and Services - Central and Branch Services	0	0	0	28,875,730

## **Marketing and Online Services**

The 2013 Library Reorganization creates this program.

The purpose of the Marketing and Online Services Division is to develop the Library's online services and employ innovative strategies for connecting patrons and community organizations to Library services and resources. The division develops marketing tools to enable the Library to reach new users and help current users discover all the new ways the Library can enrich their lives.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Marketing and Online Services	0	0	0	855,029
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>855,029</b>

# The Seattle Public Library

## Library Fund Table

### Library Fund (10410)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>631,920</b>	<b>625,053</b>	<b>585,858</b>	<b>625,053</b>	<b>585,858</b>
Accounting and Technical Adjustments	-21,911	0	0	0	0
Plus: Actual and Estimated Revenues	50,847,142	63,573,181	62,501,810	65,268,784	62,903,030
Less: Actual and Budgeted Expenditures	50,871,293	63,573,181	62,501,810	65,268,784	62,903,030
<b>Ending Fund Balance</b>	<b>585,858</b>	<b>625,053</b>	<b>585,858</b>	<b>625,052</b>	<b>585,858</b>
<b>Ending Unreserved Fund Balance</b>	<b>585,858</b>	<b>625,053</b>	<b>585,858</b>	<b>625,052</b>	<b>585,858</b>

## 2012 Library Levy Fund Table

### 2012 Library Levy Fund (18100)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,032,219</b>	<b>1,032,219</b>
Accounting and Technical Adjustments	-	-	-	-	-
Plus: Actual and Estimated Revenue	-	16,830,000	16,830,000	16,998,300	16,998,300
Less: Actual and Budgeted Expenditures		13,049,781	13,049,781	12,591,257	12,591,257
Less: Capital Improvements	-	2,748,000	2,748,000	3,056,000	3,056,000
<b>Ending Fund Balance</b>	<b>-</b>	<b>1,032,219</b>	<b>1,032,219</b>	<b>2,383,262</b>	<b>2,383,262</b>
Levy Reserve	-	1,032,219	1,032,219	2,383,262	2,383,262
<b>Total Reserves</b>	<b>-</b>	<b>1,032,219</b>	<b>1,032,219</b>	<b>2,383,262</b>	<b>2,383,262</b>
<b>Ending Unreserved Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# The Seattle Public Library

## Capital Improvement Program Highlights

The Seattle Public Library's facilities include 26 branch libraries and the Central Library, as well as a storage facility and leased shops space. In 2008, the Library completed the final building projects of a system wide capital program, known as "Libraries for All" (LFA). LFA built a new Central Library and four new branch libraries at Delridge, International District/Chinatown, Northgate, and South Park. In addition, each of the 22 branch libraries that were in the system as of 1998 were renovated, expanded, or replaced. The LFA program increased the amount of physical space that the Library maintains by 80% to a total of over 600,000 square feet.

Library buildings are some of the most intensively-used public facilities in Seattle. The Seattle Public Library had more than 6.5 million visits in 2012. Even the quietest branch has more than 60,000 people walk through the door each year. The Library's historic landmark buildings have unique features such as brick facades, slate roofs, and other details, and it is important to use designs and materials consistent with their landmark status - all factors that increase major maintenance costs. The Central Library poses a different set of challenges. A building of its size, complexity, and intensity of use requires significant annual major maintenance to preserve core functionality and continually improve building efficiency.

The 2012 Library Levy allows the Library to sustain LFA improvements with appropriate asset management. This effort is especially critical as all Library buildings will pass the ten-year mark from their LFA construction/renovation during the seven year Levy period. The Library will use \$3 million of Levy funds in 2014, combined with \$780,000 in Real Estate Excise Tax (REET) funding, to maintain and improve facilities across the system. An additional \$600,000 in REET funding will support ADA access improvements. The total 2014 Library CIP is \$4.16 million.

### Asset Preservation

The overriding priority of the Library's capital program is extending the useful life of buildings for as long as possible. The Library's CIP budget funds major repairs and replacement to roofs, building envelopes, HVAC and other critical building systems, doors, windows, flooring, and casework are examples of the asset preservation items. The Library plans to undertake a number of branch asset preservation projects, including at the Green Lake, Delridge and West Seattle branches and window and roof replacement at the Columbia branch.

The Central Library will be 10 years old in 2014. As a result, the iconic building is in need of increased maintenance. The Library will perform asset preservation work such as finishes, casework and minor restroom refurbishment as well as maintenance on the exterior glass walls, the main garage door and the elevators and escalators. The Library will also replace the uninterruptible power supply (UPS) in the data center that serves the entire system to ensure it can be serviced safely.

The Library will use \$500,000 in REET funding in 2014 to restructure library spaces to address changes in how patrons use the Library. This includes increasing areas for laptop use at the Central Library and expanding the children's area at the Northeast and Capitol Hill branches. As Library resources and programming evolve to meet customer interests, there are opportunities to use spaces in innovative ways that provide flexibility, expand learning opportunities, and encourage interaction.

Additional Library CIP work in 2014 will address operational efficiency and environmental sustainability goals, such as branch lighting and Central Library building system improvements. Safety and security improvements will be made at several branches and the Central Library.

In all, the 2014 CIP will spend approximately \$1.85 million on work at library branches, approximately \$1.7 million on the Central Library and \$600,000 on ADA improvements system-wide.

# The Seattle Public Library

## Capital Improvement Program Appropriation

Budget Control Level	2014 Endorsed	2014 Proposed
<b>ADA Improvements - Library: B301112</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	0	602,000
<b>Subtotal</b>	<b>0</b>	<b>602,000</b>
 <b>Library Major Maintenance: B301111</b>		
2012 Library Levy Fund (18100)	3,056,000	3,056,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	500,000	780,000
<b>Subtotal</b>	<b>3,556,000</b>	<b>3,836,000</b>
 <b>Total Capital Improvement Program Appropriation</b>	<b>3,556,000</b>	<b>4,438,000</b>





# Education-Support Services Levy

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Holly Miller, Office for Education

(206) 233-5118

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

## Education-Support Services Levy Overview

Department of Neighborhoods' Office for Education (OFE) staff administers the Education-Support Services Levy, otherwise known as the Families and Education Levy. At its core, OFE is responsible for developing the City's education policy and investment strategy to help children succeed in school, strengthen school-community connections, and increase access to high-quality programs supporting academic achievement. The Human Services Department, the Department of Parks and Recreation, and Public Health - Seattle & King County all receive levy dollars to implement programs and support levy goals and objectives. OFE is responsible for building linkages between the City of Seattle, the Seattle Public School District, and other organizations to ensure successful levy implementation.

Levy investments are made in programs that improve academic achievement. To that end, each program undergoes ongoing program evaluation to ensure it delivers on specific targeted outcomes intended to improve academic achievement. OFE publishes annual reports detailing program targets adopted by the Levy Oversight Committee and program results.

In November 2011, Seattle voters approved the \$231 million levy renewal (the 2011 Families and Education Levy) for the period of 2012-2018. The 2011 Families and Education Levy invests in early learning, elementary, middle school, high school, and health programs to achieve three goals:

1. Improve children's readiness for school;
2. Enhance students' academic achievement and reduce the academic achievement gap;
3. Decrease students' dropout rate and increase graduation from high school and prepare students for college and/or careers after high school.

Levy investments are aligned with the goals of Seattle Public Schools and the Community Center for Education Results Initiative to double the number of students who enroll in post-secondary programs after high school and/or achieve a career credential.

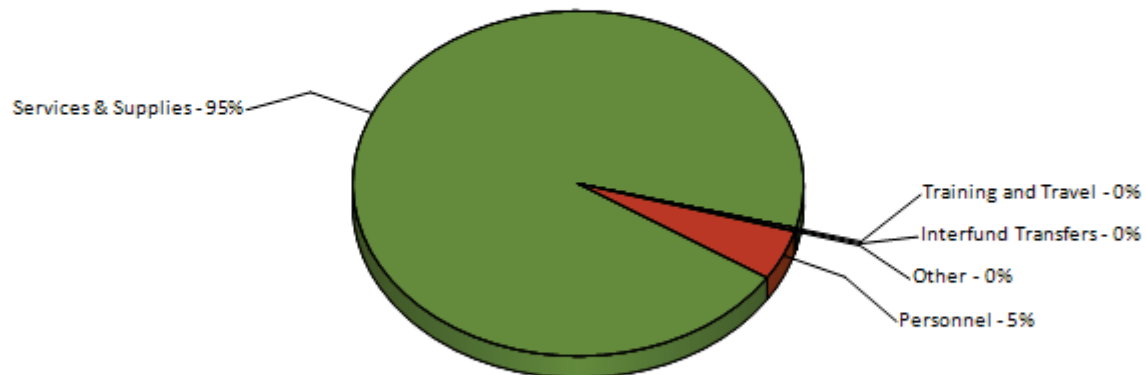
## Education-Support Services Levy

### Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other Funding - Operating	\$17,874,658	\$24,581,018	\$28,940,696	\$28,940,696
<b>Total Operations</b>	<b>\$17,874,658</b>	<b>\$24,581,018</b>	<b>\$28,940,696</b>	<b>\$28,940,696</b>
 <b>Total Appropriations</b>	 <b>\$17,874,658</b>	 <b>\$24,581,018</b>	 <b>\$28,940,696</b>	 <b>\$28,940,696</b>
Full-time Equivalent Total*	8.00	9.00	9.00	9.00

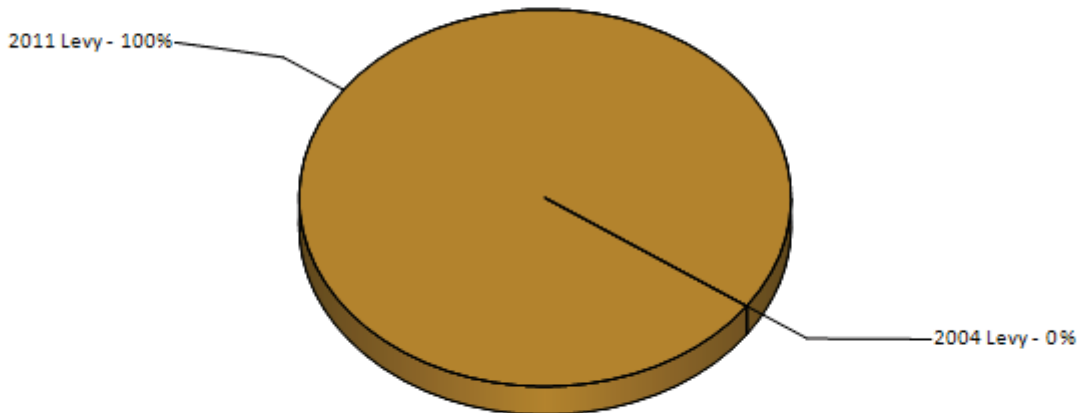
*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

### 2014 Proposed Budget - Expenditure by Category



# Education-Support Services Levy

## 2014 Proposed Budget - Revenue by Category



## Budget Overview

The 2011 Families and Education Levy substantially increases the overall funding available to support children and their families, both in- and out-of-school, in an effort to help all Seattle's children succeed academically. Outlined below is an overview of the six key program areas are funded by the levy:

1. **Early Learning and School Readiness** includes funding for:
  - up to 736 Step Ahead pre-school slots annually for four-year olds once the program is fully established (in the 2013-2014 school year, 449 slots will be funded);
  - professional development for Step Ahead, Early Childhood Education and Assistance Program, Head Start, Comprehensive Childcare Program, and Family Friend & Neighbor sites;
  - health screenings for Step Ahead;
  - home visitation for 2-3 year olds (160 families annually); and
  - support for families and children entering kindergarten each year.
2. **Elementary School Academic Achievement** includes funding for:
  - extended learning time and out-of-school time initially at four schools, increasing to eight in the 2013-2014 school year and eventually ramping up to 23 schools;
  - summer learning for up to 875 students once the program is fully established (170 in 2014); and
  - family support for both high-risk elementary students and refugee/immigrant and Native American families/students.
3. **Middle School Academic Achievement and College/Career Preparation** includes funding for:
  - extended learning time and out-of-school time;
  - social, emotional, and behavioral support, college and career planning at five schools, case management for college and career planning for up to 600 students once the program is fully ramped up (150 students in the 2013-2014 school year);
  - summer learning for up to 1300 students at full implementation (676 in 2014); and

# Education-Support Services Levy

- out-of-school time transportation and sports.
- 4. **High School Academic Achievement and College/Career Preparation** includes funding for:
  - extended learning time & social, emotional, and behavioral support for ninth graders at five schools, college and career planning at five schools, case management for college and career planning for up to 800 students once the program is fully established (the case management program comes online in 2015-16);
  - college readiness assessments for all 10th graders in Seattle Public Schools; and
  - summer learning for up to 500 students.
- 5. **Student Health** includes funding for:
  - school-based health centers (SBHCs) and nursing services at 5 middle schools and 10 high schools;
  - SBHC, nursing, and family engagement services at the Seattle World School;
  - SBHC services for students at the Interagency Academy;
  - health care, mental health interventions and community referrals for elementary school students at eight sites;
  - a quality control system for mental health providers; and
  - dental services for 10 schools.
- 6. **Administration, and Research and Evaluation** provides funding for staff in the Office of Education to provide oversight, administration, and strategic direction for the above referenced programs. These staff members are responsible for building strong partnerships with Seattle Public Schools, community funders, and community providers to ensure successful program development and implementation. As part of this program, the levy funds ongoing research and evaluation driven by the use of data to make continuous program improvements. This provides a strong accountability structure for levy programs, including a data-sharing agreement with Seattle Public Schools and performance-based contracts tied to achieving specific indicator and outcome goals.

The 2014 Proposed Budget maintains funding levels assumed in the levy financial plan; there are no changes from the 2014 Endorsed Budget.

## Incremental Budget Changes

### Education-Support Services Levy

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 28,940,696</b>	<b>9.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 28,940,696</b>	<b>9.00</b>

# Education-Support Services Levy

## Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
<b>2004 Families and Education Levy</b>					
Administration and Evaluation Budget Control Level	IL700	843,149	0	0	0
Early Learning Budget Control Level	IL100	2,862,707	0	0	0
Family Support and Family Involvement Budget Control Level	IL200	2,229,203	0	0	0
Middle School Support Budget Control Level	IL800	1,050,818	0	0	0
Out-of-School Time Budget Control Level	IL400	2,017,984	0	0	0
Student Health Budget Control Level	IL500	3,068,832	0	0	0
Support for High-Risk Middle and High School Age Youth Budget Control Level	IL300	823,573	0	0	0
<b>2011 Families and Education Levy</b>					
Administration and Evaluation Budget Control Level	IL702	114,439	1,453,981	1,482,823	1,482,823
Early Learning and School Readiness Budget Control Level	IL102	1,388,960	5,765,435	7,249,028	7,249,028
Elementary School Academic Achievement Budget Control Level	IL202	920,160	4,610,427	5,759,323	5,759,323
High School Academic Achievement and College/Career Preparation Budget Control Level	IL402	407,171	2,546,532	2,605,103	2,605,103
Middle School Academic Achievement and College/Career Preparation Budget Control Level	IL302	434,101	4,695,173	5,656,949	5,656,949
Research and Evaluation Budget Control Level	IL602	55,890	0	0	0
Student Health Budget Control Level	IL502	1,657,672	5,509,470	6,187,471	6,187,471
<b>Department Total</b>		<b>17,874,658</b>	<b>24,581,018</b>	<b>28,940,696</b>	<b>28,940,696</b>
<b>Department Full-time Equivalents Total*</b>		<b>8.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

# Education-Support Services Levy

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

## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
411100	Taxes, Levies & Bonds	31,576,062	32,195,453	32,565,347	32,565,347
461110	Interest Earnings	99,485	573,199	682,361	682,361
	<b>Total 2011 Families and Education Levy</b>	<b>31,675,547</b>	<b>32,768,652</b>	<b>33,247,708</b>	<b>33,247,708</b>
411100	Taxes, Levies & Bonds	200,784	0	0	0
433010	Indirect Federal Grant	125,312	0	0	0
461110	Interest Earnings	74,507	0	0	0
	<b>Total 2004 Families and Education Levy</b>	<b>400,603</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues</b>		<b>32,076,150</b>	<b>32,768,652</b>	<b>33,247,708</b>	<b>33,247,708</b>
379000	Use of (Contribution to) Fund Balance	-24,135,413	-8,187,633	-4,307,012	-4,307,012
	<b>Total 2011 Families and Education Levy</b>	<b>-24,135,413</b>	<b>-8,187,633</b>	<b>-4,307,012</b>	<b>-4,307,012</b>
379000	Use of (Contribution to) Fund Balance	11,655,221	0	0	0
	<b>Total 2004 Families and Education Levy</b>	<b>11,655,221</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>		<b>19,595,958</b>	<b>24,581,019</b>	<b>28,940,696</b>	<b>28,940,696</b>

# Education-Support Services Levy

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

### 2004 Families and Education Levy

#### Administration and Evaluation Budget Control Level

The purpose of the Administration and Evaluation Budget Control Level is to see that Levy funds are used effectively and achieve their intended goals.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Administration and Evaluation	843,149	0	0	0
<b>Total</b>	<b>843,149</b>	<b>0</b>	<b>0</b>	<b>0</b>
Full-time Equivalents Total*	8.00	0.00	0.00	0.00

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

#### Early Learning Budget Control Level

The purpose of the Early Learning Budget Control Level is to ensure children enter Seattle's schools ready to learn by increasing access for low-income families to higher quality and more extensive educational child care.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Early Learning	2,862,707	0	0	0
<b>Total</b>	<b>2,862,707</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### Family Support and Family Involvement Budget Control Level

The purpose of the Family Support and Family Involvement Budget Control Level is to improve academic achievement by providing culturally relevant family support services and community resources in schools, and by creating authentic partnerships among schools, parents, and communities.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Family Support and Family Involvement	2,229,203	0	0	0
<b>Total</b>	<b>2,229,203</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Education-Support Services Levy

## **Middle School Support Budget Control Level**

The purpose of the Middle School Support Budget Control Level is to improve academic achievement by providing early intervention services to middle school students.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Middle School Support	1,050,818	0	0	0
<b>Total</b>	<b>1,050,818</b>	<b>0</b>	<b>0</b>	<b>0</b>

## **Out-of-School Time Budget Control Level**

The purpose of the Out-of-School Time Budget Control Level is to improve academic achievement by providing safe and academically focused after-school programs for middle and elementary school students.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Out-of-School Time	2,017,984	0	0	0
<b>Total</b>	<b>2,017,984</b>	<b>0</b>	<b>0</b>	<b>0</b>

## **Student Health Budget Control Level**

The purpose of the Student Health Budget Control Level is to reduce health-related barriers to learning and academic achievement by maintaining and expanding the existing infrastructure of school-based health services.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Student Health	3,068,832	0	0	0
<b>Total</b>	<b>3,068,832</b>	<b>0</b>	<b>0</b>	<b>0</b>

## **Support for High-Risk Middle and High School Age Youth Budget Control Level**

The purpose of the Support for High-Risk Middle and High School Age Youth Budget Control Level is to provide intensive services to middle and high school age youth to reduce risk factors that affect their ability to achieve academically and complete school.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Support for High-Risk Middle and High School Age Youth	823,573	0	0	0
<b>Total</b>	<b>823,573</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Education-Support Services Levy

## 2011 Families and Education Levy

### Administration and Evaluation Budget Control Level

The purpose of the Administration Budget Control is to monitor that funds are used to achieve the Levy's goals of school readiness, academic achievement, reduced dropout rates and increased graduation rates, and student preparedness for college and/or careers after high school. Evaluation is not included for 2012.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Administration and Evaluation	114,439	1,453,981	1,482,823	1,482,823
<b>Total</b>	<b>114,439</b>	<b>1,453,981</b>	<b>1,482,823</b>	<b>1,482,823</b>
Full-time Equivalents Total*	0.00	9.00	9.00	9.00

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

### Early Learning and School Readiness Budget Control Level

The purpose of the Early Learning and School Readiness Budget Control Level is to ensure that children enter Seattle's schools ready to learn by increasing access for low-income families to higher quality and more extensive educational child care, and expanding the number of current early childhood education programs.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Early Learning and School Readiness	1,388,960	5,765,435	7,249,028	7,249,028
<b>Total</b>	<b>1,388,960</b>	<b>5,765,435</b>	<b>7,249,028</b>	<b>7,249,028</b>

### Elementary School Academic Achievement Budget Control Level

The purpose of the Elementary School Academic Achievement Budget Control Level is to improve Seattle's elementary school-aged children's ability to achieve academically by investing in quality academic support programs.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Elementary School Academic Achievement	920,160	4,610,427	5,759,323	5,759,323
<b>Total</b>	<b>920,160</b>	<b>4,610,427</b>	<b>5,759,323</b>	<b>5,759,323</b>

# Education-Support Services Levy

## **High School Academic Achievement and College/Career Preparation Budget Control Level**

The purpose of the High School Academic Achievement and College/Career Preparation Budget Control Level is to improve Seattle's high school-aged children's ability to achieve academically, complete school, and be prepared for college and/or careers after high school by investing in quality academic support programs.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
High School Academic Achievement and College/Career Preparation	407,171	2,546,532	2,605,103	2,605,103
<b>Total</b>	<b>407,171</b>	<b>2,546,532</b>	<b>2,605,103</b>	<b>2,605,103</b>

## **Middle School Academic Achievement and College/Career Preparation Budget Control Level**

The purpose of the Middle School Academic Achievement and College/Career Preparation Budget Control Level is to improve Seattle's middle school-aged children's ability to achieve academically, complete school, and be prepared for college and/or careers after high school by investing in quality academic support programs.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Middle School Academic Achievement and College/Career Preparation	434,101	4,695,173	5,656,949	5,656,949
<b>Total</b>	<b>434,101</b>	<b>4,695,173</b>	<b>5,656,949</b>	<b>5,656,949</b>

## **Research and Evaluation Budget Control Level**

The purpose of the Research and Evaluation Budget Control Level is to provide research and evaluation of Levy programs to ensure that the City is effectively investing in programs that achieve the Levy's goals of school readiness, academic achievement, reduced dropout rates and increased graduation rates, and student preparedness for college and/or careers after high school. This program was moved to the Administration and Evaluation Budget Control Level in 2013.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Research and Evaluation	55,890	0	0	0
<b>Total</b>	<b>55,890</b>	<b>0</b>	<b>0</b>	<b>0</b>

## **Student Health Budget Control Level**

The purpose of the Student Health Budget Control Level is to reduce health-related barriers to learning so that students can achieve academically, complete school, and be prepared for college and/or careers after high school by investing in school-based health programs located at Seattle Public Schools.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Student Health	1,657,672	5,509,470	6,187,471	6,187,471
<b>Total</b>	<b>1,657,672</b>	<b>5,509,470</b>	<b>6,187,471</b>	<b>6,187,471</b>

# Education-Support Services Levy

## Education Levy Fund Table

### Educational & Developmental Services Fund (17856)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>14,232,534</b>	<b>1,730,872</b>	<b>1,730,872</b>	<b>1,730,872</b>	<b>56,922</b>
Accounting and Technical Adjustments	-6,000	0	0	0	0
Plus: Actual and Estimated Revenues	400,603	0	0	0	0
Less: Actual and Budgeted Expenditures	12,896,265	0	1,673,950	0	0
<b>Ending Fund Balance</b>	<b>1,730,872</b>	<b>1,730,872</b>	<b>56,922</b>	<b>1,730,872</b>	<b>56,922</b>
Reserved Fund Balance	1,730,872	1,730,872	56,922	1,730,872	56,922
<b>Total Reserves</b>	<b>1,730,872</b>	<b>1,730,872</b>	<b>56,922</b>	<b>1,730,872</b>	<b>56,922</b>
<b>Ending Unreserved Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### 2011 Families and Education Levy (17857)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>0</b>	<b>24,383,258</b>	<b>26,697,154</b>	<b>32,570,892</b>	<b>34,870,624</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	31,675,547	32,768,652	32,768,652	33,247,708	33,247,708
Less: Actual and Budgeted Expenditures	4,978,393	24,581,018	24,595,182	28,940,696	28,940,696
<b>Ending Fund Balance</b>	<b>26,697,154</b>	<b>32,570,892</b>	<b>34,870,624</b>	<b>36,877,904</b>	<b>39,177,636</b>
Reserved Fund Balance	26,697,154	32,570,892	34,870,624	36,877,904	39,177,636
<b>Total Reserves</b>	<b>26,697,154</b>	<b>32,570,892</b>	<b>34,870,624</b>	<b>36,877,904</b>	<b>39,177,636</b>
<b>Ending Unreserved Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Human Services Department

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Catherine L. Lester, Interim Director

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

## Department Overview

The mission of the Human Services Department (HSD) is to connect people with resources and solutions during times of need so all Seattle residents can live, learn, work, and take part in strong, healthy communities. HSD contracts with more than 230 community-based human service providers and administers programs to ensure Seattle residents have food and shelter, productive education and job opportunities, adequate health care, opportunities to gain social and economic independence and success, and many more of life's basic necessities. HSD staff is committed to working with the community to provide appropriate, culturally relevant services.

HSD's Strategic Plan, "Healthy Communities, Healthy Families," identifies a set of goals and actions to position HSD to better serve clients and strengthen the City's overall service delivery system. The strategic plan includes four key goals:

- Create a Proactive, Seamless Service System;
- Strengthen and Expand Partnerships;
- Engage and Partner with the Community; and
- Use Data-Driven Design and Evaluation.

In 2013, HSD made organizational structural changes to support the strategic plan by merging the Community Support and Self-Sufficiency (CSSS) and Transitional Living and Support (TLS) divisions. The changes reflected in the 2014 Proposed Budget will align the department's resources, eliminate barriers to collaboration, increase operating efficiency, and more effectively support individuals experiencing crisis or instability. The department now consists of the following divisions:

- Leadership and Administration (LAD);
- Youth and Family Empowerment (YFE);
- Community Support and Assistance (CSA); and
- Aging and Disability Services (ADS).

In 2014, HSD integrates four programs/units into one division called Community Support and Assistance (CSA) division. The new division consists of Domestic Violence/Sexual Assault Prevention Program, Emergency and Transitional Housing Programs, Community Development Block Grant and Facilities Unit, and the Utility and Energy Assistance Program. The Family Center and Support unit is integrated into the Youth & Family Empowerment (YFE) division, and the Mayor's Office for Senior Citizens is integrated into the Aging and Disability Services (ADS) division. These changes provide HSD with an organizational structure that is more responsive, integrated and sustainable.

HSD's work is funded by a variety of revenue sources, including federal, state and inter-local grants, and the City General Fund. General Fund contributions leverage significant grant revenues to benefit Seattle residents. As a result, external grants represent approximately 48 percent of HSD's revenue, while General Fund represents 52 percent.

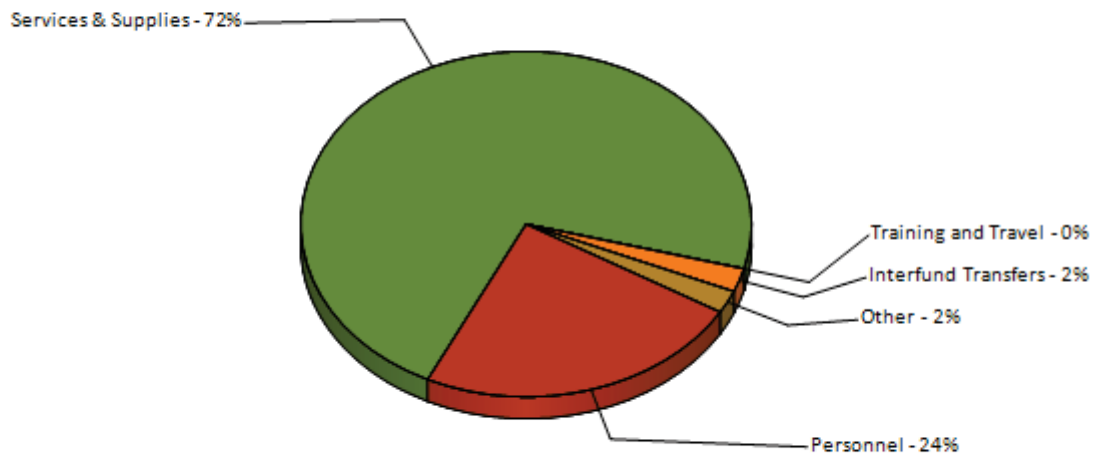
# Human Services Department

## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$56,997,182	\$59,176,362	\$61,833,746	\$67,438,561
Other Funding - Operating	\$54,591,195	\$64,391,811	\$65,139,961	\$62,500,660
<b>Total Operations</b>	<b>\$111,588,377</b>	<b>\$123,568,173</b>	<b>\$126,973,706</b>	<b>\$129,939,220</b>
<b>Total Appropriations</b>	<b>\$111,588,377</b>	<b>\$123,568,173</b>	<b>\$126,973,706</b>	<b>\$129,939,220</b>
Full-time Equivalent Total*	316.10	338.35	341.35	345.35

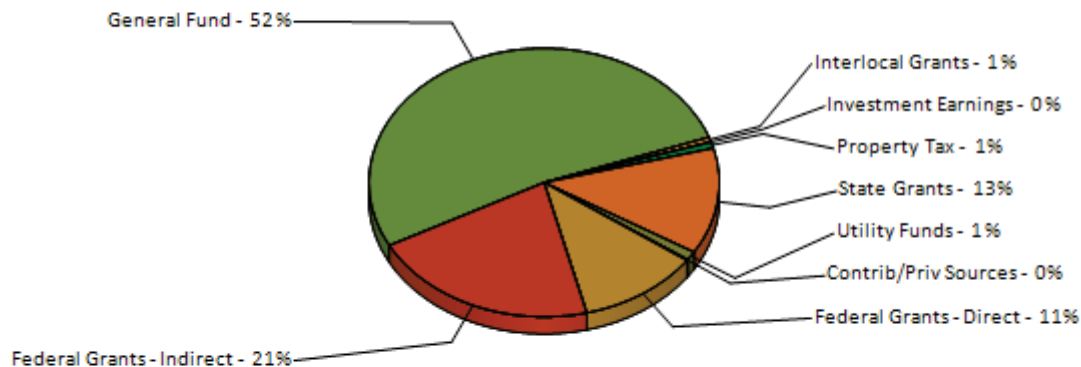
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

## 2014 Proposed Budget - Expenditure by Category



# Human Services Department

## 2014 Proposed Budget - Revenue by Category



## Budget Overview

To advance the City's priority to enhance the safety net for Seattle's most vulnerable residents, the 2014 Proposed Budget for the Human Services Department (HSD) preserves services and increases support in key program areas such as:

- homelessness,
- domestic violence,
- young adult training and violence prevention,
- early learning, and
- senior services.

Many families and individuals continue to suffer the effects of the recession and reductions in funding from other public-sector entities. Combined with existing investments, the increase in City funds will provide critical support to individuals and families.

The 2014 Proposed Budget maintains all current investments in community-based health and human services, including a 2.4 percent General Fund inflation increase to contracts in 2014. In addition, the City will mitigate state and federal reductions by preserving funding to provide services to those who are homeless, deliver basic services for seniors and empower disadvantaged young adults. The 2014 Proposed Budget expands programs based on evidence-based evaluations and consultation with community advocates to meet acute community needs.

# Human Services Department

## **Enhance Center City Initiative through Expanded Critical Services and Targeted Diversion**

By many measures, downtown Seattle is thriving. However, a significant homeless population in downtown is struggling with the need for mental health or substance abuse treatment, stable housing and sufficient food. The Center City Initiative is working with residents, businesses, service providers, and government agencies on specific actions to help make downtown streets safe and inviting. The 2014 Proposed Budget includes funds to provide outreach and human services to people in need in the downtown core by significantly increasing funding for case management and services.

Through the Law Enforcement Assisted Diversion (LEAD) program, currently administered by multiple nonprofits and the Seattle Police Department in the Belltown neighborhood, individuals who engage in low-level crimes may be referred to services instead of arrest. LEAD helps to identify long-term solutions to the underlying problems that contribute to the individual engaging in low-level street disorder and crime. More than 250 individuals will receive intensive case management and services as a result of expanding LEAD to the entire downtown core. By accessing needed services, homeless individuals will achieve greater stability, and, as a result, create safer and more inviting downtown streets for residents, businesses and tourists.

## **Increase Assistance for Families and Individuals without Shelter**

Investments through the Center City Initiative will augment efforts to expand housing options for homeless families and individuals. HSD invests more than \$35 million a year in preventing and addressing homelessness. While the 2014 Proposed Budget preserves and expands emergency shelter capacity, HSD and the Office of Housing are simultaneously pursuing the long-term goal of moving more individuals and families into stable living situations. The departments are working with shelter and supportive housing providers to identify individuals who are living in shelter for multiple years. The providers create an action plan to engage the individuals and place them in permanent housing, thereby freeing up capacity in the existing shelter system.

Emergency shelter is a critical first-step to moving people off of the street and onto a pathway toward stability. The 2014 Proposed Budget makes three types of investments to preserve and expand shelter options in Seattle. First, HSD will extend winter shelter for the entire year, filling a gap in the summer months when many individuals would otherwise not have access to shelter. The funding will sustain year-round operations at both a women's shelter and the co-ed shelter at City Hall. Second, the shelter for people living in encampments will relocate and expand to increase capacity. By consolidating the encampment shelter, a day center and potential meal site south of downtown, the City will not only increase support for the most vulnerable but also provide access to services beyond the downtown core. Finally, the department preserves important shelter capacity with General Fund resources in order to offset a federal reduction to the Community Development Block Grant (CDBG) program.

In addition to emergency shelter, day and hygiene centers are an integral part of the support services for homeless people. The 2014 Proposed Budget increases daily day center access in downtown Seattle by providing funding to remain open on Sundays. The budget also includes funding to eliminate a gap in service hours at the relocated encampment shelter and day center to provide for 24-hour access and support services. Together these investments will assist the Center City Initiative by providing more homeless individuals with a safe place to go during the day.

The 2014 Proposed Budget also expands the Road to Housing program to reach at least 90 total vehicular residents who are sleeping in Seattle neighborhoods, a 200 percent increase over 2012. Through partnering with parking lots and increasing outreach services and case management, the program will increase safety and provide connections to housing for unsheltered persons who are living in their vehicles. The case managers will identify a resident's needs and link them with existing services and resources.

## **Enhance Supports for Young Adults**

The 2014 Proposed Budget invests in violence prevention and education and training for homeless and gang-involved young adults aged 18 to 24, filling a gap in services targeting this age group. Young adults have a more



# Human Services Department

difficult path into the labor force if they are struggling with poverty, homelessness, crime and lack of high school completion. Education and apprenticeships in the construction industry are preserved for homeless or at-risk of homelessness young adults. Without new resources to mitigate a federal reduction, the City will lose critical services that provide access to career training and a pathway out of poverty for young adults.

The 2014 Proposed Budget also increases case management for gang-involved young adults and older youth at risk for involvement in violence. Connections to a trusted adult, such as a case manager, are critical to identifying opportunities for education and training. In addition to providing additional case management and support for young adults at risk of violence, the City will complete a one-time investment in gun violence prevention research and strategy development in partnership with Public Health - Seattle & King County.

## **Enhance Domestic Violence Response**

Although crime is down across the city, domestic violence assaults increased during the recession. In response to increased needs and the complexity of accessing services, the domestic violence (DV) response center will launch in mid-2014 to improve access to domestic violence services and law enforcement within a one-stop shop. The DV response center will co-locate police officers, prosecutors, civil legal service providers, community-based advocacy programs and other social service providers. Additional resources will expand long-term supportive housing for domestic violence survivors and their children. Survivors who are homeless or at risk of becoming homeless will have safe, long-term housing solutions. To more swiftly and strategically respond to trends in domestic violence and manage the increase in investments, the 2014 Proposed Budget funds a leadership position in HSD's Domestic Violence/Sexual Assault Prevention team.

## **Expand Support and Training for Early Learning Providers**

In contrast to the federal government's sequestration reductions to Head Start, the City remains committed to providing and expanding quality early learning opportunities for low-income children. Through a partnership of HSD and the Office for Education, the City's Early Learning Academy provides professional training and development to improve the quality of early learning education for providers serving low-income children. The 2014 Proposed Budget provides funding to increase the number of participants in HSD's Comprehensive Child Care Program (CCCP), focusing on providers who serve immigrant and refugee children. With this investment and current department efforts to contract with Somali child care providers, enrolled CCCP providers will nearly double to 250 child care locations in the program. The CCCP will increase staffing to support and train providers. By building new partnerships and connecting existing providers with quality training and oversight, more child care locations will be better prepared to ensure their children achieve early learning standards.

## **Preserve and Enhance Services for Seniors**

The 2014 Proposed Budget preserves funding for existing senior services despite federal and state reductions and expands services at the nine senior centers across the city. Seniors who live alone and who are low-income are at the highest risk of poor health. In 2012, the nine senior centers served more than 14,000 Seattle residents, of which 60 percent live alone and 65 percent are low-income, leaving them at risk to access social and health resources. Additional funding for services allows the centers to increase targeted programming and case management to uniquely target their neighborhood needs.

HSD will preserve additional services for low-income seniors, often accessed at senior centers, despite federal sequestration and state reductions. The City will maintain funding for senior meal services, volunteer transportation, adult day services, case management, family caregiver support services and healthy aging programs. Services for basic home improvements for seniors are maintained despite federal cuts to CDBG, but the program will move from the Office of Housing to HSD's Aging and Disability Services division to consolidate contract administration.

# Human Services Department

## Advance City's Food Action Plan Recommendations

The City's Food Action Plan strategy "Healthy Food for All" establishes the goal that "all Seattleites should have enough to eat and access to affordable, local, healthy, sustainable, culturally appropriate food." In support of this goal, the Farm to Table initiative connects local farms with senior meal and child care programs to increase access to healthy food. City investment will preserve the program's progress after its federal grant expires and expand the training and assistance to at least 50 more child care and senior meal sites reaching at least 1,500 low-income children and seniors. Combined with the Office of Sustainability and Environment's investment in Fresh Bucks, the Farm to Table initiative will make real progress toward the City's "Healthy Food for All" goal.

## Enhance Department Planning and Administrative Efficiencies

An increase in investments for critical services for Seattle's most vulnerable residents requires thoughtful planning and efficient administration of resources. The 2014 Proposed Budget adds staffing to HSD to support an increase in contract management and to strategically plan for program investments to respond to changing trends and federal and state policy changes. HSD will also partner with Seattle City Light and Seattle Public Utilities to modernize its database and phone system for the Utility Discount Program, which provides assistance to low income utility customers. System upgrades will allow HSD to more efficiently manage the program on behalf of the utilities and to meet the goal of increasing assisted customers by 30 percent to 17,000 customers over the next two years.

## Incremental Budget Changes

### Human Services Department

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 126,973,706</b>	<b>341.35</b>
<b>Baseline Changes</b>		
Adjustments for Standard Central Cost Changes	\$ 8,917	0.00
<b>Proposed Changes</b>		
Enhance Center City Initiative	\$ 1,708,000	2.00
Increase Shelter Investments to Address Homelessness	\$ 577,540	0.00
Increase Other Investments to Address Homelessness	\$ 262,000	0.00
Expand Support and Training for Early Learning Providers	\$ 502,500	1.00
Increase Support for Young Adults	\$ 490,000	0.00
Enhance Domestic Violence Response	\$ 438,000	0.00
Advance Gun Violence Prevention Strategies	\$ 68,000	0.00
Expand Senior Center Services	\$ 210,000	0.00
Mitigate Federal and State Reductions in Aging and Disability Services	\$ 631,000	0.00
Move Minor Home Repair Contract from OH to HSD	\$ 449,917	0.00
Sustain Farm to Table program	\$ 136,000	0.00

# Human Services Department

Increase Enrollment in Expanded Medicaid	\$ 120,000	0.00
Improve Strategic Planning and Contract Management	\$ 277,500	1.00
Improve Utility Assistance Database and Phone System	\$ 50,000	0.00

## Proposed Technical Changes

Citywide Adjustments for Standard Cost Changes	-\$ 90,893	0.00
Technical Overhead Changes for the 2014 Proposed Budget	\$ 141,898	0.00
Technical Changes to Reflect Reorganization and Alignment with Actual Expenditures	-\$ 3,014,865	0.00

<b>Total Incremental Changes</b>	<b>\$ 2,965,514</b>	<b>4.00</b>
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<b>2014 Proposed Budget</b>	<b>\$ 129,939,220</b>	<b>345.35</b>
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## Descriptions of Incremental Budget Changes

### Baseline Changes

#### Adjustments for Standard Central Cost Changes - \$8,917

The baseline budget is adjusted to provide budget authority for central cost allocations. Charges in 2014 are higher than projected in the 2014 Endorsed Budget. General Fund adjustments to the appropriate central cost accounts were made in baseline phase.

### Proposed Changes

#### Enhance Center City Initiative - \$1,708,000/2.00 FTE

The City must protect the health and vitality of the downtown core to maintain its strength as an economic engine and location of choice for tourists, businesses and residents. The 2014 Proposed Budget includes \$1.7 million to provide outreach, case management and services to individuals engaging in low level offenses who are in need of mental health and other social services.

The funding expands the successful Law Enforcement Assisted Diversion (LEAD) program that currently operates in the Belltown neighborhood to the entire downtown core. Under the existing LEAD program, the Seattle Police Department may choose to refer individuals engaging in low level drug crimes or prostitution to services instead of arrest. Two new counselors will provide outreach and engagement services to advance the goals of LEAD to people in the downtown core.

Case management workers will assist approximately 250 individuals over a 12-month period with various types of services including chemical dependency and mental health treatment, and housing, food, and transportation assistance. The funding is divided roughly half for staff and half for services. LEAD is currently grant funded; expansion funds will come from the General Fund.

# Human Services Department

## **Increase Shelter Investments to Address Homelessness - \$577,540**

The 2014 Proposed Budget adds General Fund support to maintain and expand shelter, housing and other services for homeless individuals and families with children. HSD will increase shelter capacity by extending Winter Response Shelters year-round (\$112,440). Additional shelter beds will provide safe places to sleep and a path toward stability for people who are homeless. Maintaining year-round shelter minimizes overhead costs by increasing capacity at existing facilities.

- Up to 30 women will have year-round access to emergency shelter every night through the summer months.
- Up to 80 men and women will have access each night to the "Behind the Red Door" shelter at City Hall during the summer months.

The encampment shelter will expand and relocate out of the downtown core in 2014. The 2014 Proposed Budget includes additional funding to support increased leasing costs (\$65,100) and one-time acquisition costs (\$400,000) for the shelter relocation. The new location will include an overnight shelter for 40 men and women who are referred to the shelter through outreach to individuals living in encampments. The new location advances the Center City Initiative goal to de-concentrate downtown services. Seattle City Light is selling the property on Roy Street where the shelter currently operates, necessitating the relocation. The new shelter location will share the site with the relocated Community Service and Wellness Center, which is currently located in Belltown and provides comprehensive daytime services and referrals to address the needs of homeless men and women. The new center will serve up to 300 women and men a day, allowing homeless individuals to access a continuum of services.

The City projects that federal Community Development Block Grant (CDBG) funding will decline by 5 percent from the 2014 Endorsed Budget. Using the General Fund as replacement funding, human service levels are preserved in the 2014 Proposed Budget despite the decrease. The overall decrease in CDBG reduces the amount of CDBG that the City may allocate to shelters because federal guidelines indicate that jurisdictions may spend no more than 35 percent of their CDBG funds on shelter. Without additional revenue, funding for shelters will decrease by \$187,567. The 2014 Proposed Budget provides General Fund resources to hold shelters harmless from the federal CDBG reduction.

## **Increase Other Investments to Address Homelessness - \$262,000**

In addition to emergency shelter, day and hygiene centers and targeted outreach to vehicular residents are an integral part of the support services to help persons experiencing homelessness move toward stable housing. The 2014 Proposed Budget includes funds to enhance day and hygiene center services at two locations. The budget adds hygiene center hours downtown by providing \$95,000 so that the center is open 12 hours on Sundays. The budget also includes \$55,000 to eliminate a gap in service hours at the relocated encampment shelter and day center to provide for 24-hour access and support services. These centers provide individuals and families who are homeless with an access point to engage with services and resources to assist in moving toward stability. The centers provide services such as case management, healthcare, housing, employment assistance and access to showers, toilets and laundry. With anticipated federal reductions to day centers, contingency funding in Finance General will also assist to mitigate the potential loss of revenue in 2014.

The Road to Housing expansion, formerly known as the Safe Parking Program, will enhance services that create connections to housing for homeless individuals who are living in their vehicles in Seattle. During the 2013 One Night Count of people who are unsheltered, at least 631 individuals were sleeping in their vehicles in Seattle neighborhoods. The program will expand from 16 safe parking spaces to more than 55 parking spaces in participating parking lots across the city. The expanded program will connect at least 90 vehicular residents with support services with the goal of moving at least one-third into a stable living environment. The \$112,000 in expansion funds will provide outreach to increase the number of participating parking lots and case management to connect vehicular residents with services.

# Human Services Department

## **Expand Support and Training for Early Learning Providers - \$502,500/1.00 FTE**

The 2014 Proposed Budget increases support for quality child care services to enhance children's growth, development and learning opportunities. The 2014 Proposed Budget provides \$148,500 in funding to conduct training and outreach to an additional 60 providers to bring them into the department's Comprehensive Child Care Program (CCCP). Recruitment efforts will focus on immigrant and refugee child care providers. The providers benefit from contracting with the program by receiving subsidies for income-eligible families and improving the quality of child care through training and support from HSD education specialists.

The City's Early Learning Academy (ELA) recognizes that child care providers are at different levels of readiness for professional training and development. The addition of one education specialist position (\$104,000) to the CCCP will improve quality support and training to prepare providers for advancement within the ELA and will accommodate the growing case load. Three education specialists currently provide training and oversight to 131 child care providers. The CCCP is in the process of adding approximately 60 new Somali child care providers during the next year, in addition to the new 60 providers that will be recruited as a result of the 2014 Proposed Budget increase. By nearly doubling the CCCP provider participants, the City will continue to expand its reach to improve quality early learning opportunities for children from families with low incomes.

Finally, HSD will maintain child care services for homeless children through an existing contract (\$249,218) that is unfunded in 2014. The funding will provide services for nine children enrolled at any time. HSD will compare outcomes for homeless children in the existing child care services to outcomes for homeless children in HSD's children's behavioral pilot to assess the funding needs for 2015.

## **Increase Support for Young Adults - \$490,000**

The 2014 Proposed Budget invests in violence prevention and education and training for young adults, targeting 18- to 24-year-olds. Young adults typically age out of many supportive services at age 18, but the need for continued support often remains. Building on the success of the Seattle Youth Violence Prevention Initiative, the 2014 Proposed Budget invests \$240,000 to provide case management support for young adults at risk for involvement in violence.

In addition, the 2014 Proposed Budget provides \$250,000 for young adult job training efforts that lost federal funding. Young adults who are hard hit by poverty, unemployment, homelessness, crime and lack of high school completion have a more difficult path into the labor force. Apprenticeships and education with a building industry-validated curriculum will prepare disadvantaged youth for demand-driven careers in the construction-related fields. This funding will bridge the gap to sustain education and training for young adults in anticipation that competitive federal funds may be awarded in late 2014. Some of these services will be provided at Seattle Public School's new Interagency Academy hub site in southeast Seattle. The increased investment in construction job training through HSD will complement the City's Seattle Conservation Corps, administered by Parks, and the Target Hire program, administered by the Department of Finance and Administrative Services (FAS), to promote training and employment of workers in construction careers.

## **Enhance Domestic Violence Response - \$438,000**

A domestic violence (DV) response center will launch in mid-2014 to improve access to domestic violence services and law enforcement within a one-stop shop. Through a partnership among HSD, the Seattle Police Department, King County Prosecuting Attorney's Office, service providers and the Seattle Police Foundation, the City will fund half of the center's operating costs. The 2014 Proposed Budget includes funding (\$125,000) to support operation costs for the second-half of 2014, based on estimates from a feasibility study completed in August 2013. The funding will leverage nearly \$1 million in other private and public sources, including King County and the Seattle Police Foundation. The DV response center will co-locate police officers, prosecutors, civil legal service providers,

# Human Services Department

community-based advocacy programs and other social service providers.

The 2014 Proposed Budget also includes \$200,000 to establish and maintain supportive long-term housing for domestic violence survivors and their children in Seattle. An increase in demand and a reduction in federal funding drive the need for one case manager and associated flexible housing and stability funds. Survivors who are homeless, or at risk of becoming homeless, will have safe, long-term housing solutions and the initiative will also open up opportunities in short-term shelter options by moving out long-term shelter users. Approximately 50 families will receive long-term housing and supportive services through this program.

To increase the department's capacity to manage additional resources and strategically respond to trends in domestic violence, the 2014 Proposed Budget funds a Manager of Domestic Violence/Sexual Assault Prevention Investments within the Community Support and Assistance (CSA) division. The new position (\$113,000) will use an existing but unfunded FTE. The position will manage four staff and serve as the department's lead on developing and sustaining a continuum of services and investments. The manager will also work with external stakeholders to address domestic violence and sexual assault in our community.

## **Advance Gun Violence Prevention Strategies - \$68,000**

The 2014 Proposed Budget includes one-time funding for a half-time position at Public Health - Seattle & King County to conduct a comprehensive review and development of gun violence prevention strategies. Under the direction of the manager of Public Health's Violence and Injury Prevention Unit and in consultation with the division and department directors, the project manager will coordinate a multi-disciplinary team to review and analyze six identified gun violence prevention strategies and develop recommendations for advancing gun violence prevention.

## **Expand Senior Center Services - \$210,000**

Additional resources will enhance services and wellness programs and increase service hours at senior centers. With the number of older people expected to nearly double in Seattle by 2025, senior centers are an important component in providing low-cost services for three generations of elders and the people who care for them. Nine senior centers across the city will receive an average of \$20,000 to expand services and programming:

- Ballard Northwest Senior Activity Center
- Central Area Senior Center
- Greenwood Senior Center
- International Drop In Center
- Pike Market Senior Center
- South Park Senior Center
- Southeast Seattle Senior Center
- Wallingford Community Senior Center
- Senior Center of West Seattle

The 2014 Proposed Budget provides an additional \$30,000 in support to the South Park Senior Center, which currently relies entirely on volunteer support to provide services and programming to the predominantly immigrant and refugee communities in the area.

## **Mitigate Federal and State Reductions in Aging and Disability Services - \$631,000**

The 2014 Proposed Budget mitigates state and federal reductions to the Aging and Disability Services (ADS) division. The department will lose revenues due to federal sequestration (\$483,000) and state Department of Social and Health Services (DSHS) reductions (\$148,000). Without the City replacing the lost revenue, critical services would serve fewer low-income seniors through senior meal services, volunteer transportation, adult day

# Human Services Department

services, case management, family caregiver support services and healthy aging programs.

## **Move Minor Home Repair Contract from OH to HSD - \$449,917**

The Office of Housing (OH) will transfer the Minor Home Repair program to HSD to leverage existing contract monitoring and oversight within the ADS division. The program typically funds small projects such as a bathroom grab bar, with an average materials cost of \$17 for more than 2,000 home repair jobs in 2012. The ADS division will administer the contract using staff expertise and contract oversight procedures already in place for existing contracts with the same provider.

## **Sustain Farm to Table program - \$136,000**

The Farm to Table program provides local produce to City-supported childcare and senior meal programs. Due to an expiring federal grant, City funding is needed to sustain a 0.5 FTE education specialist in the YFE division and a 0.25 FTE planner in the ADS division. The staff will provide technical assistance and training through contracts with community partners. Continuing the program will:

- Provide access to healthy local food for at least 1,250 children and older adults;
- Connect 30 of 340 program sites (9 percent) to local farms in 2014; and
- Advance the Healthy Food for All strategy in the 2012 Food Action Plan.

## **Increase Enrollment in Expanded Medicaid - \$120,000**

The 2014 Proposed Budget includes one-time funding for enhanced citywide outreach strategies to increase the number of Seattle residents enrolled in Medicaid. The funding supports one position in Public Health-Seattle & King County's Community Health Services Access & Outreach program. Because of the Affordable Care Act, in 2014, approximately 56,000 uninsured Seattle residents will be eligible for Medicaid and subsidized coverage through the Health Benefits Exchange. In the first expansion year, the City will enroll as many of the newly eligible as possible and establish systems to ensure ongoing enrollment into Medicaid. The new position will support one additional enrollment event per week and lead to the potential enrollment of 9,000 additional uninsured residents through increased capacity to certify City staff to enroll applicants.

The enhanced outreach will implement strategies that target the highest numbers of uninsured low-income individuals:

- Clients in City-funded human services, such as programs that prevent or address homelessness;
- Residents in the Central Area of Seattle (23rd and Union) to Rainier Valley, Beacon Hill, Delridge, South Park, Dumawish, Northgate through Lake City way and the Aurora area of Seattle; and
- Spanish speakers, Asian Pacific Islanders, Black/African-American communities, and immigrant populations who are no longer eligible for Refugee Assistance, among others.

## **Improve Strategic Planning and Contract Management - \$277,500/1.00 FTE**

This item increases capacity in the Community Support and Assistance (CSA) division by funding 2.5 FTEs to administer contracts and respond to local and federal requests for planning, evaluation and reporting. The increased planning and contract management capacity will ensure a more effective and efficient use of more than \$35 million in annual investments for services for homeless and low-income persons.

- 1.0 FTE (\$110,000) will improve the division's ability to implement program and strategic planning, program evaluation and reporting, and compliance with local and federal regulations related to homeless investments. The planning and development specialist I position is authorized but unfunded.



# Human Services Department

- 1.0 FTE (\$102,500) will increase the capacity within the Emergency and Transitional Services unit to collectively manage nearly 150 contracts for services for homeless and other low-income persons. This item adds a new senior grants and contracts specialist position.
- 0.5 FTE (\$65,000) will bring a position up to full-time to improve HSD's ability to secure and administer \$18 million in federal funds annually. The planning and development specialist senior position is authorized but unfunded.

## **Improve Utility Assistance Database and Phone System - \$50,000**

This item provides funding to modernize the Utility Discount Program technology to more efficiently assist in lowering utility bills for low income Seattle residents. The program goal seeks to increase the number of enrolled customers from 13,000 to 17,000 over the next two years. Upgrades to the technology systems will increase capacity to achieve this goal and improve the customer's experience by enabling online applications in a secure database. Seattle City Light and Seattle Public Utility are each contributing one-third of the project cost; HSD's General Fund contribution is \$16,666.

## **Proposed Technical Changes**

### **Citywide Adjustments for Standard Cost Changes - (\$90,893)**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

### **Technical Overhead Changes for the 2014 Proposed Budget - \$141,898**

Department technical changes to overhead reflect the increase in administrative costs as a result of managing additional resources.

### **Technical Changes to Reflect Reorganization and Alignment with Actual Expenditures - (\$3,014,865)**

Department technical adjustments reflect changes made in 2013 to the internal organization structure of the department. Domestic Violence and Sexual Assault Prevention and Access to Benefits under the Community Support and Self-Sufficiency (CSSS) division and Transitional Living and Support (TLS) division are integrated into the new Community Support and Assistance (CSA) division. The Mayor's Office for Senior Citizens under the CSSS division is integrated into the Aging and Disability Services (ADS) division. The Community Based Family Support in the CSSS division is integrated into the Youth and Family Empowerment (YFE) division. Technical changes also reflect changes to grant revenue, reallocation of internal costs and adjustments to align budget to reflect actual expenditures.



# Human Services Department

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>CDBG - Human Services Department Budget Control</b>					
Employment Support Services		0	60,000	800,000	800,000
Homeless Intervention		4,897,405	3,353,244	3,503,244	3,765,594
Leadership and Corporate Services		234,885	987,845	987,845	987,845
<b>Total</b>	<b>6HSD10</b>	<b>5,132,290</b>	<b>4,401,089</b>	<b>5,291,089</b>	<b>5,553,439</b>

### Aging and Disability Services

#### Aging and Disability Services - Area Agency on Aging Budget Control

Healthy Aging		7,386,541	7,743,019	7,778,401	7,776,242
Home-Based Care		21,969,162	25,260,431	26,016,259	24,355,411
Mayor's Office on Senior Citizens		0	0	0	543,210
Planning and Coordination		2,389,962	2,494,584	2,539,076	2,688,224
<b>Total</b>	<b>H60AD</b>	<b>31,745,664</b>	<b>35,498,034</b>	<b>36,333,735</b>	<b>35,363,086</b>

### Community Support and Self-Sufficiency

#### Community Support and Self Sufficiency Budget Control

Access to Benefits		1,677,002	1,843,414	1,858,524	0
Community Based Family Support		3,555,101	3,591,623	3,667,085	0
Domestic Violence and Sexual Assault Prevention		4,263,740	5,136,985	5,069,769	0
Mayor's Office for Senior Citizens		411,742	494,140	510,245	0
<b>Total</b>	<b>H90CS</b>	<b>9,907,586</b>	<b>11,066,163</b>	<b>11,105,623</b>	<b>0</b>

### Leadership and Administration

#### Leadership and Administration Budget Control

Data Integrity		1,452,114	2,834,526	2,926,578	2,803,193
Fiscal and Contract Administration		1,932,586	2,656,680	2,727,889	2,702,033
Human Resources		666,992	782,252	731,887	725,188
Leadership		2,915,984	2,791,541	2,845,845	2,893,410
<b>Total</b>	<b>H50LA</b>	<b>6,967,677</b>	<b>9,064,998</b>	<b>9,232,199</b>	<b>9,123,824</b>

### Public Health Services

#### Public Health Services Budget Control

Alcohol and Other Drugs		1,442,501	1,480,195	1,514,239	1,514,240
Asthma		128,697	131,271	134,290	134,290
Family Support Services		980,534	1,641,672	2,285,310	2,285,310
Health Care Access		260,791	266,007	272,125	392,125
Health Care for the Homeless		1,519,558	1,561,491	1,597,405	1,597,406
HIV/AIDS		820,126	837,523	856,786	856,786
Oral Health		125,119	127,621	130,556	130,557

# Human Services Department

Primary Care: Medical and Dental	6,532,094	6,664,755	6,818,044	6,818,045
<b>Total</b>	<b>H70PH</b>	<b>11,809,419</b>	<b>12,710,537</b>	<b>13,608,755</b>

## Transitional Living and Support

### Community Support and Assistance Budget Control

Access to Benefits	0	0	0	1,744,360
Community Facilities	246,489	599,826	602,889	660,141
Domestic Violence and Sexual Assault Prevention	0	0	0	5,431,196
Emergency and Transitional Services	26,805,808	29,523,537	29,777,446	31,097,427
<b>Total</b>	<b>H30ET</b>	<b>27,052,297</b>	<b>30,123,363</b>	<b>30,380,335</b>

## Youth and Family Empowerment

### Youth and Family Empowerment Budget Control

Early Learning and Family Support	8,095,242	9,056,877	9,138,787	9,641,788
Family Support	0	0	0	3,668,014
Youth Services	10,878,204	11,647,112	11,883,182	13,927,185
<b>Total</b>	<b>H20YF</b>	<b>18,973,445</b>	<b>20,703,989</b>	<b>21,021,969</b>
<b>Department Total</b>		<b>111,588,377</b>	<b>123,568,173</b>	<b>126,973,706</b>

<b>Department Full-time Equivalents Total*</b>	<b>316.10</b>	<b>338.35</b>	<b>341.35</b>	<b>345.35</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

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## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
433010	US Dept of Housing & Urban Development (HUD) / Community Development Block Grant (CDBG)	4,491,069	4,401,089	5,291,089	5,553,438
433010	King County / Elder Abuse Survivors	74,099	20,833	0	0
433010	King County / Safe Harbors McKinney Grant I	286,737	286,738	286,738	286,738
433010	King County / Safe Harbors McKinney Grant III	97,375	97,375	97,375	97,375
433010	King County Superior Court / Juvenile Accountability Incentive Block Grant (JAIBG)	24,750	29,356	29,356	0
433010	US Dept of Housing & Urban Development (HUD) / Seattle Housing Authority (SHA) Client Case Management	373,000	373,000	373,000	373,000
433010	WA Dept of Social & Health	0	0	0	93,000

# Human Services Department

	Services (DSHS) - Aging & Disability Resource Connection (ADRC) Options Counseling and Expansion				
433010	WA Dept of Social & Health Services (DSHS) / Administration on Aging (AoA) - Care Consultation Services for Veteran Directed home services	12,036	20,000	20,000	20,000
433010	WA Dept of Social & Health Services (DSHS) / Administration on Aging (AoA) - Nutritional Services Incentive Program (NSIP)	579,496	577,743	577,743	539,548
433010	WA Dept of Social & Health Services (DSHS) / Chronic Disease Self-Mgmt	17,454	0	0	0
433010	WA Dept of Social & Health Services (DSHS) / Healthy Options	0	1,200,000	1,350,000	300,000
433010	WA Dept of Social & Health Services (DSHS) / Older Americans Act (OAA) - Elder Abuse Prevention	22,567	22,327	22,327	18,793
433010	WA Dept of Social & Health Services (DSHS) / Title III-B - Older Americans Act (OAA) Supportive Services	2,508,424	2,407,706	2,407,706	2,180,558
433010	WA Dept of Social & Health Services (DSHS) / Title III-C-1 - Older Americans Act (OAA) Congregate meals	1,717,561	1,809,551	1,845,742	1,608,232
433010	WA Dept of Social & Health Services (DSHS) / Title III-C-2 - Older Americans Act (OAA) Home delivered meals	764,594	894,049	911,930	838,540
433010	WA Dept of Social & Health Services (DSHS) / Title III-D - Older Americans Act (OAA) Health promotion	112,859	115,140	115,140	103,899
433010	WA Dept of Social & Health Services (DSHS) / Title III-E - Older Americans Act (OAA) National Family Caregiver	780,906	797,964	797,964	742,838
433010	WA Dept of Social & Health Services (DSHS) / Title V - Older Americans Act (OAA) Senior Employment	0	0	0	0
433010	WA Dept of Social & Health Services (DSHS) / Title XIX - Local Care Management	238,780	0	0	0
433010	WA Dept of Social & Health Services (DSHS) / Title XIX -	1,005,877	1,138,235	1,138,235	1,138,235

# Human Services Department

	Medicaid Administrative Claiming				
433010	WA Dept of Social & Health Services (DSHS) / Title XIX - Medicaid Case Mgmt	7,402,718	7,818,020	8,124,741	7,692,462
433010	WA Dept of Social & Health Services (DSHS) / Title XIX - Medicaid Home Care Worker Orientation for IP	64,050	63,195	64,690	64,690
433010	WA Dept of Social & Health Services (DSHS) / Title XIX - Medicaid Home Care Worker Training Wages	702,536	2,138,796	2,138,796	2,138,795
433010	WA Dept of Social & Health Services (DSHS) / Title XIX - Medicaid Intensive Chronic Case Management	0	0	0	0
433010	WA Dept of Social & Health Services (DSHS) / Title XIX - Medicaid Nurse Delegation	11,797	23,000	23,000	23,000
433010	WA Dept of Social & Health Services (DSHS) / Title XIX - New Freedom	195,380	536,500	547,500	447,955
433010	WA Dept of Social & Health Services (DSHS) / US Dept of Agriculture (USDA) / Senior Farmers Market Nutrition	20,036	165,000	165,000	165,000
433010	WA Office of Superintendent of Public Instruction (OSPI) / Child and Adult Care Food Program	1,202,786	1,184,443	1,184,443	1,184,443
433010	WA Office of Superintendent of Public Instruction (OSPI)/ Summer Food Service Program	430,510	522,097	522,097	522,097
433010	Within Reach / Food Stamp Education Grant	17,163	0	0	0
433010	Workforce Development Council (WDC) / Workforce Investment Act	1,041,003	1,003,361	1,003,361	866,682
433011	WA Dept of Social & Health Services (DSHS) / Title XIX - Carry Forward	0	300,000	300,000	300,000
433080	University of WA / Reducing Disability in Alzheimer's Disease (RDAD)	0	0	0	0
433110	WA Dept of Social & Health Services (DSHS) / ARRA US Dept of Labor (DOL) - Title V Recovery Act Fund	0	0	0	0
433110	WA Dept of Social & Health Services (DSHS) / Federal-for Medicare beneficiary outreach and assistance	30,662	0	0	0

## Human Services Department

433110	WA Dept of Social & Health Services (DSHS) / Powerful Tools for Caregiving	3,625	0	0	0
433110	WA Dept of Social & Health Services (DSHS) / Senior Fall Prevention	6,197	0	0	0
	<b>Total Federal Grants - Indirect</b>	<b>24,236,046</b>	<b>27,945,518</b>	<b>29,337,973</b>	<b>27,299,318</b>
439090	City of Seattle Ordinance #120443 / Transfer Development Rights - Child Care Bonus	28,580	0	0	0
439090	City of Seattle Ordinance #120907 / Sex Industry Victims Fund - Care and Treatment for Sex Industry Workers	69,273	25,000	25,000	70,000
439090	Living Cities Grant	91,990	0	0	0
439090	United Way / United Way	4,108	85,000	85,000	85,000
439090	Wallmart Foundation / Summer Nutrition Grant	74,592	0	0	0
439090	Washington Dental Association / AAA Oral Health Toolkit	13,686	0	0	0
	<b>Total Contrib/Priv Sources</b>	<b>282,230</b>	<b>110,000</b>	<b>110,000</b>	<b>155,000</b>
431010	US Department of Education (DOE) / Upward Bound	404,720	435,840	435,840	415,086
431010	US Dept of Homeland Security / Urban Area Security Initiative	47,271	0	0	110,000
431010	US Dept of Housing & Urban Development (HUD) / Emergency Solutions Grant Program (ESGP)	896,103	976,865	976,865	961,197
431010	US Dept of Housing & Urban Development (HUD) / Housing Opportunities for People with AIDS (HOPWA) Grant	1,553,073	1,814,768	1,814,768	1,801,000
431010	US Dept of Housing & Urban Development (HUD) / McKinney Grant	9,164,312	10,825,048	10,825,048	10,825,048
431010	US Dept of Justice (DOJ) / Domestic Violence (DV) Transitional Housing	76,795	86,500	86,500	96,552
431010	US Dept of Justice (DOJ) / Grants to Encourage Arrest Policies (GEAP)	329,728	575,000	400,000	297,410
431010	WA Dept of Social & Health Services (DSHS) / ARRA US Dept of Labor (DOL) - Title V Recovery Act Fund	0	0	0	0
431110	Federal Emergency Management Agency / FEMA 2012: Snowstorm	12,825	0	0	0
431110	King County / ARRA - purchasing of fresh local	33,543	0	0	0

## Human Services Department

	produce, making healthy food more affordable				
431110	King County Public Health / Communities Putting Prevention to Work (CPPW)	21,426	0	0	0
431110	US Dept of Health & Human Services / ARRA: Strengthening Communities Fund	0	0	0	0
431110	US Dept of Housing & Urban Development (HUD) / ARRA Homeless Prevention & Rapid Rehousing Program	439,928	0	0	0
431110	US Dept of Justice (DOJ) / Office of Justice /ARRA BYRNE Prostitution Youth Advocate	29,660	0	0	0
	<b>Total Federal Grants - Direct</b>	<b>13,009,382</b>	<b>14,714,021</b>	<b>14,539,021</b>	<b>14,506,293</b>
587001	General Subfund Support	54,317,473	59,176,360	61,833,747	67,438,560
	<b>Total General Fund</b>	<b>54,317,473</b>	<b>59,176,360</b>	<b>61,833,747</b>	<b>67,438,560</b>
437010	Bank of America / WIA Bank of America Grant	47,449	0	0	0
437010	Families and Education Levy / Performance Funds	17,234	100,000	100,000	100,000
437010	King County / Gates Funds	55,000	0	0	0
437010	King County / Human Services Levy - Program to Encourage Active Rewarding Lives for Seniors (PEARLS)	133,691	112,000	112,000	112,000
437010	King County / KC Family Hmlsness Initiative	23,800	0	0	0
437010	King County / King County Safe Harbors	0	0	0	0
437010	King County / Levy funds for Veteran Case Management	133,691	112,000	112,000	112,000
437010	King County / Safe Harbors - Safe Harbors Levy Replace Fee	175,000	175,000	175,000	175,000
437010	King County / Safe Harbors Homeless Blck Grnt	0	125,000	125,000	125,000
437010	King County / Safe Harbors Levy	0	0	0	0
437010	King County / Safe HarborsHomeless Block Grant	125,000	0	0	0
437010	King County/Public Services	0	150,000	0	0
437010	Seattle Housing Authority (SHA) / New Citizen Initiative	25,000	25,000	25,000	25,000
437010	United Way / Safe Harbors Grant	81,250	75,000	75,000	75,000
	<b>Total Interlocal Grants</b>	<b>817,114</b>	<b>874,000</b>	<b>724,000</b>	<b>724,000</b>
461110	WA Dept of Social & Health Services (DSHS) / Interest - State Cash Advance	56,619	100,000	100,000	100,000
461320	Unrealized Gains/Losses - INV GASB31	22,193	0	0	0

## Human Services Department

	<b>Total Investment Earnings</b>	<b>78,812</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
411100	City of Seattle Office of Housing (OH) / Housing Levy	935,052	934,560	934,560	935,052
	<b>Total Property Tax</b>	<b>935,052</b>	<b>934,560</b>	<b>934,560</b>	<b>935,052</b>
433010	WA Dept of Social & Health Services (DSHS) / State portion TITLE XIX - NEW	195,380	536,500	547,500	447,955
434010	WA Dept of Community, Trade & Economic Dev (CTED) / Homeless Data Collection	0	0	0	0
434010	WA Dept of Early Learning (DEL) / Early Childhood Education Assistance Program (ECEAP)	2,153,246	2,299,500	2,299,500	2,299,500
434010	WA Dept of Social & Health Services (DSHS) / Care Workers Insurance	0	0	0	0
434010	WA Dept of Social & Health Services (DSHS) / Family Caregivers	2,832,846	3,126,586	3,126,586	3,117,451
434010	WA Dept of Social & Health Services (DSHS) / Kinship Care Navigator	83,018	84,785	84,785	84,785
434010	WA Dept of Social & Health Services (DSHS) / Kinship Care Support	224,196	233,200	233,200	233,200
434010	WA Dept of Social & Health Services (DSHS) / Kinship Child Program	19,628	40,000	40,000	40,000
434010	WA Dept of Social & Health Services (DSHS) / Kinship Collaboration Coordina	19,655	0	0	0
434010	WA Dept of Social & Health Services (DSHS) / Office of Refugee & Immigrant Administration (ORIA) - New Citizenship Initiative (NCI)	378,580	350,537	350,537	355,537
434010	WA Dept of Social & Health Services (DSHS) / Prescription Drugs Information & Assistance	17,560	17,560	17,560	17,560
434010	WA Dept of Social & Health Services (DSHS) / Respite Home Care Workers' Health Care Insurance & Training	116,252	157,991	165,891	165,891
434010	WA Dept of Social & Health Services (DSHS) / Senior Citizens Service Act	2,034,913	2,236,474	2,236,474	2,207,580
434010	WA Dept of Social & Health Services (DSHS) / Title XIX Local Care Management - State Portion	238,780	0	0	0
434010	WA Dept of Social & Health Services (DSHS) / Title XIX	7,402,718	7,818,020	8,124,741	7,560,663

# Human Services Department

Medicaid Case Mgmt - State Portion					
	<b>Total State Grants</b>	<b>15,716,772</b>	<b>16,901,153</b>	<b>17,226,774</b>	<b>16,530,122</b>
541490	City of Seattle / Utility Rate Assistance	968,813	961,875	961,875	1,027,076
541490	Seattle City Light (SCL) / Credit Liaison (Project Share)	272,926	383,332	383,332	263,596
541490	Seattle Public Utilities (SPU) / Water Energy Assistance Program	56,050	54,258	54,258	52,320
	<b>Total Utility Funds</b>	<b>1,297,790</b>	<b>1,399,465</b>	<b>1,399,465</b>	<b>1,342,992</b>
<b>Total Revenues</b>		<b>110,690,671</b>	<b>122,155,077</b>	<b>126,205,540</b>	<b>129,031,337</b>
379100	Fund Balance - Accumulated Child Care Bonus Funds	545,000	545,000	545,000	500,000
379100	Use of (Contribution To) Fund Balance	915,554	1,168,093	523,167	407,883
	<b>Total Use of Fund Balance</b>	<b>1,460,554</b>	<b>1,713,093</b>	<b>1,068,167</b>	<b>907,883</b>
<b>Total Resources</b>		<b>112,151,225</b>	<b>123,868,170</b>	<b>127,273,707</b>	<b>129,939,220</b>



# Human Services Department

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

### **CDBG - Human Services Department Budget Control Level**

The purpose of the Community Development Block Grant (CDBG) - Human Services Department Budget Control Level is to find and fund solutions for human needs to assist low-income and vulnerable residents in greater Seattle to live and thrive.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Employment Support Services	0	60,000	800,000	800,000
Homeless Intervention	4,897,405	3,353,244	3,503,244	3,765,594
Leadership and Corporate Services	234,885	987,845	987,845	987,845
<b>Total</b>	<b>5,132,290</b>	<b>4,401,089</b>	<b>5,291,089</b>	<b>5,553,439</b>

*The following information summarizes the programs in CDBG - Human Services Department Budget Control Level:*

#### **Employment Support Services Program**

The purpose of the Employment Support Services Program is to increase economic opportunities for low-income people through training and support services. CDBG funds support the City's initiatives to increase economic opportunities through job training and placement and other employment support services, including, but not limited to, peer support programs, counseling, child care, transportation, and other similar services.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Employment Support Services	0	60,000	800,000	800,000

#### **Homeless Intervention Program**

The purpose of the Homeless Intervention Program is to provide homeless intervention and prevention services to low-income and homeless people so they can become self-sufficient. CDBG funds support the City's continuum-of-care model by providing a number of emergency and stabilization programs including, but not limited to, emergency shelter and transitional housing for homeless single men, women, and families; hygiene services; housing counseling; and rent assistance.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Homeless Intervention	4,897,405	3,353,244	3,503,244	3,765,594

#### **Leadership and Corporate Services Program**

The purpose of the Leadership and Corporate Services Program is to provide administration, planning, and technical assistance to City departments and community-based organizations to implement CDBG-funded programs efficiently and effectively. CDBG funds support the City's planning and grant administration functions to ensure compliance with all applicable federal regulations.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Leadership and Corporate Services	234,885	987,845	987,845	987,845

# Human Services Department

## **Aging and Disability Services - Area Agency on Aging Budget Control Level**

The purpose of the Aging and Disability Services - Area Agency on Aging Budget Control Level is to provide a network of community support that improves choice, promotes independence, and enhances the quality of life for older people and adults with disabilities. Additional Information: The Aging and Disability Services Division of the Seattle Human Services Department also functions as the Area Agency on Aging of the Seattle-King County region, an entity which is sponsored by the City of Seattle, King County and United Way of King County. For more information, visit: <http://www.seattle.gov/humanservices/seniorsdisabled/areaagency.htm>.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Healthy Aging	7,386,541	7,743,019	7,778,401	7,776,242
Home-Based Care	21,969,162	25,260,431	26,016,259	24,355,411
Mayor's Office on Senior Citizens	0	0	0	543,210
Planning and Coordination	2,389,962	2,494,584	2,539,076	2,688,224
<b>Total</b>	<b>31,745,664</b>	<b>35,498,034</b>	<b>36,333,735</b>	<b>35,363,086</b>
Full-time Equivalents Total*	147.75	164.25	167.25	174.75

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

**The following information summarizes the programs in Aging and Disability Services - Area Agency on Aging Budget Control Level:**

### **Healthy Aging Program**

The purpose of the Healthy Aging Program is to provide a variety of community services that help senior adults in King County improve and maintain their health, independence, and quality of life.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Healthy Aging	7,386,541	7,743,019	7,778,401	7,776,242

### **Home-Based Care Program**

The purpose of the Home-Based Care Program is to provide an array of home-based services to elders and adults with disabilities in King County so that they can remain in their homes longer than they would without these services.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Home-Based Care	21,969,162	25,260,431	26,016,259	24,355,411
Full-time Equivalents Total	122.75	142.75	145.75	145.75

### **Mayor's Office on Senior Citizens Program**

The purpose of the Mayor's Office for Senior Citizens Program is to provide employment opportunities for seniors and adults with disabilities to improve their ability to remain economically independent. This program area moved from the Community Support and Self Sufficiency BCL due to a divisional reorganization.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Mayor's Office on Senior Citizens	0	0	0	543,210

# Human Services Department

Full-time Equivalents Total	0.00	0.00	0.00	7.50
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## Planning and Coordination Program

The purpose of the Planning and Coordination Program is to provide leadership, advocacy, fund and system development, planning and coordination, and contract services to the King County aging-support network so that systems and services for elderly and disabled individuals are as available, accountable, and as effective as possible.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Planning and Coordination	2,389,962	2,494,584	2,539,076	2,688,224
Full-time Equivalents Total	25.00	21.50	21.50	21.50

## Community Support and Self Sufficiency Budget Control Level

The purpose of the Community Support and Self-Sufficiency Budget Control Level (BCL) is to provide Seattle families with nutrition assistance, citizenship assistance, access to public benefits, and other family support resources so that families can maintain or achieve economic self-sufficiency and children will gain the necessary skills and assets to be healthy, successful in school, and contributing members of the community. The BCL also supports the City's response to domestic violence and sexual assault prevention programs. As a result of a 2013 divisional reorganization, this BCL is eliminated in the 2014 Proposed Budget, and the programs under this BCL are moved to other BCLs.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Access to Benefits	1,677,002	1,843,414	1,858,524	0
Community Based Family Support	3,555,101	3,591,623	3,667,085	0
Domestic Violence and Sexual Assault Prevention	4,263,740	5,136,985	5,069,769	0
Mayor's Office for Senior Citizens	411,742	494,140	510,245	0
<b>Total</b>	<b>9,907,586</b>	<b>11,066,163</b>	<b>11,105,623</b>	<b>0</b>
Full-time Equivalents Total*	36.00	33.00	33.00	0.00

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

**The following information summarizes the programs in Community Support and Self Sufficiency Budget Control Level:**

## Access to Benefits Program

The purpose of the Access to Benefits Program is to support the Utility Discount Program, which provides utility payment assistance to Seattle residents with low incomes. This program area moved to the Community Support and Assistance BCL due to a divisional reorganization.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Access to Benefits	1,677,002	1,843,414	1,858,524	0
Full-time Equivalents Total	15.50	16.50	16.50	0.00

# Human Services Department

## Community Based Family Support Program

The purpose of the Community Based Family Support Program is to provide Seattle families with resources such as child care subsidies, meal programs, citizenship services, and family centers. This program area moved to the Youth and Family Empowerment BCL due to a divisional reorganization.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Community Based Family Support	3,555,101	3,591,623	3,667,085	0
Full-time Equivalents Total	8.50	4.50	4.50	0.00

## Domestic Violence and Sexual Assault Prevention Program

The purpose of the Domestic Violence and Sexual Assault Prevention Program is to provide leadership and coordination of City and community strategies, education, and training to improve response to, and prevention of, violence against women and children. This program area moved to the Community Support and Assistance BCL due to a divisional reorganization.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Domestic Violence and Sexual Assault Prevention	4,263,740	5,136,985	5,069,769	0
Full-time Equivalents Total	3.50	4.50	4.50	0.00

## Mayor's Office for Senior Citizens Program

The purpose of the Mayor's Office for Senior Citizens Program is to provide employment opportunities for seniors and adults with disabilities to improve their ability to remain economically independent. This program area moved to the Aging and Disability Services BCL due to a divisional reorganization.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Mayor's Office for Senior Citizens	411,742	494,140	510,245	0
Full-time Equivalents Total	8.50	7.50	7.50	0.00

# Human Services Department

## **Leadership and Administration Budget Control Level**

The purpose of the Leadership and Administration Budget Control Level is to provide leadership and support to the Human Services Department, the City of Seattle, and the community, with the goal of seeing that human services are responsive to community needs, are delivered through effective and accountable systems, economic disparity is decreased, and racism and other oppressions are dismantled.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Data Integrity	1,452,114	2,834,526	2,926,578	2,803,193
Fiscal and Contract Administration	1,932,586	2,656,680	2,727,889	2,702,033
Human Resources	666,992	782,252	731,887	725,188
Leadership	2,915,984	2,791,541	2,845,845	2,893,410
<b>Total</b>	<b>6,967,677</b>	<b>9,064,998</b>	<b>9,232,199</b>	<b>9,123,824</b>
Full-time Equivalents Total*	53.60	65.85	65.85	65.85

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

***The following information summarizes the programs in Leadership and Administration Budget Control Level:***

### **Data Integrity Program**

The purpose of the Data Integrity Program is to provide technical systems and solutions to Department management and employees so they can effectively conduct departmental business. This program was formerly titled "Information Technology".

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Data Integrity	1,452,114	2,834,526	2,926,578	2,803,193
Full-time Equivalents Total	10.10	20.10	20.10	20.10

### **Fiscal and Contract Administration Program**

The purpose of the Fiscal and Contract Administration Program is to provide budget, accounting, and financial reporting systems and services so that the Department can effectively conduct business. This program was formerly titled, "Financial Management".

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Fiscal and Contract Administration	1,932,586	2,656,680	2,727,889	2,702,033
Full-time Equivalents Total	17.00	21.25	21.25	21.25

### **Human Resources Program**

The purpose of the Human Resources Program is to provide personnel services, systems, and solutions to the Department so that it can effectively conduct business.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Human Resources	666,992	782,252	731,887	725,188
Full-time Equivalents Total	5.75	5.75	5.75	5.75

# Human Services Department

## Leadership Program

The purpose of the Leadership Program is to provide vision, direction, planning, and coordination to the Department, other City departments, and the community. Its mission is also to develop, strengthen, and expand collaborative relationships with HSD's community partners so that the City's human services are responsive to community needs, supportive of community initiatives, and are delivered through efficient and effective systems.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Leadership	2,915,984	2,791,541	2,845,845	2,893,410
Full-time Equivalents Total	20.75	18.75	18.75	18.75

## **Public Health Services Budget Control Level**

The purpose of the Public Health Services Budget Control Level is to provide funds for the following public health services and programs: primary care medical, dental, and specialty services, and access to health insurance for at-risk and vulnerable populations; health care for teens in Seattle's public schools; health care for homeless individuals and families; HIV/AIDS prevention and care programs; programs to provide access to chemical and dependency services; programs to reduce the disparities in health among the Seattle population; and public health nursing care home visits to give mothers and babies a healthy start in life using the Nurse Family Partnership (NFP) program model.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Alcohol and Other Drugs	1,442,501	1,480,195	1,514,239	1,514,240
Asthma	128,697	131,271	134,290	134,290
Family Support Services	980,534	1,641,672	2,285,310	2,285,310
Health Care Access	260,791	266,007	272,125	392,125
Health Care for the Homeless	1,519,558	1,561,491	1,597,405	1,597,406
HIV/AIDS	820,126	837,523	856,786	856,786
Oral Health	125,119	127,621	130,556	130,557
Primary Care: Medical and Dental	6,532,094	6,664,755	6,818,044	6,818,045
<b>Total</b>	<b>11,809,419</b>	<b>12,710,537</b>	<b>13,608,755</b>	<b>13,728,759</b>

# Human Services Department

*The following information summarizes the programs in Public Health Services Budget Control Level:*

## Alcohol and Other Drugs Program

The purpose of the Alcohol and Other Drugs Program is to provide funding, program development assistance, and educational resources and training to Seattle residents to promote primary alcohol/drug use prevention and outreach to help people enter treatment. Three programs operated by the King County Department of Community and Human Services - Chemical Dependency Interventions for High Utilizers, Emergency Services Patrol, and Youth Engagement Program - are supported by this funding. Also, methadone vouchers are provided through Public Health - Seattle and King County to opiate-dependent city residents.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Alcohol and Other Drugs	1,442,501	1,480,195	1,514,239	1,514,240

## Asthma Program

The purpose of the Asthma Program is to control asthma by providing in-home indoor air testing and education, case management services, and community-based assessment and intervention to promote well-being and reduce the health risks of asthma.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Asthma	128,697	131,271	134,290	134,290

## Family Support Services Program

The purpose of the Family Support Services Program is to provide assessment, education, skills-building, and support to pregnant women and families with children, so babies are born with the best opportunity to grow and thrive, the effects of health problems are minimized, and children receive the care and nurturing they need to become functional adults.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Family Support Services	980,534	1,641,672	2,285,310	2,285,310

## Health Care Access Program

The purpose of the Health Care Access Program is to provide outreach, medical application assistance, linkage to community services and resources, coordination of care, and targeted interventions to uninsured, underserved, high-risk pregnant and parenting women and other high-risk individuals and families to minimize health disparities.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Health Care Access	260,791	266,007	272,125	392,125

## Health Care for the Homeless Program

The purpose of the Health Care for the Homeless Program is to improve access to quality health care through screening, prevention, Medicaid enrollment, case management for people with chronic substance-abuse problems or with complex health and social problems, training, technical assistance, and support to shelters and homeless service sites.

Expenditures	2012	2013	2014	2014
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# Human Services Department

	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Health Care for the Homeless	1,519,558	1,561,491	1,597,405	1,597,406

## HIV/AIDS Program

The purpose of the HIV/AIDS Program is to work with community partners to assess, prevent, and manage HIV infection in Seattle to stop the spread of HIV and improve the health of people living with HIV. This program area includes support for HIV/AIDS case management services and needle exchange.

	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Expenditures</b>				
HIV/AIDS	820,126	837,523	856,786	856,786

## Oral Health Program

The purpose of the Oral Health Program is to provide prevention and clinical dental services to high-risk children to prevent dental disease and improve oral health.

	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Expenditures</b>				
Oral Health	125,119	127,621	130,556	130,557

## Primary Care: Medical and Dental Program

The purpose of the Primary Care: Medical and Dental Program is to provide access to high-quality medical, dental, and access services delivered by community-based health care safety net partners to improve the health status of low-income, uninsured residents of Seattle.

	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Expenditures</b>				
Primary Care: Medical and Dental	6,532,094	6,664,755	6,818,044	6,818,045



# Human Services Department

## **Community Support and Assistance Budget Control Level**

The purpose of the Community Support and Assistance (CSA) Budget Control Level (formerly Transitional Living and Support) is to provide resources and services to Seattle's low-income and homeless residents, work to prevent and end homelessness, and reduce hunger by funding shelter, housing, food and meal programs for individuals and families with very low-incomes. This Budget Control Level was created as the result of a divisional reorganization in 2013.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Access to Benefits	0	0	0	1,744,360
Community Facilities	246,489	599,826	602,889	660,141
Domestic Violence and Sexual Assault Prevention	0	0	0	5,431,196
Emergency and Transitional Services	26,805,808	29,523,537	29,777,446	31,097,427
<b>Total</b>	<b>27,052,297</b>	<b>30,123,363</b>	<b>30,380,335</b>	<b>38,933,124</b>
Full-time Equivalents Total*	27.00	18.50	18.50	40.50

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

**The following information summarizes the programs in Community Support and Assistance Budget Control Level:**

### **Access to Benefits Program**

The purpose of the Access to Benefits Program is to support the Utility Discount Program, which provides utility payment assistance to Seattle residents with low incomes. This program area moved from the Community Support and Self Sufficiency BCL due to a divisional reorganization.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Access to Benefits	0	0	0	1,744,360
Full-time Equivalents Total	0.00	0.00	0.00	14.50

### **Community Facilities Program**

The purpose of the Community Facilities Program is to provide technical assistance and capital funding to community-based human service organizations to help the organizations plan and develop facility projects to improve the quality, capacity, and efficiency of service delivery.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Community Facilities	246,489	599,826	602,889	660,141
Full-time Equivalents Total	7.50	8.00	8.00	8.00

### **Domestic Violence and Sexual Assault Prevention Program**

The purpose of the Domestic Violence and Sexual Assault Prevention Program is to provide leadership and coordination of City and community strategies, education, and training to improve response to, and prevention of, violence against women and children. This program area moved from the Community Support and Self Sufficiency BCL due to a divisional reorganization.

# Human Services Department

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Domestic Violence and Sexual Assault Prevention	0	0	0	5,431,196
Full-time Equivalents Total	0.00	0.00	0.00	4.50

## Emergency and Transitional Services Program

The purpose of the Emergency and Transitional Services Program is to provide emergency and transitional services and permanent housing to homeless and low-income people in Seattle, so they have access to nutritious food and a path to stable, permanent housing.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Emergency and Transitional Services	26,805,808	29,523,537	29,777,446	31,097,427
Full-time Equivalents Total	19.50	10.50	10.50	13.50

## Youth and Family Empowerment Budget Control Level

The purpose of the Youth and Family Empowerment Budget Control Level is to provide children, youth and families with the skills, knowledge, and support they need to live healthy and productive lives, including access to affordable, culturally relevant, high-quality child care and pre-school education, out-of-school time activities, nutrition assistance, and programs designed to help youth succeed academically, learn job and life skills, and develop alternatives to criminal activity, violence, and homelessness.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Early Learning and Family Support	8,095,242	9,056,877	9,138,787	9,641,788
Family Support	0	0	0	3,668,014
Youth Services	10,878,204	11,647,112	11,883,182	13,927,185
<b>Total</b>	<b>18,973,445</b>	<b>20,703,989</b>	<b>21,021,969</b>	<b>27,236,987</b>
Full-time Equivalents Total*	51.75	56.75	56.75	64.25

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

# Human Services Department

***The following information summarizes the programs in Youth and Family Empowerment Budget Control Level:***

## **Early Learning and Family Support Program**

The purpose of the Early Learning and Family Support Program is to provide children and families access to affordable, culturally relevant, high-quality care and education, out-of-school time activities, citizenship assistance, advocacy, leadership development, and other family support resources, so that parents can maintain or achieve economic self-sufficiency and children will gain the necessary skills and assets to be healthy, successful in school, and contributing members of the community.

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2014</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Early Learning and Family Support	8,095,242	9,056,877	9,138,787	9,641,788
Full-time Equivalents Total	25.00	27.00	27.00	28.00

## **Family Support Program**

The purpose of the Family Support Program is to provide Seattle families with resources such as child care subsidies, meal programs, citizenship services, and family centers. This program area moved from the Community Support and Self Sufficiency BCL due to a divisional reorganization.

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2014</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Family Support	0	0	0	3,668,014
Full-time Equivalents Total	0.00	0.00	0.00	4.50

## **Youth Services Program**

The purpose of the Youth Services Program is to provide youth and young adults direct services, designed to help them succeed academically, learn job and life skills, and develop alternatives to criminal activity, violence, and homelessness.

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2014</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Youth Services	10,878,204	11,647,112	11,883,182	13,927,185
Full-time Equivalents Total	26.75	29.75	29.75	31.75

# Human Services Department

## Human Services Fund Table

### Human Services Operating Fund (16200)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>5,932,956</b>	<b>3,453,048</b>	<b>5,635,569</b>	<b>2,039,952</b>	<b>2,955,744</b>
Accounting and Technical Adjustments	-40,901	0	0	0	0
Plus: Actual and Estimated Revenues	106,199,602	117,453,988	118,047,046	120,614,451	123,477,899
Less: Actual and Budgeted Expenditures	106,456,088	119,167,084	120,726,871	121,682,617	124,385,781
<b>Ending Fund Balance</b>	<b>5,635,569</b>	<b>1,739,952</b>	<b>2,955,744</b>	<b>971,786</b>	<b>2,047,862</b>
Less: Mandatory Reserve for Child Care Bonus Funds	2,712,938	907,000	2,167,966	407,000	1,367,000
Less: Other Mandatory Restrictions	1,975,270	583,000	574,975	53,000	439,630
Less: Reserve for Cash Flow Balance	200,000	200,000	200,000	200,000	200,000
<b>Total Reserves</b>	<b>4,888,208</b>	<b>1,690,000</b>	<b>2,942,941</b>	<b>660,000</b>	<b>2,007,596</b>
<b>Ending Unreserved Fund Balance</b>	<b>747,361</b>	<b>49,952</b>	<b>12,803</b>	<b>311,786</b>	<b>40,266</b>

# Office of Economic Development

Stephen H. Johnson, Director

(206) 684-8090

[www.seattle.gov/EconomicDevelopment](http://www.seattle.gov/EconomicDevelopment)

## Department Overview

The Office of Economic Development (OED) helps create a sustainable economy with broadly shared prosperity. OED supports a healthy business environment and empowers companies to grow and compete. OED provides core services that capitalize on Seattle's economic strengths, particularly in the areas of manufacturing and maritime industries, film and music, health care, life sciences, 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 businesses to Seattle;
- 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.

In addition to these services, OED manages a number of financing programs to increase access to capital for projects from micro-loans to major capital lending. Among these financing tools are two federal programs: New Markets Tax Credits (NMTC) and HUD Section 108. NMTC leverages private investment in low-income communities through federal tax incentives. HUD Section 108 loans provide financing for economic development and housing projects in low- and middle-income neighborhoods. Through these programs, the department manages a \$51 million allocation of NMTCs and \$27.5 million in HUD Section 108 funds that leverage low-cost financing for business and real estate projects in economically distressed areas.

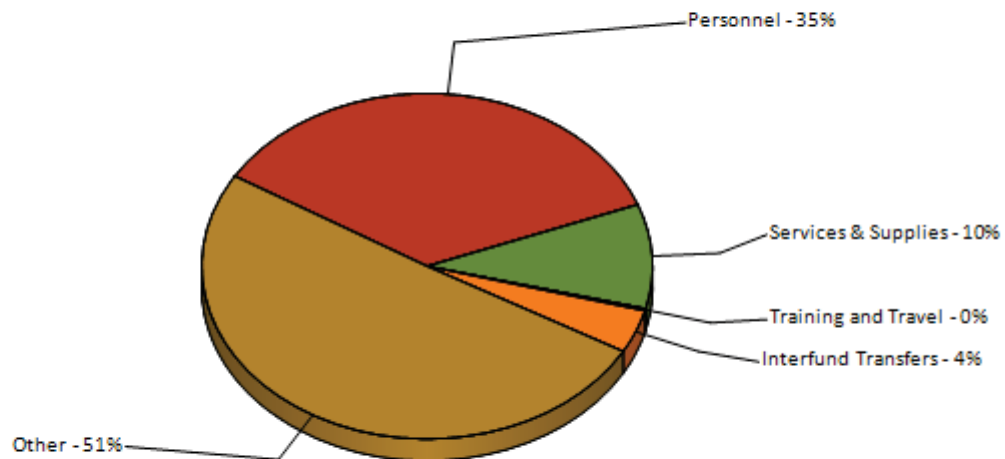
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$6,668,414	\$6,249,877	\$6,230,050	\$7,138,982
Other Funding - Operating	\$5,892,164	\$3,133,675	\$1,208,675	\$1,528,675
<b>Total Operations</b>	<b>\$12,560,578</b>	<b>\$9,383,552</b>	<b>\$7,438,725</b>	<b>\$8,667,657</b>
 <b>Total Appropriations</b>	 <b>\$12,560,578</b>	 <b>\$9,383,552</b>	 <b>\$7,438,725</b>	 <b>\$8,667,657</b>
Full-time Equivalent Total*	24.00	22.50	22.50	24.50

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

# Office of Economic Development

## 2014 Proposed Budget - Expenditure by Category



### Budget Overview

The 2014 Proposed Budget for the Office of Economic Development (OED) enhances the City's commitment to support and grow small businesses in all parts of the city and to provide employment training to targeted communities. The 2014 Proposed Budget continues the work of the Startup Initiative to support Seattle's vibrant technology startup sector and expose underserved high school youth to high-tech skills and opportunities. The 2014 Proposed Budget also makes investments to enhance economic development efforts in the Chinatown/International District and Little Saigon neighborhoods.

#### Startup Seattle

Seattle has significant assets that make the region a destination for technology companies. Globally recognized industry icons are headquartered in our community and have spun off hundreds of new businesses while established firms continue to expand. However, competition from other regions remains fierce. To remain competitive, the City and the technology community need to make investments that keep Seattle among the top global destinations for talented entrepreneurs to establish and grow new enterprises.

In May 2013, the Mayor launched **Startup Seattle** to support early-stage technology companies. The initiative's goals are to expand the number of startups in Seattle and firmly establish Seattle as an internationally recognized home for emerging technology companies. The 2014 Proposed Budget provides on-going funding to support the City commitment to growing Seattle's high-tech startup sector.

# Office of Economic Development

## Chinatown/International District and Little Saigon Business District Support

The Chinatown/International District and Little Saigon neighborhoods are among Seattle's oldest neighborhoods. OED is committed to ensuring shared prosperity in each Seattle neighborhood and has tailored a unique proposal to support the Chinatown/International District and Little Saigon neighborhoods in the 2014 Proposed Budget.

During the past few years, both neighborhoods worked to support local small businesses and bring in new customers. OED will use a combination of City and federal funds to provide technical assistance and make physical improvements to improve the business climate in both neighborhoods.

## Only In Seattle Program Changes

OED's **Only in Seattle** (OIS) program supports neighborhood business districts by promoting a healthy business environment for business organizations and neighborhood business districts. Business districts benefit most from a comprehensive approach, including work in the following strategy areas: business organization, business retail and development, safety and cleanliness, marketing and promotion, and appearance and pedestrian environment.

The 2014 Proposed Budget makes two changes to the Only In Seattle (OIS) program to more efficiently use federal resources. OED currently contracts Community Development Block Grant (CDBG) funds with a separate non-profit for additional OIS program staff support. OED will bring this position in-house in 2014 to improve internal coordination and program management. The second change to the OIS program budget includes a fund swap associated with the OIS business district capital improvement program and the OIS neighborhood business district support program. This swap trades General Fund resources with CDBG funds within the OIS program, making CDBG funds easier to administer and support businesses.

## Incremental Budget Changes

### Office of Economic Development

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 7,438,725</b>	<b>22.50</b>
<b>Baseline Changes</b>		
Baseline Technical Adjustments	-\$ 1,715	0.00
<b>Proposed Changes</b>		
Chinatown/International District and Little Saigon Business District Support	\$ 875,000	0.00
Enhance Startup Sector Support	\$ 151,163	1.00
Enhance Only In Seattle Program Flexibility	\$ 250,000	0.00
CDBG -- Improve Only In Seattle Program Coordination	\$ 0	1.00
<b>Proposed Technical Changes</b>		
Eliminate Funding for Postini Spam Software	-\$ 300	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 45,216	0.00

# Office of Economic Development

Total Incremental Changes	\$ 1,228,932	2.00
2014 Proposed Budget	\$ 8,667,657	24.50

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Baseline Technical Adjustments - (\$1,715)**

Technical adjustments are made to reflect changes in central cost allocations and contracts. These adjustments update initial assumptions about costs and inflators made in the first year of the biennium.

### Proposed Changes

#### **Chinatown/International District and Little Saigon Business District Support - \$875,000**

This change uses both General Fund (\$260,000) and federal Community Development Block Grant (CDBG) funds (\$320,000) to make one-time investments to enhance economic development efforts in the Chinatown/International District and Little Saigon neighborhoods.

OED's Only In Seattle Program will provide marketing, technical assistance and business recruitment in both neighborhoods and will also fund streetscape improvements to improve safety and better accommodate vehicle and pedestrian entry patterns into the neighborhoods. The Mayor has committed an additional \$800,000 (\$200,000 a year starting in 2015 and continuing through 2018) to continue economic development efforts in both neighborhoods.

OED will also partner with the Seattle Chinatown International District Preservation and Development Authority to conduct a feasibility study to evaluate the expansion of Legacy House, the only assisted living facility in Seattle focused on serving a multi-Asian clientele. Once the feasibility study is completed, the City will consider using Housing Levy funds to move the expansion forward. The 2014 Proposed Budget provides \$295,000 of General Fund resources for this comprehensive study.

#### **Enhance Startup Sector Support - \$151,163/1.00 FTE**

The Mayor launched the Startup Seattle initiative in May 2013 as a collaborative effort between the City and leaders of Seattle's technology startup community to support the growth of early-stage technology companies. The initiative grew out of feedback the Mayor received from a variety of stakeholders in 2011 and 2012, which led to the Startup Industry Roundtable in May 2012.

This budget change will allow Startup Seattle to continue to provide support to tech startup companies located in Seattle and attract new companies to the city. OED will hire a new strategic advisor 1 to serve as OED's start-up liaison. The start-up liaison will maintain [www.StartupSeattle.com](http://www.StartupSeattle.com) as the primary clearing house of information for business services.

The start-up liaison will also work with existing organizations to expand the number of technology industry outreach events targeted to high school youth in underserved communities. This work is important to develop future local talent for the startup sector and to ensure that students from all parts of Seattle are exposed to the



# Office of Economic Development

benefits of working in the high-tech industry.

The initiative seeks to expand the number of high-tech startups in Seattle, and to work with industry stakeholders to firmly establish Seattle as an internationally recognized home for emerging technology companies. OED will use a variety of means to evaluate its success in meeting these goals by tracking:

- Use and value of [www.StartupSeattle.com](http://www.StartupSeattle.com) to the local startup tech sector;
- Business licensing and tax data to determine how many new startups are formed;
- Independently generated tech startup rankings of cities and economic regions; and
- Outcomes for high school youth who participate in technology industry targeted events.

## **Enhance Only In Seattle Program Flexibility - \$250,000**

The 2013 Adopted and 2014 Endorsed budgets provided \$500,000 in General Fund support to OED's ability to fund capital projects in neighborhood business districts. These funds are currently appropriated to Finance General (a separate fund within the City). This budget neutral swap:

- Replaces \$250,000 in General Fund currently appropriated within Finance General for capital projects with \$250,000 in Community Development Block Grant (CDBG) funds previously allocated to business support programs within OED; and
- Directs \$250,000 in General Fund support currently appropriated in Finance General to OED's Only In Seattle business support programs.

Federal restrictions make CDBG funds more suitable for capital projects while City General Funds are better suited for business support services. This change allows the OED to use each fund source more effectively and efficiently.

## **CDBG -- Improve Only In Seattle Program Coordination/1.00 FTE**

OED's Only In Seattle Program (OIS) is supported by two full-time City employees and uses \$95,000 in federal Community Development Block Grant (CDBG) funds to contract with a separate non-profit to provide one full-time employee dedicated to OIS efforts. This change will retain the CDBG funds to support staffing within OED and as a result will increase OIS's program management efficiency and coordination in providing technical support to business districts.

## **Proposed Technical Changes**

### **Eliminate Funding for Postini Spam Software - (\$300)**

The City has adopted Microsoft Office 365 as its new software platform, and as a result City departments no longer need to purchase separate anti-spam software.

### **Citywide Adjustments for Standard Cost Changes - (\$45,216)**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

# Office of Economic Development

## Appropriations 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 provide operating, grant, loan, and project management support to neighborhood business districts and community-based development organizations, as well as for special projects, for the goal of creating thriving neighborhoods and broadly-shared prosperity.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Economic Development	5,892,164	3,133,675	1,208,675	1,528,675
<b>Total</b>	<b>5,892,164</b>	<b>3,133,675</b>	<b>1,208,675</b>	<b>1,528,675</b>

### **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>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Business Services	5,389,440	4,880,399	4,837,218	5,898,752
Economic Development Leadership	688,093	634,957	653,998	514,478
Finance and Operations	590,882	734,520	738,833	725,751
<b>Total</b>	<b>6,668,414</b>	<b>6,249,877</b>	<b>6,230,050</b>	<b>7,138,982</b>
Full-time Equivalents Total*	24.00	22.50	22.50	24.50

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

***The following information summarizes the programs in 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>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Business Services	5,389,440	4,880,399	4,837,218	5,898,752
Full-time Equivalents Total	16.00	16.00	16.00	19.00

# Office of Economic Development

## 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.

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2014</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Economic Development Leadership	688,093	634,957	653,998	514,478
Full-time Equivalents Total	5.00	5.00	5.00	4.00

## 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.

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2014</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Finance and Operations	590,882	734,520	738,833	725,751
Full-time Equivalents Total	3.00	1.50	1.50	1.50



# Office of Housing

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Rick Hooper, Director

(206) 684-0721

<http://www.seattle.gov/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 program areas:

- Multi-Family Production and Preservation;
- Homeownership and Sustainability;
- Policy and Program Development; and
- Administration and Management.

The **Multi-Family Production and Preservation** program area uses Housing Levy and other federal and local program funding to make long-term, low-interest loans to developers to develop or preserve affordable multifamily 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 portfolio now includes 287 developments with more than 12,000 apartments, representing a nearly \$2 billion dollar investment of City and other funding in affordable housing over 30 years.

The **Homeownership and Sustainability** program area makes loans to first-time homebuyers and home repair loans to low-income homeowners to address health and safety code repairs. The Sustainability portion of the program area emphasizes energy efficiency improvements through weatherization retrofits to single and multifamily residences with income-eligible homeowners and tenants. In addition to awarding more than \$5 million in grant funding to projects each year, staff also provides energy audits and project management services to single family and multifamily properties.

The **Policy and Program Development** program area establishes long-term strategic plans; develops and implements policy-based tools, such as the property tax exemption and incentive zoning programs, to advance affordable housing goals; and addresses housing-related aspects of citywide land use and community development issues. The program area provides strategic policy review of affordable housing issues, develops changes needed to help OH administered programs reflect changing city needs and objectives, administers incentive programs, and coordinates disposition of vacant land for redevelopment purposes to increase housing opportunities for Seattle residents.

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

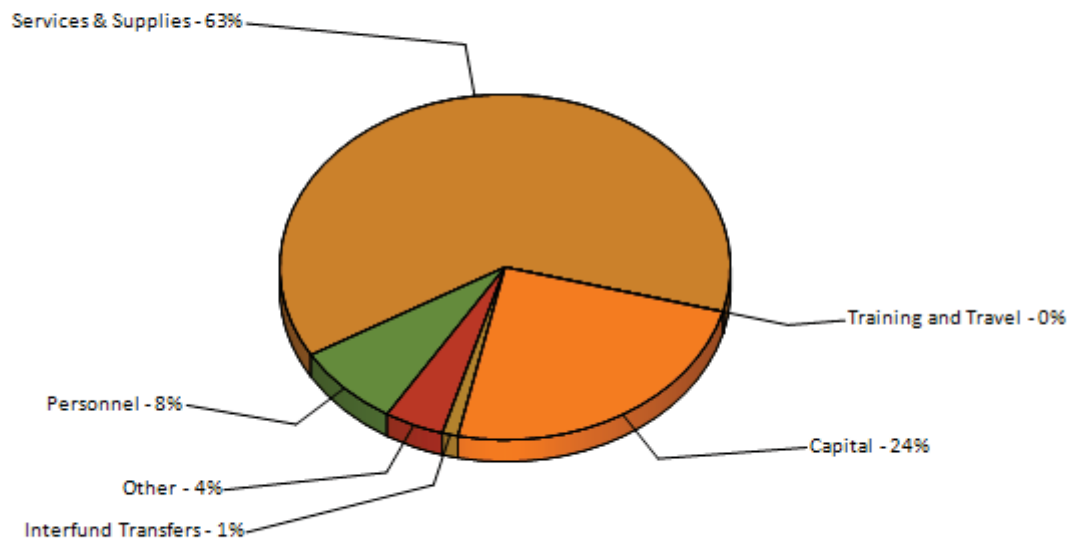
# Office of Housing

## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$85,934	\$0	\$0	\$0
Other Funding - Operating	\$42,674,659	\$49,736,219	\$49,953,082	\$49,686,332
<b>Total Operations</b>	<b>\$42,760,593</b>	<b>\$49,736,219</b>	<b>\$49,953,082</b>	<b>\$49,686,332</b>
<b>Total Appropriations</b>	<b>\$42,760,593</b>	<b>\$49,736,219</b>	<b>\$49,953,082</b>	<b>\$49,686,332</b>
Full-time Equivalent Total*	37.50	37.50	37.50	37.50

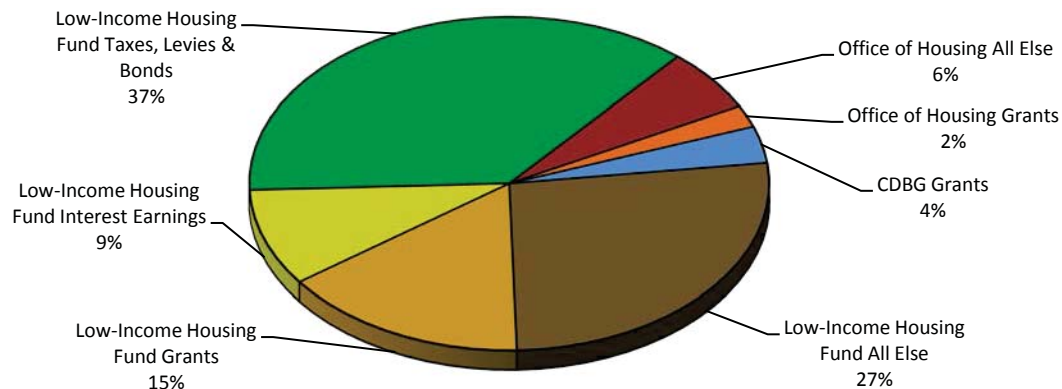
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

## 2014 Proposed Budget - Expenditure by Category



# Office of Housing

## 2014 Proposed Budget - Revenue by Category



## Budget Overview

Low-income housing activities are supported by the 2009 Housing Levy, federal grants, developer incentive program revenues, local and state weatherization grants, investment earnings, and loan repayment income. Through efficient management of these resources, the Office of Housing (OH) does not need General Fund resources in 2014 to administer its programs.

In 2010, OH began implementing the voter-approved 2009 Housing Levy, totaling \$145 million for 2010 through 2016. The 2014 Proposed Budget is consistent with the Administration and Financial Plan approved by the City Council in Ordinance 123281. The current Housing Levy provides a significant increase in funding to support the production and preservation of low-income housing each year compared to the previous levy. During its seven-year duration, the Housing Levy is expected to produce or preserve 1,850 affordable homes and assist 3,420 households.

Despite the increase in levy resources, the growth in the number of affordable housing units is slowed by a 60 percent decline in federal and state revenues since 2010. In 2013, new rental projects seeking funding from the City will not be eligible for State Housing Trust Fund resources, which are typically leveraged by levy funding to produce additional affordable housing units. This means City funding will not produce as many affordable units. Federal HOME funds have declined by 40 percent since 2010, further reducing City funding for new projects. The 2014 Proposed Budget reflects a projected HOME reduction of four percent from the 2014 Endorsed Budget, based on the 2013 actual award.

# Office of Housing

Although the City projects a five percent decline in federal Community Development Block Grant (CDBG) funds to approximately \$8.8 million, OH has no reduction to its \$2 million share of CDBG funds. The 2014 Proposed Budget transfers the minor home repair program from OH to the Human Services Department (HSD) to maximize administrative efficiencies with existing HSD contracts. In addition, \$230,000 of CDBG program income will remain in OH to sustain the Home Repair Program, which assists low-income seniors with home repairs. The loan program is not sustainable unless repayments begin to revolve back to the program.

## Incremental Budget Changes

### Office of Housing

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 49,953,082</b>	<b>37.50</b>
<b>Proposed Changes</b>		
Redirect CDBG Program Income for Home Repair Loan Program	\$ 230,000	0.00
Move Minor Home Repair Contract from OH to HSD	-\$ 449,917	0.00
Decrease in Federal HOME Funds	-\$ 108,110	0.00
<b>Proposed Technical Changes</b>		
Citywide Adjustments for Standard Cost Changes	\$ 61,277	0.00
<b>Total Incremental Changes</b>	<b>-\$ 266,750</b>	<b>0.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 49,686,332</b>	<b>37.50</b>

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### **Redirect CDBG Program Income for Home Repair Loan Program - \$230,000**

This item recaptures Community Development Block Grant (CDBG) program income for the Home Repair Program (HRP) loan fund. The HRP provides low-interest loans to fund needed repairs to low income, mostly elderly single-family homeowners to preserve structural integrity and address threats to health and safety. The program has been primarily funded in recent years with prior CDBG and Housing Levy funds. Since 2007, program income from repayments to the HRP has been redirected to other CDBG eligible activities due to a large accrued fund balance.



# Office of Housing

Further diversion of CDBG program income to other uses will erode the fund balance down to unsustainable levels. By returning \$230,000 of program income in 2014, the HRP will be able to maintain current activity of at least 35 loans per year.

## **Move Minor Home Repair Contract from OH to HSD - (\$449,917)**

The Office of Housing (OH) identified an opportunity to improve efficiency by transferring the Minor Home Repair program to the Human Services Department (HSD) to leverage existing contract monitoring and oversight.

The Minor Home Repair program has been administered in recent years by OH under the assumption it would improve linkages with the Home Repair Loan and Weatherization programs. However, the types of improvements and services requested by program recipients are very distinct. The Minor Home Repair program typically funds projects such as a bathroom grab bar with an average materials cost of \$17 for more than 2,000 home repair jobs.

HSD's Aging and Disability Services Division will administer the contract using staff expertise and contract oversight procedures already in place for other existing contracts with the same provider.

## **Decrease in Federal HOME Funds - (\$108,110)**

HUD reduced HOME funds for Seattle by \$108,110 in 2013. The 2014 Proposed Budget projects that the reduction will continue in 2014, reflecting a four percent decline from the 2014 Endorsed Budget. Ten percent of HOME funds are used for administration in the Office of Housing Fund 16600, while 90 percent of the funds are used in the Low-Income Housing Fund 16400. This change brings the total reduction in HOME funds to 40 percent since 2010. The loss of federal resources to construct and preserve affordable housing slows the ability of the City to respond to affordable housing needs.

## **Proposed Technical Changes**

### **Citywide Adjustments for Standard Cost Changes - \$61,277**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

# Office of Housing

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>CDBG - Office of Housing Budget Control</b>					
Homeownership and Sustainability - CDBG		650,072	987,108	987,108	767,191
Multi-Family Production and Preservation - CDBG		541,100	871,433	871,433	871,433
Strategic Planning, Resource, and Program Development - CDBG		441,279	101,139	101,139	101,139
<b>Total</b>	<b>6XZ10</b>	<b>1,632,451</b>	<b>1,959,680</b>	<b>1,959,680</b>	<b>1,739,763</b>
<b>Low-Income Housing Fund 16400 Budget Control</b>					
Homeownership and Sustainability - 16400		12,622,552	10,114,537	10,163,428	10,066,129
Multi-Family Production and Preservation - 16400		23,850,855	32,929,361	32,929,361	32,929,361
<b>Total</b>	<b>XZ-R1</b>	<b>36,473,407</b>	<b>43,043,898</b>	<b>43,092,789</b>	<b>42,995,490</b>
<b>Office of Housing Operating Fund 16600 Budget Control</b>					
Administration and Management - 16600		1,352,161	1,591,281	1,647,222	1,664,787
Community Development - 16600		670,607	543,813	563,325	567,877
Homeownership and Sustainability - 16600		1,456,696	1,340,874	1,387,158	1,414,788
Multi-Family Production and Preservation - 16600		1,175,270	1,256,673	1,302,909	1,303,628
<b>Total</b>	<b>XZ600</b>	<b>4,654,734</b>	<b>4,732,641</b>	<b>4,900,613</b>	<b>4,951,079</b>
<b>Department Total</b>		<b>42,760,593</b>	<b>49,736,219</b>	<b>49,953,082</b>	<b>49,686,332</b>
<b>Department Full-time Equivalents Total*</b>					
		<b>37.50</b>	<b>37.50</b>	<b>37.50</b>	<b>37.50</b>

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

# Office of Housing

## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
433010	Community Development Block Grant	1,632,451	1,959,680	1,959,680	1,739,763
	<b>Total CDBG Grants</b>	<b>1,632,451</b>	<b>1,959,680</b>	<b>1,959,680</b>	<b>1,739,763</b>
469930	Program Income	3,938,276	11,244,000	11,244,000	11,244,000
541490	Local Grants-Weatherization	1,789,692	1,629,723	1,678,614	1,678,614
	<b>Total Low-Income Housing Fund All Else</b>	<b>5,727,968</b>	<b>12,873,723</b>	<b>12,922,614</b>	<b>12,922,614</b>
445800	MFTE Application Fees	-3,000	0	0	0
	<b>Total Low-Income Housing Fund Developer App. Fees</b>	<b>-3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
587001	General Subfund Support	46,462	0	0	0
	<b>Total Low-Income Housing Fund General Fund Support</b>	<b>46,462</b>	<b>0</b>	<b>0</b>	<b>0</b>
433010	Federal Grants - Weatherization	2,870,550	4,000,000	4,000,000	4,000,000
434010	State Grants - Weatherization	927,144	1,250,000	1,250,000	1,250,000
471010	Federal Grants-HOME Program	1,517,919	2,349,258	2,349,258	2,251,959
	<b>Total Low-Income Housing Fund Grants</b>	<b>5,315,613</b>	<b>7,599,258</b>	<b>7,599,258</b>	<b>7,501,959</b>
461110	Investment Earnings	624,579	4,601,500	4,601,500	4,601,500
	<b>Total Low-Income Housing Fund Interest Earnings</b>	<b>624,579</b>	<b>4,601,500</b>	<b>4,601,500</b>	<b>4,601,500</b>
411100	Property Tax Levy	18,039,028	17,969,417	17,969,417	17,969,417
	<b>Total Low-Income Housing Fund Taxes, Levies &amp; Bonds</b>	<b>18,039,028</b>	<b>17,969,417</b>	<b>17,969,417</b>	<b>17,969,417</b>
411100	Levy Administration	1,465,188	1,809,704	1,809,704	1,809,704
439090	Grants and Other	273,491	0	0	0
445800	MFTE application fees	137,000	80,000	80,000	80,000
461110	Contingent Bonus/TDR Administration	635,268	278,476	0	0
462900	Other Rents and Use Charges	27,082	27,000	27,000	27,000
471010	Challenge Grant	172,433	65,788	65,788	65,788
471010	HOME Administration	477,171	261,028	261,028	250,217
541490	City Light Administration	729,753	710,647	731,967	731,967
	<b>Total Office of Housing All Else</b>	<b>3,917,386</b>	<b>3,232,643</b>	<b>2,975,487</b>	<b>2,964,676</b>
587001	General Subfund Support	39,472	0	0	0
	<b>Total Office of Housing General Fund Support</b>	<b>39,472</b>	<b>0</b>	<b>0</b>	<b>0</b>
433010	Federal Grants-Weatherization	618,192	817,410	823,286	823,286
434010	State Grants-Weatherization	307,842	210,000	210,424	210,424
	<b>Total Office of Housing Grants</b>	<b>926,034</b>	<b>1,027,410</b>	<b>1,033,710</b>	<b>1,033,710</b>

## Office of Housing

<b>Total Revenues</b>		<b>36,265,993</b>	<b>49,263,631</b>	<b>49,061,666</b>	<b>48,733,639</b>
379100	Use of (Contribution To) Fund Balance	6,722,758	0	0	0
	<b>Total Low-Income Housing Fund Use of Fund Balance</b>	<b>6,722,758</b>	<b>0</b>	<b>0</b>	<b>0</b>
379100	Use of (Contribution To) Fund Balance	-228,158	472,588	891,416	952,693
	<b>Total Office of Housing Use of Fund Balance</b>	<b>-228,158</b>	<b>472,588</b>	<b>891,416</b>	<b>952,693</b>
<b>Total Resources</b>		<b>42,760,593</b>	<b>49,736,219</b>	<b>49,953,082</b>	<b>49,686,332</b>

# Office of Housing

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

### **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.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Homeownership and Sustainability - CDBG	650,072	987,108	987,108	767,191
Multi-Family Production and Preservation - CDBG	541,100	871,433	871,433	871,433
Strategic Planning, Resource, and Program Development - CDBG	441,279	101,139	101,139	101,139
<b>Total</b>	<b>1,632,451</b>	<b>1,959,680</b>	<b>1,959,680</b>	<b>1,739,763</b>

*The following information summarizes the programs in CDBG - Office of Housing Budget Control Level:*

#### **Homeownership and Sustainability - CDBG Program**

The purpose of the Homeownership and Sustainability - CDBG 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 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.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Homeownership and Sustainability - CDBG	650,072	987,108	987,108	767,191

#### **Multi-Family Production and Preservation - CDBG Program**

The purpose of the Multi-Family Production and Preservation - CDBG 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.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Multi-Family Production and Preservation - CDBG	541,100	871,433	871,433	871,433

#### **Strategic Planning, Resource, and Program Development - CDBG Program**

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

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Strategic Planning, Resource, and Program Development - CDBG	441,279	101,139	101,139	101,139

# Office of Housing

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

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Homeownership and Sustainability - 16400	12,622,552	10,114,537	10,163,428	10,066,129
Multi-Family Production and Preservation - 16400	23,850,855	32,929,361	32,929,361	32,929,361
<b>Total</b>	<b>36,473,407</b>	<b>43,043,898</b>	<b>43,092,789</b>	<b>42,995,490</b>

*The following information summarizes the programs in 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.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Homeownership and Sustainability - 16400	12,622,552	10,114,537	10,163,428	10,066,129

### **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 multifamily 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.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Multi-Family Production and Preservation - 16400	23,850,855	32,929,361	32,929,361	32,929,361

# Office of Housing

## **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.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Administration and Management - 16600	1,352,161	1,591,281	1,647,222	1,664,787
Community Development - 16600	670,607	543,813	563,325	567,877
Homeownership and Sustainability - 16600	1,456,696	1,340,874	1,387,158	1,414,788
Multi-Family Production and Preservation - 16600	1,175,270	1,256,673	1,302,909	1,303,628
<b>Total</b>	<b>4,654,734</b>	<b>4,732,641</b>	<b>4,900,613</b>	<b>4,951,079</b>
Full-time Equivalents Total*	37.50	37.50	37.50	37.50

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

***The following information summarizes the programs in 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.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Administration and Management - 16600	1,352,161	1,591,281	1,647,222	1,664,787
Full-time Equivalents Total	11.00	11.00	11.00	11.00

### **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.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Community Development - 16600	670,607	543,813	563,325	567,877
Full-time Equivalents Total	4.00	4.00	4.00	4.00

### **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.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Homeownership and Sustainability - 16600	1,456,696	1,340,874	1,387,158	1,414,788

# Office of Housing

Full-time Equivalents Total	13.00	13.00	13.00	13.00
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## 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 multifamily 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.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
<b>Expenditures/FTE</b>				
Multi-Family Production and Preservation - 16600	1,175,270	1,256,673	1,302,909	1,303,628
Full-time Equivalents Total	9.50	9.50	9.50	9.50



# Office of Housing

## Housing Fund Table

### Low-Income Housing Fund (16400)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>86,588,042</b>	<b>87,581,822</b>	<b>79,865,285</b>	<b>87,581,822</b>	<b>79,865,285</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	29,750,650	43,043,898	42,946,599	43,092,789	42,995,490
Less: Actual and Budgeted Expenditures	36,473,407	43,043,898	42,946,599	43,092,789	42,995,490
<b>Ending Fund Balance</b>	<b>79,865,285</b>	<b>87,581,822</b>	<b>79,865,285</b>	<b>87,581,822</b>	<b>79,865,285</b>
Reserved Capital Fund Balance	80,700,000	86,549,823	86,550,000	83,350,931	89,152,000
<b>Total Reserves</b>	<b>80,700,000</b>	<b>86,549,823</b>	<b>86,550,000</b>	<b>83,350,931</b>	<b>89,152,000</b>
<b>Ending Unreserved Fund Balance</b>	<b>-834,715</b>	<b>1,031,999</b>	<b>-6,684,715</b>	<b>4,230,891</b>	<b>-9,286,715</b>

### Office of Housing (16600)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>1,702,715</b>	<b>1,760,145</b>	<b>1,930,873</b>	<b>1,287,557</b>	<b>1,447,474</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	4,882,892	4,260,053	4,249,242	4,009,197	3,998,386
Less: Actual and Budgeted Expenditures	4,654,734	4,732,641	4,732,641	4,900,613	4,951,079
<b>Ending Fund Balance</b>	<b>1,930,873</b>	<b>1,287,557</b>	<b>1,447,474</b>	<b>396,141</b>	<b>494,781</b>
Housing Levy/Bonus Admin Reserve	1,629,873	1,159,557	1,245,000	385,364	334,000
Multi-Family Tax Exemption Admin Reserve	301,000				
Other Reserves		128,000	128,000		86,000
<b>Total Reserves</b>	<b>1,930,873</b>	<b>1,287,557</b>	<b>1,373,000</b>	<b>385,364</b>	<b>420,000</b>
<b>Ending Unreserved Fund Balance</b>	<b>0</b>	<b>0</b>	<b>74,474</b>	<b>10,777</b>	<b>74,781</b>



# Neighborhood Matching Subfund

## Department Overview

The purpose of the Neighborhood Matching Subfund (NMF) is to provide grant 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.

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 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. There are three categories of NMF awards:

- Large Projects Fund (awards up to \$100,000);
- Small and Simple Projects Fund (awards up to \$25,000); and
- Small Sparks Fund (awards up to \$1,000).

The Department of Neighborhoods (DON) administers the NMF. NMF staff coordinates with 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.

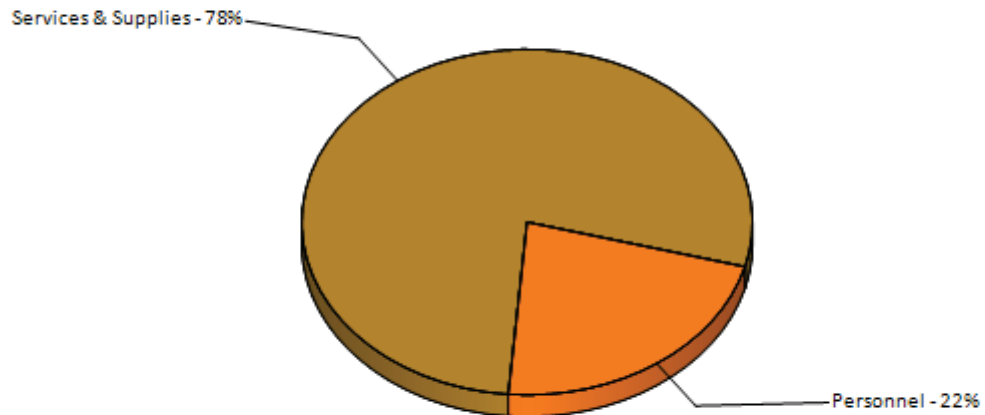
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$2,513,296	\$2,891,284	\$2,966,137	\$3,529,676
Other Funding - Operating	\$0	\$319,538	\$326,561	\$421,217
<b>Total Operations</b>	<b>\$2,513,296</b>	<b>\$3,210,821</b>	<b>\$3,292,698</b>	<b>\$3,950,893</b>
 <b>Total Appropriations</b>	 <b>\$2,513,296</b>	 <b>\$3,210,821</b>	 <b>\$3,292,698</b>	 <b>\$3,950,893</b>
Full-time Equivalent Total*	6.00	6.00	6.00	7.00

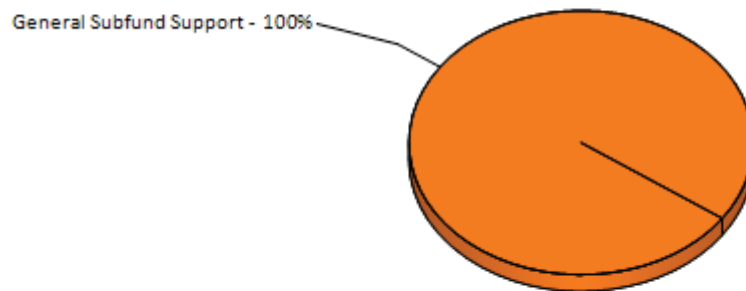
*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

## Neighborhood Matching Subfund

### 2014 Proposed Budget - Expenditure by Category



### 2014 Proposed Budget - Revenue by Category



# Neighborhood Matching Subfund

## Budget Overview

The 2014 Proposed Budget adds \$500,000 of General Fund support to the Neighborhood Matching Fund (NMF), bringing total grant resources available to pre-recession levels. This additional funding allows the City to increase its investments in neighborhoods and communities. The budget also adds a 1.0 FTE project manager to support the increased NMF grant-making activities. The City had reduced NMF staffing as the amount of grant resources dropped during the Great Recession.

The Proposed Budget also adds one-time funding for NMF to hire a consultant to create policies and procedures for awarding funds for Crime Prevention Through Environmental Design (CPTED) projects, with the goal of creating a special designation for CPTED grants within NMF. This is a recommendation that stems from the community outreach efforts of the Safe Communities Initiative, a broad community outreach project that gave residents the opportunity to give their input on how the City could improve safety.

CPTED is an approach to crime prevention that takes into account the relationship between the physical environment and the users of that environment. CPTED projects can include improving visibility, creating physical or psychological barriers (e.g. landscaping and lighting) and maintaining a positive physical atmosphere (e.g. maintenance and cleanliness) to dissuade criminal and other negative activity. In creating this designation, the City hopes to encourage more neighborhoods and communities to pursue these types of improvements.

## Incremental Budget Changes

### Neighborhood Matching Subfund

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 3,292,698</b>	<b>6.00</b>
<b>Proposed Changes</b>		
Increase Funding for NMF Awards	\$ 612,007	1.00
Provide Funding for Development of Crime Prevention Through Environmental Design (CPTED) Model	\$ 60,000	0.00
<b>Proposed Technical Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 13,812	0.00
<b>Total Incremental Changes</b>	<b>\$ 658,195</b>	<b>1.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 3,950,893</b>	<b>7.00</b>

# Neighborhood Matching Subfund

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### **Increase Funding for NMF Awards - \$612,007/1.00 FTE**

The Proposed Budget adds \$500,000 of on-going General Fund support to NMF grant programs, bringing the total amount of grant money available back to pre-recession levels. This item also adds a 1.0 FTE project manager to support the increased NMF grant-making activities. This position restores NMF staffing to its 2010 level. NMF primarily works with small neighborhood groups requiring extensive staff time to shepherd such groups through the award process and to ensure that City resources are being spent appropriately.

#### **Provide Funding for Development of Crime Prevention Through Environmental Design (CPTED) Model - \$60,000**

This item provides one-time funds for a consultant to help the City develop policies and procedures for creating a special designation within NMF for CPTED projects. CPTED is an approach to crime prevention that takes into account the relationship between the physical environment and the users of that environment. CPTED projects can include improving visibility, creating physical or psychological barriers (e.g. landscaping, hardscaping and lighting) and maintaining a positive physical atmosphere (e.g. maintenance and cleanliness) to dissuade criminal and other negative activity. The Safe Communities Initiative, a broad community outreach project that gave residents the opportunity to give their input on how the City could improve safety, identified CPTED as an opportunity for City investment that could reduce crime and improve safety.

### Proposed Technical Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$13,812)**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Neighborhood Matching Fund Budget Control</b>					
Large Projects Fund		889,781	1,221,455	1,249,549	1,474,549
Management and Project Development		701,216	779,750	805,713	963,908
Small and Simple Projects Fund		884,868	1,194,296	1,221,764	1,446,764
Small Sparks Fund		37,431	15,320	15,673	65,673
<b>Total</b>	<b>2IN00</b>	<b>2,513,296</b>	<b>3,210,821</b>	<b>3,292,698</b>	<b>3,950,893</b>
<b>Department Total</b>		<b>2,513,296</b>	<b>3,210,821</b>	<b>3,292,698</b>	<b>3,950,893</b>

# Neighborhood Matching Subfund

<b>Department Full-time Equivalents Total*</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
587001	Operating Transfer In from Finance General	2,779,022	2,891,284	2,966,137	3,529,676
<b>Total General Subfund Support</b>		<b>2,779,022</b>	<b>2,891,284</b>	<b>2,966,137</b>	<b>3,529,676</b>
<b>Total Revenues</b>		<b>2,779,022</b>	<b>2,891,284</b>	<b>2,966,137</b>	<b>3,529,676</b>
379100	Use of (Contribution To) Fund Balance	-265,725	319,538	326,561	421,217
<b>Total Use of Fund Balance</b>		<b>-265,725</b>	<b>319,538</b>	<b>326,561</b>	<b>421,217</b>
<b>Total Resources</b>		<b>2,513,297</b>	<b>3,210,822</b>	<b>3,292,698</b>	<b>3,950,893</b>

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

### 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.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Large Projects Fund	889,781	1,221,455	1,249,549	1,474,549
Management and Project Development	701,216	779,750	805,713	963,908
Small and Simple Projects Fund	884,868	1,194,296	1,221,764	1,446,764
Small Sparks Fund	37,431	15,320	15,673	65,673
<b>Total</b>	<b>2,513,296</b>	<b>3,210,821</b>	<b>3,292,698</b>	<b>3,950,893</b>
Full-time Equivalents Total*	6.00	6.00	6.00	7.00

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

# Neighborhood Matching Subfund

*The following information summarizes the programs in Neighborhood Matching Fund Budget Control Level:*

## Large Projects Fund Program

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.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Large Projects Fund	889,781	1,221,455	1,249,549	1,474,549

## Management and Project Development Program

The purpose of the Management and Project Development 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.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Management and Project Development	701,216	779,750	805,713	963,908
Full-time Equivalents Total	6.00	6.00	6.00	7.00

## Small and Simple Projects Fund Program

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 \$25,000 in funding.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Small and Simple Projects Fund	884,868	1,194,296	1,221,764	1,446,764

## Small Sparks Fund Program

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.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Small Sparks Fund	37,431	15,320	15,673	65,673



# Neighborhood Matching Subfund

## Neighborhood Matching Subfund Fund Table

### Neighborhood Matching Subfund (00165)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>3,958,984</b>	<b>3,617,266</b>	<b>4,224,710</b>	<b>3,297,729</b>	<b>3,876,261</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	2,779,022	2,891,284	2,862,372	2,966,137	3,529,676
Less: Actual and Budgeted Expenditures	2,513,296	3,210,821	3,210,821	3,292,698	3,950,893
<b>Ending Fund Balance</b>	<b>4,224,710</b>	<b>3,297,729</b>	<b>3,876,261</b>	<b>2,971,167</b>	<b>3,455,043</b>
Continuing Appropriations	3,905,172	2,971,167	3,455,042	2,631,544	3,016,973
<b>Total Reserves</b>	<b>3,905,172</b>	<b>2,971,167</b>	<b>3,455,042</b>	<b>2,631,544</b>	<b>3,016,973</b>
<b>Ending Unreserved Fund Balance</b>	<b>319,538</b>	<b>326,562</b>	<b>421,219</b>	<b>339,623</b>	<b>438,070</b>



# Department of Neighborhoods

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Bernie Matsuno, Director

(206) 684-0464

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

## Department Overview

The Department of Neighborhoods (DON) works to bring government closer to the residents of Seattle by empowering them 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 its mission, DON also manages the Neighborhood Matching Fund (NMF), which provides grants to preserve and enhance the City's diverse neighborhoods.

DON has four lines of business:

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-initiated projects. The programs that support this work include:

- P-Patch Community Gardens;
- Neighborhood District Coordinators;
- Major Institutions and Schools, Historic Preservation;
- Neighborhood Planning Outreach; and
- Neighborhood Matching Fund (NMF).

The **Office for Education (OFE)** builds linkages between the City of Seattle and the Seattle Public School District, including:

- administering the Families and Education Levy;
- providing policy direction to help children succeed in school;
- strengthening school-community connections; and
- increasing access to high-quality programs that are achieving improved academic outcomes.

As part of OFE, the Seattle Youth Violence Prevention Initiative (SYVPI) works to reduce juvenile violent crime through a variety of youth violence prevention programs. These programs include active outreach, case management, and employment services including internships, individual and group programming, and support services.

The **Director's Office** provides executive leadership, communications, and human resources services for the entire department.

The **Internal Operations Division** provides financial and information technology services to department employees so they may serve customers efficiently and effectively.

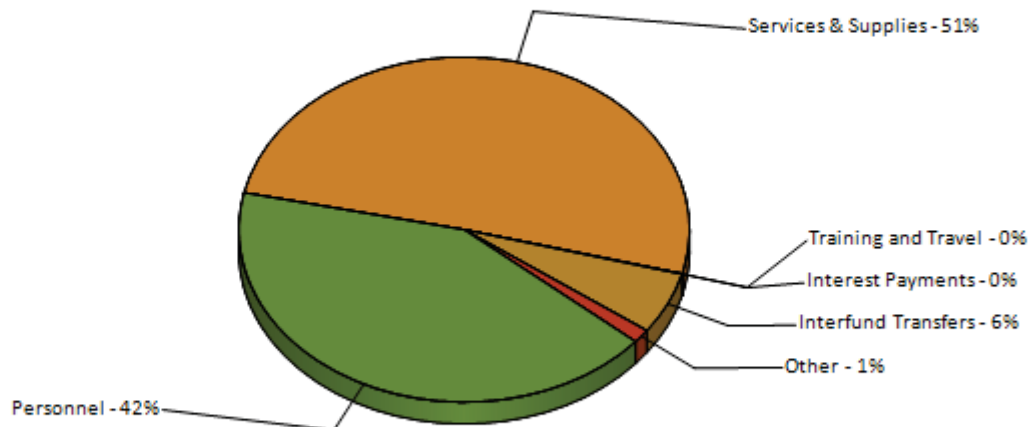
## Department of Neighborhoods

### Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$7,711,139	\$10,216,993	\$11,001,507	\$11,722,250
<b>Total Operations</b>	<b>\$7,711,139</b>	<b>\$10,216,993</b>	<b>\$11,001,507</b>	<b>\$11,722,250</b>
 <b>Total Appropriations</b>	 <b>\$7,711,139</b>	 <b>\$10,216,993</b>	 <b>\$11,001,507</b>	 <b>\$11,722,250</b>
Full-time Equivalent Total*	33.50	42.50	42.50	44.00

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

### 2014 Proposed Budget - Expenditure by Category



# Department of Neighborhoods

## Budget Overview

The 2014 Proposed Budget makes a number of investments to strengthen Seattle's vibrant neighborhoods. It adds a capital coordinator position to the Department of Neighborhoods. The capital coordinator will assist departments in performing effective outreach for large City capital projects. Currently, community outreach often only becomes a concern after a negative community response to a capital project. The capital coordinator will improve the City's outreach by identifying projects with significant community impacts and developing community outreach plans before the project starts. In addition, the capital coordinator will ensure that residents get timely, accurate responses to their comments, concerns and questions. Residents can have difficulty getting responses from City employees whose primary focus is running the capital project rather than its effects on the community. The coordinator, and an increased administrative support position, will act as the main point of contact for residents who reach out to the City about capital projects in their neighborhood.

The 2014 Proposed Budget also adds one-time funding for an elevator at the historic Washington Hall. This money will be administered by DON in conjunction with a Neighborhood Matching Funds grant awarded in 2013. Washington Hall is a designated landmark community building, run by a non-profit agency, that is available for events, performances and meetings. It has served Seattle's Central District for over 100 years. The performance hall is inaccessible for mobility-impaired patrons. This investment will help build an elevator, so everyone in the community can access Washington Hall's performances and cultural events. Through the Office of Art and Culture, the City will fund improvements at two other historic theaters, the Egyptian and the Moore.

Within the Office for Education (OFE), the 2014 Proposed Budget funds the Read and Rise program. The program began at the start of the 2013-14 school year. It is a two-year pilot program designed to engage some of Seattle's most at risk families and communities in supporting literacy development in children pre-kindergarten through 3rd grade. This program will help narrow the achievement gap for children from families who have historically been underserved in the educational system and who may not have the language, cognitive and early literacy skills necessary for kindergarten readiness and 3rd grade reading success.

The Budget also provides funding for OFE to commission a universal pre-kindergarten education feasibility analysis. A recent City study found Seattle has large gaps in pre-kindergarten education which can be a strong indicator of long-term education success. This analysis will identify costs as well as the most effective avenues for investing in universal pre-kindergarten education. Mayor McGinn is an enthusiastic supporter of Universal Pre-Kindergarten and is working collaboratively with the City Council to make voluntary high-quality preschool for three and four-year-olds available and affordable to all of Seattle's children.

Finally, the budget provides funds for OFE to create a new program in the Early Learning Academy (ELA) for 20 family child care providers. The program will provide participants with an abridged version of the ELA that can be completed in four Saturdays. ELA provides training and professional development to preschool teachers and caregivers to improve outcomes for the children they teach or care for. The standard program runs twenty days over several months. The increased funding will allow more family child care providers to participate and increase the reach of the program. The budget also doubles the amount offered as incentive bonuses for those who complete the standard ELA program. The increased number of participants who complete the program will provide more children with quality preparation for kindergarten.

The 2014 Proposed Budget maintains 2014 Endorsed Budget funding levels for the Seattle Youth Violence Prevention Initiative.

# Department of Neighborhoods

## Incremental Budget Changes

### Department of Neighborhoods

	2014 Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 11,001,507</b>	<b>42.50</b>
<b>Baseline Changes</b>		
Adjustments to Central Cost Allocations	\$ 12,633	0.00
<b>Proposed Changes</b>		
Create a Capital Projects Coordinator	\$ 166,371	1.50
Provide One-Time Funding for Washington Hall Elevator Project	\$ 300,000	0.00
Provide Funding for Read and Rise Pilot	\$ 156,612	0.00
Provide One-Time Funding for Universal Pre-Kindergarten Feasibility Study	\$ 50,000	0.00
Increase Support for the Early Learning Academy	\$ 45,000	0.00
Increase Administrative Fees	\$ 0	0.00
<b>Proposed Technical Changes</b>		
Eliminate Funding for Postini Spam Software	-\$ 1,033	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 8,840	0.00
<b>Total Incremental Changes</b>	<b>\$ 720,743</b>	<b>1.50</b>
<b>2014 Proposed Budget</b>	<b>\$ 11,722,250</b>	<b>44.00</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Adjustments to Central Cost Allocations - \$12,633**

The 2014 Proposed Budget makes technical adjustments to reflect changes in central cost allocations. These adjustments update initial assumptions about costs and inflators made in the first year of the biennium.

### Proposed Changes

#### **Create a Capital Projects Coordinator - \$166,371/1.50 FTE**

The capital coordinator will assess the impacts of large capital projects on the community and coordinate community outreach for major capital projects. Currently, no mechanism exists for consistent community

## Department of Neighborhoods

outreach efforts among departments. This lack of outreach can result in frustration when residents and communities affected by the projects do not have a clear understanding of the project, its scope or how to contact the City with questions and concerns. The capital coordinator will work with existing inter-departmental teams to identify opportunities for coordinated outreach and will convene quarterly workgroups of project managers, neighborhood district coordinators and other outreach staff to ensure the City is providing effective outreach.

This item also increases an existing half-time administrative staff assistant to full time. This expanded position will support the work of the capital coordinator, serve as a primary point of contact for the community, and support other DON administrative needs.

### **Provide One-Time Funding for Washington Hall Elevator Project - \$300,000**

This item provides funding to support the installation of an elevator and related seismic upgrades at the historic Washington Hall. The building is currently inaccessible to individuals who are mobility-impaired. The upgrade will make Washington Hall fully accessible to the entire community.

### **Provide Funding for Read and Rise Pilot - \$156,612**

This item funds the Office for Education's Read and Rise pilot program. Created in 2013, the pilot project will continue for a total of two years. Read and Rise uses comprehensive family and community engagement, including training on literacy development (oral language, vocabulary, phonological awareness, awareness of print conventions, alphabet knowledge), family journal writing, take home books and literacy resources to use at home, parent/child guided reading shared book reading, and language/literacy development through art, music, dance, and dramatic play to give 150 families the skills they need to support the language and literacy development of their children from pre-kindergarten through 3rd grade. This program will help narrow the achievement gap for children from families who have historically been underserved in the educational system and who may not have the language, cognitive and early literacy skills necessary for kindergarten readiness and 3rd grade reading success. The pilot program will end in June 2015; an evaluation will determine if it should continue.

### **Provide One-Time Funding for Universal Pre-Kindergarten Feasibility Study - \$50,000**

Mayor McGinn is an enthusiastic supporter of Universal Pre-Kindergarten and is working collaboratively with the City Council to make voluntary high-quality preschool for three and four-year-olds available and affordable to all of Seattle's children. The Executive and City Council are discussing the process for developing an initial plan to achieve Universal Pre-Kindergarten Education thus the full scope and cost for this effort has not yet been determined. This budget proposal provides \$50,000 in General Fund support for partial support of this plan. The Families and Education Levy Oversight Committee will be consulted about providing an additional \$50,000 of Education-Support Services Levy funds. The Mayor recognizes that the plan may require additional funding depending on the final scope and duration of the planning process and will work with the City Council to allocate the appropriate level of support for this process.

### **Increase Support for the Early Learning Academy - \$45,000**

This item provides General Fund support to the Office for Education to add a new program for 20 family child care participants to the Early Learning Academy (ELA). It also doubles the incentive bonuses for those that complete the standard ELA training from \$500 to \$1000 to increase the motivation for individuals to participate in and successfully finish the Academy. ELA provides professional development for preschool teachers and family caregivers to improve their effectiveness in preparing children for kindergarten. The Budget adds \$25,000 for the new program for 20 family child care providers and \$20,000 to double the incentive bonuses for the standard ELA.

# Department of Neighborhoods

## Increase Administrative Fees

This item increases administrative fees charged by DON to non-General Fund departments and outside organizations to better align administrative costs with their sources. This increase will generate an additional \$30,000 per year. This change is reflected on the revenue side of the budget.

## Proposed Technical Changes

### Eliminate Funding for Postini Spam Software - (\$1,033)

Spam protection is included in the City's Microsoft Office 365 software package. The Department of Information Technology will no longer bill departments for Postini Spam Software.

### Citywide Adjustments for Standard Cost Changes - (\$8,840)

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Community Building Budget Control</b>					
Historic Preservation-Community Building		0	803,887	835,959	1,132,592
Major Institutions and Schools		185,829	218,365	225,913	224,519
Neighborhood District Coordinators		1,238,116	1,281,972	1,325,355	1,441,123
Neighborhood Planning Outreach		222,291	263,766	271,864	271,377
P-Patch Community Gardens		695,959	752,678	778,239	776,826
South Park Information and Resource Center		50,747	51,762	0	0
<b>Total</b>	<b>I3300</b>	<b>2,392,942</b>	<b>3,372,430</b>	<b>3,437,330</b>	<b>3,846,437</b>
<b>Director's Office Budget Control</b>					
Communications		141,061	157,976	163,147	161,682
Executive Leadership		255,822	312,273	322,559	319,069
<b>Total</b>	<b>I3100</b>	<b>396,883</b>	<b>470,249</b>	<b>485,706</b>	<b>480,751</b>
<b>Internal Operations Budget Control Level</b>	<b>I3200</b>	<b>1,447,853</b>	<b>1,422,032</b>	<b>1,447,425</b>	<b>1,514,153</b>
<b>Office for Education Budget Control Level</b>	<b>I3700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>251,612</b>
<b>Youth Violence Prevention</b>	<b>I4100</b>	<b>3,473,461</b>	<b>4,952,282</b>	<b>5,631,046</b>	<b>5,629,297</b>



# Department of Neighborhoods

## Budget Control Level

<b>Department Total</b>	<b>7,711,139</b>	<b>10,216,993</b>	<b>11,001,507</b>	<b>11,722,250</b>
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<b>Department Full-time Equivalents Total*</b>	<b>33.50</b>	<b>42.50</b>	<b>42.50</b>	<b>44.00</b>
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*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

## 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>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Historic Preservation-Community Building	0	803,887	835,959	1,132,592
Major Institutions and Schools	185,829	218,365	225,913	224,519
Neighborhood District Coordinators	1,238,116	1,281,972	1,325,355	1,441,123
Neighborhood Planning Outreach	222,291	263,766	271,864	271,377
P-Patch Community Gardens	695,959	752,678	778,239	776,826
South Park Information and Resource Center	50,747	51,762	0	0
<b>Total</b>	<b>2,392,942</b>	<b>3,372,430</b>	<b>3,437,330</b>	<b>3,846,437</b>
Full-time Equivalents Total*	21.50	29.75	29.75	30.75

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

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

### **Historic Preservation-Community Building Program**

The purpose of the Historic Preservation - Community Building 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.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Historic Preservation-Community Building	0	803,887	835,959	1,132,592
Full-time Equivalents Total	0.00	8.25	8.25	8.25

### **Major Institutions and Schools Program**

The purpose of the Major Institutions and Schools Program is to coordinate community involvement in the

## Department of Neighborhoods

development, adoption, and implementation of Major Institution Master Plans, and to facilitate community involvement in school re-use and development.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Major Institutions and Schools	185,829	218,365	225,913	224,519
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.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Neighborhood District Coordinators	1,238,116	1,281,972	1,325,355	1,441,123
Full-time Equivalents Total	11.50	11.50	11.50	12.50

### Neighborhood Planning Outreach Program

The purpose of the Neighborhood Planning Outreach 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. It also assists City departments with other outreach and engagement efforts.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Neighborhood Planning Outreach	222,291	263,766	271,864	271,377
Full-time Equivalents Total	1.50	1.50	1.50	1.50

### P-Patch Community Gardens 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.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
P-Patch Community Gardens	695,959	752,678	778,239	776,826
Full-time Equivalents Total	7.00	7.00	7.00	7.00

### South Park Information and Resource Center Program

The purpose of the South Park Information and Resource Center is to provide support for a multi-lingual resource center for the South Park community and its diverse immigrant population to mitigate the impacts on the community during the period of time that the South Park Bridge is under construction. The center provides direct assistance such as employment application assistance, translation and interpretation services, and English classes, as well as connects customers to outside services and resources. Funding was initially provided in 2011 as part of the South Park Action Agenda, now transferred to the Office of Economic Development.

# Department of Neighborhoods

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
South Park Information and Resource Center	50,747	51,762	0	0

## **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.

	2012	2013	2014	2014
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Communications	141,061	157,976	163,147	161,682
Executive Leadership	255,822	312,273	322,559	319,069
<b>Total</b>	<b>396,883</b>	<b>470,249</b>	<b>485,706</b>	<b>480,751</b>
Full-time Equivalents Total*	3.00	3.00	3.00	3.00

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

**The following information summarizes the programs in 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.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Communications	141,061	157,976	163,147	161,682
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.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Executive Leadership	255,822	312,273	322,559	319,069
Full-time Equivalents Total	2.00	2.00	2.00	2.00

# Department of Neighborhoods

## **Internal Operations Budget Control Level**

The purpose of the Internal Operations Budget Control Level is to provide financial, human resources, facility, administrative, and information technology services to the Department's employees to serve customers efficiently and effectively.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Internal Operations/Administrative Services	1,447,853	1,422,032	1,447,425	1,514,153
<b>Total</b>	<b>1,447,853</b>	<b>1,422,032</b>	<b>1,447,425</b>	<b>1,514,153</b>
Full-time Equivalents Total*	7.00	6.75	6.75	7.25

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## **Office for Education Budget Control Level**

The purpose of the Office for Education (OFE) Budget Control level is to help children succeed in school, close the achievement gap, and help every Seattle child graduate from school ready for college and career. This BCL supports education and literacy programs that fall outside the scope and funding of the Families and Education Levy

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Office for Education	0	0	0	251,612
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>251,612</b>

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

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Youth Violence Prevention	3,473,461	4,952,282	5,631,046	5,629,297
<b>Total</b>	<b>3,473,461</b>	<b>4,952,282</b>	<b>5,631,046</b>	<b>5,629,297</b>
Full-time Equivalents Total*	2.00	3.00	3.00	3.00

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

# Pike Place Market Levy

Ben Franz-Knight, Executive Director

Pike Place Market Preservation and Development Authority

(206) 682-7453

<http://www.pikeplacemarket.org>

## Department Overview

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 and the City receives levy proceeds in the Pike Place Market Renovation Fund established through Ordinance 122737. The City 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, and collected \$12.5 million per year in levy proceeds through 2013, and up to \$10.5 million in 2014.

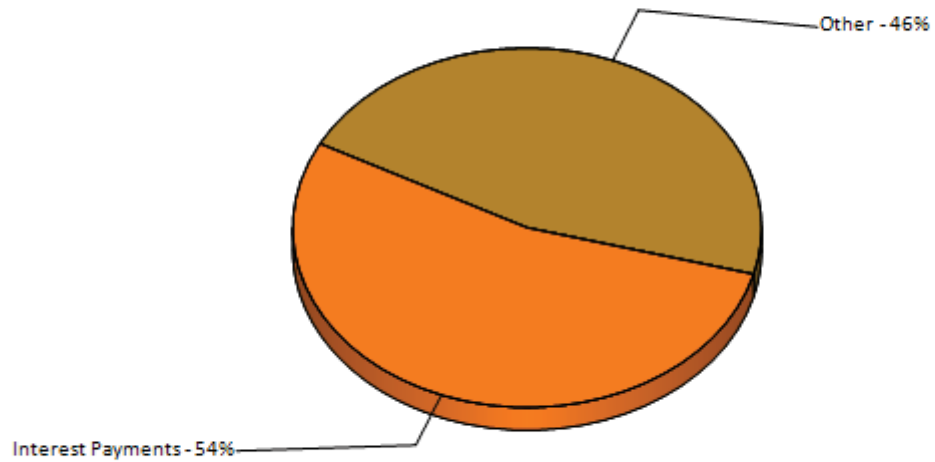
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other Funding - Operating	\$10,228,496	\$8,955,250	\$8,951,750	\$8,951,750
<b>Total Operations</b>	<b>\$10,228,496</b>	<b>\$8,955,250</b>	<b>\$8,951,750</b>	<b>\$8,951,750</b>
 <b>Total Appropriations</b>	 <b>\$10,228,496</b>	 <b>\$8,955,250</b>	 <b>\$8,951,750</b>	 <b>\$8,951,750</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

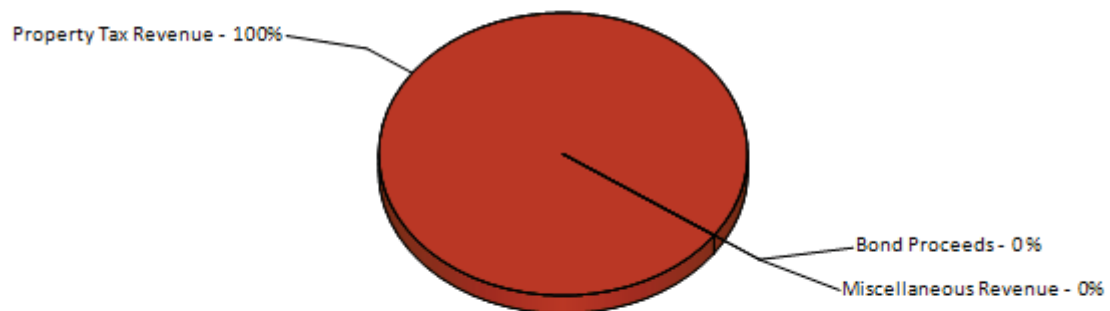
*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

# Pike Place Market Levy

## 2014 Proposed Budget - Expenditure by Category



## 2014 Proposed Budget - Revenue by Category



# Pike Place Market Levy

## Budget Overview

The Pike Place Market Preservation and Development Authority (PDA) has spent approximately \$65 million of the \$68.6 million of Levy funds allocated to the renovation. The project is 95% complete and is within budget and on schedule for completion in 2014. The renovation has meant new jobs, employing an estimated 250 workers annually in a variety of trades and industries.

The City issued \$25.5 million of bonds over the life of the project to meet its cash flow needs. Levy proceeds collected through 2014 will repay debt service on the bonds, which the City will repay in full by 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. Phase III was completed in 2012, with the exception of window replacement along Western Avenue, and included renovations to the Economy, Soames Dunn, and Steward buildings. Window replacement work will begin in the fall of 2013 and continue through 2014.

As reflected in the Fund Table below, the Pike Place Market Levy is projected to have surplus funds at the end of the project, as a result of lower than originally projected financing costs. In accordance with the Levy's authorizing ordinance, excess funds due to lower financing costs must be returned to the voters by reducing the property tax levy. As a result, the City will levy \$2.7 million, or 26%, less in 2014 than originally planned.

## Incremental Budget Changes

### Pike Place Market Levy

	2014 Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 8,951,750</b>	<b>0.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 8,951,750</b>	<b>0.00</b>

## Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
<b>Pike Place Market Renovation Budget Control</b>					
Levy Proceeds		6,126,746	0	0	0
<b>Total</b>	<b>PKLVYBCL-01</b>	<b>6,126,746</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pike Place Market Renovation Debt Service Budget Control Level</b>	<b>PKLVYBCL-02</b>	<b>4,101,750</b>	<b>8,955,250</b>	<b>8,951,750</b>	<b>8,951,750</b>
<b>Department Total</b>		<b>10,228,496</b>	<b>8,955,250</b>	<b>8,951,750</b>	<b>8,951,750</b>
<b>Department Full-time Equivalents Total*</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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

# Pike Place Market Levy

## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
587355	Pike Place Market Renovation Bond Funds	0	0	0	0
	<b>Total Bond Proceeds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
461110	Inv Earnings - Residual Cash	-16,121	-19,000	30,000	1,712
	<b>Total Miscellaneous Revenue</b>	<b>-16,121</b>	<b>-19,000</b>	<b>30,000</b>	<b>1,712</b>
411100	Real & Personal Property Taxes	12,452,415	12,500,000	10,500,000	7,780,626
	<b>Total Property Tax Revenue</b>	<b>12,452,415</b>	<b>12,500,000</b>	<b>10,500,000</b>	<b>7,780,626</b>
	<b>Total Revenues</b>	<b>12,436,294</b>	<b>12,481,000</b>	<b>10,530,000</b>	<b>7,782,338</b>
379100	Use of (Contribution To) Fund Balance	-8,334,543	-3,525,750	-1,578,250	1,169,412
	<b>Total Use of (Contribution to) Fund Balance</b>	<b>-8,334,543</b>	<b>-3,525,750</b>	<b>-1,578,250</b>	<b>1,169,412</b>
	<b>Total Resources</b>	<b>4,101,751</b>	<b>8,955,250</b>	<b>8,951,750</b>	<b>8,951,750</b>

## 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.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Levy Proceeds	6,126,746	0	0	0
<b>Total</b>	<b>6,126,746</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Pike Place Market Levy

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

## 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.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Levy Proceeds	6,126,746	0	0	0

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

The purpose of the Pike Place Market Renovation Debt Service Budget Control Level is to pay debt service for debt issued in support of the Pike Place Market Renovation funded by levy proceeds.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Pike Place Market Renovation Debt Service Program	4,101,750	8,955,250	8,951,750	8,951,750
<b>Total</b>	<b>4,101,750</b>	<b>8,955,250</b>	<b>8,951,750</b>	<b>8,951,750</b>

## Pike Place Market Levy Fund Table

### **Pike Place Levy (11010)**

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>-577,630</b>	<b>426,291</b>	<b>1,624,756</b>	<b>3,952,041</b>	<b>5,173,171</b>
Accounting and Technical Adjustments	-5,412	0	0	0	0
Plus: Actual and Estimated Revenues	12,436,294	12,481,000	12,503,665	10,530,000	7,782,338
Less: Actual and Budgeted Expenditures	10,228,496	8,955,250	8,955,250	8,951,750	8,951,750
<b>Ending Fund Balance</b>	<b>1,624,756</b>	<b>3,952,041</b>	<b>5,173,171</b>	<b>5,530,291</b>	<b>4,003,759</b>
Reserve for Pike Place Market Renovations		2,000,000	2,000,000	2,000,000	4,003,759
<b>Total Reserves</b>		<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>4,003,759</b>
<b>Ending Unreserved Fund Balance</b>	<b>1,624,756</b>	<b>1,952,041</b>	<b>3,173,171</b>	<b>3,530,291</b>	<b>0</b>



# Department of Planning and Development

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Diane Sugimura, Director

(206) 684-8600

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

## Department Overview

The Department of Planning and Development (DPD) is responsible for regulatory and long-range planning functions related to building and land-use activities in the City of Seattle. 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;
- 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);
- Stormwater Code; and
- Rental Registration and Inspection Ordinance.

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 8,000 complaints annually.

DPD's mission also includes long-range physical planning functions, such as 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, and staffing the Planning and Design Commissions.

DPD operations are funded by a variety of fees and from General Fund resources. DPD must demonstrate that its

# Department of Planning and Development

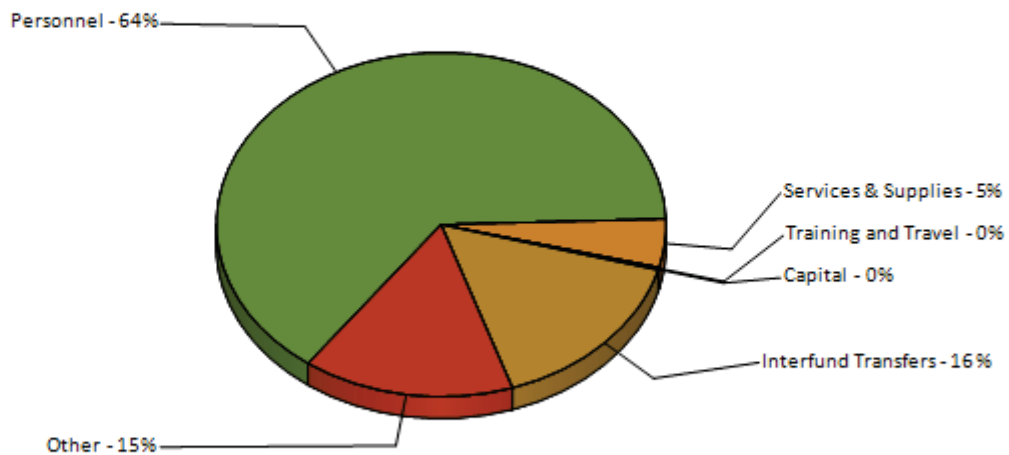
fees are set to recover no more than the cost of related services. To provide this accountability, DPD uses cost accounting to measure the full cost of its programs. Each program is allocated a share of departmental administration and other overhead costs to report the full cost and calculate the revenue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

## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$9,659,111	\$9,651,050	\$9,831,256	\$10,409,914
Other Funding - Operating	\$37,385,656	\$46,368,202	\$47,016,045	\$53,609,286
<b>Total Operations</b>	<b>\$47,044,767</b>	<b>\$56,019,252</b>	<b>\$56,847,301</b>	<b>\$64,019,200</b>
<b>Total Appropriations</b>	<b>\$47,044,767</b>	<b>\$56,019,252</b>	<b>\$56,847,301</b>	<b>\$64,019,200</b>
Full-time Equivalent Total*	393.25	397.25	397.25	399.75

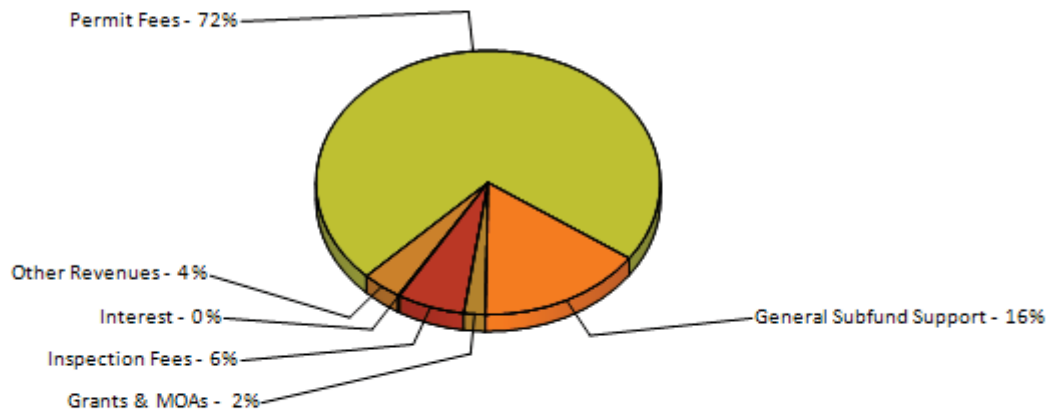
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

## 2014 Proposed Budget - Expenditure by Category



# Department of Planning and Development

## 2014 Proposed Budget - Revenue by Category



## Budget Overview

The Department of Planning and Development (DPD) is supported by a combination of construction and compliance-related fees and General Fund resources. The 2014 Proposed Budget maintains funding for the department to continue to meet its regulatory responsibilities and continues to fund specific priorities established in the Planning Division's work plan. It also includes a strategic reorganization of the Operations Division to align programs and staff resources in a reporting format that improves internal coordination and promotes more seamless service delivery to the public.

### Revenue Recovery

With the recovery of the regional economy and high rate of building development, the 2014 Proposed Budget reflects an increase in development-fee revenues. The intake value of development permits in 2013 is 41 percent higher than the previous year, which is one of the highest rates nationally. An especially bright spot locally is in the apartment market. Apartment vacancy rates have fallen and rents are rising, spurring construction for large apartment building projects, particularly in and around the Center City. This growth translates into increased development permit revenues and demand for DPD services.

Development permit revenues are projected to continue to grow in 2014. 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 increasing, with building revenues growing by 19 percent to \$15.1 million in 2010, by 20 percent to \$18.1 million in 2011, and an additional 28 percent to \$23.1 million in 2012. With additional permit revenue-backed positions, the 2014 Proposed Budget includes a shift in overhead allocations from General Fund revenues to permit revenues.

# Department of Planning and Development

## Strategic Use of Resources

The 2014 Proposed Budget reflects DPD's continued effort to prioritize direct and frontline services. The budget provides additional support for the Center City Initiative, which seeks to address street disorder problems in downtown Seattle, in collaboration with the Human Services Department and Seattle Police Department.

The department also continues to work on area planning activities in a variety of neighborhoods. These efforts include extensive engagement with local communities and are closely coordinated with other City departments, especially the Seattle Department of Transportation (SDOT), the Department of Parks and Recreation, the Office of Economic Development, and the Department of Neighborhoods.

The budget provides resources to focus on Transit Oriented Development (TOD) to promote well-designed, equitable development near new Link Light Rail and other transit stations. This budget investment includes consultant real estate expertise to help bring new investment and economic development to the neighborhoods in these areas. This position will work closely with the Mayor and Council to negotiate real estate partnerships and development agreements that support TOD.

The Planning Division will finalize much of the work on the City's Comprehensive Plan in 2014 and early 2015. The Comprehensive Plan is a guiding policy document mandated by Washington state's Growth Management Act. The 2014 Proposed Budget adds additional resources for engagement with under-represented communities and for production of the final Comprehensive Plan document. In 2014, the Planning Division will also begin a visioning process for the site of the Charles Street Garage, which is currently a City fleet maintenance facility. The 2014 Proposed Budget includes funding for the Department of Finance & Administrative Services to complete a study of relocation options for the current site, and market valuation and appraisals. This work reflects the community planning goals for the Chinatown/International District.

DPD's Code Compliance program responds to housing and zoning code violation complaints, and provides assistance with rules related to evictions and termination of tenancy. There have been an increase in housing code complaints and tenant relocation cases, along with a corresponding increase in response time from the department. The 2014 Proposed Budget adds a new position to help support this caseload and allow the division to respond more quickly to tenant relocation, just cause eviction and related housing code complaints.

The Rental Registration and Inspection Ordinance (RRIO) program was created in 2012 to help ensure decent housing for all. In 2014, the program will complete its start-up phase and move into ongoing operations by registering an estimated 4,000 rental properties with five or more units in 2014 and properties with one to four units in 2015. The 2013 second quarter budget supplemental added staffing resources to the RRIO program, and the 2014 Proposed Budget includes funding for those staffing resources and the authority to pay for program start-up costs. These changes are backed by future program fees.

The department is also beginning system design and implementation for a new permitting system. The current Hansen permitting system needs to be modernized to handle the volume and scope of permit data. The Permitting, Regulation, Enforcement, and Property (PREP) Project also includes the development and implementation of a system to track registration and inspection of rental housing in support of RRIO.

# Department of Planning and Development

## Incremental Budget Changes

### Department of Planning and Development

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 56,847,301</b>	<b>397.25</b>
<b>Baseline Changes</b>		
Correction of Health Care Rates	\$ 128,225	0.00
<b>Proposed Changes</b>		
Increase Capacity of Code Compliance Division	\$ 83,301	1.00
Center City Initiative Staff Support	\$ 54,025	0.50
Outreach for City's Comprehensive Plan Update	\$ 95,000	0.00
Visioning for the Future of the Charles Street Yard	\$ 30,000	0.00
Real Estate Support to Encourage TOD Near Transit Hubs	\$ 217,376	1.00
Implement Rental Registration and Inspection Ordinance (RRIO) Program	\$ 905,254	0.00
Upgrade to New Permit, Regulation, Enforcement and Property (PREP) System	\$ 1,900,000	0.00
<b>Proposed Technical Changes</b>		
Technical Changes to True Up with Budget Proposal	\$ 11,468	0.00
Technical Changes to True Up with 2013 Activities	\$ 2,891,209	0.00
Operations Division Reorganization and Updates	\$ 544,676	0.00
Citywide Adjustments for Standard Cost Changes	\$ 314,245	0.00
Eliminate Funding for Postini Spam Software	-\$ 2,880	0.00
<b>Total Incremental Changes</b>	<b>\$ 7,171,899</b>	<b>2.50</b>
<b>2014 Proposed Budget</b>	<b>\$ 64,019,200</b>	<b>399.75</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Correction of Health Care Rates - \$128,225**

This adjustment corrects an error in the health care rates to align DPD's budget with projected health care costs for 2014.

# Department of Planning and Development

## Proposed Changes

### **Increase Capacity of Code Compliance Division - \$83,301/1.00 FTE**

This change adds a 1.0 FTE Housing Ordinance Specialist position to respond to increased cases of tenant relocation assistance, evictions, and prohibited acts by landlords and tenants. The position will also support work on related housing code compliance complaints to help the Department achieve a more rapid response to customer complaints.

### **Center City Initiative Staff Support - \$54,025/.50 FTE**

This change funds a 0.5 FTE to backfill for additional support and leadership currently being provided by DPD for the Center City Initiative team as it engages with individuals contributing to street disorder in downtown neighborhoods. The Center City Initiative coordinates multiple City departments and other governmental agencies, as well as downtown business and social services, to help redirect individuals engaging in low-level offenses to social services as an alternative to arrest.

### **Outreach for City's Comprehensive Plan Update - \$95,000**

This change supports consultant services necessary to complete a broad citywide outreach and engagement plan for the update to the City's Comprehensive Plan, as required under the state's Growth Management Act (GMA). The funding will include use of public outreach and engagement liaisons (POELs) to ensure meaningful engagement of underrepresented communities across the City in setting the vision and policy guidance to update the Comprehensive Plan. The increase in funding will also support the production of the final document.

### **Visioning for the Future of the Charles Street Yard - \$30,000**

This provides resources for consultant support to develop a community-based vision for the re-use of the Charles Street Yard, a vehicle maintenance facility in the Chinatown/International District. The community planning will integrate new development on the site into established planning goals for the Chinatown/International District and Stadium District areas. The community's goal is to develop a vision that adds housing, services, and open space to serve the area.

### **Real Estate Support to Encourage TOD Near Transit Hubs - \$217,376/1.00 FTE**

This item adds a 1.0 FTE and \$75,000 in consultant resources to implement established plans and policies to encourage equitable Transit-Oriented Development (TOD) in neighborhoods. Studies of other cities with successful TODs showed the benefit of a coordinated approach using specific real estate expertise. This plan is based on those models and is intended to help achieve development around Link Light Rail stations so as to bring new investment and economic development to Rainier Valley and other station areas. One-half of this position will be funded by SDOT's Major Projects Program to provide real estate expertise in support of the Central Waterfront Program.

### **Implement Rental Registration and Inspection Ordinance (RRIO) Program - \$905,254**

This action gives DPD the authority to pay for start-up and operations costs for the RRIO program, which requires landlords to register all rental housing units in Seattle. Start-up costs for this program include IT support, advertising, outreach, translation and mailings, vendor software and services, hardware, and consultant services for short-term staff support and assistance with start-up project management. The 2013 second quarter supplemental added three permanent positions to support the RRIO program: an administrative support position, a manager position, and a housing/zoning inspector position. The RRIO program is designed to be revenue neutral. Program fees generate sufficient revenues to cover these expenditures.



# Department of Planning and Development

## **Upgrade to New Permit, Regulation, Enforcement and Property (PREP) System - \$1,900,000**

This one-time change adds appropriation authority to fund the implementation of a new Permit, Regulation, Enforcement, and Property (PREP) information system to replace the old Hansen system, which has reached the end of its useful life. The new system will also support implementation of the RRIO Program. DPD's Process Improvement & Technology fund balance will cover the new system costs. DPD plans on launching the new system, which will benefit multiple departments, in 2015.

### **Proposed Technical Changes**

#### **Technical Changes to True Up with Budget Proposal - \$11,468**

This change redistributes and adjusts internal costs based on the budget changes described above. It also includes non-discretionary, non-labor overhead expenses, such as centrally allocated costs that are billed to the department.

#### **Technical Changes to True Up with 2013 Activities - \$2,891,209**

This change adjusts the baseline for 2014 based on position changes in the 2013 Adopted Budget, which restored funding for 25 previously unfunded permit revenue-backed positions to help meet demand. These positions were funded with contingent budget authority in 2013. The 2014 Proposed Budget maintains those positions and reallocates the associated overhead for each position, with a savings to the General Fund of \$250,000.

#### **Operations Division Reorganization and Updates - \$544,676**

The reorganization of the Operations Division moves related groups together. DPD will spend non-General Fund revenue on space reconfiguration and training software in the Operation and Land Use divisions as well as on inventory and postage for the Public Resource Center. DPD will fill two existing positions in the Operations Division management.

#### **Citywide Adjustments for Standard Cost Changes - \$314,245**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

#### **Eliminate Funding for Postini Spam Software - (\$2,880)**

The City has adopted Microsoft Office 365 as its new software platform, and as a result City departments no longer need to purchase separate anti-spam software.

# Department of Planning and Development

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Annual Certification and Inspection Budget Control</b>					
Annual Certification and Inspection		4,079,193	4,030,331	4,159,482	4,125,222
<b>Total</b>	<b>U24A0</b>	<b>4,079,193</b>	<b>4,030,331</b>	<b>4,159,482</b>	<b>4,125,222</b>
<b>Code Compliance Budget Control</b>					
Code Compliance		4,339,750	4,701,151	4,849,027	4,906,053
Rental Housing		0	0	0	769,406
<b>Total</b>	<b>U2400</b>	<b>4,339,750</b>	<b>4,701,151</b>	<b>4,849,027</b>	<b>5,675,459</b>
<b>Construction Inspections Budget Control</b>					
Building Inspections		4,231,451	4,638,325	4,783,631	4,858,389
Construction Inspections Unallocated CBA		0	2,220,000	2,220,000	2,220,000
Electrical Inspections		4,279,189	4,268,670	4,404,142	4,328,482
Signs and Billboards		330,458	302,646	313,050	326,391
Site Review and Inspection		2,731,433	2,737,610	2,826,336	2,922,864
<b>Total</b>	<b>U23A0</b>	<b>11,572,531</b>	<b>14,167,250</b>	<b>14,547,159</b>	<b>14,656,126</b>
<b>Construction Permit Services Budget Control</b>					
Applicant Services Center		8,346,157	8,909,148	9,192,385	0
Construction Permit Services Overhead Allocations		0	-942,473	-971,869	-1,569,505
Construction Permit Services Unallocated CBA		0	3,900,000	3,900,000	3,900,000
Construction Plans Administration		6,057,682	5,421,297	5,531,019	12,209,516
Operations Division Management		0	942,473	971,869	1,569,505
<b>Total</b>	<b>U2300</b>	<b>14,403,839</b>	<b>18,230,445</b>	<b>18,623,404</b>	<b>16,109,516</b>
<b>Department Leadership Budget Control</b>					
Community Engagement		0	517,970	534,230	619,525
Department Leadership Overhead Allocations		0	-11,966,701	-12,344,903	-12,666,087
Director's Office		0	687,918	710,060	698,651
Finance and Accounting Services		0	5,636,798	5,888,190	5,932,656
Human Resources		0	308,584	318,522	314,397
Information Technology Services		0	4,815,430	4,893,901	5,100,858
<b>Total</b>	<b>U2500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Land Use Services Budget Control</b>					
Land Use Services		4,380,492	4,212,357	4,351,923	10,702,988
Land Use Services Unallocated CBA		0	500,000	500,000	500,000
Public Resource Center		1,256,481	1,266,016	1,305,287	1,402,740

# Department of Planning and Development

<b>Total</b>	<b>U2200</b>	<b>5,636,973</b>	<b>5,978,373</b>	<b>6,157,211</b>	<b>12,605,729</b>
<b>Planning Budget Control</b>					
Design Commission		322,579	499,318	516,159	575,169
Planning Commission		538,631	544,606	562,140	541,799
Planning Services		5,321,659	5,307,118	5,337,709	5,713,899
<b>Total</b>	<b>U2900</b>	<b>6,182,870</b>	<b>6,351,042</b>	<b>6,416,008</b>	<b>6,830,867</b>
<b>Process Improvements and Technology Budget Control Level</b>	<b>U2800</b>	<b>829,611</b>	<b>2,560,662</b>	<b>2,095,010</b>	<b>4,016,281</b>
<b>Department Total</b>		<b>47,044,767</b>	<b>56,019,252</b>	<b>56,847,301</b>	<b>64,019,200</b>

<b>Department Full-time Equivalents Total*</b>	<b>393.25</b>	<b>397.25</b>	<b>397.25</b>	<b>399.75</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
587001	General Subfund Support	9,659,711	9,651,049	9,831,256	10,409,914
	<b>Total General Subfund Support</b>	<b>9,659,711</b>	<b>9,651,049</b>	<b>9,831,256</b>	<b>10,409,914</b>
437010	Grant Revenues	945,160	386,709	326,019	296,161
587900	SPU MOA for Side Sewer & Drainage	1,016,204	1,125,078	1,158,830	1,057,157
	<b>Total Grants &amp; MOAs</b>	<b>1,961,364</b>	<b>1,511,787</b>	<b>1,484,849</b>	<b>1,353,318</b>
422150	Boiler	1,103,532	1,248,419	1,260,903	1,179,290
422160	Elevator	2,709,842	2,965,005	2,994,655	3,072,894
	<b>Total Inspection Fees</b>	<b>3,813,374</b>	<b>4,213,424</b>	<b>4,255,558</b>	<b>4,252,183</b>
461110	Interest	164,756	100,000	100,000	100,000
	<b>Total Interest</b>	<b>164,756</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
469990	Other Revenues	1,539,258	1,578,525	1,594,310	1,705,117
587116	Cumulative Reserve Fund-REET I - Design Commission	316,214	491,719	508,071	575,753
587116	Cumulative Reserve Fund-REET I - TRAO	73,853	152,850	157,436	157,436
587116	Cumulative Reserve Fund-Unrestricted - TRAO	59,091	73,474	75,678	75,678
	<b>Total Other Revenues</b>	<b>1,988,416</b>	<b>2,296,568</b>	<b>2,335,495</b>	<b>2,513,983</b>
422111	Building Development	23,107,378	23,892,076	24,139,237	27,849,293
422115	Land Use	4,666,095	4,706,762	4,753,829	5,710,642

## Department of Planning and Development

422130	Electrical	5,458,555	5,622,317	5,678,540	6,214,852
443694	Site Review & Development	1,596,113	1,464,189	1,478,829	2,029,581
469990	Contingent Revenues - Unaccessed	0	6,620,000	6,620,000	6,620,000
<b>Total Permit Fees</b>		<b>34,828,141</b>	<b>42,305,344</b>	<b>42,670,435</b>	<b>48,424,368</b>
<b>Total Revenues</b>		<b>52,415,762</b>	<b>60,078,172</b>	<b>60,677,593</b>	<b>67,053,767</b>
379100	Use of (Contribution To) Fund Balance	-5,370,995	-4,058,920	-3,830,292	-3,034,567
<b>Total Use of Fund Balance</b>		<b>-5,370,995</b>	<b>-4,058,920</b>	<b>-3,830,292</b>	<b>-3,034,567</b>
<b>Total Resources</b>		<b>47,044,767</b>	<b>56,019,252</b>	<b>56,847,301</b>	<b>64,019,200</b>

## 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. 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. In addition, this budget control level includes a proportionate share of associated departmental administration and other overhead costs.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Annual Certification and Inspection	4,079,193	4,030,331	4,159,482	4,125,222
<b>Total</b>	<b>4,079,193</b>	<b>4,030,331</b>	<b>4,159,482</b>	<b>4,125,222</b>
Full-time Equivalents Total*	23.49	23.49	23.49	23.49

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

# Department of Planning and Development

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

## **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.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Annual Certification and Inspection	4,079,193	4,030,331	4,159,482	4,125,222
Full-time Equivalents Total	23.49	23.49	23.49	23.49

## **Code Compliance Budget Control Level**

The purpose of the Code Compliance Budget Control Level is to see that properties and buildings are used and maintained in conformance with code standards, and deterioration of structures and properties is reduced. Additionally, this budget control level includes the allocation of a proportionate share of departmental administration and other overhead costs.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Code Compliance	4,339,750	4,701,151	4,849,027	4,906,053
Rental Housing	0	0	0	769,406
<b>Total</b>	<b>4,339,750</b>	<b>4,701,151</b>	<b>4,849,027</b>	<b>5,675,459</b>
Full-time Equivalents Total*	28.79	28.29	28.29	29.29

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

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

## **Code Compliance Program**

The purpose of the Code Compliance Program 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 and response to claims.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Code Compliance	4,339,750	4,701,151	4,849,027	4,906,053
Full-time Equivalents Total	28.79	28.29	28.29	29.29

# Department of Planning and Development

## Rental Housing Program

The purpose of the Rental Registration and Inspection Ordinance (RRIO) Program is to improve the quality of the rental housing stock in Seattle by registering and inspecting all rental housing properties to help ensure they meet key life, health and safety standards. The RRIO program focuses on critical elements of the Housing Code and works to educate property owners and tenants about their responsibilities, ensure accountability when there are problems, and apply consistent standards throughout all Seattle neighborhoods. The RRIO budget includes funding for three permanent positions that were added in the 2013 second quarter supplemental ordinance but will not be reflected in the budget book until the next biennial budget.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Rental Housing	0	0	0	769,406

## Construction Inspections Budget Control Level

The purpose of the Construction Inspections Budget Control Level is to provide 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.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Building Inspections	4,231,451	4,638,325	4,783,631	4,858,389
Construction Inspections	0	2,220,000	2,220,000	2,220,000
Unallocated CBA				
Electrical Inspections	4,279,189	4,268,670	4,404,142	4,328,482
Signs and Billboards	330,458	302,646	313,050	326,391
Site Review and Inspection	2,731,433	2,737,610	2,826,336	2,922,864
<b>Total</b>	<b>11,572,531</b>	<b>14,167,250</b>	<b>14,547,159</b>	<b>14,656,126</b>
Full-time Equivalents Total*	75.84	75.84	75.84	75.84

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

**The following information summarizes the programs in 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.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Building Inspections	4,231,451	4,638,325	4,783,631	4,858,389
Full-time Equivalents Total	30.32	30.32	30.32	30.32

# Department of Planning and Development

## 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.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Construction Inspections Unallocated CBA	0	2,220,000	2,220,000	2,220,000

## Electrical Inspections Program

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 to ensure the electrical installations substantially comply with applicable codes, legal requirements, and approved plans.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Electrical Inspections	4,279,189	4,268,670	4,404,142	4,328,482
Full-time Equivalents Total	26.09	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.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Signs and Billboards	330,458	302,646	313,050	326,391
Full-time Equivalents Total	1.25	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.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Site Review and Inspection	2,731,433	2,737,610	2,826,336	2,922,864
Full-time Equivalents Total	18.18	18.18	18.18	18.18

# Department of Planning and Development

## **Construction Permit Services 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>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Applicant Services Center	8,346,157	8,909,148	9,192,385	0
Construction Permit Services	0	-942,473	-971,869	-1,569,505
Overhead Allocations				
Construction Permit Services	0	3,900,000	3,900,000	3,900,000
Unallocated CBA				
Construction Plans Administration	6,057,682	5,421,297	5,531,019	12,209,516
Operations Division Management	0	942,473	971,869	1,569,505
<b>Total</b>	<b>14,403,839</b>	<b>18,230,445</b>	<b>18,623,404</b>	<b>16,109,516</b>
Full-time Equivalents Total*	133.63	133.63	133.63	101.66

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

**The following information summarizes the programs in Construction Permit Services Budget Control Level:**

### **Applicant Services 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. The 2014 reorganization moves some of the Applicant Services Center Program functions into the Construction Plans Administration and Land Use Services programs, and other functions into the Operations Division Management Program.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Applicant Services Center	8,346,157	8,909,148	9,192,385	0
Full-time Equivalents Total	77.97	77.97	77.97	0.00

### **Construction Permit Services Overhead Allocations 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>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Construction Permit Services Overhead				
Allocations	0	-942,473	-971,869	-1,569,505



# Department of Planning and Development

## 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.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
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.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Construction Plans Administration	6,057,682	5,421,297	5,531,019	12,209,516
Full-time Equivalents Total	35.07	35.07	35.07	74.07

## 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.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Operations Division Management	0	942,473	971,869	1,569,505
Full-time Equivalents Total	20.59	20.59	20.59	27.59

# Department of Planning and Development

## **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.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Community Engagement	0	517,970	534,230	619,525
Department Leadership Overhead Allocations	0	-11,966,701	-12,344,903	-12,666,087
Director's Office	0	687,918	710,060	698,651
Finance and Accounting Services	0	5,636,798	5,888,190	5,932,656
Human Resources	0	308,584	318,522	314,397
Information Technology Services	0	4,815,430	4,893,901	5,100,858
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Full-time Equivalents Total*	50.79	50.79	50.79	50.79

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

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

### **Community Engagement Program**

The purpose of the Community Engagement 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 DPD's services are clearly understood by applicants and the general public; and to respond to public concerns related to the department's responsibilities.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Community Engagement	0	517,970	534,230	619,525
Full-time Equivalents Total	4.12	4.12	4.12	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.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Department Leadership Overhead Allocations	0	-11,966,701	-12,344,903	-12,666,087

# Department of Planning and Development

## 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.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Director's Office	0	687,918	710,060	698,651
Full-time Equivalents Total	5.34	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.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Finance and Accounting Services	0	5,636,798	5,888,190	5,932,656
Full-time Equivalents Total	16.51	16.51	16.51	16.51

## Human Resources Program

The purpose of the Human Resources Program is to ensure 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 for jobs, is responsible and accountable for performance, and reflects and values the diversity of the community.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Human Resources	0	308,584	318,522	314,397
Full-time Equivalents Total	4.14	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.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Information Technology Services	0	4,815,430	4,893,901	5,100,858
Full-time Equivalents Total	20.68	20.68	20.68	20.68

# Department of Planning and Development

## 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. These services are intended to allow development proposals to be reviewed in a fair, reasonable, efficient, and predictable manner, and substantially comply with applicable codes, legal requirements, policies, and community design standards. Additionally, this budget control level includes the allocation of a proportionate share of departmental administration and other overhead costs. This program includes the Public Resource Center as part of a 2014 department reorganization. The 2014 department reorganization moves the Public Resource Center Program into this BCL.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Land Use Services	4,380,492	4,212,357	4,351,923	10,702,988
Land Use Services Unallocated CBA	0	500,000	500,000	500,000
Public Resource Center	1,256,481	1,266,016	1,305,287	1,402,740
<b>Total</b>	<b>5,636,973</b>	<b>5,978,373</b>	<b>6,157,211</b>	<b>12,605,729</b>
Full-time Equivalents Total*	49.91	49.91	49.91	81.88

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

**The following information summarizes the programs in 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.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Land Use Services	4,380,492	4,212,357	4,351,923	10,702,988
Full-time Equivalents Total	34.63	34.63	34.63	66.60

### **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.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Land Use Services Unallocated CBA	0	500,000	500,000	500,000

# Department of Planning and Development

## 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; manage the public disclosure of documents; and to preserve, maintain, and provide access to records for department staff and the public. The 2014 department reorganization moves the Public Resource Center Program from the Construction Permit Services BCL.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Public Resource Center	1,256,481	1,266,016	1,305,287	1,402,740
Full-time Equivalents Total	15.28	15.28	15.28	15.28

## 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 related to the Plan. Additionally, the Planning Budget Control Level includes the allocation of a proportionate share of departmental administration and other overhead costs.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Design Commission	322,579	499,318	516,159	575,169
Planning Commission	538,631	544,606	562,140	541,799
Planning Services	5,321,659	5,307,118	5,337,709	5,713,899
<b>Total</b>	<b>6,182,870</b>	<b>6,351,042</b>	<b>6,416,008</b>	<b>6,830,867</b>
Full-time Equivalents Total*	25.38	29.88	29.88	31.38

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**The following information summarizes the programs in 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.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Design Commission	322,579	499,318	516,159	575,169
Full-time Equivalents Total	1.87	3.37	3.37	3.37

### 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.

# Department of Planning and Development

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Planning Commission	538,631	544,606	562,140	541,799
Full-time Equivalents Total	2.62	2.62	2.62	2.62

## 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.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Planning Services	5,321,659	5,307,118	5,337,709	5,713,899
Full-time Equivalents Total	20.89	23.89	23.89	25.39

## 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.

	2012	2013	2014	2014
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Process Improvements and Technology	829,611	2,560,662	2,095,010	4,016,281
<b>Total</b>	<b>829,611</b>	<b>2,560,662</b>	<b>2,095,010</b>	<b>4,016,281</b>
Full-time Equivalents Total*	5.42	5.42	5.42	5.42

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

# Department of Planning and Development

## Planning and Development Fund Table

### Planning and Development Fund (15700)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>3,631,797</b>	<b>12,894,767</b>	<b>11,297,603</b>	<b>16,953,687</b>	<b>14,370,226</b>
Accounting and Technical Adjustments	2,294,811	0	0	0	0
Plus: Actual and Estimated Revenues	52,415,762	60,078,172	59,091,875	60,677,593	67,053,767
Less: Actual and Budgeted Expenditures	47,044,767	56,019,252	56,019,252	56,847,301	64,019,200
<b>Ending Fund Balance</b>	<b>11,297,603</b>	<b>16,953,687</b>	<b>14,370,226</b>	<b>20,783,979</b>	<b>17,404,793</b>
Core Staffing	763,776	1,764,117	5,446,225	3,771,173	9,682,585
Process Improvements and Technology	1,551,712	563,777	523,764	562,333	208,968
<b>Total Reserves</b>	<b>2,315,488</b>	<b>2,327,894</b>	<b>5,969,989</b>	<b>4,333,506</b>	<b>9,891,553</b>
<b>Ending Unreserved Fund Balance</b>	<b>8,982,115</b>	<b>14,625,793</b>	<b>8,400,237</b>	<b>16,450,473</b>	<b>7,513,240</b>





# Criminal Justice Contracted Services

Catherine Cornwall, Budget Lead

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## Department Overview

Criminal Justice Contracted Services (CJCS) provides funding for both public defense and jail services for individuals arrested, prosecuted, and/or convicted of misdemeanor crimes in Seattle. The City Budget Office manages the contracts for these services.

The City contracts with several jurisdictions, including King County, to provide jail services. The City had contracted with three non-profit legal agencies to provide public defense services. As of July 2013, the employees of these non-profit agencies became King County employees, and the three non-profit agencies assigned their contracts to King County which will provide public defense services to defendants charged with misdemeanor crimes in Seattle Municipal Court.

By the end of 2013, the City projects approximately 7,150 bookings in the King County Jail for people who are charged with misdemeanor offenses or failed to appear for court hearings. This is down 2% from 2012. In 2013, the City projects an average of 266 people in jail on Seattle misdemeanor charges on any given day: 198 people in the King County Jail and 68 people in the Snohomish County Jail. This is an increase of 6% over 2012. This increase is due to growth in how long people are spending in jail. In 2013, people are spending an average of 13.5 days in jail - an increase of one day over 2012.

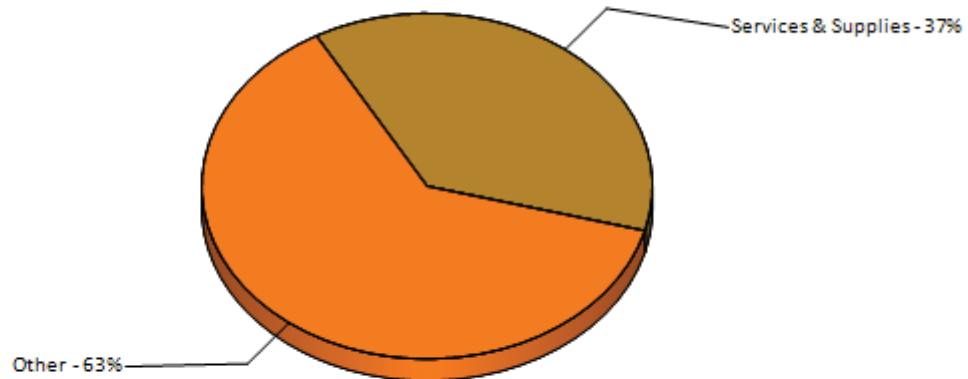
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$19,015,247	\$22,492,197	\$23,235,608	\$23,235,608
<b>Total Operations</b>	<b>\$19,015,247</b>	<b>\$22,492,197</b>	<b>\$23,235,608</b>	<b>\$23,235,608</b>
 <b>Total Appropriations</b>	 <b>\$19,015,247</b>	 <b>\$22,492,197</b>	 <b>\$23,235,608</b>	 <b>\$23,235,608</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

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

# Criminal Justice Contracted Services

## 2014 Proposed Budget - Expenditure by Category



### Budget Overview

The 2014 Proposed Budget for Criminal Justice Contracted Services has no changes from the 2014 Endorsed Budget. Spending is driven by the number of people arrested and booked into jail and by the number of cases filed by the City Attorney. Jail bookings, jail days and case filings are expected to remain at the same levels assumed in the 2014 Endorsed Budget.

### Incremental Budget Changes

#### Criminal Justice Contracted Services

	2014 Budget	FTE
Total 2014 Endorsed Budget	\$ 23,235,608	0.00
2014 Proposed Budget	\$ 23,235,608	0.00

# Criminal Justice Contracted Services

## Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Indigent Defense Services Budget Control Level	VJ500	5,495,386	6,383,246	6,533,471	6,533,471
Jail Services Budget Control Level	VJ100	13,519,861	16,108,951	16,702,137	16,702,137
<b>Department Total</b>		<b>19,015,247</b>	<b>22,492,197</b>	<b>23,235,608</b>	<b>23,235,608</b>

**Department Full-time Equivalents Total\***                      **0.00**                      **0.00**                      **0.00**                      **0.00**

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

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

### Indigent Defense Services Budget Control Level

The purpose of the Indigent Defense Services Budget Control Level is to secure legal defense services, as required by State law, for indigent people facing criminal charges in Seattle Municipal Court.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Indigent Defense Services	5,495,386	6,383,246	6,533,471	6,533,471
<b>Total</b>	<b>5,495,386</b>	<b>6,383,246</b>	<b>6,533,471</b>	<b>6,533,471</b>

### Jail Services Budget Control Level

The purpose of the Jail Services Budget Control Level is to provide for the booking, housing, transporting, and guarding of City inmates. The jail population, for which the City pays, are adults charged with or convicted of misdemeanor crimes alleged to have been committed within the Seattle city limits.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Jail Services	13,519,861	16,108,951	16,702,137	16,702,137
<b>Total</b>	<b>13,519,861</b>	<b>16,108,951</b>	<b>16,702,137</b>	<b>16,702,137</b>



# Seattle Fire Department

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Gregory M. Dean, Chief

(206) 386-1400

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

## Department Overview

The Seattle Fire Department (SFD) provides fire protection and prevention, technical rescue, and emergency medical services for the City of Seattle. It deploys engine companies, ladder companies, aid and medic units, and fireboats to mitigate the loss of life and property resulting from fires, medical emergencies, and other disasters. SFD maintains 33 fire stations that are strategically located within six battalions to provide optimal response times to emergencies. Each battalion serves specific geographic areas in the City: the Downtown/Central Area, North and Northeast Seattle, Northwest Seattle, South and Southeast Seattle, and West Seattle.

Statistics from SFD show a strong record on prevention of fires and property loss from fires. For the past five years, the dollar loss from fires has declined steadily. In 2008, there were 410 fires in Seattle with a dollar loss of \$16.4 million. In 2012, there were 447 fires with a dollar loss of \$11.3 million. This represents a 31% reduction in property loss from fires. Seattle has fewer fires than the national average and other cities with similar population size. Dollar loss and civilian deaths are also below the national, regional, and similar-size community averages. Cities with populations ranging from a half-a-million to a million average 3.7 fires annually per 1,000 residents. Seattle has averaged 0.5 fires annually per 1,000 residents over the last five years.

SFD also provides emergency medical responses, which account for approximately 80% of all fire emergency calls in Seattle. In order to respond to the emergency medical demand, all Seattle Firefighters are trained as emergency medical technicians (EMTs) to provide basic emergency medical care, or basic life support. SFD staffs seven medic units with two firefighter/paramedics trained to provide more advanced medical care, or advanced life support. Additionally, the Department has four Aid Cars staffed by firefighters to provide citywide emergency medical response coverage.

The Department also has hazardous materials, marine, high-angle, and confined-space rescue teams. In addition, SFD officers and firefighters are members of several local and national disaster response teams: FEMA's Urban Search and Rescue Task Force, Metropolitan Medical Response System, and wild land firefighting. SFD's fire prevention efforts include Fire Code enforcement, building inspections, plan reviews of fire and life safety systems, public education and fire safety programs, regulation of hazardous materials storage and processes, and regulation of places of public assembly and public events to ensure life safety.

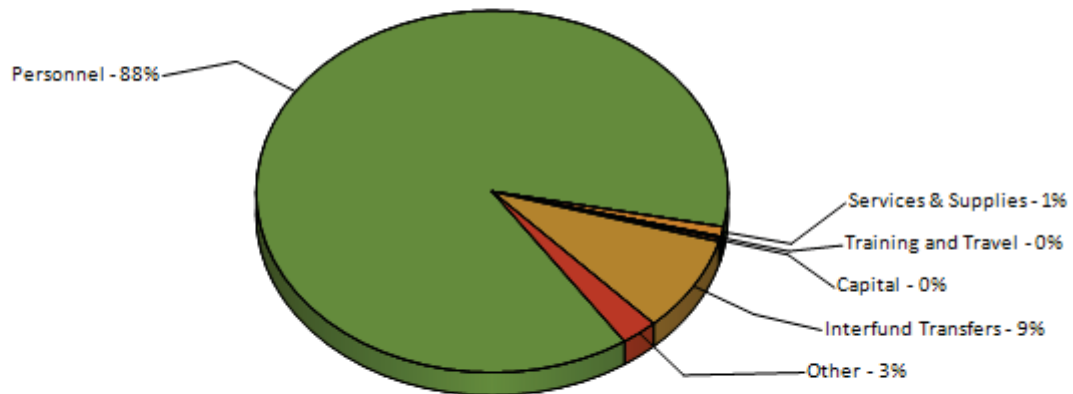
# Seattle Fire Department

## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$170,061,151	\$166,266,890	\$173,462,625	\$174,739,217
<b>Total Operations</b>	<b>\$170,061,151</b>	<b>\$166,266,890</b>	<b>\$173,462,625</b>	<b>\$174,739,217</b>
 <b>Total Appropriations</b>	 <b>\$170,061,151</b>	 <b>\$166,266,890</b>	 <b>\$173,462,625</b>	 <b>\$174,739,217</b>
Full-time Equivalent Total*	1,152.55	1,150.55	1,150.55	1,150.55

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

## 2014 Proposed Budget - Expenditure by Category



# Seattle Fire Department

## Budget Overview

The Seattle Fire Department's (SFD) 2014 Proposed Budget continues to reflect the Mayor's commitment to maintaining public safety. As with previous budgets, the 2014 Proposed Budget preserves funding to maintain Seattle's firefighting capabilities.

Over the past decade the Fire Marshal's Office (FMO), which provides fire prevention services, has developed a fee structure that now generates nearly five million dollars in revenues to minimize its reliance on General Fund support. A 2012 review by the State Auditor recommended that the FMO make investments in systems and internal controls for managing the collections of these fees to better meet best practice standards and protect employees, the City, and taxpayers. The Auditor also recommended that FMO management reduce the number of stand-alone databases, replacing them with a single enterprise-wide system. The 2014 Proposed Budget adds a senior management systems analyst position to support these business needs.

The City's fire code requires that businesses perform functional tests of fire and life safety systems such as sprinklers and fire alarms. In recent years, the Seattle Fire Department required businesses to submit all test records to the FMO with a ten dollar per report fee. This approach differed from the International Fire Code and the Washington State Fire Code, which requires businesses to submit confidence test records to the fire code official only when requested as opposed to routine submittal of all test records. Beginning in 2014, in keeping with Washington State Fire Code and the International Fire Code, SFD will no longer require customers to submit all confidence test records to the Fire Marshal's Office. However, customers will still be required to test systems regularly and call a hotline to notify the Seattle Fire Department of significant system impairments. During annual inspections, Seattle Fire Department engine companies will continue to verify that businesses have performed the confidence tests. Discontinuing the practice of collecting confidence test reports will not impact SFD's fire prevention efforts, and City customers will benefit from the reduced paperwork. This change also eliminates a fire prevention lieutenant position that provided oversight to the Confidence Testing program.\*

In November 2013, voters of King County will have the opportunity to renew the Emergency Medical Services (EMS) levy. If approved by the voters, the new levy will provide Seattle with \$42.3 million in revenues in 2014 to support basic and advanced life support (BLS and ALS) services, an increase of \$7.7 million as compared to 2013. The levy would support 48% of the City's \$88.5 million budget for EMS services in 2014. By contrast, the EMS levy that voters approved for collections beginning in 2008 supported a slightly greater percentage share (49%) of Seattle's \$73.2 million in 2008 EMS expenditures. General Fund resources cover approximately 52% of the total EMS budget in 2014. Despite an increased reliance on the General Fund in 2014, in recognition of growing demands for BLS and ALS services throughout the City, particularly in the downtown and Northgate neighborhoods, the 2014 Proposed Budget establishes a one-million dollar reserve in Finance General for the City to potentially use if it decides to add additional aid cars. The City will evaluate whether to add aid cars and how to deploy them in early 2014 based on an analysis of workload drivers.

Finally, the City negotiated a new, three-year labor contract, effective through December 31, 2014, with the Local 2898 Fire Chiefs union. The agreement includes cost of living increases of 1.8% in 2012, 1.4% in 2013, and in 2014, members' base wages shall increase by the Consumer Price Index (CPI), provided that the increase shall not be less than 2% or greater than 7%. The new contract also allows Local 2898 members to cash out sick leave at a higher rate than previously allowed, which incentivizes less use of sick leave hours and therefore less use of overtime hours, resulting in a savings to the City. This new contract comes on the heels of a similarly negotiated contract with the Firefighter's union, Local 27.

*\*This change is subject to collective bargaining.*

# Seattle Fire Department

## Incremental Budget Changes

### Seattle Fire Department

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 173,462,625</b>	<b>1,150.55</b>
<b>Baseline Changes</b>		
Correction of Health Care Rates	\$ 205,416	0.00
<b>Proposed Changes</b>		
Internal Controls and Systems in the Fire Marshal's Office	\$ 121,695	1.00
Confidence Test Reporting Requirement	-\$ 148,329	-1.00
<b>Proposed Technical Changes</b>		
Fire Chiefs Contract Cost of Living Adjustment	\$ 395,411	0.00
Decrease Warehouse Rent Expense	-\$ 54,522	0.00
Eliminate Funding for Postini Spam Software	-\$ 8,200	0.00
Citywide Adjustments for Standard Cost Changes	\$ 765,121	0.00
<b>Total Incremental Changes</b>	<b>\$ 1,276,592</b>	<b>0.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 174,739,217</b>	<b>1,150.55</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Correction of Health Care Rates - \$205,416**

This adjustment corrects an error in the health care rates to align SFD's budget with projected health care costs for 2014.

### Proposed Changes

#### **Internal Controls and Systems in the Fire Marshal's Office - \$121,695/1.00 FTE**

This change adds a 1.0 FTE senior management systems analyst position to the Fire Marshal's Office (FMO). The position will implement internal controls and system modifications related to fee revenues and services, recommended by the State Auditor. The position will also support priority Citywide information technology initiatives like the Hansen Replacement Project.



# Seattle Fire Department

## **Confidence Test Reporting Requirement - (\$148,329)/(1.00) FTE**

This change discontinues the requirement for customers to submit copies of confidence tests to the Seattle Fire Department, in keeping with best practices associated with the Washington State Fire Code and the International Fire Code. Confidence tests are regular tests of fire and life safety systems such as sprinklers and fire alarms. The change also eliminates a lieutenant position (subject to collective bargaining) that provided oversight to the Confidence Test program, and re-assigns an administrative position to support the growing body of work associated with other FMO programs. The ongoing savings from this change offsets the revenue reduction associated with the confidence test reporting fees.

## **Proposed Technical Changes**

### **Fire Chiefs Contract Cost of Living Adjustment - \$395,411**

This adjustment increases the Fire Department's salary budget to provide for a 2% Cost of Living Adjustment for the fire chiefs' union in 2014 pursuant to a new labor contract.

### **Decrease Warehouse Rent Expense - (\$54,522)**

This proposal reduces the rent budget to reflect renegotiated warehouse rent costs for 2014.

### **Eliminate Funding for Postini Spam Software - (\$8,200)**

The City has adopted Microsoft Office 365 as its new software platform, and as a result City departments no longer need to purchase separate anti-spam software.

### **Citywide Adjustments for Standard Cost Changes - \$765,121**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

## **Expenditure Overview**

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Administration Budget Control</b>					
Communications		6,177,189	0	0	0
Finance		989,155	1,278,902	1,326,252	1,327,832
Human Resources		1,001,876	1,102,822	1,139,787	1,137,214
Information Systems		4,246,280	4,189,301	4,317,090	4,305,557
Office of the Chief		948,176	798,208	823,852	814,011
Support Services		1,547,687	0	0	0
<b>Total</b>	<b>F1000</b>	<b>14,910,365</b>	<b>7,369,233</b>	<b>7,606,980</b>	<b>7,584,613</b>

# Seattle Fire Department

## Fire Prevention Budget Control

Code Compliance		433,568	472,584	487,074	494,677
Fire Investigation		1,167,057	1,153,511	1,190,280	1,204,719
Office of the Fire Marshal		803,923	823,237	849,180	962,745
Public Education		325,520	343,541	356,290	350,066
Regulating Construction		1,925,382	2,287,907	2,368,927	2,238,515
Special Events		479,126	545,792	560,582	506,441
Special Hazards		1,448,272	1,547,588	1,606,799	1,672,224
<b>Total</b>	<b>F5000</b>	<b>6,582,849</b>	<b>7,174,159</b>	<b>7,419,132</b>	<b>7,429,387</b>
<b>Grants &amp; Reimbursables</b>	<b>F6000</b>	<b>8,096,780</b>	<b>389,200</b>	<b>411,686</b>	<b>439,815</b>

## Budget Control Level

## Operations Budget Control

Battalion 2		23,932,474	24,261,187	25,171,124	25,641,034
Battalion 3 - Medic One		13,643,232	12,853,943	13,204,905	14,164,379
Battalion 4		21,364,208	24,784,200	26,906,617	25,507,629
Battalion 5		22,234,345	23,243,736	24,197,848	24,182,419
Battalion 6		19,461,758	21,223,770	22,102,313	22,187,904
Battalion 7		18,851,155	18,850,142	19,603,527	19,948,112
Office of the Operations Chief		18,200,155	15,216,010	15,607,637	15,863,111
<b>Total</b>	<b>F3000</b>	<b>137,687,329</b>	<b>140,432,988</b>	<b>146,793,971</b>	<b>147,494,588</b>

## Resource Management Budget Control

Communications - Resource Mgmt		0	6,385,112	6,584,837	7,005,038
Human Resources		0	0	0	0
Safety and Risk Management		1,010,847	1,125,760	1,143,072	1,203,628
Support Services - Resource Mgmt		0	1,673,238	1,723,917	1,735,197
Training and Officer Development		1,772,982	1,717,199	1,779,030	1,846,951
<b>Total</b>	<b>F2000</b>	<b>2,783,829</b>	<b>10,901,310</b>	<b>11,230,856</b>	<b>11,790,814</b>

<b>Department Total</b>		<b>170,061,151</b>	<b>166,266,890</b>	<b>173,462,625</b>	<b>174,739,217</b>
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<b>Department Full-time Equivalents Total*</b>		<b>1,152.55</b>	<b>1,150.55</b>	<b>1,150.55</b>	<b>1,150.55</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

# Seattle Fire Department

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

### Administration Budget Control Level

The purpose of the Administration Budget Control Level is to provide management information and to allocate and manage available resources needed to achieve the Department's mission.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Communications	6,177,189	0	0	0
Finance	989,155	1,278,902	1,326,252	1,327,832
Human Resources	1,001,876	1,102,822	1,139,787	1,137,214
Information Systems	4,246,280	4,189,301	4,317,090	4,305,557
Office of the Chief	948,176	798,208	823,852	814,011
Support Services	1,547,687	0	0	0
<b>Total</b>	<b>14,910,365</b>	<b>7,369,233</b>	<b>7,606,980</b>	<b>7,584,613</b>
Full-time Equivalents Total*	86.30	43.50	43.50	43.50

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

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

#### **Communications Program**

The purpose of the Communications Program is to manage emergency calls to assure proper dispatch and subsequent safety monitoring of deployed units.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Communications	6,177,189	0	0	0
Full-time Equivalents Total	32.80	0.00	0.00	0.00

#### **Finance Program**

The purpose of the Finance Program is to provide strategic financial planning and management to effectively utilize budgeted funds.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Finance	989,155	1,278,902	1,326,252	1,327,832
Full-time Equivalents Total	9.50	12.50	12.50	12.50

#### **Human Resources Program**

The purpose of the Human Resources Program is to provide management, advice, and direction in all areas of human resources and labor relations for uniformed and civilian employees. Major areas include: all hiring processes; worker's compensation and all disability and leave programs; EEO including internal investigations, litigation support, Race and Social Justice Initiative support; personnel performance management; all department labor relations functions; and public disclosure.

# Seattle Fire Department

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Human Resources	1,001,876	1,102,822	1,139,787	1,137,214
Full-time Equivalents Total	8.00	8.00	8.00	8.00

## Information Systems Program

The purpose of the Information Systems Program is to provide data and technology to support the Department.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Information Systems	4,246,280	4,189,301	4,317,090	4,305,557
Full-time Equivalents Total	18.00	18.00	18.00	18.00

## Office of the Chief Program

The purpose of the Office of the Chief Program is to provide strategy, policy, priorities, and leadership to department personnel and advise the Executive on matters of department capabilities in order to ensure delivery of service to Seattle residents.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Office of the Chief	948,176	798,208	823,852	814,011
Full-time Equivalents Total	6.00	5.00	5.00	5.00

## Support Services Program

The purpose of the Support Services Program is to provide the complete range of logistical support necessary to ensure all operational services have the supplies, capital equipment, fleet, and facilities needed to accomplish their objectives.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Support Services	1,547,687	0	0	0
Full-time Equivalents Total	12.00	0.00	0.00	0.00

# Seattle Fire Department

## **Fire Prevention Budget Control Level**

The purpose of the Fire Prevention Budget Control Level is to provide Fire Code enforcement to help prevent injury and loss from fire and other hazards.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Code Compliance	433,568	472,584	487,074	494,677
Fire Investigation	1,167,057	1,153,511	1,190,280	1,204,719
Office of the Fire Marshal	803,923	823,237	849,180	962,745
Public Education	325,520	343,541	356,290	350,066
Regulating Construction	1,925,382	2,287,907	2,368,927	2,238,515
Special Events	479,126	545,792	560,582	506,441
Special Hazards	1,448,272	1,547,588	1,606,799	1,672,224
<b>Total</b>	<b>6,582,849</b>	<b>7,174,159</b>	<b>7,419,132</b>	<b>7,429,387</b>
Full-time Equivalents Total*	54.50	55.50	55.50	55.50

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

***The following information summarizes the programs in Fire Prevention Budget Control Level:***

### **Code Compliance Program**

The purpose of the Code Compliance Program is to provide Fire Code information to the public and resolve code violations that have been identified to reduce fire and hazardous material dangers.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Code Compliance	433,568	472,584	487,074	494,677
Full-time Equivalents Total	4.00	4.00	4.00	4.00

### **Fire Investigation Program**

The purpose of the Fire Investigation Program is to determine the origin and cause of fires in order to pursue arson prosecution and identify needed changes to the Fire Code to enhance prevention practices.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Fire Investigation	1,167,057	1,153,511	1,190,280	1,204,719
Full-time Equivalents Total	9.00	9.00	9.00	9.00

### **Office of the Fire Marshal Program**

The purpose of the Office of the Fire Marshal Program is to develop Fire Code enforcement policy, propose code revisions, manage coordination of all prevention programs with other lines of business, and archive inspection and other records to minimize fire and other code-related dangers.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Office of the Fire Marshal	803,923	823,237	849,180	962,745

# Seattle Fire Department

Full-time Equivalents Total	5.50	5.50	5.50	6.50
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## Public Education Program

The purpose of the Public Education Program is to serve as a fire and injury prevention resource for those who live and work in Seattle to reduce loss of lives and properties from fires.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
<b>Expenditures/FTE</b>				
Public Education	325,520	343,541	356,290	350,066
Full-time Equivalents Total	3.00	3.00	3.00	3.00

## Regulating Construction Program

The purpose of the Regulating Construction Program is to provide timely review of building and fire protection system plans and conduct construction site inspections to ensure compliance with Fire Code, safety standards, and approved plans to minimize risk to occupants.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
<b>Expenditures/FTE</b>				
Regulating Construction	1,925,382	2,287,907	2,368,927	2,238,515
Full-time Equivalents Total	15.50	17.50	17.50	16.50

## Special Events Program

The purpose of the Special Events Program is to ensure that plans for large public assemblies comply with Fire Codes to provide a safer environment and reduce potential risks to those attending the event.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
<b>Expenditures/FTE</b>				
Special Events	479,126	545,792	560,582	506,441
Full-time Equivalents Total	3.00	3.00	3.00	3.00

## Special Hazards Program

The purpose of the Special Hazards Program is to enforce Fire Code requirements for the safe storage, handling, transport, and use of flammable or combustible liquids and other hazardous materials to reduce the dangers that such materials pose to the public.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
<b>Expenditures/FTE</b>				
Special Hazards	1,448,272	1,547,588	1,606,799	1,672,224
Full-time Equivalents Total	14.50	13.50	13.50	13.50

# Seattle Fire Department

## Grants & Reimbursables Budget Control Level

The purpose of the Grants & Reimbursable Budget Control Level (BCL) is to improve financial management of grant and reimbursable funds. In the annual budget process, costs for staff and equipment are fully reflected in the BCLs in which they reside; for example, in the Operations BCL. When reimbursable expenditures are made, the expenses are moved into this BCL to separate reimbursable and non-reimbursable costs.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Grants & Reimbursables	8,096,780	389,200	411,686	439,815
<b>Total</b>	<b>8,096,780</b>	<b>389,200</b>	<b>411,686</b>	<b>439,815</b>
Full-time Equivalents Total*	3.50	2.50	2.50	2.50

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

## Operations Budget Control Level

The purpose of the Operations Budget Control Level is to provide emergency and disaster response capabilities for fire suppression, emergency medical needs, hazardous materials, weapons of mass destruction, and search and rescue.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Battalion 2	23,932,474	24,261,187	25,171,124	25,641,034
Battalion 3 - Medic One	13,643,232	12,853,943	13,204,905	14,164,379
Battalion 4	21,364,208	24,784,200	26,906,617	25,507,629
Battalion 5	22,234,345	23,243,736	24,197,848	24,182,419
Battalion 6	19,461,758	21,223,770	22,102,313	22,187,904
Battalion 7	18,851,155	18,850,142	19,603,527	19,948,112
Office of the Operations Chief	18,200,155	15,216,010	15,607,637	15,863,111
<b>Total</b>	<b>137,687,329</b>	<b>140,432,988</b>	<b>146,793,971</b>	<b>147,494,588</b>
Full-time Equivalents Total*	990.25	991.25	991.25	991.25

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

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

### **Battalion 2 Program**

The purpose of each Operations Battalion Program is to provide response services for fire suppression, basic life support, emergency medical care, fire prevention inspections, rescue, hazardous material, and weapons of mass destruction incidents for Seattle residents. Battalion 2 primarily covers central Seattle.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Battalion 2	23,932,474	24,261,187	25,171,124	25,641,034
Full-time Equivalents Total	195.45	195.45	195.45	195.45

# Seattle Fire Department

## Battalion 3 - Medic One Program

The purpose of the Battalion 3 - Medic One Program is to provide advanced life support medical services for the safety of Seattle residents.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Battalion 3 - Medic One	13,643,232	12,853,943	13,204,905	14,164,379
Full-time Equivalents Total	83.00	83.00	83.00	83.00

## Battalion 4 Program

The purpose of each Operations Battalion Program is to provide response services for fire suppression, basic life support, emergency medical care, fire prevention inspections, rescue, hazardous material, and weapons of mass destruction incidents for Seattle residents. Battalion 4 primarily covers northwest Seattle.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Battalion 4	21,364,208	24,784,200	26,906,617	25,507,629
Full-time Equivalents Total	199.45	199.45	199.45	199.45

## Battalion 5 Program

The purpose of each Operations Battalion Program is to provide response services for fire suppression, basic life support, emergency medical care, fire prevention inspections, rescue, hazardous material, and weapons of mass destruction incidents for Seattle residents. Battalion 5 primarily covers southeast Seattle.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Battalion 5	22,234,345	23,243,736	24,197,848	24,182,419
Full-time Equivalents Total	185.45	185.45	185.45	185.45

## Battalion 6 Program

The purpose of each Operations Battalion Program is to provide response services for fire suppression, basic life support, emergency medical care, fire prevention inspections, rescue, hazardous material, and weapons of mass destruction incidents for Seattle residents. Battalion 6 primarily covers northeast Seattle.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Battalion 6	19,461,758	21,223,770	22,102,313	22,187,904
Full-time Equivalents Total	169.45	169.45	169.45	169.45

## Battalion 7 Program

The purpose of each Operations Battalion Program is to provide response services for fire suppression, basic life support, emergency medical care, fire prevention inspections, rescue, hazardous material, and weapons of mass destruction incidents for Seattle residents. Battalion 7 primarily covers southwest Seattle.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Battalion 7	18,851,155	18,850,142	19,603,527	19,948,112
Full-time Equivalents Total	148.45	148.45	148.45	148.45



# Seattle Fire Department

## Office of the Operations Chief Program

The purpose of the Office of the Operations Chief Program is to provide planning, leadership, and tactical support to maximize emergency fire, disaster, and rescue operations.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Office of the Operations Chief	18,200,155	15,216,010	15,607,637	15,863,111
Full-time Equivalents Total	9.00	10.00	10.00	10.00

## **Resource Management Budget Control Level**

The purpose of the Resource Management Budget Control Level (formerly known as Risk Management) is to recruit and train uniformed staff, reduce injuries by identifying and changing practices that place firefighters at greater risk, provide services to enhance firefighter health and wellness, and provide communication services and logistical support.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Communications - Resource Mgmt	0	6,385,112	6,584,837	7,005,038
Human Resources	0	0	0	0
Safety and Risk Management	1,010,847	1,125,760	1,143,072	1,203,628
Support Services - Resource Mgmt	0	1,673,238	1,723,917	1,735,197
Training and Officer Development	1,772,982	1,717,199	1,779,030	1,846,951
<b>Total</b>	<b>2,783,829</b>	<b>10,901,310</b>	<b>11,230,856</b>	<b>11,790,814</b>
Full-time Equivalents Total*	18.00	57.80	57.80	57.80

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

**The following information summarizes the programs in Resource Management Budget Control Level:**

### **Communications - Resource Mgmt Program**

The purpose of the Communications Program is to manage emergency calls to assure proper dispatch and subsequent safety monitoring of deployed units.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Communications - Resource Mgmt	0	6,385,112	6,584,837	7,005,038
Full-time Equivalents Total	0.00	31.80	31.80	31.80

### **Human Resources Program**

The purpose of the Human Resources Program is to provide management, advice, and direction in all areas of human resources and labor relations for uniformed and civilian employees. Major areas include: all hiring processes; worker's compensation and all disability and leave programs; EEO including internal investigations,

# Seattle Fire Department

litigation support, Race and Social Justice Initiative support; personnel performance management; all department labor relations functions; and public disclosure.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Human Resources	0	0	0	0

## Safety and Risk Management Program

The purpose of the Safety and Risk Management Program is to reduce injuries and health problems by identifying practices that place firefighters at risk during an emergency incident and providing services to enhance firefighter health and wellness.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Safety and Risk Management	1,010,847	1,125,760	1,143,072	1,203,628
Full-time Equivalents Total	6.00	6.00	6.00	6.00

## Support Services - Resource Mgmt Program

The purpose of the Support Services Program is to provide the complete range of logistical support necessary to ensure all operational services have the supplies, capital equipment, fleet, and facilities needed to accomplish their objectives.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Support Services - Resource Mgmt	0	1,673,238	1,723,917	1,735,197
Full-time Equivalents Total	0.00	8.00	8.00	8.00

## Training and Officer Development Program

The purpose of the Training and Officer Development Program is to provide centralized educational and development services for all uniformed members of the department to ensure they have the critical and command skills demanded by their jobs.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Training and Officer Development	1,772,982	1,717,199	1,779,030	1,846,951
Full-time Equivalents Total	12.00	12.00	12.00	12.00

# Fire Facilities Levy Fund

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Fred Podesta, Director

(206) 684-0415

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

## Department Overview

The 2003 Fire Facilities Levy Fund was created through Ordinance 121230, following voter approval of the Fire Facilities and Emergency Response Levy in November 2003. The Fund receives revenue from property taxes (approximately \$167.2 million over the nine-year life of the Levy), grants, certain interfund payments, and other sources. Levy Fund resources are supplemented with other funding sources, such as the City's Cumulative Reserve Subfund and bond proceeds, which are not included in this section, but are detailed in the Department of Finance and Administrative Services Capital Improvement Program (CIP).

## Budget Overview

Projects funded from the Fire Facilities Levy Fund are detailed in the Department of Finance and Administrative Services (FAS) CIP.

The following tables describe anticipated revenues and appropriations to the Fire Facilities Levy Fund through 2014. In the past, the City made appropriations for individual projects up front and resulting expenditures would span several years after the budget authority was approved. Starting in 2012, the CIP budget appropriations for projects equal the anticipated expenditures for that year. This enables the City to strategically structure its approach to financing, thereby reducing transaction costs, minimizing interest paid, and increasing flexibility with existing resources.

# Fire Facilities Levy Fund

## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
473010	Federal Grant Contribution/Grant-Direct	4,615,771	0	0	0
	<b>Total Federal Grants</b>	<b>4,615,771</b>	<b>0</b>	<b>0</b>	<b>0</b>
461110	Interest Earnings	254,895	0	0	0
461320	UNREALD GNS/LOSSES-INV GASB31	39,975	0	0	0
462300	Parking Fees	0	0	0	0
485110	Property Sales (Anticipated)	1,245,129	769,921	0	0
485190	Property Sales (Anticipated)	107,000	0	0	0
	<b>Total Misc Revenue</b>	<b>1,646,999</b>	<b>769,921</b>	<b>0</b>	<b>0</b>
411100	Taxes, Levies, Bonds	7,538,546	0	0	0
	<b>Total Property Tax Revenue</b>	<b>7,538,546</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Total Revenues</b>	<b>13,801,316</b>	<b>769,921</b>	<b>0</b>	<b>0</b>
371900	Use of (Contribution To) Fund Balance	6,233,106	11,843,700	7,417,175	9,934,000
	<b>Total Use of Fund Balance</b>	<b>6,233,106</b>	<b>11,843,700</b>	<b>7,417,175</b>	<b>9,934,000</b>
	<b>Total Resources</b>	<b>20,034,422</b>	<b>12,613,621</b>	<b>7,417,175</b>	<b>9,934,000</b>

# Fire Facilities Levy Fund

## Fire Facilities Levy Subfund Fund Table

### Fire Facilities Levy Subfund (34440)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>33,041,772</b>	<b>23,613,552</b>	<b>26,808,666</b>	<b>11,769,950</b>	<b>16,048,288</b>
Accounting and Technical Adjustments	-	-	-	-	-
Plus: Actual and Estimated Revenue	13,801,316	769,921	1,470,285	-	-
Less: Capital Improvements - 2014 Appropriation					1,780,000
Less: Capital Improvements - Pre- 2014 Appropriations	20,034,423	12,613,620	12,230,663	7,417,174	8,153,504
<b>Ending Fund Balance</b>	<b>26,808,666</b>	<b>11,769,852</b>	<b>16,048,288</b>	<b>4,352,776</b>	<b>6,114,784</b>
Continuing Appropriations	28,623,611	11,769,852	16,048,288	4,352,776	6,114,784
<b>Total Reserves</b>	<b>28,623,611</b>	<b>11,769,852</b>	<b>16,048,288</b>	<b>4,352,776</b>	<b>6,114,784</b>
<b>Ending Unreserved Fund Balance</b>	<b>(1,814,945)</b>	<b>-</b>	<b>(0)</b>	<b>-</b>	<b>-</b>



# Firefighters' Pension

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Steve Brown, Executive Secretary

(206) 625-4355

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

## Department Overview

The Firefighters' Pension Fund (FPEN) provides pension and medical benefit services to eligible active and retired firefighters and their beneficiaries. While the City pays into benefit funds for all Seattle firefighters, FPEN covers only firefighters who were hired before October 1, 1977 and therefore is a closed plan. Retiree benefits for firefighters hired more recently are primarily covered through a separate state-managed plan.

The management of firefighter benefits funds transitioned in the 1970s from local to state control. Prior to that time, the City paid into FPEN to provide for firefighter retiree benefits. In March 1970, the state created the Law Enforcement Officers and Fire Fighters Retirement System Plan I (LEOFF I). Seattle firefighters hired between March 1970 and October 1977 enrolled in LEOFF I, but also received additional benefit coverage through FPEN. As a result, this group of firefighters receives retiree benefits primarily from state's LEOFF I plan, but also any earned increment from the City's FPEN that exceeds LEOFF I coverage. Both FPEN and LEOFF I closed to new enrollees in October 1977. Firefighters hired after that date enroll in the state's LEOFF II plan and do not receive benefits from FPEN.

The Seattle Firefighters' Pension Board is a five-member quasi-judicial body chaired by the Mayor or his/her designee, which formulates policy, rules on disability applications, and provides oversight of the Firefighters' Pension Fund. Four staff employees of the Board handle all of its operational functions. Staff positions associated with Firefighters' Pension Fund are not reflected in the City's position list.

The projections of annual pension and medical benefits, which comprise about 97% of the total annual FPEN budget, are based on the forecasts of an independent actuary. The Firefighters' Pension Fund has two statutory funding sources. The first is a component of the City's property tax levy. These revenues are placed in the City's General Fund, which funds the Fire Pension Fund's annual budget. The second statutory funding source is the State Fire Insurance Premium Tax. These statutory funding sources are in addition to other smaller funding sources that support the Firefighters' Pension Fund obligations.

The Firefighters' Pension Fund includes two funds: the Fire Pension Fund, which pays current pension, medical, and death benefits; and the Actuarial Account, which was established by Ordinance 117216 in 1994 to pay future pension liabilities of the Fund.

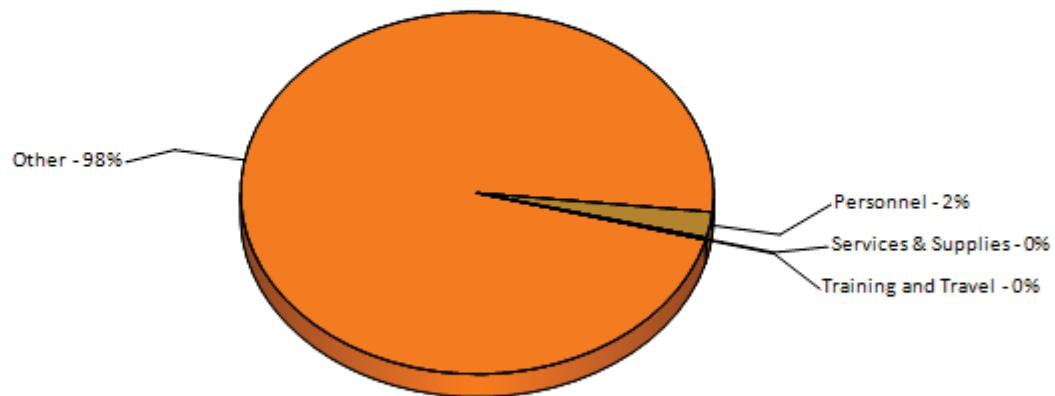
# Firefighters' Pension

## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$18,454,377	\$18,272,658	\$18,060,246	\$18,047,539
Other Funding - Operating	\$0	\$1,744,100	\$1,769,022	\$1,272,854
<b>Total Operations</b>	<b>\$18,454,377</b>	<b>\$20,016,758</b>	<b>\$19,829,267</b>	<b>\$19,320,392</b>
<b>Total Appropriations</b>	<b>\$18,454,377</b>	<b>\$20,016,758</b>	<b>\$19,829,267</b>	<b>\$19,320,392</b>
Full-time Equivalent Total*	4.00	4.00	4.00	4.00

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

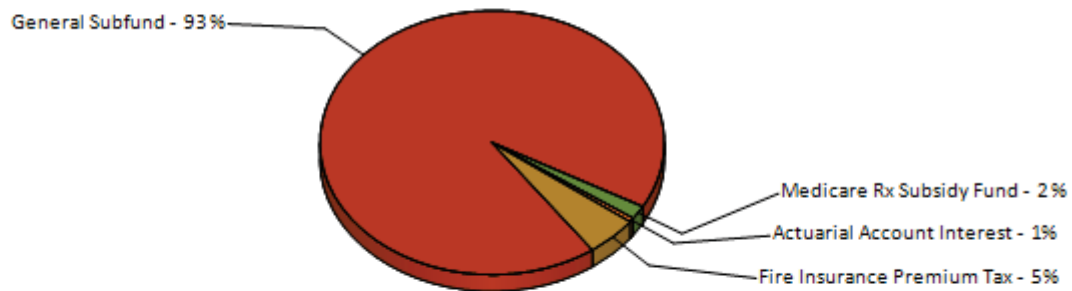
## 2014 Proposed Budget - Expenditure by Category





# Firefighters' Pension

## 2014 Proposed Budget - Revenue by Category



## Budget Overview

The Firefighters' Pension Fund (FPEN) receives almost all of its revenue from the City's General Fund. FPEN expenditures, in turn, are devoted to paying legally mandated pension and medical benefits to eligible active and retired firefighters and, in the case of pension benefits only, their qualified beneficiaries. Pension costs are driven by locally negotiated cost growth factors and offset in part by state LEOFF I entitlement payments which has its own growth rate.

In 2012, FPEN spent less than anticipated, resulting in \$2.0 million additional ending funding balance. In 2013, FPEN will also spend less on pensions than anticipated, resulting in an unanticipated fund balance of \$2.8 million. In addition, the 2013 Adopted Budget included a year-end Rate Stabilization Reserve of \$430,000. The 2014 Proposed Budget combines these balances and increases the Rate Stabilization Reserve to \$3.3 million in 2014. The out-year financial plan assumes this reserve is drawn down over 2015-2016, providing relief at that time to the General Fund in order to help mitigate future projected General Fund deficits.

To help ease pressure on the General Fund, the City has deferred voluntary contributions to the Actuarial Account in FPEN each year since 2009. The 2014 Proposed Budget continues this practice, preferring instead to fund FPEN on a pay as you go basis.

# Firefighters' Pension

## Incremental Budget Changes

### Firefighters' Pension

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 19,829,267</b>	<b>4.00</b>
<b>Proposed Changes</b>		
Pension Obligation Adjustment	-\$ 500,000	0.00
<b>Proposed Technical Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 8,875	0.00
<b>Total Incremental Changes</b>	<b>-\$ 508,875</b>	<b>0.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 19,320,392</b>	<b>4.00</b>

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### **Pension Obligation Adjustment - (\$500,000)**

This adjustment reflects the net impact of the change in City's pension benefit obligation in 2014, as provided by FPEN's 2013 actuarial projection.

### Proposed Technical Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$8,875)**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

# Firefighters' Pension

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Firefighters' Pension Budget Control</b>					
Administration		639,436	601,758	614,267	605,392
Death Benefits		15,500	15,000	15,000	15,000
Medical Benefits		9,470,923	10,699,999	10,699,999	10,699,999
Pensions		8,328,518	8,700,001	8,500,001	8,000,001
<b>Total</b>	<b>R2F01</b>	<b>18,454,377</b>	<b>20,016,758</b>	<b>19,829,267</b>	<b>19,320,392</b>
<b>Department Total</b>		<b>18,454,377</b>	<b>20,016,758</b>	<b>19,829,267</b>	<b>19,320,392</b>

<b>Department Full-time Equivalents Total*</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

## Revenue Overview

### 2014 Estimated Revenues

<b>Summit Code</b>	<b>Source</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
461110	Actuarial Account Interest	93,026	96,434	97,398	97,398
	<b>Total Actuarial Account Interest</b>	<b>93,026</b>	<b>96,434</b>	<b>97,398</b>	<b>97,398</b>
436691	Fire Insurance Premium Tax	841,045	985,104	1,010,027	947,854
	<b>Total Fire Insurance Premium Tax</b>	<b>841,045</b>	<b>985,104</b>	<b>1,010,027</b>	<b>947,854</b>
587001	General Subfund	18,874,972	18,272,660	18,060,246	18,047,538
	<b>Total General Subfund</b>	<b>18,874,972</b>	<b>18,272,660</b>	<b>18,060,246</b>	<b>18,047,538</b>
469990	Medicare Rx Subsidy Fund	711,852	325,000	325,000	325,000
	<b>Total Medicare Rx Subsidy Fund</b>	<b>711,852</b>	<b>325,000</b>	<b>325,000</b>	<b>325,000</b>
<b>Total Revenues</b>		<b>20,520,895</b>	<b>19,679,198</b>	<b>19,492,671</b>	<b>19,417,790</b>
379100	Use of (Contribution to) Fund Balance	-2,066,518	337,561	336,597	-97,398
	<b>Total Use of Fund Balance</b>	<b>-2,066,518</b>	<b>337,561</b>	<b>336,597</b>	<b>-97,398</b>
<b>Total Resources</b>		<b>18,454,377</b>	<b>20,016,759</b>	<b>19,829,268</b>	<b>19,320,392</b>

# Firefighters' Pension

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

### Firefighters' Pension Budget Control Level

The purpose of the Firefighters' Pension Budget Control Level is to provide benefit services to eligible active and retired firefighters and their lawful beneficiaries.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Administration	639,436	601,758	614,267	605,392
Death Benefits	15,500	15,000	15,000	15,000
Medical Benefits	9,470,923	10,699,999	10,699,999	10,699,999
Pensions	8,328,518	8,700,001	8,500,001	8,000,001
<b>Total</b>	<b>18,454,377</b>	<b>20,016,758</b>	<b>19,829,267</b>	<b>19,320,392</b>
Full-time Equivalents Total*	4.00	4.00	4.00	4.00

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

*The following information summarizes the programs in Firefighters' Pension Budget Control Level:*

#### **Administration Program**

The purpose of the Administration Program is to administer the medical and pension benefits programs for active and retired members.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Administration	639,436	601,758	614,267	605,392
Full-time Equivalents Total	4.00	4.00	4.00	4.00

#### **Death Benefits Program**

The purpose of the Death Benefits Program is to disburse benefits and ensure proper documentation of deceased members' death benefits.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Death Benefits	15,500	15,000	15,000	15,000

#### **Medical Benefits Program**

The purpose of the Medical Benefits Program is to provide medical benefits to eligible members as prescribed by state law.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Medical Benefits	9,470,923	10,699,999	10,699,999	10,699,999

# Firefighters' Pension

## Pensions Program

The purpose of the Pensions Program is to administer the various facets of the members' pension benefits, which includes the calculation of benefits, the disbursement of funds, and pension counseling for active and retired members.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Pensions	8,328,518	8,700,001	8,500,001	8,000,001

## Firefighters Pension Fund Table

### Firefighters Pension Fund (60200)

	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2013 Revised</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Beginning Fund Balance</b>	<b>10,876,732</b>	<b>11,011,389</b>	<b>13,007,465</b>	<b>10,673,829</b>	<b>13,496,199</b>
Accounting and Technical Adjustments	64,215	0	0	0	0
Plus: Actual and Estimated Revenues	20,520,895	19,679,198	19,605,492	19,492,671	19,417,790
Less: Actual and Budgeted Expenditures	18,454,377	20,016,758	19,116,758	19,829,267	19,320,392
<b>Ending Fund Balance</b>	<b>13,007,465</b>	<b>10,673,829</b>	<b>13,496,199</b>	<b>10,337,233</b>	<b>13,593,597</b>
Actuarial Account	9,643,400	9,739,834	9,739,834	9,837,232	9,837,232
Contingency Reserve	500,000	500,000	500,000	500,000	500,000
Rate Stabilization Reserve	867,990	433,995	3,256,364	0	3,256,364
<b>Total Reserves</b>	<b>11,011,390</b>	<b>10,673,829</b>	<b>13,496,198</b>	<b>10,337,232</b>	<b>13,593,596</b>
<b>Ending Unreserved Fund Balance</b>	<b>1,996,075</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>



# Law Department

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Peter S. Holmes, City Attorney

Civil Division, (206) 684-8200; Criminal Division, (206) 684-7757

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

## Department Overview

The Law Department serves as counsel to the City's elected officials and agencies, and as the prosecutor in Seattle Municipal Court. Peter S. Holmes, the Seattle City Attorney, is a nonpartisan elected official.

The Department provides legal advice to City officials to help them achieve their goals, represents the City in litigation, and protects the public health, safety, and welfare of the community by prosecuting violations of City criminal and civil ordinances and state law. The four department divisions are Administration, Civil, Criminal, and Precinct Liaisons.

The **Administration Division** provides executive leadership, communications, and operational support for the entire department. It is comprised of executives, human resources, finance, media relations, and information technology staff.

The **Civil Division** provides legal counsel and representation to the City's elected and appointed policymakers in litigation at all levels of county, state, federal courts, and administrative agencies. The Civil Division is organized into the following six specialized areas of practice: Employment, Environmental Protection, Land Use, Government Affairs, Torts, and Utilities & Contracts.

The **Criminal Division** prosecutes in Seattle Municipal Court misdemeanor crimes punishable by up to 364 days in jail, provides legal advice to City clients on criminal justice matters, monitors state criminal justice legislation of interest to the City, and participates in criminal justice policy development and management of the criminal justice system. In addition, the Criminal Division operates a Victims of Crime program which assists crime victims in obtaining restitution. The Criminal Division is comprised of a Case Prep Unit, Domestic Violence Unit, Appellate/Filing Unit, Specialty Courts Unit (Mental Health, Community Court, Veterans' Court, DUI, and Infractions Program), and two trial teams.

The **Precinct Liaison** attorneys work in each of the City's five police precincts, providing legal advice to police and other City departments. In helping to address a variety of neighborhood and community problems, these attorneys coordinate with the Civil and Criminal divisions to ensure a consistent, thorough and effective approach to solving issues of concern to the community.

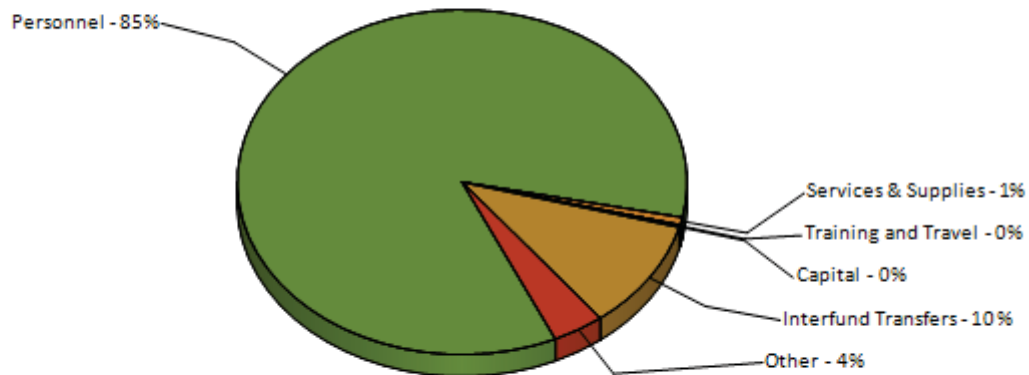
# Law Department

## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$18,735,652	\$20,421,422	\$21,025,559	\$21,179,118
<b>Total Operations</b>	<b>\$18,735,652</b>	<b>\$20,421,422</b>	<b>\$21,025,559</b>	<b>\$21,179,118</b>
 <b>Total Appropriations</b>	 <b>\$18,735,652</b>	 <b>\$20,421,422</b>	 <b>\$21,025,559</b>	 <b>\$21,179,118</b>
Full-time Equivalent Total*	160.60	159.10	159.10	159.10

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

## 2014 Proposed Budget - Expenditure by Category



## Budget Overview

The 2014 Proposed Budget allocates new discretionary resources to the Law Department allowing it to allocate the funds as it sees fit to continue meeting its mission. The budget also includes funding to implement the terms of a new labor agreement with the Seattle Prosecuting Attorneys Association.



# Law Department

## Incremental Budget Changes

### Law Department

	2014 Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 21,025,559</b>	<b>159.10</b>
<b>Proposed Changes</b>		
Support for Law Department Priorities	\$ 200,000	0.00
Funding for Prosecuting Attorney Contract	\$ 71,400	0.00
<b>Proposed Technical Changes</b>		
Eliminate Funding for Postini Spam Software	-\$ 1,778	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 116,063	0.00
<b>Total Incremental Changes</b>	<b>\$ 153,559</b>	<b>0.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 21,179,118</b>	<b>159.10</b>

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### **Support for Law Department Priorities - \$200,000**

The 2014 Proposed Budget allocates new discretionary resources to the Law Department. As a separately elected official, the budget leaves discretion to the Seattle City Attorney to specify how to allocate the funds to best meet the needs of the Law Department.

#### **Funding for Prosecuting Attorney Contract - \$71,400**

This proposal funds the anticipated salary schedule terms of the new Seattle Prosecuting Attorneys Association contract. The final contract agreement is expected in 2013.

### Proposed Technical Changes

#### **Eliminate Funding for Postini Spam Software - (\$1,778)**

The City has adopted Microsoft Office 365 as its new software platform, and as a result City departments no longer need to purchase separate anti-spam software.

# Law Department

## Citywide Adjustments for Standard Cost Changes - (\$116,063)

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

## Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Administration Budget Control Level	J1100	1,744,476	1,953,005	2,012,668	2,198,827
Civil Budget Control Level	J1300	10,378,201	11,394,926	11,733,147	11,652,519
Criminal Budget Control Level	J1500	6,218,864	6,547,298	6,736,333	6,762,419
<b>General Fund Supported BCLs</b>					
Precinct Liaison Attorneys Budget Control Level	J1700	394,112	526,193	543,411	565,353
<b>Department Total</b>		<b>18,735,652</b>	<b>20,421,422</b>	<b>21,025,559</b>	<b>21,179,118</b>

<b>Department Full-time Equivalents Total*</b>	<b>160.60</b>	<b>159.10</b>	<b>159.10</b>	<b>159.10</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

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

### Administration Budget Control Level

The purpose of the Administration Budget Control Level is to provide the financial, technological, administrative and managerial support for the Department.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Administration	1,744,476	1,953,005	2,012,668	2,198,827
<b>Total</b>	<b>1,744,476</b>	<b>1,953,005</b>	<b>2,012,668</b>	<b>2,198,827</b>
Full-time Equivalents Total*	13.30	13.80	13.80	13.80

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

# Law Department

## Civil Budget Control Level

The purpose of the Civil Budget Control Level is to provide legal advice to the City's policy-makers, and to defend and represent the City, its employees, and officials before a variety of county, state, federal courts, and administrative bodies.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Civil	10,378,201	11,394,926	11,733,147	11,652,519
<b>Total</b>	<b>10,378,201</b>	<b>11,394,926</b>	<b>11,733,147</b>	<b>11,652,519</b>
Full-time Equivalents Total*	84.80	83.80	83.80	83.80

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

## Criminal Budget Control Level

The purpose of the Criminal Budget Control Level includes prosecuting ordinance violations and misdemeanor crimes, maintaining case information and preparing effective case files for the court appearances of prosecuting attorneys, and assisting and advocating for victims of domestic violence throughout the court process.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Criminal	6,218,864	6,547,298	6,736,333	6,762,419
<b>Total</b>	<b>6,218,864</b>	<b>6,547,298</b>	<b>6,736,333</b>	<b>6,762,419</b>
Full-time Equivalents Total*	58.50	57.50	57.50	57.50

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

## Precinct Liaison Attorneys Budget Control Level

The purpose of the Precinct Liaison Program is to support a program where attorneys work in each of the City's five precincts, providing legal advice to police and other City departments. In helping to address a variety of neighborhood and community problems, the precinct liaison attorneys coordinate with the Civil and Criminal divisions with the goal of providing a consistent, thorough and effective approach.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Precinct Liaison Program	394,112	526,193	543,411	565,353
<b>Total</b>	<b>394,112</b>	<b>526,193</b>	<b>543,411</b>	<b>565,353</b>
Full-time Equivalents Total*	4.00	4.00	4.00	4.00

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



# Seattle Municipal Court

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The Honorable C. Kimi Kondo, Presiding Judge

(206) 684-5600

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

## Judicial Branch Overview

The Seattle Municipal Court (SMC) processes more cases than any other municipal court in the State of Washington, with seven elected judges and five and one half appointed magistrates. SMC is authorized by the State of Washington and Seattle Municipal Code to adjudicate misdemeanors, gross misdemeanors, infractions (e.g., traffic infractions, parking violations, and other infractions), and civil violations related to building and zoning offenses.

The Court is committed to excellence in providing fair, accessible and timely resolution of alleged violations of the Seattle Municipal Code in an atmosphere of respect for the public, employees and other government entities. The Seattle Municipal Court values and recognizes its employees and volunteers. The Municipal Court of Seattle is a contributing partner working with the Police Department, City Prosecutors and the defense bar toward a safe and vital community.

The Court works with community organizations to increase access for residents and enhance compliance with court-ordered conditions. Court Probation and day-reporting staff monitor defendant adherence to court orders, assess treatment needs and help direct them to social service resources. The Court leverages additional outside agency resources with City funds to encourage defendants to successfully complete court orders. The Court Resource Center (CRC), staffed by volunteers, also provides the following services at no cost to clients:

- GED preparation classes;
- Assistance in voicemail, cell phone, and P.O. Box sign up;
- Employment readiness classes;
- Mental Health relapse prevention classes;
- Housing assistance;
- Identification replacement assistance; and,
- Assistance in applying for DSHS benefits.

Alternatives to jail have substantially reduced the City's jail expenditures. Some of these alternatives include the following:

- Work crew;
- Community service;
- Day reporting with breath testing and random UA's;
- Electronic home monitoring; and,
- Contracting with the Snohomish County jail for less costly long term incarcerations.

Ensuring access to justice for defendants with limited English proficiency is another priority. Over 6,500 hearings and interviews are conducted with the help of interpreters. Currently, nearly 40% of the requests are for Spanish language interpreters. In addition to Spanish, frequent languages requiring interpretation include Vietnamese,

# Seattle Municipal Court

Somoli, Amharic, Cantonese, Mandarin, Russian and Tigrinya.

The Court serves defendants and the community through four specialty courts.

The **Mental Health Court (MHC)**, established in 1999, is nationally recognized for serving misdemeanor offenders who are chronically mentally ill or developmentally disabled. The MHC expects defendants to maintain treatment compliance, contacts with social service providers and adherence with other conditions of release. Because of frequent reviews, judges become familiar with defendants and can make informed decisions as they make sentencing and probation review decisions holding defendants responsible for their actions. This is considered a model therapeutic court.

The **Seattle Community Court**, started as a pilot project in 2005, is a nationally recognized problem-solving court. This innovative program enables people charged with non-violent misdemeanors to access social services while paying back the community with community service hours. The Court offers a theft awareness class for defendants, designed to reveal the impacts of theft on the broader community.

The **Seattle Veterans Treatment Court** was established in 2012 to meet the needs of defendants who are service members deployed in Iraq and Afghanistan, and other military personnel honorably discharged. The Court works closely with the King County Department of Community and Human Services, the Washington State Department of Veterans Affairs, and the U.S. Department of Veterans Affairs (VA) to access agency resources available to veterans in distress. Typically the veterans come before the court with substance abuse and serious mental health issues. Treatment incorporates core values of military life including integrity, initiative and accountability.

The **Domestic Violence Court** is staffed by 1.5 judges and specialized probation counselors. These courts equitably divide the trial calendar and preside over dedicated review and revocation courts each week. Special emphasis is placed on accountability for offender actions. Intensive court supervision increases compliance with court conditions and scheduling more immediate violation reviews provide greater assurance of public safety. No-contact order violations are addressed swiftly, and victim safety is a primary concern in these cases.

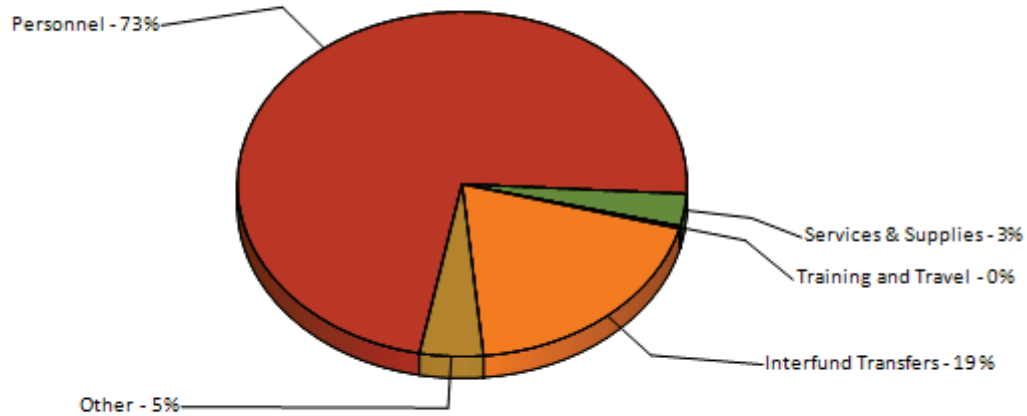
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$26,654,316	\$27,506,958	\$28,289,465	\$28,661,997
<b>Total Operations</b>	<b>\$26,654,316</b>	<b>\$27,506,958</b>	<b>\$28,289,465</b>	<b>\$28,661,997</b>
<b>Total Appropriations</b>	<b>\$26,654,316</b>	<b>\$27,506,958</b>	<b>\$28,289,465</b>	<b>\$28,661,997</b>
Full-time Equivalent Total*	214.10	212.60	212.60	213.10

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

# Seattle Municipal Court

## 2014 Proposed Budget - Expenditure by Category



### Budget Overview

The 2014 Proposed Budget provides the Court with resources to allow it to continue to balance its innovative problem solving programs with the mission of adjudicating criminal charges, with the goal of helping defendants avoid future criminal charges.

#### Community Court

In 2012, the Court, with the assistance of the Center for Court Innovation (CCI), reviewed the Seattle Community Court (SCC). Additionally, in 2013, a work group of key stakeholders reviewed current practices. On September 6, 2013, the judges adopted several committee recommendations to revise protocols and procedures. A summary of those recommendations include the following:

- Increase SMC jurisdiction (time limit) for some defendants anywhere from two weeks up to six months with individually tailored recommendations.
- Expand the list of eligible offenses.
- Remove the limitation on the number of times a defendant can participate.
- Conduct initial needs assessments prior to first appearance in the court.
- Expand community service options to include education.
- Develop a prostitution diversion model.
- Add a community service crew supervisor to transport, supervise and mentor participants as they give back to the community.

Based on these recommendations, the 2014 Proposed Budget recommends increased funding for the community service crew supervisor position, continuing the City's commitment to this important program.

# Seattle Municipal Court

## **Driving Under the Influence (DUI) Cases**

During the 2013 session, the Washington State Legislature passed a new set of laws designed to strengthen penalties against DUI defendants. Starting September 28, 2013, defendants with a previous DUI conviction are required to install an ignition interlock device (IID) within five business days after first appearance. The judges will monitor this requirement as a condition of release and can revoke release on personal recognizance or increase bail if defendants fail to comply with the installation. Judges also frequently order pretrial breath testing and UAs for alcohol and drugs. These conditions are generally monitored through the Day Reporting probation staff. The 2014 Proposed Budget funds a probation counselor to perform this monitoring and testing, and includes funding to cover increased costs for UA testing.

The number of defendants under probation supervision will continue to increase as new DUI cases are filed and judges impose up to five years of probation jurisdiction in many serious DUI cases.

## **School Zone Speed Cameras**

In late 2012, the City started an automated school zone speed camera pilot project at four schools. Preliminary data from the City suggests the cameras are an effective tool for reducing speeding in school zones. The Proposed Budget includes funding for an additional 11 school zones. A portion of the City's revenues from the cameras will fund an administrative specialist position in the Court. This person will schedule court hearings, send notice of hearing date for those challenging the citation, send reminder notices and process payment from defendants. Delinquent citations are serviced by an outside vendor. Additional funding is provided to pay for the increase in citations processed by this vendor.

## **Traffic and Parking Infraction Analysis**

The Proposed Budget also adds a part-time strategic advisor to the Court's Research Planning and Evaluation Group (RPEG). This position will increase RPEG's capacity to continue data and revenue analysis of red light traffic cameras, the school zone speed cameras and the new parking meter pay-by-cell phone program. The position will also assist the City to revise the scofflaw ordinance. In 2011, the Scofflaw Program was created to identify vehicles with four or more parking tickets in collections. After proper notification by first class mail, these vehicles would be eligible for a 'boot' which would immobilize the car until the tickets were paid, or a payment plan was arranged. Under the current ordinance, the City cannot boot vehicles with four or more outstanding parking citations if they have no address/owner information from an official licensing department. By working with City agencies to strengthen the existing ordinance to allow On-Vehicle Noticing (OVN) for vehicles with four or more outstanding citations, the City could also boot these vehicles. The proposed position would draft the legislative amendment and also manage the transfer of vehicle and ticket data between the Police Department, the collection agency, and the license plate recognition software and booting vendor.

To help people avoid scofflaw status, the Court proposes a new "on-vehicle courtesy noticing" program. This will allow the City to remind the owners of vehicles with two or three unpaid parking tickets to make payment before incurring additional fines and a possible future boot to their vehicle. The Court will send data to Seattle Police Department Parking Enforcement Officers (PEO) identifying vehicles with two or three outstanding parking tickets. The PEO will identify these vehicles during patrol and place a courtesy notice on the vehicle. The courtesy notice will direct owners to contact the Court's collection vendor and pay off the tickets or set up a payment plan. This program is expected to generate an additional \$700,000 to the General Fund in 2014 as more vehicle owners choose to pay past due fines. The program goal is to reduce vehicles in scofflaw status as people pay their outstanding tickets on a more timely basis.

Once vehicles are booted, the owners must pay a \$145 fee to remove the boot in addition to the cost of the outstanding citations, interest and fees. If they cannot pay, or come up with the initial \$200 needed to establish a payment plan, the vehicle is towed after 48 hours, adding even more costs and turmoil to the owner of the vehicle.



# Seattle Municipal Court

## Incremental Budget Changes

### Seattle Municipal Court

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 28,289,465</b>	<b>212.60</b>
<b>Proposed Changes</b>		
Expand Community Court	\$ 96,418	0.00
Addition of Probation Counselor to Expand Driving Under the Influence Monitoring and Testing	\$ 159,918	0.00
Increase Staffing and Vendor Costs for Expanded School Zone Camera Program	\$ 93,316	0.00
Increase Staffing of Research Planning and Evaluation Group	\$ 69,714	0.50
<b>Proposed Technical Changes</b>		
Eliminate Funding for Postini Spam Software	-\$ 2,349	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 78,445	0.00
Judicial Salary Adjustment	\$ 33,960	0.00
<b>Total Incremental Changes</b>	<b>\$ 372,532</b>	<b>0.50</b>
<b>2014 Proposed Budget</b>	<b>\$ 28,661,997</b>	<b>213.10</b>

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### **Expand Community Court - \$96,418**

In 2012 the Court invited the Center for Court Innovation (CCI) to study the effectiveness of the Seattle Community Court. This proposal adds a community service crew supervisor position to expand compliance monitoring of participants as recommended in the CCI report. This new position will allow the Community Court to:

- Increase the number of defendants served;
- Free up probation counselor time to focus on other defendants; and
- Provide closer supervision and mentoring of participants at the project service sites.

#### **Addition of Probation Counselor to Expand Driving Under the Influence Monitoring and Testing - \$159,918**

Recent state legislation will require more probation monitoring, and an increase in the number of alcohol and drug tests for people charged with DUI. The 2014 Proposed Budget provides funding for a probation counselor, and \$64,000 for additional drug and alcohol lab tests to address the projected increase in DUI workload.

# Seattle Municipal Court

## **Increase Staffing and Vendor Costs for Expanded School Zone Camera Program - \$93,316**

Relying on revenue from the school zone speed camera program, this proposal increases the Court's capacity to administer the expanded school zone camera program. A new administrative specialist position will address increases in:

- Citations and case initiations;
- Hearings scheduled in the magistrate's division of Municipal Court;
- Issuance of reminder notices; and,
- Process both pre- and post-adjudication payments.

An additional \$30,000 is allocated for the vendor contract servicing the increased number of citations.

## **Increase Staffing of Research Planning and Evaluation Group - \$69,714/.50 FTE**

The City created the Scofflaw Program in 2011. Under the program, the City installs a boot on vehicles that have four or more outstanding parking citations. These scofflaw vehicles are eligible to be booted 30 days after receiving a first class mail notice. A new strategic advisor will revise the scofflaw ordinance to add on-vehicle noticing as an alternative to first class mail for scofflaw notification. First class mail does not reach owners of vehicles with no address or current licensing department information, however, if the vehicle is found on the street, placing the notice on the vehicle will allow the vehicle to be booted after 30 days. This on-vehicle noticing is separate from the courtesy noticing. If the owner does not address the delinquent tickets, they may be booted. Nearly 4,000 more vehicles would then be eligible to be booted. This new position will also assist with ongoing workload in the red light camera program, parking meter pay by phone, and the on-vehicle courtesy noticing program.

## **Proposed Technical Changes**

### **Eliminate Funding for Postini Spam Software - (\$2,349)**

The City has adopted Microsoft Office 365 as its new software platform, and as a result City departments no longer need to purchase separate anti-spam software.

### **Citywide Adjustments for Standard Cost Changes - (\$78,445)**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

### **Judicial Salary Adjustment - \$33,960**

Elected state, superior, and district court judicial salaries are set by the Washington Citizens' Commission on Salaries for Elected Officials. By city ordinance, Seattle Municipal Court judicial salaries are set to 95% of district court's. A final salary schedule and wage increase has been mandated effective September 2013 which the Court will absorb within their 2013 appropriations. This proposed 2014 amount funds the 2013 increase and the second increase effective in September 2014.

# Seattle Municipal Court

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Court Administration Budget Control Level	M3000	5,981,305	6,117,522	6,278,791	6,395,700
Court Compliance Budget Control Level	M4000	5,209,863	5,343,927	5,492,767	5,713,152
Court Operations Budget Control Level	M2000	15,463,148	16,045,509	16,517,907	16,553,145
<b>Department Total</b>		<b>26,654,316</b>	<b>27,506,958</b>	<b>28,289,465</b>	<b>28,661,997</b>

<b>Department Full-time Equivalents Total*</b>	<b>214.10</b>	<b>212.60</b>	<b>212.60</b>	<b>213.10</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

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

### Court Administration Budget Control Level

The purpose of the Court Administration Budget Control Level is to provide administrative controls, develop and provide strategic direction, and provide policy and program development.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Court Administration	5,981,305	6,117,522	6,278,791	6,395,700
<b>Total</b>	<b>5,981,305</b>	<b>6,117,522</b>	<b>6,278,791</b>	<b>6,395,700</b>
Full-time Equivalents Total*	34.00	32.00	32.00	32.50

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

### Court Compliance Budget Control Level

The purpose of the Court Compliance Budget Control Level is to help defendants understand the Court's expectations and to assist them in successfully complying with court orders.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Court Compliance	5,209,863	5,343,927	5,492,767	5,713,152
<b>Total</b>	<b>5,209,863</b>	<b>5,343,927</b>	<b>5,492,767</b>	<b>5,713,152</b>
Full-time Equivalents Total*	41.85	41.85	41.85	41.85

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

# Seattle Municipal Court

## **Court Operations Budget Control Level**

The purpose of the Court Operations Budget Control Level is to hold hearings and address legal requirements for defendants and others who come before the Court. Some proceedings are held in formal courtrooms and others in magistrate offices, with the goal of providing timely resolution of alleged violations of City ordinances and misdemeanor crimes committed within the Seattle city limits.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Court Operations	15,463,148	16,045,509	16,517,907	16,553,145
<b>Total</b>	<b>15,463,148</b>	<b>16,045,509</b>	<b>16,517,907</b>	<b>16,553,145</b>
Full-time Equivalents Total*	138.25	138.75	138.75	138.75

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

# Municipal Jail Subfund

## Department Overview

The Municipal Jail Subfund was created to receive revenues and pay the costs associated with planning for a new jail.

In 2008, the contract with King County for jail services was set to expire in 2012. At the time, Seattle housed most of its misdemeanor inmates in the King County Correctional Facility. King County stated it would not have room to house any city inmates after 2012 and therefore the affected cities needed to plan for new jail facilities to meet their jail capacity needs. As a result, the cities of Bellevue, Clyde Hill, Kirkland, Redmond, Shoreline, Yarrow Point, and Seattle, as well as King County, entered into agreements to jointly plan for a regional misdemeanor jail facility. Concurrently, the cities continued to pursue efforts with King County to find a regional solution to address the long-term jail capacity needs.

In 2010, however, conditions had significantly changed from 2008. King County and the affected cities adopted an agreement for jail services through 2016. In addition, the cities had more contracting options available than they had in 2008. As a result, the jail planning process ended in 2010. However, some funds still remained in the Municipal Jail Subfund. These funds are being used to offset the City's cost for jail services from its contract with Snohomish County.

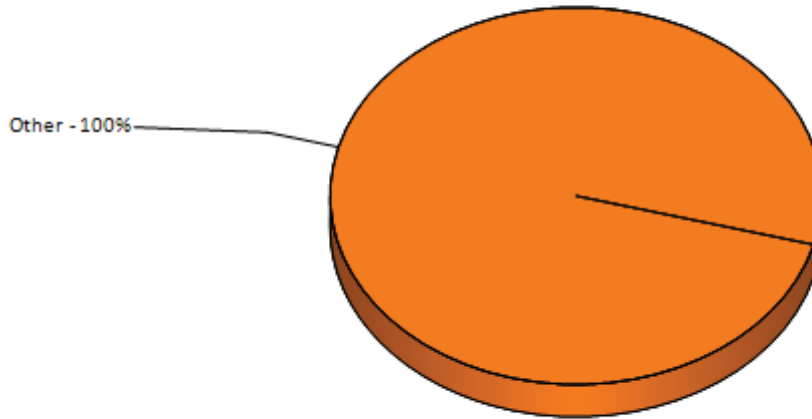
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other Funding - Operating	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
<b>Total Operations</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>
 <b>Total Appropriations</b>	 <b>\$1,000,000</b>	 <b>\$1,000,000</b>	 <b>\$1,000,000</b>	 <b>\$1,000,000</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

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

# Municipal Jail Subfund

## 2014 Proposed Budget - Expenditure by Category



### Budget Overview

As part of the 2002 Interlocal Agreement (ILA) for jail services between King County and the cities in King County, King County agreed to turn over property to the cities that it had originally purchased for an Eastside Justice Center. This property was then sold in 2009 and the proceeds were allocated among all 39 cities in King County. Per the terms of the ILA, the cities could only use the funds to build or contract for additional jail capacity or alternatives to jail. The funds could not be used to pay for a city's jail contract costs with King County as the intent was to use the funds to create jail capacity that was in addition to that at King County.

Seattle's share of the proceeds was \$4.7 million and was placed in the Municipal Jail Subfund. The funds were initially used to pay for costs associated with jail planning. Due to the new agreement for jail services with King County, the jail planning project ended in 2010. Approximately \$1.6 million of Seattle's share of the proceeds remain. The 2014 Proposed Budget uses \$1 million of these remaining proceeds to offset the General Fund costs associated with the City's contract with Snohomish County for jail services.

The 2014 Proposed Budget does not include any changes to the Municipal Jail Subfund from the 2014 Endorsed Budget.

# Municipal Jail Subfund

## Incremental Budget Changes

### Municipal Jail Subfund

	2014 Budget	FTE
Total 2014 Endorsed Budget	\$ 1,000,000	0.00
2014 Proposed Budget	\$ 1,000,000	0.00

## Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Municipal Jail Bond Proceeds Budget Control					
Future Bond Proceeds		1,000,000	1,000,000	1,000,000	1,000,000
Total	MUNIJAIL- BCL	1,000,000	1,000,000	1,000,000	1,000,000
Department Total		1,000,000	1,000,000	1,000,000	1,000,000
Department Full-time Equivalents Total*		0.00	0.00	0.00	0.00

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

## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
	Use of Fund Balance	1,000,000	1,000,000	1,000,000	1,000,000
	Total Use of Fund Balance	1,000,000	1,000,000	1,000,000	1,000,000
Total Resources		1,000,000	1,000,000	1,000,000	1,000,000

# Municipal Jail Subfund

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

### Municipal Jail Bond Proceeds Budget Control Level

The purpose of the Municipal Jail Bond Proceeds Budget Control Level is to pay capital costs associated with the construction of a new jail.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Future Bond Proceeds	1,000,000	1,000,000	1,000,000	1,000,000
<b>Total</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>

*The following information summarizes the programs in Municipal Jail Bond Proceeds Budget Control Level:*

### **Future Bond Proceeds Program**

Under an intergovernmental agreement, King County houses most City inmates. King County has notified the City that the County will not renew the agreement when it expires in 2012. Because of the short timeline for the development of a new correctional facility, the Fleets and Facilities Department (FFD) will conduct the siting process and develop early design documents at the same time the City pursues partnership opportunities with other jurisdictions.

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Future Bond Proceeds	1,000,000	1,000,000	1,000,000	1,000,000

## **Municipal Jail Fund Table**

### Municipal Jail Sub fund

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>3,638,218</b>	<b>2,608,559</b>	<b>2,629,401</b>	<b>1,608,559</b>	<b>1,629,401</b>
Accounting and Technical Adjustments	-8,817	0	0	0	0
Less: Actual and Budgeted Expenditures	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Less: Capital Improvements	0	0	0	0	0
<b>Ending Fund Balance</b>	<b>2,629,401</b>	<b>1,608,559</b>	<b>1,629,401</b>	<b>608,559</b>	<b>629,401</b>
<b>Ending Unreserved Fund Balance</b>	<b>2,629,401</b>	<b>1,608,559</b>	<b>1,629,401</b>	<b>608,559</b>	<b>629,401</b>



# Seattle Police Department

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Jim Pugel, Interim Chief of Police

(206) 684-5577

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

## Department Overview

The Seattle Police Department (SPD) prevents crime, enforces laws, and enhances public safety by delivering respectful, professional, and dependable police services. SPD divides operations into five geographical areas called precincts. These precincts define East, West, North, South, and Southwest patrol areas, with a police station in each area. The Department's organizational model places neighborhood-based emergency response and order-maintenance services at its core, allowing SPD the greatest flexibility in managing public safety. Under this model, neighborhood-based enforcement personnel in each precinct assume responsibility for public safety management, primary crime prevention and law enforcement. Precinct-based officers investigate property crimes and crimes involving juveniles, whereas detectives in centralized units located at SPD headquarters downtown conduct follow-up investigations into other types of crimes. SPD also has citywide responsibility for enhancing the City's capacity to plan for, respond to, recover from, and reduce the impacts of a wide range of emergencies and disasters, under the auspices of the Office of Emergency Management. Other parts of the department function to train, equip, and provide policy guidance, human resources, communications, and technology support to those delivering direct services to the public.

The City adopted the [Neighborhood Policing Plan \(NPP\)](#) in 2007 to provide the framework for how SPD deploys patrol staff to meet the City's public safety policy objectives. The plan seeks to provide faster response times regardless of the time of day, day of week or season of the year; a stronger police presence when responding to calls for service; and a smarter use of patrol resource to focus on persistent problems that can affect quality of life in the city.

NPP has three specific goals:

- To respond to high priority emergency calls in an average of seven minutes or less. This is a commonly accepted response time for police forces in larger cities.
- To allow patrol officers to do more proactive policing - a target of 30% of officer time - to help resolve the underlying conditions that create violations of law and public order.
- To deploy 10 additional back-up police vehicles citywide. These cars - two in each precinct - provide better area coverage and improve back-up capability to enhance officer safety.

NPP helps to strengthen officers' sense of ownership of the neighborhoods they serve, matches workload to demand, and uses proactive time in a way that is targeted, measured and enhances the department's ability to achieve public safety outcomes.

The 2013 Adopted Budget included a Statement of Legislative Intent that requested the department revisit its NPP deployment strategy and adjust for changes over the past five years. SPD intends to reveal its new 911 patrol deployment strategy in the third quarter of 2014, followed by strategies for the remaining non-911 patrol department functions.

During 2013, SPD continued work on the [SPD 20/20: A Vision for the Future Plan \(20/20 Plan\)](#), a comprehensive package of new reform initiatives for the department, with the goal of supporting a just and effective police force. This work complemented the August 2012 Settlement Agreement between the City of Seattle and the United

# Seattle Police Department

States Department of Justice (DOJ) aimed at improving police operations. The [Settlement Agreement](#) sets a framework for the following improvements:

- Develop and implement revised policies and procedures surrounding use of force;
- Ensure biased-free policing;
- Encourage community engagement;
- Create a Community Police Commission; and
- Effectively address the needs of individuals in crisis.

The agreement builds upon efforts already underway in the 20/20 Plan, and goes further with the addition of a court appointed monitor, who oversees implementation of the Settlement Agreement and measures SPD's progress in meeting stated goals. The Settlement Agreement and the 20/20 Plan will transform how SPD operates in the future.

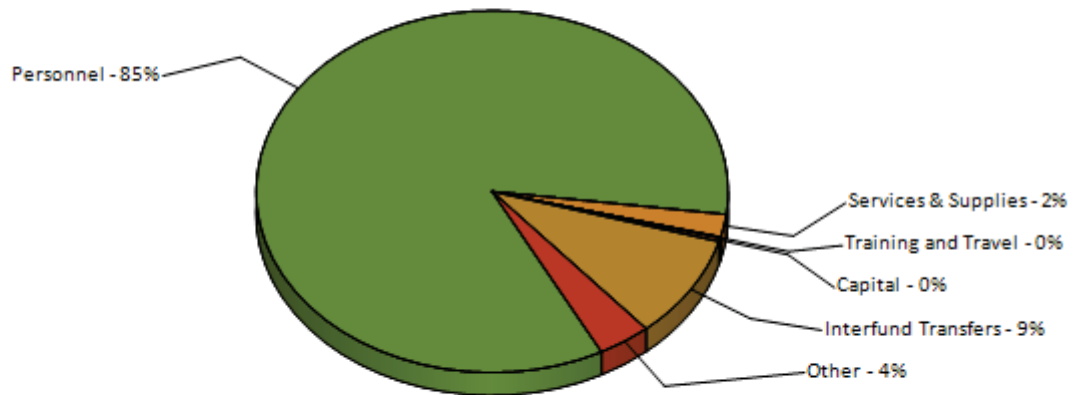
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$269,618,085	\$263,085,780	\$267,586,531	\$286,332,986
<b>Total Operations</b>	<b>\$269,618,085</b>	<b>\$263,085,780</b>	<b>\$267,586,531</b>	<b>\$286,332,986</b>
<b>Total Appropriations</b>	<b>\$269,618,085</b>	<b>\$263,085,780</b>	<b>\$267,586,531</b>	<b>\$286,332,986</b>
Full-time Equivalent Total*	1,935.35	1,947.35	1,947.35	1,968.85

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

# Seattle Police Department

## 2014 Proposed Budget - Expenditure by Category



### Budget Overview

The Seattle Police Department's (SPD) 2014 Proposed Budget reflects the Mayor's continuing commitment to protecting public safety while reforming SPD. In developing the 2014 Proposed Budget, the Mayor worked closely with SPD to:

1. Enhance public safety in Seattle neighborhoods, including downtown by evaluating Neighborhood Policing Plan (NPP) outcome achievement;
2. Implement the goals and policies of the 20/20 Plan and the DOJ Settlement Agreement;
3. Build SPD capacity to effectively manage and enforce an expanded school zone camera program;
4. Continue essential services for which grant funding has been reduced; and
5. Increase department capacity to implement green policies and effectively manage growing workload demands.

# Seattle Police Department

## Neighborhood Policing Plan - Increasing the Number of Police Officers to Improve Public Safety in Seattle Neighborhoods

SPD continues to meet or exceed all of the NPP outcomes as shown in the following table:

	<b>NPP Goal</b>	<b>Actual Results through June, 2013</b>	<b>As Compared to the NPP Goal</b>
Priority 1 Call Response Time	7 minutes or less	6.85 minutes	Exceeding Goal
Average Proactive Time Available	30% of On-Duty Time	30% of On-Duty Time	Meeting Goal
Increased Number of Back-Up Vehicles	10 Units Citywide	10 Units Citywide	Meeting Goal <sup>1</sup>

<sup>1</sup> SPD lacks a direct measure of units free. However, indirect evidence is available. Out-of-district dispatch of cars occurs less than 8% of the time which contrasts to 15-10% of out-of-district dispatch prior to NPP implementation. The Department feels that this is evidence that it is meeting the standard most of the time.

Through its flexible and adaptive approach to allocating staff resources, SPD puts officers where they are needed most to fight and, more importantly, prevent crime. The department's continued focus on 911 response over the years has allowed it to meet the NPP response time metrics seven years after the NPP goals were established.

Recognizing that crime in Seattle is cyclical and often corresponds to seasonal shifts, the Department adjusts deployment to meet the growing demands during times when crime is known to increase. For example, 911 call volume and demands for service increase by as much as 13% during summer months each year compared to other months. In 2012, there were a number of high profile incidents earlier in the year which prompted SPD to increase violence prevention emphasis patrols (VPEP) during late winter, spring, and continuing into the summer to reduce fear in the community and prevent further incidents from occurring. The patrols focused on "hot spots" or those areas of the city where violent crimes were occurring disproportionately to the rest of the city. VPEP, which is primarily funded by overtime, is also being utilized in 2013 as necessary.

SPD places a priority on meeting the NPP outcome measures even in the face of constrained resources. The original NPP plan called for the hiring of 105 additional police officers over a five-year span ending in 2012 under the premise that these additional officers were necessary to achieve the NPP outcomes. This hiring plan would have increased funded authorities to a total of 1,360 officers. The original NPP noted that future budget challenges may require the City to deviate from the hiring targets. Because SPD was meeting or exceeding the outcome measures identified in the NPP - including 911 response times under 7 minutes - and the City's General Fund was struggling to recover from the Great Recession, the City put on hold NPP hiring plans beginning in 2010. The City restarted the police hiring process in the last quarter of 2012 as the economy improved.

As the General Fund budget challenges eased in mid-2012 and economic forecasts showed positive growth in future years, the City aggressively worked to restore resources. The 2013 Adopted and 2014 Endorsed budgets provided funding to begin increasing the size of the police force. The 2013 Adopted Budget increased sworn funding from 1,300 to 1,311, an increase of eleven officers including one partially grant-funded officer. In March 2013, the City funded four additional officers to assist with DOJ Settlement Agreement implementation bringing the sworn count to 1,315. The 2014 Endorsed Budget continues to stabilize hiring by increasing sworn funded officers by 12 officers. The 2014 Proposed Budget further increases the number of officers, adding funding to support hiring 15 additional officers and bringing the sworn ranks to 1,342. Eight positions will enhance 911 response capabilities in Seattle neighborhoods, including downtown, and seven will meet specialized program needs as discussed by focus area in the following sections.

# Seattle Police Department

The department will use the eight new officers in 911 response to strengthen its core public safety mission and drive to exceed Neighborhood Policing Plan goals. When needed, precinct commanders may redirect these officers to foot beats, bike patrols, and special emphasis patrols in order to address specific problems in residential neighborhoods, parks, and business districts throughout the City.

## **Improving Public Safety in Seattle's Downtown Parks**

Seattle Police Department (SPD) and the Department of Parks and Recreation (Parks) actively work together to provide safe and secure parks. While SPD officers provide emergency back-up, Parks' park rangers provide a more continuous presence in the City's downtown parks, enforcing the parks code, providing interpretative and historical information about each park, and making referrals for vulnerable patrons in need of mental health, housing and other social services. When police back-up is necessary to respond to public safety threats, park rangers communicate directly with SPD 911 dispatchers and officers located near the park to bring in SPD. The 2014 Proposed Budget adds three police officers and overtime funding to increase SPD's capacity to work along side the park rangers to patrol downtown parks. The 2014 Proposed Budget also continues funding for two additional park rangers that were added to the Parks Department budget in mid-2013.

## **Reforming SPD: Implementing the 20/20 Plan and the Department of Justice Settlement Agreement**

The Seattle Police Department is continuing to reform and improve police services as it implements the Mayor's 20/20 Plan and the Department of Justice (DOJ) Settlement Agreement. The 2013 Adopted and 2014 Endorsed budgets continued efforts begun in 2012 and provided additional funding and positions to implement actions called for by the Agreement.

In March 2013, [Ordinance 124147](#) created seven positions, four of them sworn, dedicated to Settlement Agreement response in SPD and moved funding from the Finance General reserve to the department for salaries, benefits, and expenses associated with the positions. The ordinance also included funding for three positions created in 2013 through supplemental adjustments to the budget. An overtime reserve amount was held in Finance General for supplemental appropriation later in the year.

The Proposed Budget moves the position and expense funding from the Finance General reserve to the department to continue all ten positions beginning January 1, 2014. Similar to 2013, a reserve amount for overtime associated with the agreement will remain in Finance General until appropriated by supplemental legislation in 2014.

In addition to staffing for overall Settlement Agreement response, SPD reorganized Department resources in 2013 to address key areas of concern and identify gaps that the 2014 Proposed Budget should address. Some of the outcomes of this work include:

1. The creation of a Professional Standards Bureau;
2. Use of specialized resources to address the needs of individuals in crisis, reach critical populations, and explore the use of collaborative techniques to address crime and restore community trust;
3. Movement toward an appropriate level of supervision and management support in both sworn and civilian functions; and
4. Employment of a consultant to identify information technology improvements for enhanced internal data collection, storage and utilization by the department.

The Settlement Agreement Monitoring Team highlighted many of these areas as important department priorities in its first semi-annual report.

The 2014 Proposed Budget provides resources to assist the department in achieving the above outcomes. These resources will:

# Seattle Police Department

- Realign financial resources within SPD due to the creation of a Professional Standards Bureau which unified two important functions - the former Professional Standards Section and the Education and Training Section - under a single command structure for streamlined planning and implementation of new policies and procedures;
- Add two FTE police officer positions to the Crisis Intervention Team (CIT) to eliminate the use of on-loan staff, funding of a second mental health coordinator, and additional overtime funding for CIT team deployment in all five precincts as needed;
- Increase resources to implement the goals of the Safe Communities project including additional translation of police materials, improved SPD web content, and focus on populations that historically have not been specifically targeted in information dissemination from SPD;
- Implement a Restorative Justice Initiative pilot to explore the value of alternative responses to crime, conflict and accountability which avoid harm and escalation of violence to build resilient, empowered, safe and connected communities;
- Improve supervision within SPD by staffing with full sergeants and reducing the use of acting or temporary supervisors;
- Strengthen the Office of Professional Accountability by adding a Deputy Director position; and
- Maintain a financial reserve for additional department needs such as the development of a Business Intelligence data system or the immediate need for overtime use.

## **Improving Pedestrian Safety by Expanding the School Zone Camera Program**

The 2014 Proposed Budget continues the City's commitment to improving pedestrian safety in school zones by expanding the number of school zone automated speed enforcement cameras. Speed is a persistent traffic safety issue and contributes to one out of every three collisions in Seattle. Speeding increases the severity of collisions and is especially lethal for pedestrians and people on bicycles. A pedestrian hit by a vehicle going 30 miles per hour has a 45% chance of dying, while 95% of pedestrians hit at 20 miles per hour are likely to survive. In 2007, the National Highway Traffic Safety Administration (NHTSA) reviewed thirteen studies of automated speed enforcement and reported that all of the studies showed decreases in injury rates and crashes in areas which used automated speed enforcement cameras.

By April 2014, the City will operate school zone cameras at nine Seattle schools. The 2014 Proposed Budget adds funding to expand the program to six additional schools, bringing the total number of schools to 15 by the end of 2014. The program is expected to generate \$8.6 million in revenues in 2014, which the City commits via [Ordinance 124230](#) to entirely reinvest into operating the school zone cameras and into pedestrian school safety improvements.

While most of the school safety program elements that utilize the school camera revenue are funded in SDOT, SPD is an important partner in this program. SPD:

- Maintains the contract with the camera vendor and pays the monthly lease for school zone cameras;
- Publishes infraction data as required by the State of Washington and provides program evaluation support;
- Provides customer support to residents calling with camera concerns; and
- Completes officer infraction review and makes court appearances for citation processing.

The 2014 Proposed Budget provides SPD with \$953,500 in additional resources, including funding for one full-time analyst to manage the school camera contract, provide customer service as necessary, and meet state reporting requirements, to effectively manage the workload of this growing program. It also adds two new police officers for timely citation processing. These officers will help SPD review infractions within the 14-day window as required by law and make court appearances as necessary. All three positions will also assist SDOT staff with school-safety planning.

## **Continuing Funding for Crime Prevention Coordinators**

The Seattle Police Department utilizes a variety of funding sources each year, including grants, to provide services. The City has maintained crime prevention coordinator (CPCs) positions since 2010 thanks to federal Justice Assistance Grants. The City will receive fewer Justice Assistance grant dollars for 2014. Because of the importance of these

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positions, the 2014 Proposed Budget provides General Fund support to continue these positions. During the 2015-2016 biennium budget process, the Department will assess the 2015 need for these positions based on grant award announcements for 2015 and adjust the budget accordingly.

## **Implementing the City's Green Fleet Policies and Effectively Manage Workload Demands within SPD**

The 2014 Proposed Budget provides SPD with resources to meet key Citywide goals, such as creating a green fleet as outlined in the Clean and Green Fleet Action Plan, and provide civilian support necessary for department operations.

In 2012, SPD Parking Enforcement staff began looking at alternatives to their gas powered scooters and tested two Firefly all-electric service vehicles. In 2013, when SPD increased the Parking Enforcement Officer (PEO) force, Firefly scooters were purchased instead of gas powered vehicles. These vehicles are slightly more expensive than their gas counterparts, but they offer benefits such as carrying more than one person and a bicycle. This allows for two types of deployment in one area from a single deployment facility. The 2014 Proposed Budget continues the move to an all-electric parking enforcement scooter fleet by funding the replacement of 18 gas vehicles due for regular replacement with the Firefly scooter, which will save 36,450 gallons of gas over the lifetime of the vehicles. Due to the capital replacement program funding structure, SPD will only require an increase of funding in 2014 and 2015 to fully fund the replacement of their PEO scooter fleet with electric vehicles over the next five years.

The 2013 Adopted Budget provided funding to upgrade the North Parking Enforcement Facility. These upgrades enabled the department to deploy more than half of the 21 PEOs who service the areas north of the ship canal in 2013, reducing the amount of time PEOs spend sitting in traffic while traveling to their assigned patrol areas. Due to the sale of the building, SPD, working collaboratively with the Department of Finance and Administrative Services, identified a larger location in north Seattle that could accommodate all 21 PEOs and relieve additional crowding pressures at other City deployment facilities. The 2014 Proposed Budget funds the difference in cost between the two facilities.

The 2014 Proposed Budget also provides additional funding for accounting, information technology, and public disclosure staff for SPD. Each of these areas has seen a dramatic increase in workload over the past ten years with minimal increases in staff. The department's efforts to strengthen the sworn workforce and improve relationships outside the Department, rely on civilian staff who:

- Make purchases, track grants, and reconcile accounting procedures to reduce the risk of negative audit findings;
- Maintain key information technology systems and provide specialized skills needed for increased use of technology in crime fighting; and
- Respond to public information requests completely and in a timely manner.

These new staff positions will enhance SPD's ability to meet these obligations.

Finally, the 2014 Proposed Budget provides funding to ensure that the Emergency Operations Center (EOC) has the infrastructure necessary to activate and maintain communications and audio video support during an emergency. The Office of Emergency Management's EOC technology has exceeded its useful life and increasingly experiences technical difficulties and failure. To provide timely coordination of City entities during an emergency, the 2014 Proposed Budget provides funding to ensure equipment is fully operational during an emergency, including the first year of a two-year EOC equipment replacement project to seamlessly continue operations after upgrade to Windows 7 is complete.

## **Continue the Body Mounted Video Pilot**

The City is conducting a pilot program to test the use of body mounted video cameras for police officers in 2013 and 2014. The recently approved labor contract with the Seattle Police Officers Guild (SPOG) allows six officers to test the cameras beginning in the fall of 2013 through the spring of 2014 to gauge the durability, quality, utility, and effectiveness of body cameras in everyday field deployment. The pilot will also allow SPD to test the ability of its systems to store, manage, and retrieve, video data, while conforming to the State Privacy Act, State Public Disclosure Laws, and SPOG agreement. If the program is successful, SPD will develop cost estimates to continue the program

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following the completion of the pilot period in early 2014.

## Incremental Budget Changes

### Seattle Police Department

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 267,586,531</b>	<b>1,947.35</b>
<b>Baseline Changes</b>		
Realignment with the Central Cost Manual	\$ 504,063	0.00
<b>Proposed Changes</b>		
Increase Officers for 911 Response	\$ 489,070	8.00
Increase Police Presence and Response within Center City Parks	\$ 500,000	3.00
Increase Capacity for an Expanded School Zone Camera Program	\$ 953,500	3.00
Strengthen the Crisis Intervention Team	\$ 776,000	2.00
Fund Safe Communities Phase IV Response	\$ 150,000	0.50
Implement a Restorative Justice Pilot	\$ 189,995	1.00
Increase the Number of Permanent Sergeants	\$ 120,000	0.00
Restore Deputy Director to the Office of Professional Accountability	\$ 156,000	1.00
Continue Crime Prevention Coordinator Funding	\$ 63,663	0.00
Provide Resources for Green Fleet and North Deployment in Parking Enforcement	\$ 160,592	0.00
Provide Civilian Staffing to Meet Increasing Demands	\$ 305,000	3.00
Replace Emergency Operations Center Equipment	\$ 365,000	0.00
<b>Proposed Technical Changes</b>		
Create a new Professional Standards Bureau Budget Control Level	\$ 0	0.00
Transfer Funding from Finance General Reserve to SPD for Settlement Agreement Expenses	\$ 1,351,000	0.00
Fund Seattle Police Officers Guild Contract	\$ 12,142,547	0.00
Align Resources with Operational Goals	\$ 0	0.00
Eliminate Funding for Postini Spam Software	-\$ 14,500	0.00
Citywide Adjustments for Standard Cost Changes	\$ 534,525	0.00
<b>Total Incremental Changes</b>	<b>\$ 18,746,455</b>	<b>21.50</b>
<b>2014 Proposed Budget</b>	<b>\$ 286,332,986</b>	<b>1,968.85</b>



# Seattle Police Department

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Realignment with the Central Cost Manual - \$504,063**

This item realigns funding within SPD to match the Central Cost Manual published for the 2014 Endorsed Budget by program and account. This change resulted in a net increase to the SPD budget of \$504,063 to correctly fund fuel and fleet maintenance accounts based on historical usage.

### Proposed Changes

#### **Increase Officers for 911 Response - \$489,070/8.00 FTE**

The Department will use the eight new officers in 911 response to strengthen its core public safety mission and drive to exceed Neighborhood Policing Plan goals. When needed, precinct commanders may redirect these officers to foot beats, bike patrols, and special emphasis patrols in order to address specific problems in residential neighborhoods, parks, and business districts throughout the city.

#### **Increase Police Presence and Response within Center City Parks - \$500,000/3.00 FTE**

This item increases SPD's capacity to regularly patrol center city parks to address the safety concerns. The additional police officers and overtime funding will allow for consistent yet flexible patrol within City parks, with special emphasis in the following parks:

- Cal Anderson,
- Westlake,
- Victor Steinbrueck,
- Waterfront, and
- Occidental/Pioneer Square.

#### **Increase Capacity for an Expanded School Zone Camera Program - \$953,500/3.00 FTE**

Preliminary results from school zone cameras installed in 2012 show cameras are effective at reducing driver speed. Based on these results, in 2013 the City increased the number of fixed school zone speed camera locations from four to nine schools. Six additional schools will receive cameras in the fall of 2014. The proposed increases will expand the department's capacity to manage the growing camera program, including:

- Two police officers for traffic citation review;
- Program management staff; and
- Fixed camera operation service fees.

The School Zone Fixed Automated Camera Fund provides revenue to support these expenditures.

#### **Strengthen the Crisis Intervention Team - \$776,000/2.00 FTE**

The 2014 Proposed Budget adds two police officers to eliminate the use of on-loan officers for Crisis Intervention Team (CIT) staffing and adds a second contracted mental health coordinator to assist with CIT caseload and follow-up. CIT is specially trained in recognizing and communicating with individuals who may suffer from mental illness and works to divert individuals from the justice system by helping them find services elsewhere in the

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community. The new permanent officers will allow on-loan officers to return to full-time 911 response duties. This item also increases overtime funding for use by the CIT or the Force Investigation Team as necessary in all five precincts.

## **Fund Safe Communities Phase IV Response - \$150,000/.50 FTE**

SPD launched the Safe Communities Initiative in August 2012 as part of the Mayor's 20/20 Plan. The Safe Communities Initiative seeks to ensure the City is reducing crime and creating the safest possible neighborhoods by bringing residents and officers together across Seattle to develop a list of priorities to address community concerns. This adjustment addresses community concerns identified during Phase IV of the initiative by providing:

- Additional trained officers to assist the Department of Neighborhoods with their new Crime Prevention through Environmental Design (CPTED) program evaluations and site visits;
- Increased education about police functions, hiring, and outreach tailored to specific immigrant and refugee communities; and
- Additional staff support for web development and public outreach.

## **Implement a Restorative Justice Pilot - \$189,995/1.00 FTE**

This item implements a restorative justice initiative pilot project. One staff member is added to explore alternative crime responses designed to avoid harm and violence escalation during police interaction and empower communities to restore public trust.

## **Increase the Number of Permanent Sergeants - \$120,000**

SPD has relied on acting sergeants to fulfill supervisory needs. Beginning in 2013, SPD reclassified six police officer positions to sergeants to more accurately reflect the total number of sergeants needed to fulfill SPD's supervisory responsibilities.

## **Restore Deputy Director to the Office of Professional Accountability - \$156,000/1.00 FTE**

This funding restores a deputy director position in the Office of Professional Accountability (OPA) to enhance OPA's ability to:

- Present to various interested organizations on the civilian oversight of SPD;
- Analyze data, develop metrics and report on OPA complaints; and
- Produce OPA Annual Reports and provide inputs to the department's Use of Force Reports and City Council quarterly and annual performance reports.

## **Continue Crime Prevention Coordinator Funding - \$63,663**

The federal Bureau of Justice Assistance notified SPD that it would receive a smaller Edward Byrne Memorial Justice Assistance Grant (JAG) award for 2014. This grant funds three Crime Prevention Coordinators annually in SPD. The proposed amount provides partial General Fund support for the Crime Prevention Coordinators that were previously wholly funded by this grant.

## **Provide Resources for Green Fleet and North Deployment in Parking Enforcement - \$160,592**

Proposed enhancements to the Parking Enforcement Program include:

- Replacing 18 gas vehicles with all electric versions to reduce reliance on gasoline and make the fleet greener; and
- Leasing a new north Seattle deployment location to relieve crowding pressures at Airport Way Center

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(AWC) and enable SPD to deploy staff from a location north of the ship canal.

## **Provide Civilian Staffing to Meet Increasing Demands - \$305,000/3.00 FTE**

This proposal funds civilian positions to address increased workload in the Fiscal Accounting, Information Technology and Public Disclosure sections. These positions provide technical expertise in the fields of accounting, GIS, and public information requests to effectively respond to increased demands for service in these areas.

## **Replace Emergency Operations Center Equipment - \$365,000**

The Office of Emergency Management Emergency Operations Center (EOC) technology has exceeded its useful life and is increasingly experiencing technical difficulties and failure. The proposal funds the first year of a two-year equipment replacement project to allow seamless operations during the upgrade to Windows 7. The City will provide funding for the second-year costs during the next biennial budget process. The cost of this equipment funded by the public utility revenues, the Seattle Department of Transportation and the General Fund.

## **Proposed Technical Changes**

### **Create a new Professional Standards Bureau Budget Control Level**

The 2014 Proposed Budget creates a new Professional Standards Bureau within SPD. This bureau combined the former Professional Standards Section and the Education and Training Section and has a net-zero financial impact. Both of these sections play a key role in the development and implementation of new policies and procedures. This reorganization will allow unified operation under one commander and succinct policy development and training expenditure tracking.

### **Transfer Funding from Finance General Reserve to SPD for Settlement Agreement Expenses - \$1,351,000**

The 2013 Adopted and 2014 Endorsed budgets placed Department of Justice Settlement Agreement implementation funding in the Finance General Reserve. In March 2013, Council specifically identified positions and expense items that would utilize this funding and transferred the amounts to SPD. The proposal makes similar adjustments for 2014.

### **Fund Seattle Police Officers Guild Contract - \$12,142,547**

The City of Seattle and Seattle Police Officers Guild (SPOG) agreed to a new contract for 2011 through 2014 in June 2013. This funds cost-of-living adjustments in the contract, including incremental salary, overtime, FICA, pension, and deferred compensation costs above the 2014 Endorsed Budget.

### **Align Resources with Operational Goals**

This net-zero item moves authorities within the Department to better align resources with reporting structures and mission goals. For example, SPD has combined positions from the Crime Analysis Unit, the Sustainment Team and Chief of Staff to create a unified Predictive Policing and Strategic Deployment Section.

### **Eliminate Funding for Postini Spam Software - (\$14,500)**

The City has adopted Microsoft Office 365 as its new software platform, and as a result City departments no longer need to purchase separate anti-spam software.

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## Citywide Adjustments for Standard Cost Changes - \$534,525

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

## Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Chief of Police Budget Control Level	P1000	15,602,723	3,537,526	3,628,345	4,963,126
Criminal Investigations Administration Budget Control Level	P7000	7,575,258	7,886,770	8,134,776	8,377,670
Deputy Chief of Staff Budget Control Level	P1600	24,550,515	25,286,474	26,322,311	25,448,528
Deputy Chief Operations Budget Control Level	P1800	2,379,862	2,300,448	2,332,794	2,699,646
East Precinct Budget Control Level	P6600	22,523,129	22,724,724	23,270,580	24,951,631
Field Support Administration Budget Control Level	P8000	35,187,702	38,247,444	39,294,528	31,185,299
Narcotics Investigations Budget Control Level	P7700	4,368,797	4,698,566	4,749,243	5,012,299
North Precinct Patrol Budget Control Level	P6200	30,796,483	30,676,620	31,389,723	33,738,892
Office of Professional Accountability Budget Control Level	P1300	2,044,853	1,942,645	1,971,424	2,072,907
Patrol Operations Administration Budget Control Level	P6000	1,230,140	1,303,589	1,315,411	0
Professional Standards Budget Control Level	P2000	0	0	0	13,752,381
South Precinct Patrol Budget Control Level	P6500	16,438,055	16,580,390	17,035,206	18,210,145
Southwest Precinct Patrol Budget Control Level	P6700	14,936,206	15,009,557	15,414,679	16,471,322
Special Investigations Budget Control Level	P7800	4,124,069	4,298,428	4,338,182	4,602,045
Special Operations Budget Control Level	P3400	46,486,623	46,539,227	45,565,654	48,697,233
Special Victims Budget Control	P7900	5,923,161	6,248,451	6,333,699	6,702,499

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## Level

<b>Violent Crimes Investigations Budget Control Level</b>	<b>P7100</b>	<b>6,779,956</b>	<b>7,396,587</b>	<b>7,465,891</b>	<b>7,954,541</b>
<b>West Precinct Patrol Budget Control Level</b>	<b>P6100</b>	<b>28,670,552</b>	<b>28,408,334</b>	<b>29,024,085</b>	<b>31,492,822</b>
<b>Department Total</b>		<b>269,618,085</b>	<b>263,085,780</b>	<b>267,586,531</b>	<b>286,332,986</b>

<b>Department Full-time Equivalents Total*</b>	<b>1,935.35</b>	<b>1,947.35</b>	<b>1,947.35</b>	<b>1,968.85</b>
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*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

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

### Chief of Police Budget Control Level

The purpose of the Chief of Police Program is to lead and direct department employees and to provide policy guidance and oversee relationships with the community, with the goal that the department provide the City with professional, dependable, and respectful public safety services.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Chief of Police	15,602,723	3,537,526	3,628,345	4,963,126
<b>Total</b>	<b>15,602,723</b>	<b>3,537,526</b>	<b>3,628,345</b>	<b>4,963,126</b>
Full-time Equivalents Total*	40.00	44.00	44.00	45.50

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

### Criminal Investigations Administration Budget Control Level

The purpose of the Criminal Investigations Administration Budget Control Level is to direct and support the work of employees in the Criminal Investigations Bureau by providing oversight and policy guidance, and technical support. The program includes the Internet Crimes against Children and Human Trafficking section and the Crime Gun Initiative analyst.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Criminal Investigations Administration	7,575,258	7,886,770	8,134,776	8,377,670
<b>Total</b>	<b>7,575,258</b>	<b>7,886,770</b>	<b>8,134,776</b>	<b>8,377,670</b>
Full-time Equivalents Total*	72.50	71.50	71.50	72.50

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

# Seattle Police Department

## Deputy Chief of Staff Budget Control Level

The purpose of the Deputy Chief of Staff Budget Control Level is to oversee the organizational support as well as financial, policy, and legal functions of the Department to help achieve its mission. The Deputy Chief of Staff Budget Control Level includes the Chief of Administration who oversees the Records and Files, Data Center, and Public Request Programs, which had been their own Budget Control Levels in prior budgets.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Deputy Chief of Staff	24,550,515	25,286,474	26,322,311	25,448,528
<b>Total</b>	<b>24,550,515</b>	<b>25,286,474</b>	<b>26,322,311</b>	<b>25,448,528</b>
Full-time Equivalents Total*	113.60	112.60	112.60	103.60

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

## Deputy Chief Operations Budget Control Level

The purpose of the Deputy Chief Operations Budget Control Level is to oversee the operational functions of the Department with the goal that the public receives public safety services that are dependable, professional, and respectful. The Deputy Chief Operations Budget Control Level oversees the five Precincts and associated personnel.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Deputy Chief Operations	2,379,862	2,300,448	2,332,794	2,699,646
<b>Total</b>	<b>2,379,862</b>	<b>2,300,448</b>	<b>2,332,794</b>	<b>2,699,646</b>
Full-time Equivalents Total*	17.00	14.00	14.00	16.00

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

## East Precinct Budget Control Level

The purpose of the East Precinct Budget Control Level is to provide the full range of public safety and order maintenance services to residents of, and visitors to, the East Precinct, to promote safety in their homes, schools, businesses, and the community at large.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
East Precinct	22,523,129	22,724,724	23,270,580	24,951,631
<b>Total</b>	<b>22,523,129</b>	<b>22,724,724</b>	<b>23,270,580</b>	<b>24,951,631</b>
Full-time Equivalents Total*	188.00	188.00	188.00	188.00

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

# Seattle Police Department

## **Field Support Administration Budget Control Level**

The purpose of the Field Support Administration Budget Control Level is to provide policy direction and guidance to the employees and programs in the Department. The Field Support Administration Budget Control Level now includes the Communications, Information Technology, and Human Resources Programs; which were separate Budget Control Levels in prior budgets.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Field Support Administration	35,187,702	38,247,444	39,294,528	31,185,299
<b>Total</b>	<b>35,187,702</b>	<b>38,247,444</b>	<b>39,294,528</b>	<b>31,185,299</b>
Full-time Equivalents Total*	274.25	277.25	277.25	212.25

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

## **Narcotics Investigations Budget Control Level**

The purpose of the Narcotics Investigations Budget Control Level is to apply a broad range of professional investigative skills to interdict narcotics activities affecting the community and region to hold offenders involved in these activities accountable and to promote public safety.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Narcotics Investigations	4,368,797	4,698,566	4,749,243	5,012,299
<b>Total</b>	<b>4,368,797</b>	<b>4,698,566</b>	<b>4,749,243</b>	<b>5,012,299</b>
Full-time Equivalents Total*	33.00	33.00	33.00	32.00

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

## **North Precinct Patrol Budget Control Level**

The purpose of the North Precinct Patrol Budget Control Level is to provide the full range of public safety and order maintenance services to residents of, and visitors to, the North Precinct, to promote safety in their homes, schools, businesses, and the community at large.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
North Precinct Patrol	30,796,483	30,676,620	31,389,723	33,738,892
<b>Total</b>	<b>30,796,483</b>	<b>30,676,620</b>	<b>31,389,723</b>	<b>33,738,892</b>
Full-time Equivalents Total*	254.00	254.00	254.00	254.00

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

# Seattle Police Department

## **Office of Professional Accountability Budget Control Level**

The purpose of the Office of Professional Accountability Budget Control Level is to help to provide oversight with the goal that complaints involving department employees are handled in a thorough, professional, and expeditious manner, to retain the trust and confidence of employees and the public.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Office of Professional Accountability	2,044,853	1,942,645	1,971,424	2,072,907
<b>Total</b>	<b>2,044,853</b>	<b>1,942,645</b>	<b>1,971,424</b>	<b>2,072,907</b>
Full-time Equivalents Total*	13.00	13.00	13.00	13.00

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

## **Patrol Operations Administration Budget Control Level**

The purpose of the Patrol Operations Administration Budget Control Level was to provide oversight and direction to Patrol Operations, including the Department's five precincts, with the goal of ensuring that personnel are properly trained, supervised, and equipped to perform their jobs effectively. In 2014, this Budget Control Level was moved entirely to the Professional Standards Budget Control Level to better align with Department goals and supervision.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Patrol Operations Administration	1,230,140	1,303,589	1,315,411	0
<b>Total</b>	<b>1,230,140</b>	<b>1,303,589</b>	<b>1,315,411</b>	<b>0</b>
Full-time Equivalents Total*	9.00	9.00	9.00	0.00

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



# Seattle Police Department

## Professional Standards Budget Control Level

The Purpose of the Professional Standards Bureau Budget Control Level is to develop Police Department policies and procedures, undertake departmental program audits, research police issues and implement strategic initiatives such as the 20/20 Initiative, and develop training programs and train sworn staff in Advanced Training topics. This BCL is also responsible for ensuring that the Seattle Police Department (SPD) meets the expectations and requirements of the Settlement Agreement (SA) and Memorandum of Understanding (MOU) with the United States Department of Justice (DOJ). After the DOJ requirements are completed, this BCL will continue to provide departmental oversight to ensure that appropriate rules are continued to be developed and monitor their implementation.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Professional Standards	0	0	0	13,752,381
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,752,381</b>
Full-time Equivalents Total*	0.00	0.00	0.00	94.00

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

## South Precinct Patrol Budget Control Level

The purpose of the South Precinct Patrol Budget Control Level is to provide the full range of public safety and order maintenance services with the goal of keeping residents of, and visitors to, the South Precinct, safe in their homes, schools, businesses, and the community at large.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
South Precinct Patrol	16,438,055	16,580,390	17,035,206	18,210,145
<b>Total</b>	<b>16,438,055</b>	<b>16,580,390</b>	<b>17,035,206</b>	<b>18,210,145</b>
Full-time Equivalents Total*	137.00	137.00	137.00	138.00

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

## Southwest Precinct Patrol Budget Control Level

The purpose of the Southwest Precinct Patrol Budget Control Level is to provide the full range of public safety and order maintenance services to residents of, and visitors to, the Southwest Precinct, to promote safety in their homes, schools, businesses, and the community at large.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Southwest Precinct Patrol	14,936,206	15,009,557	15,414,679	16,471,322
<b>Total</b>	<b>14,936,206</b>	<b>15,009,557</b>	<b>15,414,679</b>	<b>16,471,322</b>
Full-time Equivalents Total*	126.00	126.00	126.00	127.00

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# Seattle Police Department

## **Special Investigations Budget Control Level**

The purpose of the Special Investigations Budget Control Level is to apply a broad range of professional investigative and analytical skills toward investigating and interdicting vehicle theft, fraud, forgery, and financial exploitation cases; vice crimes and organized crime activities in the community; and toward identifying and describing crime patterns and trends with the goals of holding offenders involved in these activities accountable and to promote public safety.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Special Investigations	4,124,069	4,298,428	4,338,182	4,602,045
<b>Total</b>	<b>4,124,069</b>	<b>4,298,428</b>	<b>4,338,182</b>	<b>4,602,045</b>
Full-time Equivalents Total*	31.00	31.00	31.00	31.00

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

## **Special Operations Budget Control Level**

The purpose of the Special Operations Budget Control Level is to deploy specialized response units in emergencies and disasters. The Bureau provides crowd control, special event, search, hostage, crisis, and water-related support to monitor and protect critical infrastructure to protect lives and property, aid the work of uniformed officers and detectives, and promote the safety of the public.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Special Operations	46,486,623	46,539,227	45,565,654	48,697,233
<b>Total</b>	<b>46,486,623</b>	<b>46,539,227</b>	<b>45,565,654</b>	<b>48,697,233</b>
Full-time Equivalents Total*	293.00	302.00	302.00	304.00

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

## **Special Victims Budget Control Level**

The purpose of the Special Victims Budget Control Level is to apply a broad range of professional investigative skills to cases involving family violence, sexual assault, child, and elder abuse, and custodial interference with the goals of holding offenders accountable, preventing additional harm to victims, and promoting public safety.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Special Victims	5,923,161	6,248,451	6,333,699	6,702,499
<b>Total</b>	<b>5,923,161</b>	<b>6,248,451</b>	<b>6,333,699</b>	<b>6,702,499</b>
Full-time Equivalents Total*	51.00	52.00	52.00	52.00

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# Seattle Police Department

## **Violent Crimes Investigations Budget Control Level**

The purpose of the Violent Crimes Investigations Budget Control Level is to apply a broad range of professional investigative skills and crime scene investigation techniques to homicide, assault, robbery, bias crimes, missing persons, extortion, threat and harassment, and gang-related cases, in order to hold offenders accountable, help prevent further harm to victims, and promote public safety.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Violent Crimes Investigations	6,779,956	7,396,587	7,465,891	7,954,541
<b>Total</b>	<b>6,779,956</b>	<b>7,396,587</b>	<b>7,465,891</b>	<b>7,954,541</b>
Full-time Equivalents Total*	52.00	52.00	52.00	52.00

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

## **West Precinct Patrol Budget Control Level**

The purpose of the West Precinct Patrol Budget Control Level is to provide the full range of public safety and order maintenance services to residents of, and visitors to, the West Precinct, to promote safety in their homes, schools, businesses, and the community at large.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
West Precinct Patrol	28,670,552	28,408,334	29,024,085	31,492,822
<b>Total</b>	<b>28,670,552</b>	<b>28,408,334</b>	<b>29,024,085</b>	<b>31,492,822</b>
Full-time Equivalents Total*	231.00	231.00	231.00	234.00

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



# Police Relief and Pension

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Dan Oliver, Executive Secretary

(206) 386-1286

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

## Department Overview

The Police Relief and Pension Fund (PPEN) provides pension and medical benefit services to eligible active and retired police officers and their beneficiaries. While the City pays into benefit funds for all Seattle police officers, PPEN covers only police officers who were hired before October 1, 1977 and therefore is a closed plan. Retiree benefits for police officers hired more recently are primarily covered through a separate state-managed plan.

The management of police benefits funds transitioned in the 1970s from local to state control. Prior to that time, the City paid into PPEN to provide for police officer retiree benefits. In March 1970, the State of Washington took over the provision of certain police pensions through Revised Code of Washington (RCW) Section 41.26, the Law Enforcement Officers and Fire Fighters (LEOFF) Act Plan I. Seattle police officers hired between March 1970 and October 1977 enrolled in LEOFF I, but also received additional benefit coverage through PPEN. As a result, this group of police officers receives retiree benefits primarily from the state's LEOFF I plan, but also any earned increment from the City's PPEN that exceeds LEOFF I coverage. Both PPEN and LEOFF I closed to new enrollees in October 1977. Police officers hired after that date enroll in the state's LEOFF II plan and do not receive benefits from PPEN.

The Seattle Police Pension Board is a seven-member quasi-judicial body chaired by the Mayor or his/her designee, which formulates policy, rules on disability applications, and provides oversight of the Police Pension Fund. Three staff employees of the Board handle all of its operational functions. Staff positions associated with Police Relief and Pension are reflected in the City's position list.

The projections of annual pension and medical benefits, which comprise about 97% of the total annual PPEN budget, are based on the forecasts of an independent actuary. The City's General Subfund provides funding for nearly all of PPEN's entire annual budget that supports the Police Relief and Pension Fund obligations. The Police Pension Fund also has a statutory funding source from Police Auction proceeds which contribute a small amount towards the annual budget.

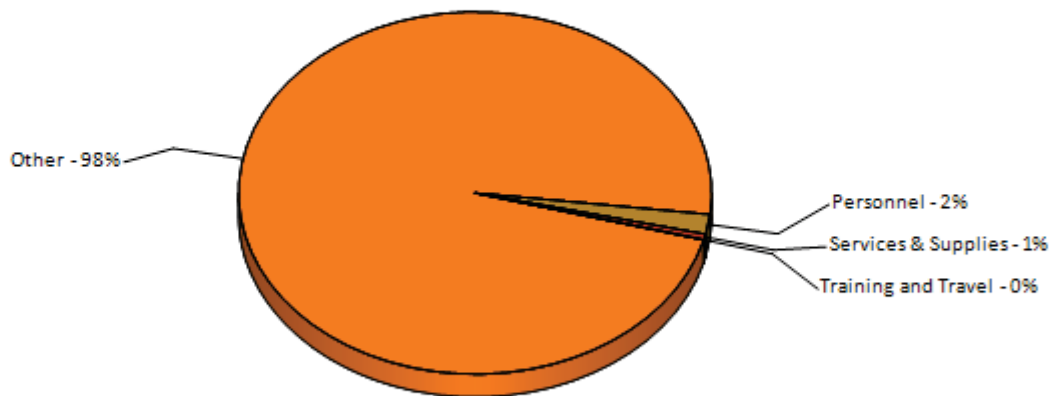
## Police Relief and Pension

### Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$19,783,567	\$18,987,071	\$18,557,892	\$20,716,054
Other Funding - Operating	\$0	\$800,230	\$801,176	\$117,111
<b>Total Operations</b>	<b>\$19,783,567</b>	<b>\$19,787,301</b>	<b>\$19,359,068</b>	<b>\$20,833,165</b>
<b>Total Appropriations</b>	<b>\$19,783,567</b>	<b>\$19,787,301</b>	<b>\$19,359,068</b>	<b>\$20,833,165</b>
Full-time Equivalent Total*	3.00	3.00	3.00	3.00

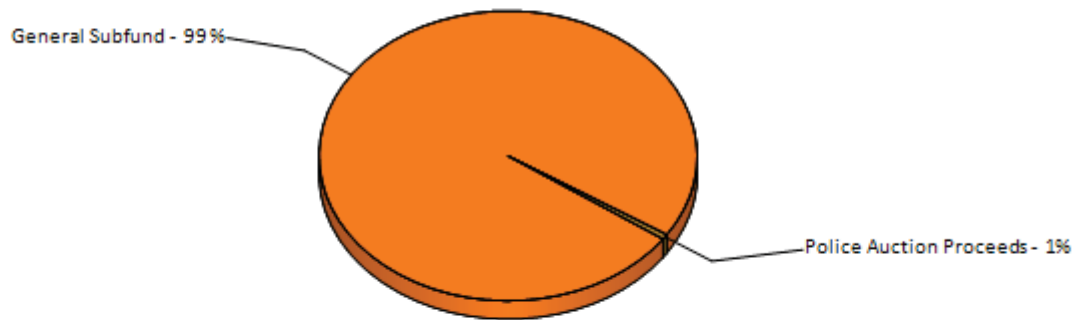
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

### 2014 Proposed Budget - Expenditure by Category



# Police Relief and Pension

## 2014 Proposed Budget - Revenue by Category



### Budget Overview

The Police Relief and Pension Fund (PPEN) receives almost all of its revenue from the City's General Fund. PPEN's expenditures, in turn, are devoted to paying legally mandated pension and medical benefits to eligible active and retired police officers and in the case of pension benefits only, to their qualified beneficiaries. Pension costs are driven by locally negotiated labor contracts and offset in part by state LEOFF I entitlement payments.

In 2013, the Seattle Police Officers Guild (SPOG) and the City completed contract negotiations. The agreement increases pension costs by \$2 million in 2013 as compared to the 2013 Adopted Budget, and \$1.5 million from the 2014 Endorsed Budget. Labor negotiations with the Seattle Police Management Association (SPMA) continue and the 2014 Proposed Budget includes no increase in pension benefit costs for retirees affected by these negotiations. Once SPMA negotiations have been finalized, those impacts will be incorporated into the PPEN budget.

In 2012, PPEN spent less than anticipated resulting in \$2.4 million additional ending funding balance. This amount is sufficient to support 2013 cost increases described above, and leaves approximately \$530,000 in remaining unanticipated fund balance. In addition, the 2013 Adopted Budget included a year-end Rate Stabilization Reserve of \$680,000. The 2014 Proposed Budget combines these balances and increases the Rate Stabilization Reserve to \$1.2 million 2014. The out year financial plan assumes this reserve is drawn down over 2015-2016, providing relief at that time to the General Fund in order to help mitigate future projected General Fund deficits.

# Police Relief and Pension

## Incremental Budget Changes

### Police Relief and Pension

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 19,359,068</b>	<b>3.00</b>
<b>Proposed Changes</b>		
Pension Obligation Adjustment	\$ 1,480,001	0.00
<b>Proposed Technical Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 5,904	0.00
<b>Total Incremental Changes</b>	<b>\$ 1,474,097</b>	<b>0.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 20,833,165</b>	<b>3.00</b>

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### **Pension Obligation Adjustment - \$1,480,001**

Pension benefits increase for members of the Seattle Police Officers' Guild (SPOG) per labor contract agreed to in 2013. Pension benefits paid directly by the City are offset by LEOFF payments from the state. State LEOFF payments typically grow with inflation. This adjustment reflects the net impact of these dynamics.

### Proposed Technical Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$5,904)**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.



# Police Relief and Pension

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Police Relief and Pension Budget Control</b>					
Administration		532,576	557,301	574,069	568,165
Death Benefits		10,000	15,000	15,000	15,000
Medical Benefits		11,829,298	12,500,000	12,750,000	12,750,000
Pension Benefits		7,411,693	6,715,000	6,019,999	7,500,000
<b>Total</b>	<b>RP604</b>	<b>19,783,567</b>	<b>19,787,301</b>	<b>19,359,068</b>	<b>20,833,165</b>
<b>Department Total</b>		<b>19,783,567</b>	<b>19,787,301</b>	<b>19,359,068</b>	<b>20,833,165</b>

<b>Department Full-time Equivalents Total*</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

## Revenue Overview

### 2014 Estimated Revenues

<b>Summit Code</b>	<b>Source</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
587001	General Subfund	20,187,236	18,987,071	18,557,893	20,716,054
	<b>Total General Subfund</b>	<b>20,187,236</b>	<b>18,987,071</b>	<b>18,557,893</b>	<b>20,716,054</b>
469200	Police Auction Proceeds	94,811	116,164	117,111	117,111
	<b>Total Police Auction Proceeds</b>	<b>94,811</b>	<b>116,164</b>	<b>117,111</b>	<b>117,111</b>
	<b>Total Revenues</b>	<b>20,282,047</b>	<b>19,103,235</b>	<b>18,675,004</b>	<b>20,833,165</b>
379100	Use of (Contribution to) Fund Balance	-498,480	684,066	684,065	0
	<b>Total Use of Fund Balance</b>	<b>-498,480</b>	<b>684,066</b>	<b>684,065</b>	<b>0</b>
	<b>Total Resources</b>	<b>19,783,567</b>	<b>19,787,301</b>	<b>19,359,069</b>	<b>20,833,165</b>

# Police Relief and Pension

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

### Police Relief and Pension Budget Control Level

The purpose of the Police Relief and Pension Budget Control Level is to provide responsive benefit services to eligible active-duty and retired Seattle police officers.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Administration	532,576	557,301	574,069	568,165
Death Benefits	10,000	15,000	15,000	15,000
Medical Benefits	11,829,298	12,500,000	12,750,000	12,750,000
Pension Benefits	7,411,693	6,715,000	6,019,999	7,500,000
<b>Total</b>	<b>19,783,567</b>	<b>19,787,301</b>	<b>19,359,068</b>	<b>20,833,165</b>
Full-time Equivalents Total*	3.00	3.00	3.00	3.00

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*The following information summarizes the programs in Police Relief and Pension Budget Control Level:*

#### **Administration Program**

The purpose of the Administration Program is to provide responsive benefit services to eligible active-duty and retired Seattle police officers.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Administration	532,576	557,301	574,069	568,165
Full-time Equivalents Total	3.00	3.00	3.00	3.00

#### **Death Benefits Program**

The purpose of the Death Benefits Program is to provide statutory death benefit payments to lawful beneficiaries of eligible former members of the Seattle Police Department.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Death Benefits	10,000	15,000	15,000	15,000

#### **Medical Benefits Program**

The purpose of the Medical Benefits Program is to provide medical benefits for eligible active-duty and retired members of the Seattle Police Department.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Medical Benefits	11,829,298	12,500,000	12,750,000	12,750,000

# Police Relief and Pension

## Pension Benefits Program

The purpose of the Pension Benefits Program is to provide pension benefits for eligible retired members of the Seattle Police Department.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Pension Benefits	7,411,693	6,715,000	6,019,999	7,500,000

## Police Pension Fund Table

### Police Relief and Pension Fund (60400)

	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2013 Revised</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Beginning Fund Balance</b>	<b>3,746,239</b>	<b>1,868,131</b>	<b>4,298,266</b>	<b>1,184,065</b>	<b>1,714,200</b>
Accounting and Technical Adjustments	53,547	0	0	0	0
Plus: Actual and Estimated Revenues	20,282,047	19,103,235	19,103,235	18,675,004	20,833,165
Less: Actual and Budgeted Expenditures	19,783,567	19,787,301	21,687,301	19,359,068	20,833,165
<b>Ending Fund Balance</b>	<b>4,298,266</b>	<b>1,184,065</b>	<b>1,714,200</b>	<b>500,001</b>	<b>1,714,200</b>
Contingency Reserve	500,000	500,000	500,000	500,000	500,000
Rate Stabilization Reserve	1,368,131	684,066	1,214,201	0	1,214,201
<b>Total Reserves</b>	<b>1,868,131</b>	<b>1,184,066</b>	<b>1,714,201</b>	<b>500,000</b>	<b>1,714,201</b>
<b>Ending Unreserved Fund Balance</b>	<b>2,430,135</b>	<b>-1</b>	<b>-1</b>	<b>1</b>	<b>-1</b>



# Seattle City Light

Jorge Carrasco, CEO and General Manager

(206) 684-3000

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

## Department Overview

Seattle City Light (City Light or SCL) was created by the residents of Seattle in 1902 to provide affordable, reliable, and environmentally sound electric power to the City of Seattle and neighboring suburbs. Owned by the community it serves, City Light is a nationally recognized leader in energy efficiency, renewable resource development and environmental stewardship.

City Light provides electric power to approximately 400,000 residential, business, and industrial customers within a 130 square-mile service area. City Light provides power to the City of Seattle and surrounding jurisdictions, including parts of Shoreline, Burien, Tukwila, SeaTac, Lake Forest Park, Renton, Normandy Park, and areas of unincorporated King County.

City Light owns about 2,000 megawatts of very low-cost, environmentally-responsible, hydroelectric generation capacity. In an average year, City Light meets about 50% of its load with city-owned hydroelectric generation and obtains the remainder primarily through the Bonneville Power Administration (BPA). City Light is the nation's tenth largest publicly-owned electric utility in terms of customers served.

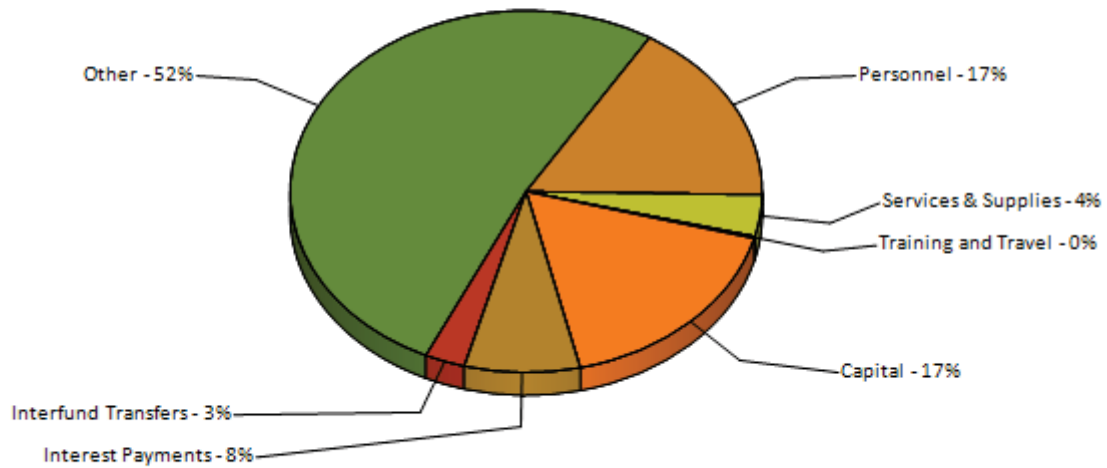
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other Funding - Operating	\$833,637,498	\$941,197,896	\$979,993,442	\$971,997,199
<b>Total Operations</b>	<b>\$833,637,498</b>	<b>\$941,197,896</b>	<b>\$979,993,442</b>	<b>\$971,997,199</b>
Other funding - Capital	\$169,503,224	\$201,081,881	\$219,989,718	\$200,786,691
<b>Total Appropriations</b>	<b>\$1,003,140,722</b>	<b>\$1,142,279,777</b>	<b>\$1,199,983,160</b>	<b>\$1,172,783,890</b>
Full-time Equivalent Total*	1,810.75	1,830.25	1,830.25	1,837.25

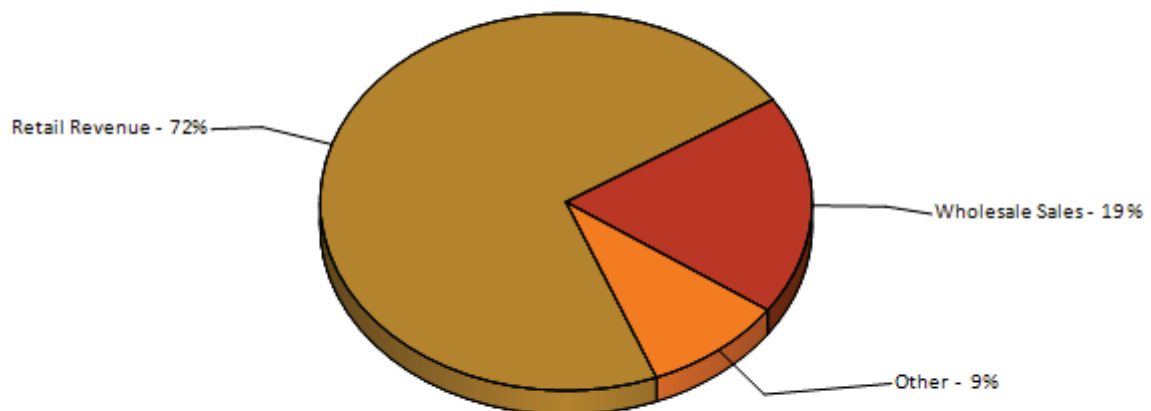
*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

# Seattle City Light

## 2014 Proposed Budget - Expenditure by Category



## 2014 Proposed Budget - Revenue by Category



# Seattle City Light

## Budget Overview

In July 2012, the City Council adopted the City Light 2013-2018 Strategic Plan, endorsed an average system rate increase for the six-year period, and directed Seattle City Light (SCL) to prepare the 2013-2014 Budget and rates in support of the Plan ([Resolution 31383](#)). The goal of the Strategic Plan and the six-year rate path is to insulate customers from rate volatility and smooth increases over time, so as to create more rate certainty for SCL customers. The 2014 Proposed Budget accounts for unexpected cost increases for two major capital projects, rising customer demand for wireless capabilities, and new staffing requirements necessary to fulfill Strategic Plan initiatives, while remaining within the Strategic Plan's 4.7% average yearly rate increase target.

In 2013, unexpected cost increases for two major capital projects required SCL to make adjustments in its capital program to allow the budget to stay within the rate path prescribed in the 2013-2018 Strategic Plan.

- SCL redesigned the Denny Substation to incorporate public feedback. The new design increases the cost of the project by \$66.3 million between 2014-2019.
- The Unit 53 generator at Boundary Dam suffered severe damage in the spring of 2013 due to an unexpected malfunction, requiring an immediate rebuild in order to avoid a loss of additional revenue from decreased production capacity in 2014. The expedited timeframe and the extent of the damage resulted in an \$11.7 million cost increase for 2013-2014.

To account for these major changes, the utility is deferring and cancelling certain existing programs and changing project timelines. These alterations will result in the delaying of maintenance projects (e.g., cable wire replacements) and the postponement of non-essential infrastructure improvement projects (e.g., voluntary neighborhood undergrounding).

Increased customer demand for wireless telecommunications capabilities coupled with the beginning of the Gigabit Seattle Project, which seeks to bring high-speed internet access to 60,000 homes across 14 different Seattle neighborhoods, has resulted in a backlog of pole attachment work requests. The 2014 Proposed Budget provides the necessary staff and funding to perform this infrastructure work and meet rising customer demand.

Finally, the Proposed Budget adds staff positions that will implement a number of Strategic Plan initiatives. Specifically, the new staff will:

- increase operational efficiency by integrating mapping systems and standardizing operating procedures for fieldwork; and
- help ensure that SCL meets legal and regulatory requirements related to environmental protection (e.g., salmon habitat recovery) by auditing utility operations and projects.

# Seattle City Light

## Incremental Budget Changes

### Seattle City Light

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 1,199,983,160</b>	<b>1,830.25</b>
<b>Proposed Changes</b>		
Reduce Conservation Resources Division Funding	-\$ 5,000,000	0.00
Reduce Funding for the New Denny Substation Program	-\$ 5,974,506	0.00
Integrated Geospatial Information System (GIS)	\$ 0	2.00
Reduce Environmental Liability	\$ 0	1.00
Standards and Compatible Units	\$ 0	2.00
Increase Joint-Use Telecommunications and Electrical Distribution Funding	\$ 3,280,999	2.00
<b>Proposed Technical Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 1,196,883	0.00
Technical Adjustments - CIP	-\$ 15,263,149	0.00
Technical Accounting Adjustments - O&M	-\$ 3,045,731	0.00
<b>Total Incremental Changes</b>	<b>-\$ 27,199,270</b>	<b>7.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 1,172,783,890</b>	<b>1,837.25</b>

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### **Reduce Conservation Resources Division Funding - (\$5,000,000)**

When developing the budget for the Conservation Resources Division, SCL originally anticipated that it would need a new customer incentive program to meet annual energy savings targets. However, in order to achieve the necessary energy savings in 2013, the utility installed Compact Fluorescent Lights in residential buildings across the city, a far less costly alternative. The utility will use these one-time cost savings to pay for contracts with energy conservation vendors who will perform the installation work in 2014, thus reducing the funding needs for 2014 while still meeting conservation targets.

#### **Reduce Funding for the New Denny Substation Program - (\$5,974,506)**

This adjustment reduces funding for the Denny Substation project for 2014 to account for project rescheduling and increased costs in future years. Based on public feedback, SCL developed a new design for the Denny Substation to create a more aesthetically pleasing structure. The new design requires the vacation of Pontius Street and increases the overall cost of the project by \$66.3 million through 2019. The new design requires a



# Seattle City Light

delay in the construction schedule for the substation, postponing the need for 2014 funding until 2015-2016. To accommodate the increased overall costs, SCL will cancel or defer other capital projects, as reflected in the 2014-2019 CIP. When complete, the new Denny Substation will create a stronger and better-integrated distribution system throughout the city and provide highly reliable power to serve the city's growing biotechnology research and information technology sectors.

## **Integrated Geospatial Information System (GIS)/2.00 FTE**

This adjustment adds two positions to oversee the long-term implementation of the GIS Strategic Initiative, which seeks to integrate non-compatible GIS systems into a single system that can better support transmission, distribution and streetlight system management. The newly integrated system requires additional staff to manage and maintain a combined Enterprise GIS dataset. These electrical engineering specialists will create and maintain complex maps with GIS data that are currently unavailable to utility staff.

## **Reduce Environmental Liability/1.00 FTE**

City Light created the Reduce Environmental Liability Strategic Initiative to comply with various federal, state and local laws related to environmental protection (e.g., salmon habitat recovery, superfund site cleanup, hazardous waste management efforts). Auditing, strategic coordination and planning work ensure the utility's compliance. This adjustment transitions a temporary position into a permanent position to continue this ongoing body of work.

## **Standards and Compatible Units/2.00 FTE**

As part of the Standards and Compatible Units Strategic Initiative, the utility is developing a set of standard operating procedures for field staff to follow. These standards will substantially increase operational productivity and efficiency. This adjustment replaces contract positions with two permanent positions to continue this work. Future work will include the development of a materials guide to ensure that compatible units are used for all standard operations.

## **Increase Joint-Use Telecommunications and Electrical Distribution Funding - \$3,280,999/2.00 FTE**

This adjustment provides funding and staff in the Joint Use Organizational Unit to make infrastructure improvements that will accommodate increased customer demand for wireless telecommunications installations and additional work stemming from the Gigabit Seattle Project. Customers requested a large number of wireless upgrade projects in 2013 that generated higher workloads than originally anticipated. The unit currently faces a backlog of 65 wireless projects valued at approximately \$4 million. In addition, the Gigabit Seattle Project will require installation of approximately 200-250 miles of fiber optic cable affecting between 8,000-10,000 utility poles. Project work will begin in 2013 and continue throughout 2014. The Gigabit project will provide high-speed internet access to 60,000 homes across 14 different city neighborhoods.

## **Proposed Technical Changes**

### **Citywide Adjustments for Standard Cost Changes - (\$1,196,883)**

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

# Seattle City Light

## Technical Adjustments - CIP - (\$15,263,149)

This adjustment reflects year-to-year changes in planned CIP spending for existing CIP projects. For a summary of City Light's capital program and more detail on project level changes, please see the 2014-2019 Proposed CIP document.

## Technical Accounting Adjustments - O&M - (\$3,045,731)

This adjustment reflects the transfer of position-related benefit costs, a decrease in debt service payments due to a lower than expected bond issuance, and an alteration in total city and state tax payments.

## Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
<b>Capital</b>					
Customer Focused - CIP Budget Control Level	SCL370	64,485,918	53,503,046	57,204,028	42,214,506
Financial Services - CIP Budget Control Level	SCL550	2,407,725	8,612,388	15,920,063	5,848,245
Power Supply & Environmental Affairs - CIP Budget Control Level	SCL250	50,433,776	72,923,920	63,417,769	63,588,127
Transmission and Distribution - CIP Budget Control Level	SCL360	52,175,806	66,042,527	83,447,858	89,135,813
<b>General Expense</b>					
Debt Service Budget Control Level	SCL810	176,240,516	179,667,546	196,466,429	192,033,882
General Expenses Budget Control Level	SCL800	77,913,188	86,752,636	87,109,392	88,189,686
Taxes Budget Control Level	SCL820	75,938,084	81,554,950	86,159,048	87,435,816
<b>Operations and Maintenance</b>					
Compliance and Security Budget Control Level	SCL900	2,891,938	3,163,331	3,442,861	3,414,126
Conservation Resources and Environmental Affairs O&M Budget Control Level	SCL220	38,752,439	59,893,973	61,573,633	56,414,392
Customer Services Budget Control Level	SCL320	25,305,390	27,635,692	28,307,173	28,010,478
Distribution Services Budget Control Level	SCL310	67,941,292	73,787,206	73,941,794	74,119,488
Financial Services - O&M Budget Control Level	SCL500	29,109,187	36,023,479	36,575,868	36,700,560

# Seattle City Light

Human Resources Budget Control Level	SCL400	5,316,741	9,380,049	9,137,512	9,043,467
Office of Superintendent Budget Control Level	SCL100	3,085,638	3,121,630	3,198,260	3,161,304
Power Supply O&M Budget Control Level	SCL210	43,671,627	50,892,548	51,451,103	50,843,631
<b>Power Purchase</b>					
Long-Term Purchased Power Budget Control Level	SCL720	287,471,458	277,322,789	287,056,886	287,056,886
Short-Term Purchased Power Budget Control Level	SCL710	0	52,002,066	55,573,482	55,573,482
<b>Department Total</b>		<b>1,003,140,722</b>	<b>1,142,279,777</b>	<b>1,199,983,160</b>	<b>1,172,783,890</b>
<b>Department Full-time Equivalents Total*</b>		<b>1,810.75</b>	<b>1,830.25</b>	<b>1,830.25</b>	<b>1,837.25</b>

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

## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
431010	Operating Grants	2,837,911	0	0	1,000,000
431200	BPA Conservation & Renewables Credit	0	0	0	0
431200	BPA Payments for Conservation Deferred	7,477,027	5,355,575	0	4,814,404
443250	Other O&M Revenue	8,745,990	5,631,984	5,766,516	8,391,596
443250	Revenue From Damage	1,190,778	1,635,031	1,676,279	1,153,844
443345	BPA Credit for South Fork Tolt	3,331,693	3,337,901	3,231,468	3,412,748
443380	Account Change Fees	1,243,490	1,529,349	1,567,582	1,254,456
443380	Construction & Miscellaneous Charges	1,494	1,188,857	1,217,324	1,000
443380	Late Payment Fees	4,409,429	3,883,873	3,976,647	5,261,013
443380	Pole Attachments	2,223,709	2,122,979	2,176,537	2,674,867
443380	Property Rentals	2,548,272	1,351,676	1,383,964	2,521,144
443380	Reconnect Charges	1,134,127	260,278	266,496	1,000,000
443380	Transmission Attach. & Cell Sites	1,285,771	2,815,610	2,886,642	1,549,740
443380	Water Heater & Miscellaneous Rentals	159,690	196,659	201,356	150,000
461100	Federal Subsidies of Interest Payments on Debt	4,619,321	5,443,191	5,443,191	5,165,588
461100	Interest Earnings	4,390,411	7,627,766	9,214,952	5,497,640

## Seattle City Light

461100	Sale of Property, Material & Equip.	173,220	1,100,983	1,127,594	19,127,594
462900	North Mountain Substation (Snohomish PUD)	229,987	397,226	403,206	401,544
462900	Transmission Sales	5,409,760	4,020,000	4,020,000	5,420,004
469990	Conservation - Customer Payments	0	0	0	0
473010	Capital Fees and Grants	434,498	107,654	109,887	109,887
482000	Contributions in Aid of Construction	21,591,041	21,057,333	23,285,408	18,192,404
482000	Suburban Undergrounding	543,068	1,138,795	1,250,498	831,105
541830	DOIT Rebate for Data Center	0	0	0	501,011
541830	Reimbursement for CCSS - CIP	0	0	0	7,217,500
541830	Reimbursement for CCSS - O&M	915,121	552,802	528,740	2,293,380
	<b>Total Other</b>	<b>74,895,808</b>	<b>70,755,521</b>	<b>69,734,286</b>	<b>97,942,469</b>
443310	Energy Sales to Customers	663,864,348	700,295,952	744,531,645	753,904,086
443310	Out of System Sales	0	0	0	0
443310	Retail Energy Revenue from Current Diversion, Un-Permitted House Rewires and No Longer Allowing Flat-Rate Billings	0	2,156,369	2,210,769	0
443310	Seattle Green Power/GreenUp/Community Solar	1,265,754	2,801,449	2,863,034	2,863,034
	<b>Total Retail Revenue</b>	<b>665,130,101</b>	<b>705,253,770</b>	<b>749,605,448</b>	<b>756,767,120</b>
443310	Sales from Priest Rapids	4,539,184	4,400,000	4,800,000	5,151,204
443345	Article 49 Sale to Pend Oreille Country	1,766,241	1,799,799	1,842,094	1,808,988
443345	Basis Sales	2,610,578	0	0	3,000,000
443345	Other Power Related Services	2,031,098	7,000,000	6,559,992	3,615,804
443345	Surplus Energy Sales	86,728,165	174,951,102	185,049,536	185,049,536
	<b>Total Wholesale Sales</b>	<b>97,675,266</b>	<b>188,150,901</b>	<b>198,251,622</b>	<b>198,625,532</b>
	<b>Total Revenues</b>	<b>837,701,175</b>	<b>964,160,192</b>	<b>1,017,591,356</b>	<b>1,053,335,120</b>
379100	Use of (Contribution to) Fund Balance due to GSF St Lighting Payments	0	0	0	0
	<b>Total Other</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
379100	Transfers from Construction Fund	297,901,741	177,759,423	188,684,444	122,110,478
	<b>Total Transfers</b>	<b>297,901,741</b>	<b>177,759,423</b>	<b>188,684,444</b>	<b>122,110,478</b>
	<b>Total Resources</b>	<b>1,135,602,916</b>	<b>1,141,919,615</b>	<b>1,206,275,800</b>	<b>1,175,445,598</b>

# Seattle City Light

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

### Customer Focused - CIP Budget Control Level

The purpose of the Customer Focused - CIP Budget Control Level is to provide for the capital costs of customer service connections, meters, and other customer-driven projects, including large inter-agency projects requiring utility services or relocations. This Budget Control Level supports capital projects identified in the Adopted 2012-2017 Capital Improvement Plan.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Customer Focused - CIP	64,485,918	53,503,046	57,204,028	42,214,506
<b>Total</b>	<b>64,485,918</b>	<b>53,503,046</b>	<b>57,204,028</b>	<b>42,214,506</b>
Full-time Equivalents Total*	132.32	132.32	132.32	132.32

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

### Financial Services - CIP Budget Control Level

The purpose of the Financial Services - CIP Budget Control Level is to provide for the capital costs of rehabilitation and replacement of the Utility's financial systems and information technology infrastructure, and the development and implementation of large software applications. This Budget Control Level supports capital projects identified in the Adopted 2012-2017 Capital Improvement Plan.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Financial Services - CIP	2,407,725	8,612,388	15,920,063	5,848,245
<b>Total</b>	<b>2,407,725</b>	<b>8,612,388</b>	<b>15,920,063</b>	<b>5,848,245</b>
Full-time Equivalents Total*	6.71	8.71	8.71	8.71

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### Power Supply & Environmental Affairs - CIP Budget Control Level

The purpose of the Power Supply & Environmental Affairs - CIP Budget Control Level is to provide for the capital costs of maintaining the physical generating plant and associated power license and regulatory requirements. This Budget Control Level supports capital projects identified in the Adopted 2012-2017 Capital Improvement Plan.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Power Supply & Environmental Affairs - CIP	50,433,776	72,923,920	63,417,769	63,588,127
<b>Total</b>	<b>50,433,776</b>	<b>72,923,920</b>	<b>63,417,769</b>	<b>63,588,127</b>
Full-time Equivalents Total*	73.26	73.26	73.26	73.26

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# Seattle City Light

## **Transmission and Distribution - CIP Budget Control Level**

The purpose of the Transmission and Distribution - CIP Budget Control Level is to provide for the capital costs of installation, major maintenance, rehabilitation, and replacement of transmission lines, substations, distribution feeders, transformers, and other elements of the Utility's transmission and distribution systems. This Budget Control Level supports capital projects identified in the Adopted 2012-2017 Capital Improvement Plan.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Transmission and Distribution - CIP	52,175,806	66,042,527	83,447,858	89,135,813
<b>Total</b>	<b>52,175,806</b>	<b>66,042,527</b>	<b>83,447,858</b>	<b>89,135,813</b>
Full-time Equivalents Total*	156.06	156.06	156.06	156.06

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

## **Debt Service Budget Control Level**

The purpose of the Debt Service Budget Control Level is to meet principal repayment and interest obligations on funds borrowed to meet City Light's capital expenditure requirements.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Debt Service - BCL	176,240,516	179,667,546	196,466,429	192,033,882
<b>Total</b>	<b>176,240,516</b>	<b>179,667,546</b>	<b>196,466,429</b>	<b>192,033,882</b>

## **General Expenses Budget Control Level**

The purpose of the General Expenses Budget Control Level is to provide for the general expenses of the Utility that, for the most part, are not directly attributable to a specific organizational unit. These expenditures include insurance, bond issue costs, bond maintenance fees, audit costs, Law Department legal fees, external legal fees, employee benefits (medical and retirement costs), industrial insurance costs, general claims costs, and services provided by the City's internal services departments through the central cost allocation mechanism.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
General Expenses	77,913,188	86,752,636	87,109,392	88,189,686
<b>Total</b>	<b>77,913,188</b>	<b>86,752,636</b>	<b>87,109,392</b>	<b>88,189,686</b>

## **Taxes Budget Control Level**

The purpose of the Taxes Budget Control Level is to pay City Light's legally required tax payments for state, city, and local jurisdictions. This Budget Control Level includes funding for franchise contract payments negotiated with local jurisdictions in City Light's service territory.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Taxes	75,938,084	81,554,950	86,159,048	87,435,816
<b>Total</b>	<b>75,938,084</b>	<b>81,554,950</b>	<b>86,159,048</b>	<b>87,435,816</b>

# Seattle City Light

## **Compliance and Security Budget Control Level**

The purpose of the Compliance and Security Budget Control Level is to monitor compliance with federal electric reliability standards and secure critical utility infrastructure.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Compliance and Security	2,891,938	3,163,331	3,442,861	3,414,126
<b>Total</b>	<b>2,891,938</b>	<b>3,163,331</b>	<b>3,442,861</b>	<b>3,414,126</b>
Full-time Equivalents Total*	14.00	16.00	16.00	16.00

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

## **Conservation Resources and Environmental Affairs O&M Budget Control Level**

The purpose of the Conservation Resources and Environmental Affairs O&M Budget Control Level is to design and implement demand-side conservation measures that offset the need for additional generation resources, and to help the utility generate and deliver energy in an environmentally responsible manner. This Budget Control Level also supports the utility's renewable resource development programs.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Conservation Resources and Environmental Affairs O&M	38,752,439	59,893,973	61,573,633	56,414,392
<b>Total</b>	<b>38,752,439</b>	<b>59,893,973</b>	<b>61,573,633</b>	<b>56,414,392</b>
Full-time Equivalents Total*	116.50	116.50	116.50	117.50

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

## **Customer Services Budget Control Level**

The purpose of the Customer Services Budget Control Level is to provide customer services, including metering, billing, account management, and customer information systems.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Customer Services	25,305,390	27,635,692	28,307,173	28,010,478
<b>Total</b>	<b>25,305,390</b>	<b>27,635,692</b>	<b>28,307,173</b>	<b>28,010,478</b>
Full-time Equivalents Total*	203.75	203.75	203.75	203.75

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

# Seattle City Light

## Distribution Services Budget Control Level

The purpose of the Distribution Services Budget Control Level is to provide reliable electricity to customers through operation and maintenance of City Light's overhead and underground distribution systems, substations, and transmission systems.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Distribution Services	67,941,292	73,787,206	73,941,794	74,119,488
<b>Total</b>	<b>67,941,292</b>	<b>73,787,206</b>	<b>73,941,794</b>	<b>74,119,488</b>
Full-time Equivalents Total*	575.04	578.04	578.04	584.04

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

## Financial Services - O&M Budget Control Level

The purpose of the Financial Services - O&M Budget Control Level is to manage the utility's financial health through planning, risk mitigation, and provision of information to make financial decisions. Information technology services are also provided through this Budget Control Level to support systems and applications used throughout the utility.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Financial Services - O&M	29,109,187	36,023,479	36,575,868	36,700,560
<b>Total</b>	<b>29,109,187</b>	<b>36,023,479</b>	<b>36,575,868</b>	<b>36,700,560</b>
Full-time Equivalents Total*	186.90	191.90	191.90	191.90

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

## Human Resources Budget Control Level

The purpose of the Human Resources Budget Control Level is to provide employee and management support services, including safety programs, organizational development, training, personnel, and labor relations.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Human Resources	5,316,741	9,380,049	9,137,512	9,043,467
<b>Total</b>	<b>5,316,741</b>	<b>9,380,049</b>	<b>9,137,512</b>	<b>9,043,467</b>
Full-time Equivalents Total*	54.00	57.50	57.50	57.50

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



# Seattle City Light

## Office of Superintendent Budget Control Level

The purpose of the Office of the Superintendent Budget Control Level is to provide leadership and broad departmental policy direction to deliver reliable electric power and maintain the financial health of the utility. The utility's communications and governmental affairs functions are included in this Budget Control Level.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Office of Superintendent	3,085,638	3,121,630	3,198,260	3,161,304
<b>Total</b>	<b>3,085,638</b>	<b>3,121,630</b>	<b>3,198,260</b>	<b>3,161,304</b>
Full-time Equivalents Total*	17.75	17.75	17.75	17.75

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

## Power Supply O&M Budget Control Level

The purpose of the Power Supply O&M Budget Control Level is to provide clean, safe, economic, efficient, reliable sources of electric power for City Light customers. This Budget Control Level supports the power generation and power marketing operations of the utility. Utility-wide support services such as shops, real estate, fleet, and facility management services are also included in this Budget Control Level.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Power Supply O&M	43,671,627	50,892,548	51,451,103	50,843,631
<b>Total</b>	<b>43,671,627</b>	<b>50,892,548</b>	<b>51,451,103</b>	<b>50,843,631</b>
Full-time Equivalents Total*	274.46	278.46	278.46	278.46

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

## Long-Term Purchased Power Budget Control Level

The purpose of the Long-Term Purchased Power Budget Control Level is to acquire wholesale power, transmission, and other related services (including renewable energy credits) to meet the Utility's long-term demand for power. This Budget Control Level provides appropriations for planned transactions beyond 24 months in advance.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Long-Term Purchased Power	287,471,458	277,322,789	287,056,886	287,056,886
<b>Total</b>	<b>287,471,458</b>	<b>277,322,789</b>	<b>287,056,886</b>	<b>287,056,886</b>

# Seattle City Light

## Short-Term Purchased Power Budget Control Level

The purpose of the Short-Term Purchased Power Budget Control Level is to acquire wholesale power, transmission, and other related services (including renewable energy credits) to manage the Utility's short-term demand given the variability of hydroelectric power. This Budget Control Level provides appropriations for planned transactions of up to 24 months in advance.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Short-Term Purchased Power	0	52,002,066	55,573,482	55,573,482
<b>Total</b>	<b>0</b>	<b>52,002,066</b>	<b>55,573,482</b>	<b>55,573,482</b>

## City Light Fund Table

### City Light Fund

	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2013 Revised</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Beginning Fund Balance</b>	<b>374,598,260</b>	<b>306,743,928</b>	<b>432,001,461</b>	<b>331,189,103</b>	<b>363,722,256</b>
Accounting and Technical Adjustments	222,842,748	202,564,759	201,134,363	149,960,721	104,297,296
Plus: Actual and Estimated Revenues	837,701,175	964,160,192	872,506,047	1,017,591,356	1,053,335,120
Less: Actual and Budgeted Expenditures	1,003,140,722	1,142,279,777	1,141,919,615	1,199,983,160	1,172,783,890
<b>Ending Cash Balance</b>	<b>432,001,461</b>	<b>331,189,103</b>	<b>363,722,256</b>	<b>298,758,019</b>	<b>347,997,337</b>
Construction Account	106,060,842	38,710,267	19,103,023	-	-
Contingency/RSA*	128,271,427	114,993,726	92,993,726	116,975,855	93,867,867
Restricted Accounts**	41,364,448	73,733,402	56,878,134	94,308,936	80,043,791
<b>Total Reserves</b>	<b>275,696,717</b>	<b>227,437,395</b>	<b>168,974,883</b>	<b>211,284,791</b>	<b>173,911,658</b>
<b>Ending Unreserved Cash Balance***</b>	<b>156,304,745</b>	<b>103,751,708</b>	<b>194,747,373</b>	<b>87,473,228</b>	<b>174,085,679</b>

\*The fund table reflects Council's action to transfer up to \$22 million into the Rate Stabilization Account (RSA) in 2012 as part of 2013 Adopted Budget legislation (Ordinance 124059). The fund table assumes that Net Wholesale Revenue will meet the targets in future years, that no transfers will be made between the RSA and Operating Cash and that no RSA Surcharges will occur. Actual performance will depend on the water availability, wholesale energy prices, and other factors. The slight increase in RSA balance from year to year reflects interest earned on cash and short-term investments held in the account. Net Wholesale Revenue targets are established by City Light's Strategic Plan.

\*\*Includes Special Deposits, Debt Service Account, and Bond Reserves. Does not include the Construction Account.

\*\*\*Includes All City Light Cash other than Special Deposits, Debt Service Account, and Bond Reserve.

# Seattle Public Utilities

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Ray Hoffman, Director

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

## Department Overview

Seattle Public Utilities (SPU) provides reliable, efficient, and environmentally conscious utility services to enhance the quality of life and livability in all communities SPU serves. SPU operates three distinct utilities: Drainage and Wastewater, Solid Waste, and Water. The three utilities each have unique revenue sources and capital improvement projects, but share many operations and administration activities within SPU and the City.

**Drainage and Wastewater:** The Drainage and Wastewater Utility collects and disposes or discharges storm runoff and wastewater from residences, businesses, institutions, and public properties within the City. In addition to handling sewage and storm water runoff, Drainage and Wastewater works with other government agencies and private parties to address EPA-mandated sediment cleanup projects where contamination is linked to storm water or sewage, such as Gas Works Park and the Lower Duwamish Waterway. The drainage and wastewater system includes approximately 448 miles of sanitary sewers, 968 miles of combined sewers, 460 miles of storm drains, 68 pump stations, 90 permitted combined sewer overflow outfalls, 342 storm drain outfalls, 130 storm water quality treatment facilities, 145 flow control facilities, and 38 combined sewer overflow control detention tanks and pipes.

**Solid Waste:** The Solid Waste Utility collects and processes recycling, compostables, and residential and commercial garbage to promote quality of life, environmental stewardship, public health, and safety. The City owns and operates two transfer stations, two household hazardous waste facilities, a fleet of trucks and heavy equipment, and two closed landfills. The Solid Waste Capital Improvement Plan (CIP) supports the transfer stations, heavy equipment, and post-closure projects on two landfills previously used by the City. In addition, SPU contracts with private companies who collect household refuse, compostable material, and recyclables and deliver the material to recycling and composting facilities and to transfer stations for its ultimate processing or disposal. In concert with its waste handling and disposal activities, Solid Waste engages its customers in environmental sustainability programs that promote recycling, composting and reducing waste generation. Solid Waste also works to keep Seattle clean, by targeting illegal dumping, automobile abandonment, graffiti removal, and providing public litter cans and recycling bins across Seattle.

**Water:** The Water Utility provides reliable, clean and safe water to more than 1.3 million customers in and around Seattle for consumption and other uses. The water delivery system extends from Edmonds to Des Moines and from Puget Sound to Lake Joy near Duvall. SPU delivers water directly to its customers in Seattle and adjacent areas, and provides wholesale water to 21 suburban water utilities and two interlocal associations for distribution to their customers. The Water Utility includes 1,800 miles of pipeline, 30 pump stations, 15 treated water reservoirs, three wells, and 104,000 acres in two watersheds. The Utility builds, operates, and maintains the City's water infrastructure to ensure system reliability, conserve and enhance the region's environmental resources, and protect public health and safety. SPU engages the community in conservation efforts to reduce water consumption.

SPU monitors its funds using financial targets and employs these metrics to communicate about the financial health of its utilities with the Mayor and Council, Seattle residents and businesses, and the bond rating agencies. Financial performance metrics include net income; year-end cash balance; the amount of cash versus debt

# Seattle Public Utilities

dedicated to the CIP; debt service coverage, which is the amount of cash available to pay annual debt service after day-to-day system expenses are paid; and, for the Drainage and Wastewater Fund, the debt to asset ratio. As a result of strong financial management and a commitment on the part of elected officials to establishing prudent rates, SPU has some of the strongest bond ratings of any utility in the country. SPU's Water and Drainage and Wastewater bonds are rated one notch below the highest rating by both S&P (AA+) and Moody's (Aa1), while Solid Waste bonds, which traditionally are viewed as more risky by ratings agencies, are just slightly lower and still categorized as High Grade High Quality bonds (AA and Aa3 from the two agencies, respectively). These high ratings help SPU sell revenue bonds to fund infrastructure investments at the lowest costs possible. This benefits the utilities and the rate payers they serve.

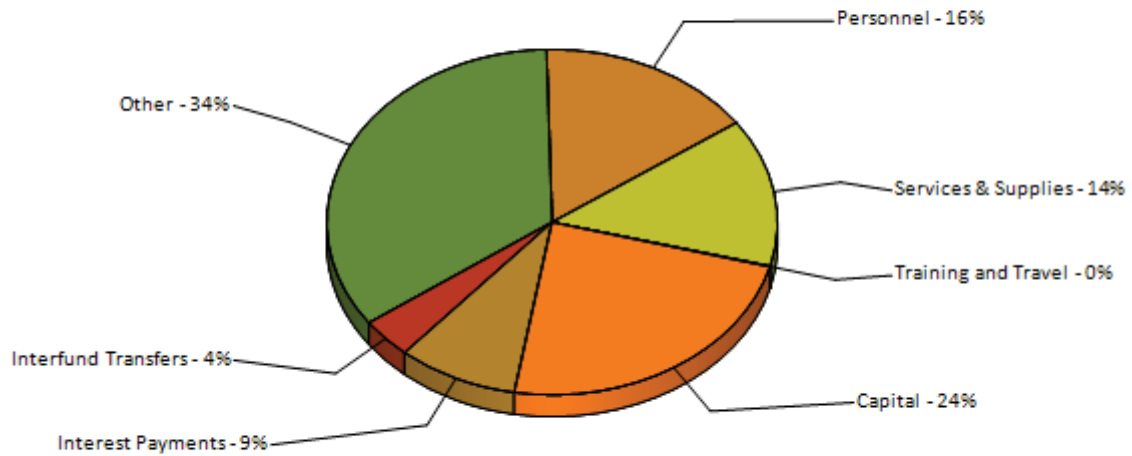
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$1,193,307	\$1,139,074	\$1,166,568	\$1,213,287
Other Funding - Operating	\$636,609,811	\$678,861,888	\$699,001,246	\$707,061,128
<b>Total Operations</b>	<b>\$637,803,118</b>	<b>\$680,000,962</b>	<b>\$700,167,814</b>	<b>\$708,274,415</b>
Other funding - Capital	\$121,799,391	\$171,868,429	\$208,219,822	\$217,415,899
<b>Total Appropriations</b>	<b>\$759,602,509</b>	<b>\$851,869,391</b>	<b>\$908,387,636</b>	<b>\$925,690,314</b>
Full-time Equivalent Total*	1,411.05	1,400.55	1,400.55	1,403.55

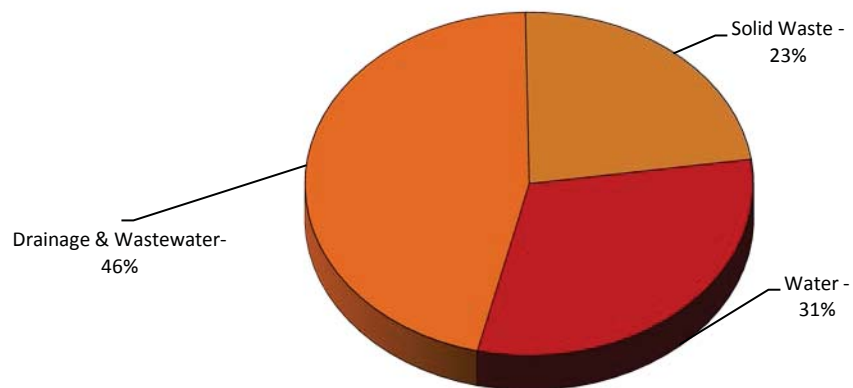
*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

# Seattle Public Utilities

## 2014 Proposed Budget - Expenditure by Category



## 2014 Proposed Budget - Revenue by Category



# Seattle Public Utilities

## Budget Overview

Seattle Public Utilities (SPU) is not proposing any significant program changes or rate adjustments from the 2014 Endorsed Budget as it is evaluating and addressing a department-wide long-term vision through a new strategic planning process.

### Strategic Business Plan:

SPU embarked on developing a Strategic Business Plan in 2012 to guide the department's operations and investments for the next several years. A nine-member customer panel is overseeing the development of the Strategic Business Plan. The Plan will set a transparent and integrated direction for all SPU utilities and will contain a six-year rate path for water, drainage, wastewater, and solid waste rates. SPU expects to complete the Plan in 2014.

The 2014 Proposed Budget funds increased efforts related to the development and implementation of the Strategic Business Plan, including enhancing community outreach and expanding human resources capacity to transform the workplace by attracting, developing, and retaining a skilled workforce.

### Shared SPU Changes:

The 2014 Proposed Budget contains several non-programmatic department adjustments that are shared among the divisions and address the following:

- Costs related to staffing for internal financial controls and capital programs
- A new state mandate regarding underground utility location services
- Increased technology costs to address software licenses, training, and equipment
- City-wide and department technical cost adjustments

These are detailed in the Description of Incremental Budget Changes - Shared SPU Changes.

### Drainage and Wastewater Highlights:

The Drainage and Wastewater Utility provides wastewater and stormwater management services to residences and businesses in the City of Seattle. It is supported almost entirely by utility fees. For wastewater, SPU collects charges based on metered water usage via the SPU combined utility bill. For drainage, SPU charges Seattle property owners fees based on property characteristics contributing to stormwater runoff. The drainage fee appears as a line item on King County property tax bills.

Current forecasts suggest that SPU will take in about 3% more in Drainage revenue than it assumed in the 2014 Endorsed Budget due mostly to increased property development. SPU expects a 9% increase in Wastewater revenues for 2014 as compared to the 2014 Endorsed Budget due to increased water consumption. Based on the rate path adopted by City Council in fall 2012 for 2013 through 2015, typical residential bills will increase by 10.3%, or \$2.48 per month, for drainage, and increase by 0.9%, or \$0.43 per month, for wastewater in 2014 relative to 2013.

**Environmental Compliance:** In 2014, Drainage and Wastewater will continue the efforts identified in the 2014 Endorsed Budget to address environmental compliance through long term issues like Combined Sewer Overflows (CSOs), National Pollutant Discharge Elimination System (NPDES) permits, and contaminated soil cleanups and containments areas. Capital program increases presented in the 2014-2019 Proposed CIP reprioritize and add projects based on recent CSO program decisions and addition of pipeline projects.

**Street Sweeping for Drainage:** Beginning in 2014, SPU will assume the cost of some street sweeping efforts currently funded through the Seattle Department of Transportation (SDOT). In 2013, the City Auditor identified that the City could legitimately attribute a portion of its street sweeping costs, currently covered by the General

# Seattle Public Utilities

Fund, to the Drainage Fund. The 2014 Proposed Budget transfers costs from SDOT to SPU to address streets where leaves accumulate during Fall and Winter and leaf removal through street sweeping provides direct drainage and flood management benefits. SPU will fund this sweeping effort through Drainage revenues. SPU and SDOT are also evaluating the benefits of street sweeping for water quality and working to identify benefits, costs, and needed levels of effort for consideration in future budgets.

## **Solid Waste Highlights:**

The Solid Waste Utility provides collection services to residents and businesses within the City of Seattle. Financial support of this service is primarily generated through charges based on the amount of garbage collected from residential and commercial customers. Solid Waste's spending is largely driven by relatively set costs for its major residential and commercial waste collection contracts. Solid Waste will pursue opportunities for efficiencies in service delivery as it continues to experience decreased demand for services as a result of its conservation efforts to reduce solid waste.

Solid Waste established new contracts in 2009 with two private refuse collection companies. These contracts continue through 2019 unless extended by the City. The contracts' terms allow pass-through adjustments for inflation of fuel costs, labor and consumer price indices, resulting in annual adjustments in contract expenses. In 2014, SPU expects these contract adjustments to reduce Solid Waste's general expenses by \$4.8 million because inflation rates were lower than anticipated in the 2014 Endorsed Budget.

**Expense Reductions/Savings:** SPU expects to collect about the same amount of revenue in 2014 as identified in the 2014 Endorsed Budget. Meanwhile, SPU expects lower expenses due to decreased contract costs and shifts in capital projects to 2015 and 2016, allowing SPU to transfer about \$3.5 million into the Solid Waste Fund's rate stabilization account in 2014.

The City established a rate stabilization account in [1998](#) to allow Solid Waste to set aside extra cash in strong financial years to minimize the size of rate increases or to meet financial needs in leaner years. Following its initial use, SPU did not actively use the account for many years.

In 2012, the City Council adopted solid waste rates for four years (2013-2016), versus the usual two year cycle, to improve revenue predictability. At the same time, Council adopted conditions, through [Ordinance 124056](#), for a mid-term financial evaluation and use of the rate stabilization account to address forecasting uncertainty in demand for services, prices received for recyclables, and contract costs associated with inflation and fuel costs.

Solid Waste collection rates will increase the typical residential solid waste bill by 4.2% or \$1.65 per month in 2014, 4.3% or \$1.75 per month in 2015, and 3.4% or \$1.45 per month in 2016, unless 2015 and 2016 rates are adjusted in mid 2014, when the City Council will evaluate the Solid Waste Fund's financial performance and consider if rate adjustments are needed.

**Transfer Station Replacement:** Solid Waste will continue to focus on designing and constructing the new North Transfer Station. The project's start of construction has shifted to later in 2014 because the design and stakeholder engagement processes took longer than anticipated. Also, based on a more detailed construction schedule, SPU now anticipates that completion of the station will extend into early 2016.

During construction of the North Transfer Station, SPU will redirect solid waste drop off from the northern service area to the old and new southern facilities. The 2014 Proposed Budget decreases capital spending to address the project shift, but SPU does not anticipate any changes in operating costs in 2014 as a result of the diversion. The shift in completion of the North Transfer Station will mean that the old south transfer station, which was planned for decommissioning in 2015, will remain in use for longer and this may result in additional operations and maintenance costs in 2015 and 2016.

# Seattle Public Utilities

## Water

Water delivers potable water directly to retail customers both inside the City and in adjacent areas. These retail customers provide about 70% of the Utility's revenues, with roughly equal revenues coming from residential and commercial users. SPU also delivers water to districts and agencies who then deliver water to their direct customers. This wholesaling of water represents about 20% of Water's revenues in 2014. Remaining revenues come from charges and reimbursement for services that Water provides on behalf of the City, as well as from grants and contributions.

SPU expects to collect about the same amount of revenues as anticipated in the 2014 Endorsed Budget. The City Council adopted water rates for retail customers in 2011 for 2012 through 2014. Under the adopted rates, the average residential customer will experience a water bill increase of 9.6% or \$2.91 per month in 2014. SPU is evaluating the current structure of water rates for the future and is preparing for development of a new rate study in 2014. Wholesale water rates are set by contracts with customers and no rate change for wholesale water is planned in 2014.

The 2014 Proposed Budget does not include any program changes to the Water utility in 2014. SPU will continue its efforts to complete reservoir covering, water supply and asset preservation projects as detailed in the 2014-2019 Proposed CIP.

## Incremental Budget Changes

### Seattle Public Utilities

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 908,387,636</b>	<b>1,400.55</b>
<b>Proposed Technical Changes</b>		
Citywide Adjustments for Standard Cost Changes	\$ 123,175	0.00
<b>Shared SPU Changes</b>		
Enhance Community Outreach for Strategic Business Plan	\$ 400,000	0.00
Attract and Retain Workforce	\$ 304,999	3.00
Improve Project Delivery	\$ 231,999	0.00
Fund Operations and Maintenance Costs for Certain Capital and Operating Positions	\$ 430,001	0.00
Fund Internal Control Positions	\$ 650,000	0.00
Increase Support of Fleet Maintenance	\$ 513,999	0.00
Increase Funding for Technical Support of IT Applications and Maintenance Contracts	\$ 476,901	0.00
Add Utility Location Services	\$ 53,000	0.00
Technology CIP	\$ 2,821,624	0.00



# Seattle Public Utilities

Technical Adjustments	-\$ 9,130,909	0.00
<b>Drainage and Wastewater Utility Changes</b>		
Increase Drainage Funding for Leaf Removal	\$ 47,000	0.00
Adjust and Reduce Engineering Services Support	-\$ 9,330	0.00
Drainage and Wastewater CIP	\$ 3,640,758	0.00
Drainage and Wastewater Technical Adjustments	\$ 10,418,622	0.00
<b>Solid Waste Utility Changes</b>		
Increased Support for Organics Processing	\$ 605,625	0.00
Solid Waste CIP	-\$ 5,620,571	0.00
Solid Waste Technical Adjustments	-\$ 3,360,610	0.00
<b>Water Utility Changes</b>		
Water Fund CIP	\$ 8,354,266	0.00
Water Technical Adjustments	\$ 6,352,129	0.00
<b>Total Incremental Changes</b>	<b>\$ 17,302,678</b>	<b>3.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 925,690,314</b>	<b>1,403.55</b>

## Descriptions of Incremental Budget Changes

### Proposed Technical Changes

#### **Citywide Adjustments for Standard Cost Changes - \$123,175**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

### Shared SPU Changes

#### **Enhance Community Outreach for Strategic Business Plan - \$400,000**

This increase funds outreach to customers regarding implementation of SPU's Strategic Business Plan. SPU is currently developing a Strategic Business Plan to guide its future investments, service levels, and rates. The Plan will provide transparency and accountability of SPU's activities to its customers. This funding supports tools, such as advertisements, direct mailing, and consultant support, to create dialogue with customers regarding SPU's business direction. The funding is ongoing to allow SPU to continue this dialogue throughout the implementation of the Strategic Business Plan.

# Seattle Public Utilities

## **Attract and Retain Workforce - \$304,999/3.00 FTE**

One key area of SPU's Strategic Business Plan is transforming the workplace by attracting, developing, and retaining a skilled workforce. SPU's current human resources staff does not have capacity to increase supervisor and leadership training, talent management, and leave-of-absence management. This funding supports adding three SPU human resources staff who will focus on workforce transformation and fill existing gaps in capacity.

## **Improve Project Delivery - \$231,999**

This funding provides for a project delivery specialist. SPU seeks to improve delivery of capital projects by identifying improvements in project development, cost estimating, accountability and rate of completion. The specialist will develop tools, practices and training to help SPU staff, consultants and contractors deliver projects more efficiently and effectively.

## **Fund Operations and Maintenance Costs for Certain Capital and Operating Positions - \$430,001**

This increase supports costs associated with 11 new positions that were authorized in 2013. SPU was provided with the new positions to help deliver several critical capital projects and core services. Ten of the positions are primarily paid through capital projects, but these positions also incur some operations and maintenance costs, such as paid time off and benefits, that cannot be covered by capital projects. One of the 11 positions is entirely an operations and maintenance position for inspecting certain customer-installed equipment. This position requires full funding for salary, overhead, and benefits. All of the positions are assumed to sunset in 2015 unless they are converted to permanent status at that time.

## **Fund Internal Control Positions - \$650,000**

This funding provides costs for six positions, previously authorized by City Council, to implement an internal controls action plan for SPU. In late 2012, several internal and external audits and assessments of SPU's financial controls identified a four-year work plan. To complete this work plan, SPU was given six positions during the fourth quarter of 2012, but no funding was provided at that time. Two positions will sunset in 2016 and four positions are ongoing.

## **Increase Support of Fleet Maintenance - \$513,999**

This item funds increased costs for fleet maintenance based on the combined effect of SPU's aging heavy equipment fleet and increased FAS labor rates. SPU maintains a fleet of heavy equipment (backhoes, loaders, excavators, and trucks) to perform its operations. As the equipment ages, it requires increased maintenance to keep it operational. SPU anticipates about a 20% increase in maintenance costs based on what it has experienced through the first quarter of 2013. To address increased costs in the future, SPU will review replacement schedules for equipment and fleet size needs.

## **Increase Funding for Technical Support of IT Applications and Maintenance Contracts - \$476,901**

This item increases funding for licensing and support of several software systems that SPU uses to manage its infrastructure and workforce. Increased contract costs are caused by addition or expansion of software technology that the department uses to support its operations. Increases also provide for training and support by vendors to allow SPU staff to effectively use new software tools.

## **Add Utility Location Services - \$53,000**

This increase funds State-mandated utility location services. SPU pays for utility location services to find and mark out underground utilities before private contractors excavate for new construction, relocations or repair work. A recent change in State law now requires SPU to furnish maps of underground infrastructure to excavators. This funding supports compliance with the new state law.

# Seattle Public Utilities

## **Technology CIP - \$2,821,624**

This item funds increased SPU-specific technology costs. Notable 2014 increases include higher cost of document management software and SPU's portion of City disaster recovery center computer replacement needs. The total Proposed 2014-2019 SPU Technology CIP cost is \$109 million. Additional details are provided in the proposed 2014-2019 CIP documents for the Water, Drainage and Wastewater, and Solid Waste programs.

## **Technical Adjustments - (\$9,130,909)**

This technical adjustment includes department and citywide non-programmatic adjustments. The adjustments include changes in central cost allocations, retirement, health care, workers' compensation, replacement of city anti-spam software with Microsoft Office 365, upgrade of the Utility Discount Program database, and reallocation of idle equipment costs from the CIP to O&M.

The adjustments also reflect SPU's changed method of accounting for employee fringe benefits (retirement, health care, paid time off, etc). Previously, SPU allocated fringe benefits among funds via a rate. In the 2014 Proposed Budget, fringe benefit costs are budgeted in the G&A program in Administration.

## **Drainage and Wastewater Utility Changes**

### **Increase Drainage Funding for Leaf Removal - \$47,000**

This item shifts a portion of street sweeping costs from SDOT Street Maintenance to SPU Drainage and Wastewater. SPU has determined that some leaf pickup work that SDOT performs through street sweeping is attributable to drainage services because it reduces flooding around street drain inlets and capacity and function of the conveyance system.

### **Adjust and Reduce Engineering Services Support - (\$9,330)**

SPU provides engineering and survey-related services, such as managing engineering documents and maintaining field survey monuments, for City departments and the public. This adjustment reflects updated General Fund allocation of costs based on historic and anticipated levels of effort. Most of the costs for these services are allocated to City departments and the General Fund. SPU has evaluated Engineering Services need for General Fund support for 2014 and determined that support can be reduced without a change in service level.

### **Drainage and Wastewater CIP - \$3,640,758**

This item increases 2014 funding for the Proposed Drainage and Wastewater Capital Improvement Program (CIP). SPU's Drainage and Wastewater CIP supports sewer collection and conveyance and drainage collection, conveyance and treatment systems throughout the City of Seattle. The total Proposed 2014-2019 Drainage and Wastewater CIP is \$569 million, excluding technology.

Significant 2014 changes include numerous project shifts related to Combined Sewer Overflow program priorities, delay of the Taylor Creek culvert project to 2016, delayed start of the Thornton Creek project to 2014, added sediments cleanup costs, and addition of Yesler area projects. Additional information is provided in the proposed 2014-2019 CIP document.

### **Drainage and Wastewater Technical Adjustments - \$10,418,622**

This technical adjustment decreases budget authority to reflect taxes, debt, interest rates adjustments, and increased payments to King County for wastewater treatment.

# Seattle Public Utilities

## Solid Waste Utility Changes

### **Increased Support for Organics Processing - \$605,625**

This item funds a one-time increase in organics processing costs associated with new handling contracts. SPU uses private contracted services to process and transport organic waste that it receives as part of its recycling program. In 2013, SPU contracted with two firms to replace its existing provider contract. One-time costs to transition to new contracts include contract termination and service transition expenses. In 2015 and beyond, the new contract services are expected to decrease costs.

### **Solid Waste CIP - (\$5,620,571)**

This item decreases 2014 funding for the Proposed Solid Waste Capital Improvement Program (CIP). The SPU Solid Waste CIP supports collection, handling, and disposal of solid waste, recycling, and hazardous waste in the Seattle area. The total 2014-2019 Solid Waste CIP is \$133.5 million, excluding technology. Delayed construction of the North Transfer station decreases 2014 expenditures. Additional information is provided in the 2014-2019 CIP document.

### **Solid Waste Technical Adjustments - (\$3,360,610)**

This technical adjustment decreases budget authority to reflect taxes, debt, interest rates adjustments, and solid waste contract reductions.

## Water Utility Changes

### **Water Fund CIP - \$8,354,266**

This item increases 2014 funding for the Proposed Water Capital Improvement Program (CIP). SPU's Water CIP supports the infrastructure that supplies and delivers potable water to more than 1.3 million regional retail and wholesale customers. The total 2014-2019 Water CIP exceeds \$363 million, excluding technology costs.

Primary drivers for the proposed increase include added water line relocations, funding for construction for Myrtle and Maple Leaf reservoir lid projects, increases in seismic design costs for reservoir lids, and increased facility upgrade project costs. Delays in construction of the Morse Lake pump plant to late 2015 partially offset the increases. Additional information is provided in the 2014-2019 proposed CIP document.

### **Water Technical Adjustments - \$6,352,129**

This technical adjustment decreases budget authority to reflect taxes, debt, and interest rates adjustments.

# Seattle Public Utilities

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Drainage &amp; Wastewater Utility</b>					
<b>Administration Budget Control</b>					
Administration		13,345,556	14,893,123	15,176,069	13,875,872
General and Administrative Credit		-9,354,339	-9,757,265	-8,927,697	-634,699
<b>Total</b>	<b>N100B-DW</b>	<b>3,991,216</b>	<b>5,135,858</b>	<b>6,248,372</b>	<b>13,241,173</b>
<b>Combined Sewer Overflows Budget Control Level</b>	<b>C360B</b>	<b>22,399,471</b>	<b>43,834,341</b>	<b>49,201,662</b>	<b>47,696,601</b>
<b>Customer Service Budget Control Level</b>	<b>N300B-DW</b>	<b>6,331,397</b>	<b>7,350,019</b>	<b>7,506,712</b>	<b>6,677,477</b>
<b>Flooding, Sewer Back-up, and Landslides Budget Control Level</b>	<b>C380B</b>	<b>14,975,567</b>	<b>16,710,198</b>	<b>17,201,000</b>	<b>17,025,137</b>
<b>General Expense Budget Control</b>					
Debt Service		42,979,994	43,026,929	45,195,400	43,243,036
Other General Expenses		139,192,811	153,690,645	153,592,672	157,921,745
Taxes		39,547,195	40,771,868	41,266,670	43,735,743
<b>Total</b>	<b>N000B-DW</b>	<b>221,720,000</b>	<b>237,489,442</b>	<b>240,054,742</b>	<b>244,900,524</b>
<b>Other Operating Budget Control</b>					
Field Operations		19,708,711	21,219,706	21,714,559	26,723,932
Pre-Capital Planning & Development		1,403,862	2,246,416	2,281,249	1,937,280
Project Delivery		10,355,899	10,749,155	10,734,544	8,992,361
Utility Systems Management		18,222,806	19,455,810	20,095,072	13,413,154
<b>Total</b>	<b>N400B-DW</b>	<b>49,691,278</b>	<b>53,671,087</b>	<b>54,825,424</b>	<b>51,066,727</b>
<b>Protection of Beneficial Uses Budget Control Level</b>	<b>C333B</b>	<b>4,031,097</b>	<b>5,108,000</b>	<b>5,141,941</b>	<b>3,195,304</b>
<b>Rehabilitation Budget Control Level</b>	<b>C370B</b>	<b>8,806,106</b>	<b>9,190,498</b>	<b>8,770,000</b>	<b>11,864,169</b>
<b>Sediments Budget Control Level</b>	<b>C350B</b>	<b>2,947,924</b>	<b>1,678,965</b>	<b>2,050,342</b>	<b>3,422,898</b>
<b>Shared Cost Projects Budget Control Level</b>	<b>C410B-DW</b>	<b>5,826,088</b>	<b>10,728,360</b>	<b>11,394,835</b>	<b>14,196,429</b>
<b>Technology Budget Control Level</b>	<b>C510B-DW</b>	<b>3,488,381</b>	<b>8,880,280</b>	<b>7,612,800</b>	<b>9,196,230</b>
<b>Solid Waste Utility</b>					
<b>Administration Budget Control</b>					
Administration		5,651,204	6,033,422	6,150,888	5,968,923

## Seattle Public Utilities

General and Administrative Credit		-1,517,477	-1,497,301	-1,128,172	545,495
<b>Total</b>	<b>N100B-SW</b>	<b>4,133,727</b>	<b>4,536,121</b>	<b>5,022,716</b>	<b>6,514,418</b>
<b>Customer Service Budget Control Level</b>	<b>N300B-SW</b>	<b>11,765,269</b>	<b>12,896,991</b>	<b>13,048,607</b>	<b>12,213,710</b>
<b>General Expense Budget Control</b>					
Debt Service		9,040,694	10,284,496	12,497,286	12,941,374
Other General Expenses		99,720,318	106,396,741	109,552,162	105,675,181
Taxes		18,505,714	19,954,408	20,900,951	20,943,104
<b>Total</b>	<b>N000B-SW</b>	<b>127,266,726</b>	<b>136,635,645</b>	<b>142,950,399</b>	<b>139,559,659</b>
<b>New Facilities Budget Control Level</b>	<b>C230B</b>	<b>12,903,704</b>	<b>8,888,345</b>	<b>32,077,233</b>	<b>26,574,225</b>
<b>Other Operating Budget Control</b>					
Field Operations		10,407,144	12,677,786	12,995,371	12,282,934
Pre-Capital Planning & Development		94,475	241,637	246,465	176,762
Project Delivery		819,596	965,252	986,336	692,658
Utility Systems Management		2,571,999	2,668,837	2,756,906	2,314,304
<b>Total</b>	<b>N400B-SW</b>	<b>13,893,214</b>	<b>16,553,512</b>	<b>16,985,077</b>	<b>15,466,657</b>
<b>Rehabilitation and Heavy Equipment Budget Control Level</b>	<b>C240B</b>	<b>290,554</b>	<b>80,483</b>	<b>45,000</b>	<b>45,000</b>
<b>Shared Cost Projects Budget Control Level</b>	<b>C410B-SW</b>	<b>1,055,219</b>	<b>2,179,315</b>	<b>2,356,531</b>	<b>2,238,968</b>
<b>Technology Budget Control Level</b>	<b>C510B-SW</b>	<b>1,166,146</b>	<b>5,612,296</b>	<b>4,891,677</b>	<b>5,337,065</b>
<b>Water Utility</b>					
<b>Administration Budget Control</b>					
Administration		15,686,011	15,424,743	15,730,653	14,558,249
General and Administrative Credit		-5,181,000	-5,861,236	-4,827,591	4,219,434
<b>Total</b>	<b>N100B-WU</b>	<b>10,505,011</b>	<b>9,563,508</b>	<b>10,903,062</b>	<b>18,777,683</b>
<b>Customer Service Budget Control Level</b>	<b>N300B-WU</b>	<b>8,894,069</b>	<b>10,160,012</b>	<b>10,368,549</b>	<b>9,297,641</b>
<b>Distribution Budget Control Level</b>	<b>C110B</b>	<b>15,699,217</b>	<b>19,778,088</b>	<b>20,393,599</b>	<b>22,600,235</b>
<b>General Expense Budget Control</b>					
Debt Service		82,173,933	78,798,440	81,023,938	79,662,691
Other General Expenses		18,723,317	23,095,768	23,587,152	24,116,542
Taxes		34,579,191	35,889,946	38,721,489	39,861,945
<b>Total</b>	<b>N000B-WU</b>	<b>135,476,442</b>	<b>137,784,153</b>	<b>143,332,579</b>	<b>143,641,178</b>

## Seattle Public Utilities

<b>Habitat Conservation Program</b>	<b>C160B</b>	<b>4,813,421</b>	<b>2,506,875</b>	<b>2,490,751</b>	<b>2,610,018</b>
<b>Budget Control Level</b>					
<b>Other Operating Budget Control</b>					
Field Operations		24,628,170	25,840,052	26,537,844	25,485,259
Pre-Capital Planning & Development		1,038,075	2,435,930	2,195,230	1,433,680
Project Delivery		4,745,013	4,805,650	4,918,332	4,661,353
Utility Systems Management		13,723,510	15,142,980	15,270,167	15,337,274
<b>Total</b>	<b>N400B-WU</b>	<b>44,134,768</b>	<b>48,224,613</b>	<b>48,921,573</b>	<b>46,917,566</b>
<b>Shared Cost Projects Budget</b>	<b>C410B-WU</b>	<b>6,942,993</b>	<b>15,795,455</b>	<b>19,402,731</b>	<b>23,387,405</b>
<b>Control Level</b>					
<b>Technology Budget Control</b>	<b>C510B-WU</b>	<b>3,960,798</b>	<b>9,174,364</b>	<b>8,596,072</b>	<b>9,388,878</b>
<b>Level</b>					
<b>Transmission Budget Control</b>	<b>C120B</b>	<b>172,025</b>	<b>1,702,753</b>	<b>3,075,786</b>	<b>2,915,905</b>
<b>Level</b>					
<b>Water Quality &amp; Treatment</b>	<b>C140B</b>	<b>7,853,779</b>	<b>3,333,857</b>	<b>5,303,791</b>	<b>11,279,359</b>
<b>Budget Control Level</b>					
<b>Water Resources Budget</b>	<b>C150B</b>	<b>3,297,791</b>	<b>6,682,957</b>	<b>8,212,072</b>	<b>4,215,073</b>
<b>Control Level</b>					
<b>Watershed Stewardship</b>	<b>C130B</b>	<b>1,169,111</b>	<b>3,000</b>	<b>1,999</b>	<b>227,000</b>
<b>Budget Control Level</b>					
<b>Department Total</b>		<b>759,602,509</b>	<b>851,869,391</b>	<b>908,387,636</b>	<b>925,690,314</b>
<b>Department Full-time Equivalents Total*</b>		<b>1,411.05</b>	<b>1,400.55</b>	<b>1,400.55</b>	<b>1,403.55</b>

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

# Seattle Public Utilities

## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
408000	Capital Grants and Contributions (excluding donated assets)	5,069,012	1,100,000	1,100,000	1,321,000
437010	Call Center Reimbursement from SCL	1,671,433	1,607,894	1,640,454	1,640,454
443210	GIS CGDB Corporate Support (N2408 and N2418)	1,833,525	1,110,763	1,138,048	1,138,048
443510	Wastewater Utility Services	223,137,692	225,819,657	220,092,604	239,599,463
443610	Drainage Utility Services	75,537,302	80,429,931	91,162,421	91,162,421
443691	Side Sewer Permit Fees	1,063,593	1,030,318	1,030,318	1,030,318
443694	Drainage Permit Fees	285,645	247,935	247,935	247,935
461110	Build America Bond Interest Income	1,885,646	1,885,646	1,885,646	1,885,646
469990	Other Operating Revenues	92,287	90,775	93,952	93,952
469990	Transfer from Construction Fund	41,052,700	67,559,000	62,727,000	71,037,000
479010	Operating Grants	2,061,761	841,000	841,000	841,000
543210	GF - Various GIS & Eng Svcs (N4303)	0	1,105,086	1,129,271	0
543210	GIS Maps & Publications (N2409 and 2419)	469,433	157,619	157,619	157,619
543210	Parks & Other City Depts. (N4405)	105,986	511,053	511,053	511,053
543210	SCL for ReLeaf	0	132,600	135,653	0
543210	SCL Fund (N4403)	1,131,048	339,176	339,176	339,176
543210	SDOT Fund (N4404)	2,568,956	1,968,685	1,992,870	2,071,956
705000	General Subfund -- Transfer In - - Restore Our Waters	821,275	0	0	1,212,111
705000	GF Reimbursement of Abandoned Vehicles	0	0	0	0
705000	Technical Adjustments	0	0	0	0
	<b>Total Drainage and Wastewater Utility</b>	<b>358,787,294</b>	<b>385,937,138</b>	<b>386,225,020</b>	<b>414,289,152</b>
408000	Other Nonoperating Revenue	311,005	450,536	465,363	2,500,994
416457	Transfer Fee	0	0	0	0
416458	Transfer Fee - Out City	1,495,533	1,529,379	1,736,088	1,567,667
437010	Operating Fees, Contributions and grants	814,296	350,000	350,000	350,000
443450	Recycling Processing Revenues	2,321,175	2,794,000	2,895,600	2,300,000
443710	Commercial Services	46,083,566	49,983,130	51,604,395	51,088,351
443710	Residential Services	97,622,413	105,656,554	110,221,228	110,214,581
443741	Recycling and Disposal Station Charges	9,814,492	10,887,812	10,453,600	10,165,101



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443745	Comm'l Disposal (Longhaul) Charges	294,291	493,207	516,018	516,018
466990	Recovery Fees/Yellow Pages	76,633	56,070	56,071	0
469990	Other Operating Revenue	78,591	42,161	64,520	67,844
481200	Transfers from Construction Fund	12,312,170	12,028,723	31,890,056	27,524,455
516456	Landfill Closure Fee	0	0	0	0
516457	Transfer Fee - In City	3,288,193	3,454,378	3,753,584	3,922,005
587000	Op Transfer In - Rev Stab Subfund	0	0	0	-3,464,620
705000	Call Center Reimbursement from SCL	1,470,251	1,671,433	1,671,433	1,738,290
705000	GSF - Transfer In - Aband'd Vehicle Calls	0	0	0	0
705000	KC Reimb for Local Hzrd Waste Mgt Prgm	2,812,840	2,625,027	2,625,027	2,730,028
	<b>Total Solid Waste Utility</b>	<b>178,795,449</b>	<b>192,022,410</b>	<b>218,302,983</b>	<b>211,220,714</b>
408000	Other Non-Operating Revenue	305,831	384,128	388,930	388,930
408000	Reimbursement for NS activities	35,868	42,145	43,199	43,199
437010	Operating Grants	0	0	1	0
443410	Retail Water Sales	152,606,122	164,182,504	177,471,810	177,471,810
443420	Water Service for Fire Protection	7,186,677	7,591,239	8,207,424	8,207,424
443420	Wholesale Water Sales	49,524,873	47,267,682	47,102,577	47,102,577
443450	Facilities Charges	450,225	2,199,447	450,000	450,000
443450	Tap Fees	4,689,647	3,325,469	4,097,298	4,097,298
461110	Build America Bond Interest Income	2,135,334	2,135,334	2,135,334	2,135,334
462500	Rentals--Non-City	510,641	425,178	435,807	435,807
469990	Other Operating Revenues	2,371,057	2,037,961	2,238,042	2,238,042
479010	Capital Grants and Contributions	5,451,204	1,883,211	1,915,958	1,915,958
481200	Public Works Loan Proceeds	0	0	0	0
481200	Transfers from Construction Fund	25,499,622	22,442,519	42,065,776	42,065,776
543970	Inventory Purchased by SDOT	458,601	774,618	790,110	790,110
587000	Op Transfer In - Rev Stab Subfnd - BPA Acct	0	0	0	0
587000	Op Transfer In - Rev Stab Subfund	-3,354,239	0	-8,500,000	-8,500,000
705000	Call Center Reimbursement from SCL	1,514,804	1,656,618	1,690,164	1,690,164
705000	GF Reimb Abandoned Vehicles	0	0	1	-1
	<b>Total Water Utility</b>	<b>249,386,267</b>	<b>256,348,053</b>	<b>280,532,431</b>	<b>280,532,428</b>
	<b>Total Revenues</b>	<b>786,969,010</b>	<b>834,307,601</b>	<b>885,060,434</b>	<b>906,042,294</b>
379100	Decrease (Increase) in Working Capital	-14,578,769	13,839,910	23,782,813	8,193,518

## Seattle Public Utilities

	<b>Total Drainage and Wastewater Utility</b>	<b>-14,578,769</b>	<b>13,839,910</b>	<b>23,782,813</b>	<b>8,193,518</b>
379100	Decrease (Increase) in Working Capital	-6,320,891	-4,639,702	-925,743	-3,271,012
	<b>Total Solid Waste Utility</b>	<b>-6,320,891</b>	<b>-4,639,702</b>	<b>-925,743</b>	<b>-3,271,012</b>
379100	Decrease (Increase) in Working Capital	-6,466,841	8,361,583	470,133	14,725,513
	<b>Total Water Utility</b>	<b>-6,466,841</b>	<b>8,361,583</b>	<b>470,133</b>	<b>14,725,513</b>
<b>Total Resources</b>		<b>759,602,509</b>	<b>851,869,392</b>	<b>908,387,637</b>	<b>925,690,313</b>

# Seattle Public Utilities

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

### Administration Budget Control Level

The purpose of the Drainage and Wastewater Utility Administration Budget Control Level is to provide overall management and policy direction for Seattle Public Utilities and, more specifically, for the Drainage and Wastewater Utility, and to provide core financial, human resource, and information technology services.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Administration	13,345,556	14,893,123	15,176,069	13,875,872
General and Administrative Credit	-9,354,339	-9,757,265	-8,927,697	-634,699
<b>Total</b>	<b>3,991,216</b>	<b>5,135,858</b>	<b>6,248,372</b>	<b>13,241,173</b>
Full-time Equivalents Total*	59.75	58.75	58.75	61.75

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

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

#### **Administration Program**

The purpose of the Drainage and Wastewater Utility Administration Program is to provide overall management and policy direction for Seattle Public Utilities and, more specifically, for the Drainage and Wastewater Utility, and to provide core financial, human resource, and information technology services to the entire Department.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Administration	13,345,556	14,893,123	15,176,069	13,875,872
Full-time Equivalents Total	59.75	58.75	58.75	61.75

#### **General and Administrative Credit Program**

The purpose of the Drainage and Wastewater Utility General and Administrative Credit Program is to eliminate double-budgeting related to implementation of capital projects and equipment depreciation.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
General and Administrative Credit	-9,354,339	-9,757,265	-8,927,697	-634,699

# Seattle Public Utilities

## **Combined Sewer Overflows Budget Control Level**

The purpose of the Drainage and Wastewater Utility Combined Sewer Overflow (CSO) Budget Control Level, a Capital Improvement Program funded by drainage and wastewater revenues, is to plan and construct large infrastructure systems, smaller retrofits, and green infrastructure for CSO control.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Combined Sewer Overflows	22,399,471	43,834,341	49,201,662	47,696,601
<b>Total</b>	<b>22,399,471</b>	<b>43,834,341</b>	<b>49,201,662</b>	<b>47,696,601</b>
Full-time Equivalents Total*	30.00	30.00	30.00	30.00

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

## **Customer Service Budget Control Level**

The purpose of the Drainage and Wastewater Utility Customer Service Budget Control Level is to provide customer service in the direct delivery of essential programs and services that anticipate and respond to customer expectations.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Customer Service	6,331,397	7,350,019	7,506,712	6,677,477
<b>Total</b>	<b>6,331,397</b>	<b>7,350,019</b>	<b>7,506,712</b>	<b>6,677,477</b>
Full-time Equivalents Total*	56.50	56.50	56.50	56.50

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

## **Flooding, Sewer Back-up, and Landslides Budget Control Level**

The purpose of the Drainage and Wastewater Utility Flooding, Sewer Back-up, and Landslides Budget Control Level, a Capital Improvement Program funded by drainage and wastewater revenues, is to plan, design and construct systems aimed at preventing or alleviating flooding and sewer backups in the City of Seattle, protecting public health, safety, and property. This program also protects SPU drainage and wastewater infrastructure from landslides, and makes drainage improvements where surface water generated from City rights-of-way contributes to landslides.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Flooding, Sewer Back-up, and Landslides	14,975,567	16,710,198	17,201,000	17,025,137
<b>Total</b>	<b>14,975,567</b>	<b>16,710,198</b>	<b>17,201,000</b>	<b>17,025,137</b>
Full-time Equivalents Total*	25.00	25.00	25.00	25.00

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

# Seattle Public Utilities

## **General Expense Budget Control Level**

The purpose of the Drainage and Wastewater Utility General Expense Budget Control Level is to appropriate funds to pay the Drainage and Wastewater Utility's general expenses.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Debt Service	42,979,994	43,026,929	45,195,400	43,243,036
Other General Expenses	139,192,811	153,690,645	153,592,672	157,921,745
Taxes	39,547,195	40,771,868	41,266,670	43,735,743
<b>Total</b>	<b>221,720,000</b>	<b>237,489,442</b>	<b>240,054,742</b>	<b>244,900,524</b>
Full-time Equivalents Total*	0.50	0.50	0.50	0.50

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

***The following information summarizes the programs in General Expense Budget Control Level:***

### **Debt Service Program**

The purpose of the Drainage and Wastewater Utility Debt Service Program is to provide appropriation for debt service on Drainage and Wastewater Utility bonds.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Debt Service	42,979,994	43,026,929	45,195,400	43,243,036

### **Other General Expenses Program**

The purpose of the Drainage and Wastewater Utility Other General Expenses Program is to appropriate funds for payment to King County Metro for sewage treatment, and the Drainage and Wastewater Fund's share of City central costs, claims, and other general expenses.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Other General Expenses	139,192,811	153,690,645	153,592,672	157,921,745
Full-time Equivalents Total	0.50	0.50	0.50	0.50

### **Taxes Program**

The purpose of the Drainage and Wastewater Utility Taxes Program is to provide appropriation for payment of city and state taxes.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Taxes	39,547,195	40,771,868	41,266,670	43,735,743

# Seattle Public Utilities

## Other Operating Budget Control Level

The purpose of the Other Operating Budget Control Level is to fund the Drainage and Wastewater Utility's operating expenses for Field Operations, Pre-Capital Planning & Development, Project Delivery, and Utility Systems Management programs.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Field Operations	19,708,711	21,219,706	21,714,559	26,723,932
Pre-Capital Planning & Development	1,403,862	2,246,416	2,281,249	1,937,280
Project Delivery	10,355,899	10,749,155	10,734,544	8,992,361
Utility Systems Management	18,222,806	19,455,810	20,095,072	13,413,154
<b>Total</b>	<b>49,691,278</b>	<b>53,671,087</b>	<b>54,825,424</b>	<b>51,066,727</b>
Full-time Equivalents Total*	260.55	264.55	264.55	264.55

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

**The following information summarizes the programs in Other Operating Budget Control Level:**

### **Field Operations Program**

The purpose of the Drainage and Wastewater Utility Field Operations Program is to operate and maintain drainage and wastewater infrastructure that protects the public's health, and protects and improves the environment.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Field Operations	19,708,711	21,219,706	21,714,559	26,723,932
Full-time Equivalents Total	105.25	107.25	107.25	107.25

### **Pre-Capital Planning & Development Program**

The purpose of the Drainage and Wastewater Utility Pre-Capital Planning & Development Program is to support business case development, project plans, and options analysis for the drainage and wastewater system. This program will capture all costs associated with a project that need to be expensed during its life-cycle, including any post-construction monitoring and landscape maintenance.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Pre-Capital Planning & Development	1,403,862	2,246,416	2,281,249	1,937,280

### **Project Delivery Program**

The purpose of the Drainage and Wastewater Utility Project Delivery Program is to provide engineering design and support services, construction inspection, and project management services to Drainage and Wastewater Utility's capital improvement projects and to the managers of drainage and wastewater facilities.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Project Delivery	10,355,899	10,749,155	10,734,544	8,992,361
Full-time Equivalents Total	67.00	67.00	67.00	67.00

# Seattle Public Utilities

## Utility Systems Management Program

The purpose of the Drainage and Wastewater Utility's Utility Systems Management Program is to ensure that each SPU utility system and associated assets are properly planned, developed, operated, and maintained and that asset management principles and practices are applied to achieve established customer and environmental service levels at the lowest life-cycle cost.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
<b>Expenditures/FTE</b>				
Utility Systems Management	18,222,806	19,455,810	20,095,072	13,413,154
Full-time Equivalents Total	88.30	90.30	90.30	90.30

## Protection of Beneficial Uses Budget Control Level

The purpose of the Drainage and Wastewater Utility Protection of Beneficial Uses Budget Control Level, a Capital Improvement Program funded by drainage revenues, is to make improvements to the City's drainage system to reduce the harmful effects of stormwater runoff on creeks and receiving waters by improving water quality and protecting or enhancing habitat.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
<b>Program Expenditures</b>				
Protection of Beneficial Uses	4,031,097	5,108,000	5,141,941	3,195,304
<b>Total</b>	<b>4,031,097</b>	<b>5,108,000</b>	<b>5,141,941</b>	<b>3,195,304</b>
Full-time Equivalents Total*	15.00	15.00	15.00	15.00

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## Rehabilitation Budget Control Level

The purpose of the Drainage and Wastewater Utility Rehabilitation Budget Control Level, a Capital Improvement Program funded by drainage and wastewater revenues, is to rehabilitate or replace existing drainage and wastewater assets in kind, to maintain the current functionality of the system.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
<b>Program Expenditures</b>				
Rehabilitation	8,806,106	9,190,498	8,770,000	11,864,169
<b>Total</b>	<b>8,806,106</b>	<b>9,190,498</b>	<b>8,770,000</b>	<b>11,864,169</b>
Full-time Equivalents Total*	30.00	30.00	30.00	30.00

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# Seattle Public Utilities

## Sediments Budget Control Level

The purpose of the Drainage and Wastewater Utility Sediments Budget Control Level, a Capital Improvement Program funded by drainage and wastewater revenues, is to restore and rehabilitate natural resources in or along Seattle's waterways.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Sediments	2,947,924	1,678,965	2,050,342	3,422,898
<b>Total</b>	<b>2,947,924</b>	<b>1,678,965</b>	<b>2,050,342</b>	<b>3,422,898</b>
Full-time Equivalents Total*	7.00	7.00	7.00	7.00

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## Shared Cost Projects Budget Control Level

The purpose of the Drainage and Wastewater Utility Shared Cost Projects Budget Control Level, a Drainage and Wastewater Capital Improvement Program, is to implement the Drainage and Wastewater Utility's share of capital improvement projects that receive funding from multiple SPU funds benefiting the Utility.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Shared Cost Projects	5,826,088	10,728,360	11,394,835	14,196,429
<b>Total</b>	<b>5,826,088</b>	<b>10,728,360</b>	<b>11,394,835</b>	<b>14,196,429</b>
Full-time Equivalents Total*	39.00	39.00	39.00	39.00

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## Technology Budget Control Level

The purpose of the Drainage and Wastewater Utility Technology Budget Control Level, a Capital Improvement Program, is to make use of recent technology advances to increase the Drainage and Wastewater Utility's efficiency and productivity.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Technology	3,488,381	8,880,280	7,612,800	9,196,230
<b>Total</b>	<b>3,488,381</b>	<b>8,880,280</b>	<b>7,612,800</b>	<b>9,196,230</b>
Full-time Equivalents Total*	13.00	13.00	13.00	13.00

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# Seattle Public Utilities

## **Administration Budget Control Level**

The purpose of the Solid Waste Utility Administration Budget Control Level is to provide overall management and policy direction for Seattle Public Utilities, and, more specifically, for the Solid Waste Utility, and to provide core financial, human resource, and information technology services.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Administration	5,651,204	6,033,422	6,150,888	5,968,923
General and Administrative Credit	-1,517,477	-1,497,301	-1,128,172	545,495
<b>Total</b>	<b>4,133,727</b>	<b>4,536,121</b>	<b>5,022,716</b>	<b>6,514,418</b>
Full-time Equivalents Total*	29.50	27.50	27.50	27.50

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

### **Administration Program**

The purpose of the Solid Waste Utility Administration Program is to provide overall management and policy direction for Seattle Public Utilities, and, more specifically, for the Solid Waste Utility, and to provide core financial, human resource, and information technology services to the entire Department.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Administration	5,651,204	6,033,422	6,150,888	5,968,923
Full-time Equivalents Total	29.50	27.50	27.50	27.50

### **General and Administrative Credit Program**

The purpose of the Solid Waste Utility General and Administrative Credit Program is to eliminate double-budgeting related to implementation of capital projects and equipment depreciation.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
General and Administrative Credit	-1,517,477	-1,497,301	-1,128,172	545,495

## **Customer Service Budget Control Level**

The purpose of the Solid Waste Utility Customer Service Budget Control Level is to provide customer service in the direct delivery of programs and services.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Customer Service	11,765,269	12,896,991	13,048,607	12,213,710
<b>Total</b>	<b>11,765,269</b>	<b>12,896,991</b>	<b>13,048,607</b>	<b>12,213,710</b>
Full-time Equivalents Total*	85.50	84.50	84.50	84.50

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# Seattle Public Utilities

## **General Expense Budget Control Level**

The purpose of the Solid Waste Utility General Expense Budget Control Level is to provide appropriation to pay the Solid Waste Utility's general expenses.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Debt Service	9,040,694	10,284,496	12,497,286	12,941,374
Other General Expenses	99,720,318	106,396,741	109,552,162	105,675,181
Taxes	18,505,714	19,954,408	20,900,951	20,943,104
<b>Total</b>	<b>127,266,726</b>	<b>136,635,645</b>	<b>142,950,399</b>	<b>139,559,659</b>

*The following information summarizes the programs in General Expense Budget Control Level:*

### **Debt Service Program**

The purpose of the Solid Waste Utility Debt Service Program is to appropriate funds for debt service on Solid Waste Utility bonds.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Debt Service	9,040,694	10,284,496	12,497,286	12,941,374

### **Other General Expenses Program**

The purpose of the Solid Waste Utility Other General Expenses Program is to provide appropriation for payments to contractors who collect the city's solid waste, the Solid Waste Fund's share of City central costs, claims, and other general expenses.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Other General Expenses	99,720,318	106,396,741	109,552,162	105,675,181

### **Taxes Program**

The purpose of the Solid Waste Utility Taxes Program is to appropriate funds for payment of city and state taxes.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Taxes	18,505,714	19,954,408	20,900,951	20,943,104

# Seattle Public Utilities

## **New Facilities Budget Control Level**

The purpose of the Solid Waste Utility New Facilities Budget Control Level, a Capital Improvement Program funded by solid waste revenues, is to design and construct new facilities to enhance solid waste operations.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
New Facilities	12,903,704	8,888,345	32,077,233	26,574,225
<b>Total</b>	<b>12,903,704</b>	<b>8,888,345</b>	<b>32,077,233</b>	<b>26,574,225</b>
Full-time Equivalents Total*	9.00	9.00	9.00	9.00

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

## **Other Operating Budget Control Level**

The purpose of the Other Operating Budget Control Level is to fund the Solid Waste Utility's operating expenses for Field Operations, Pre-Capital Planning & Development, Project Delivery, and Utility Systems Management programs.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Field Operations	10,407,144	12,677,786	12,995,371	12,282,934
Pre-Capital Planning & Development	94,475	241,637	246,465	176,762
Project Delivery	819,596	965,252	986,336	692,658
Utility Systems Management	2,571,999	2,668,837	2,756,906	2,314,304
<b>Total</b>	<b>13,893,214</b>	<b>16,553,512</b>	<b>16,985,077</b>	<b>15,466,657</b>
Full-time Equivalents Total*	75.56	76.56	76.56	76.56

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***The following information summarizes the programs in Other Operating Budget Control Level:***

### **Field Operations Program**

The purpose of the Solid Waste Utility Field Operations Program is to operate and maintain the City's solid waste transfer stations and hazardous materials disposal facilities, and to monitor and maintain the City's closed landfills so the public's health is protected and opportunities are provided for reuse and recycling.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Field Operations	10,407,144	12,677,786	12,995,371	12,282,934
Full-time Equivalents Total	56.00	57.00	57.00	57.00

### **Pre-Capital Planning & Development Program**

The purpose of the Solid Waste Utility Pre-Capital Planning & Development Program is to support business case development, project plans, and options analysis for the solid waste system. This program will capture all costs associated with a project that needs to be expensed during its life-cycle, including any post-construction monitoring and landscape maintenance.

# Seattle Public Utilities

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Pre-Capital Planning & Development	94,475	241,637	246,465	176,762

## Project Delivery Program

The purpose of the Solid Waste Utility Project Delivery Program is to provide engineering design and support services, construction inspection, and project management services to Solid Waste Fund capital improvement projects, and to solid waste facility managers.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Project Delivery	819,596	965,252	986,336	692,658

## Utility Systems Management Program

The purpose of the Solid Waste Utility's Utility Systems Management Program is to ensure that each SPU utility system and associated assets are properly planned, developed, operated, and maintained and that asset management principles and practices are applied to achieve established customer and environmental service levels at the lowest life-cycle cost.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Utility Systems Management	2,571,999	2,668,837	2,756,906	2,314,304
Full-time Equivalents Total	19.56	19.56	19.56	19.56

## **Rehabilitation and Heavy Equipment Budget Control Level**

The purpose of the Solid Waste Utility Rehabilitation and Heavy Equipment Budget Control Level, a Capital Improvement Program funded by solid waste revenues, is to implement projects to repair and rehabilitate the City's solid waste transfer stations and improve management of the City's closed landfills and household hazardous waste sites.

	2012	2013	2014	2014
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Rehabilitation and Heavy Equipment	290,554	80,483	45,000	45,000
<b>Total</b>	<b>290,554</b>	<b>80,483</b>	<b>45,000</b>	<b>45,000</b>

## **Shared Cost Projects Budget Control Level**

The purpose of the Solid Waste Utility Shared Cost Projects Budget Control Level, a Solid Waste Capital Improvement Program, is to implement the Solid Waste Utility's share of capital improvement projects that receive funding from multiple SPU funds and will benefit the Solid Waste Fund.

	2012	2013	2014	2014
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Shared Cost Projects	1,055,219	2,179,315	2,356,531	2,238,968
<b>Total</b>	<b>1,055,219</b>	<b>2,179,315</b>	<b>2,356,531</b>	<b>2,238,968</b>

# Seattle Public Utilities

## **Technology Budget Control Level**

The purpose of the Solid Waste Utility Technology Budget Control Level, a Capital Improvement Program, is to make use of technology to increase the Solid Waste Utility's efficiency and productivity.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Technology	1,166,146	5,612,296	4,891,677	5,337,065
<b>Total</b>	<b>1,166,146</b>	<b>5,612,296</b>	<b>4,891,677</b>	<b>5,337,065</b>
Full-time Equivalents Total*	6.00	6.00	6.00	6.00

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## **Administration Budget Control Level**

The purpose of the Water Utility Administration Budget Control Level is to provide overall management and policy direction for Seattle Public Utilities, and, more specifically, for the Water Utility, and to provide core financial, human resource, and information technology services.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Administration	15,686,011	15,424,743	15,730,653	14,558,249
General and Administrative Credit	-5,181,000	-5,861,236	-4,827,591	4,219,434
<b>Total</b>	<b>10,505,011</b>	<b>9,563,508</b>	<b>10,903,062</b>	<b>18,777,683</b>
Full-time Equivalents Total*	96.60	96.10	96.10	96.10

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

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

### **Administration Program**

The purpose of the Water Utility Administration Program is to provide overall management and policy direction for Seattle Public Utilities, and, more specifically, for the Water Utility, and to provide core financial, human resource, and information technology services to the entire Department.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Administration	15,686,011	15,424,743	15,730,653	14,558,249
Full-time Equivalents Total	96.60	96.10	96.10	96.10

### **General and Administrative Credit Program**

The purpose of the Water Utility General and Administrative Credit Program is to eliminate double-budgeting related to implementation of capital projects and equipment depreciation.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
General and Administrative Credit	-5,181,000	-5,861,236	-4,827,591	4,219,434

# Seattle Public Utilities

## **Customer Service Budget Control Level**

The purpose of the Water Utility Customer Service Budget Control Level is to provide customer service in the direct delivery of programs and services.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Customer Service	8,894,069	10,160,012	10,368,549	9,297,641
<b>Total</b>	<b>8,894,069</b>	<b>10,160,012</b>	<b>10,368,549</b>	<b>9,297,641</b>
Full-time Equivalents Total*	84.00	82.00	82.00	82.00

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

## **Distribution Budget Control Level**

The purpose of the Water Utility Distribution Budget Control Level, a Capital Improvement Program funded by water revenues, is to repair and upgrade the City's water lines, pump stations, and other facilities.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Distribution	15,699,217	19,778,088	20,393,599	22,600,235
<b>Total</b>	<b>15,699,217</b>	<b>19,778,088</b>	<b>20,393,599</b>	<b>22,600,235</b>
Full-time Equivalents Total*	79.00	79.00	79.00	79.00

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

## **General Expense Budget Control Level**

The purpose of the Water Utility General Expense Budget Control Level is to appropriate funds to pay the Water Utility's general expenses.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Debt Service	82,173,933	78,798,440	81,023,938	79,662,691
Other General Expenses	18,723,317	23,095,768	23,587,152	24,116,542
Taxes	34,579,191	35,889,946	38,721,489	39,861,945
<b>Total</b>	<b>135,476,442</b>	<b>137,784,153</b>	<b>143,332,579</b>	<b>143,641,178</b>

# Seattle Public Utilities

**The following information summarizes the programs in General Expense Budget Control Level:**

## Debt Service Program

The purpose of the Water Utility Debt Service Program is to appropriate funds for debt service on Water Utility bonds.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Debt Service	82,173,933	78,798,440	81,023,938	79,662,691

## Other General Expenses Program

The purpose of the Water Utility Other General Expenses Program is to appropriate funds for the Water Fund's share of City central costs, claims, and other general expenses.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Other General Expenses	18,723,317	23,095,768	23,587,152	24,116,542

## Taxes Program

The purpose of the Water Utility Taxes Program is to appropriate funds for payment of City and state taxes.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Taxes	34,579,191	35,889,946	38,721,489	39,861,945

## **Habitat Conservation Program Budget Control Level**

The purpose of the Water Utility Habitat Conservation Budget Control Level, a Capital Improvement Program funded by water revenues, is to manage projects directly related to the Cedar River Watershed Habitat Conservation Plan.

	2012	2013	2014	2014
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Habitat Conservation Program	4,813,421	2,506,875	2,490,751	2,610,018
<b>Total</b>	<b>4,813,421</b>	<b>2,506,875</b>	<b>2,490,751</b>	<b>2,610,018</b>
Full-time Equivalents Total*	15.00	15.00	15.00	15.00

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

# Seattle Public Utilities

## Other Operating Budget Control Level

The purpose of the Other Operating Budget Control Level is to fund the Water Utility's operating expenses for Field Operations, Pre-Capital Planning & Development, Project Delivery, and Utility Systems Management programs.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Field Operations	24,628,170	25,840,052	26,537,844	25,485,259
Pre-Capital Planning & Development	1,038,075	2,435,930	2,195,230	1,433,680
Project Delivery	4,745,013	4,805,650	4,918,332	4,661,353
Utility Systems Management	13,723,510	15,142,980	15,270,167	15,337,274
<b>Total</b>	<b>44,134,768</b>	<b>48,224,613</b>	<b>48,921,573</b>	<b>46,917,566</b>
Full-time Equivalents Total*	277.59	268.59	268.59	268.59

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**The following information summarizes the programs in Other Operating Budget Control Level:**

### **Field Operations Program**

The purpose of the Water Utility Field Operations Program is to operate and maintain the infrastructure that provides the public with an adequate, reliable, and safe supply of high-quality drinking water.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Field Operations	24,628,170	25,840,052	26,537,844	25,485,259
Full-time Equivalents Total	129.00	122.00	122.00	122.00

### **Pre-Capital Planning & Development Program**

The purpose of the Water Utility Pre-Capital Planning & Development Program is to support business case development, project plans, and options analysis for the water system. This program will capture all costs associated with a project that need to be expensed during the life-cycle of the project, including any post-construction monitoring and landscape maintenance.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Pre-Capital Planning & Development	1,038,075	2,435,930	2,195,230	1,433,680

### **Project Delivery Program**

The purpose of the Water Utility Project Delivery Program is to provide engineering design and support services, construction inspection, and project management services to Water Utility's capital improvement projects and to the managers of water facilities.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Project Delivery	4,745,013	4,805,650	4,918,332	4,661,353
Full-time Equivalents Total	24.50	24.50	24.50	24.50



# Seattle Public Utilities

## Utility Systems Management Program

The purpose of the Water Utility's Utility Systems Management Program is to assure that each SPU utility system and associated assets are properly planned, developed, operated and maintained and that asset management principles and practices are applied to achieve established customer and environmental service levels at the lowest life-cycle cost.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Utility Systems Management	13,723,510	15,142,980	15,270,167	15,337,274
Full-time Equivalents Total	124.09	122.09	122.09	122.09

## Shared Cost Projects Budget Control Level

The purpose of the Water Utility Shared Cost Projects Budget Control Level, which is a Water Capital Improvement Program, is to implement the Water Utility's share of capital improvement projects that receive funding from multiple SPU funds.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Shared Cost Projects	6,942,993	15,795,455	19,402,731	23,387,405
<b>Total</b>	<b>6,942,993</b>	<b>15,795,455</b>	<b>19,402,731</b>	<b>23,387,405</b>
Full-time Equivalents Total*	56.00	56.00	56.00	56.00

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## Technology Budget Control Level

The purpose of the Water Utility Technology Budget Control Level, a Capital Improvement Program, is to make use of technology to increase the Water Utility's efficiency and productivity.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Technology	3,960,798	9,174,364	8,596,072	9,388,878
<b>Total</b>	<b>3,960,798</b>	<b>9,174,364</b>	<b>8,596,072</b>	<b>9,388,878</b>
Full-time Equivalents Total*	22.00	22.00	22.00	22.00

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# Seattle Public Utilities

## **Transmission Budget Control Level**

The purpose of the Water Utility Transmission Budget Control Level, a Capital Improvement Program funded by water revenues, is to repair and upgrade the City's large transmission pipelines that bring untreated water to the treatment facilities, and convey water from the treatment facilities to Seattle and its suburban wholesale customers' distribution systems.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Transmission	172,025	1,702,753	3,075,786	2,915,905
<b>Total</b>	<b>172,025</b>	<b>1,702,753</b>	<b>3,075,786</b>	<b>2,915,905</b>
Full-time Equivalents Total*	5.00	5.00	5.00	5.00

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## **Water Quality & Treatment Budget Control Level**

The purpose of the Water Utility Water Quality & Treatment Budget Control Level, a Capital Improvement Program funded by water revenues, is to design, construct, and repair water treatment facilities and remaining open-water reservoirs.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Water Quality & Treatment	7,853,779	3,333,857	5,303,791	11,279,359
<b>Total</b>	<b>7,853,779</b>	<b>3,333,857</b>	<b>5,303,791</b>	<b>11,279,359</b>
Full-time Equivalents Total*	14.00	14.00	14.00	14.00

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## **Water Resources Budget Control Level**

The purpose of the Water Utility Water Resources Budget Control Level, a Capital Improvement Program funded by water revenues, is to repair and upgrade water transmission pipelines and promote residential and commercial water conservation.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Water Resources	3,297,791	6,682,957	8,212,072	4,215,073
<b>Total</b>	<b>3,297,791</b>	<b>6,682,957</b>	<b>8,212,072</b>	<b>4,215,073</b>
Full-time Equivalents Total*	12.00	12.00	12.00	12.00

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# Seattle Public Utilities

## Watershed Stewardship Budget Control Level

The purpose of the Water Utility Watershed Stewardship Budget Control Level, a Capital Improvement Program funded by water revenues, is to implement projects associated with the natural land, forestry, and fishery resources within the Tolt, Cedar, and Lake Youngs watersheds.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Watershed Stewardship	1,169,111	3,000	1,999	227,000
<b>Total</b>	<b>1,169,111</b>	<b>3,000</b>	<b>1,999</b>	<b>227,000</b>
Full-time Equivalents Total*	8.00	8.00	8.00	8.00

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# Seattle Public Utilities

## SPU Fund Table

### Drainage and Wastewater Utility Fund (44010)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Operating Cash at End of Previous Year</b>	<b>29,482,839</b>	<b>29,034,679</b>	<b>60,207,512</b>	<b>21,081,886</b>	<b>61,983,465</b>
Plus: Actual and Estimated Revenues	358,787,294	385,937,138	395,123,867	386,225,018	414,289,152
Less: Actual and Budgeted Expenditures	344,208,525	399,777,047	386,772,842	410,007,831	422,482,670
CIP Accomplishment Assumptions	0	(14,419,596)	0	(10,137,258)	(10,855,177)
Accounting and Technical Adjustments	16,145,904	(8,532,480)	(6,575,072)	3,833,083	(2,687,123)
<b>Ending Operating Cash</b>	<b>60,207,512</b>	<b>21,081,886</b>	<b>61,983,465</b>	<b>11,269,414</b>	<b>61,958,000</b>

### Solid Waste Utility Fund (45010)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Operating Cash at End of Previous Year</b>	<b>18,533,000</b>	<b>16,776,000</b>	<b>21,142,000</b>	<b>20,912,212</b>	<b>22,248,000</b>
Plus: Actual and Estimated Revenues	178,795,450	192,022,410	190,439,973	218,302,983	211,220,714
Less: Actual and Budgeted Expenditures	172,474,559	187,382,708	188,877,832	217,377,240	207,949,702
CIP Accomplishment Assumptions	0	(1,676,044)	(1,875,604)	(3,937,044)	(3,419,526)
Accounting and Technical Adjustments	(3,711,891)	(2,179,534)	(2,331,745)	(4,258,686)	(4,002,553)
<b>Ending Operating Cash</b>	<b>21,142,000</b>	<b>20,912,212</b>	<b>22,248,000</b>	<b>21,516,314</b>	<b>24,935,985</b>

# Seattle Public Utilities

## Water Utility Fund (43000)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Operating Cash at End of Previous Year</b>	<b>7,223,730</b>	<b>7,345,000</b>	<b>12,373,179</b>	<b>7,561,000</b>	<b>7,590,000</b>
Plus: Actual and Estimated Revenues	249,386,267	256,348,052	245,415,470	280,532,431	280,532,427
Less: Actual and Budgeted Expenditures	242,919,425	264,709,635	261,580,116	281,002,564	295,257,941
CIP Accomplishment Assumptions	0	(8,846,602)	(8,834,000)	(10,121,520)	(11,501,531)
Accounting and Technical Adjustments	(1,317,392)	(269,019)	2,547,467	(9,438,387)	4,082,983
<b>Ending Operating Cash</b>	<b>12,373,180</b>	<b>7,561,000</b>	<b>7,590,000</b>	<b>7,774,000</b>	<b>8,449,000</b>



# Seattle Streetcar

Peter Hahn, Director

(206) 684-7623

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

## Department Overview

The Seattle Streetcar is part of the Seattle Department of Transportation, with the specific purpose of operating and maintaining the lines of the Seattle Streetcar. The South Lake Union line began operation in late 2007, and the First Hill line is expected to begin operation in 2014.

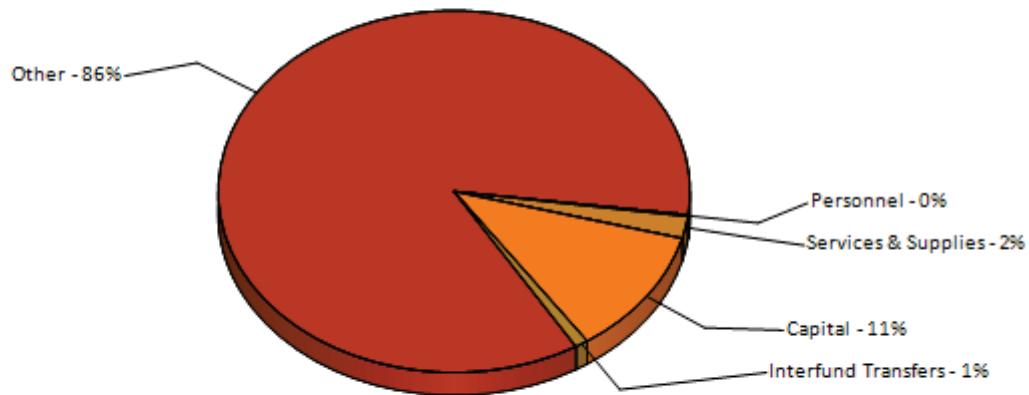
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other Funding - Operating	\$670,732	\$730,935	\$5,736,749	\$5,736,611
<b>Total Operations</b>	<b>\$670,732</b>	<b>\$730,935</b>	<b>\$5,736,749</b>	<b>\$5,736,611</b>
 <b>Total Appropriations</b>	 <b>\$670,732</b>	 <b>\$730,935</b>	 <b>\$5,736,749</b>	 <b>\$5,736,611</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

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

# Seattle Streetcar

## 2014 Proposed Budget - Expenditure by Category



### Budget Overview

The Seattle Streetcar consists of two lines - the South Lake Union Streetcar and, beginning in 2014, the First Hill Streetcar.

The City of Seattle contracts with King County Metro Transit to operate the South Lake Union line of the Seattle Streetcar. King County Metro Transit contributes 75% of the operating costs, and the City pays the remaining 25% to Metro for operation of the Streetcar. The City relies on the following sources of revenue for its 25% share: farebox recovery from pay stations, Federal Transit Administration grants, sponsorships, and donations. Ridership continues to increase year to year, but is significantly less than forecasted when the streetcar was first implemented in 2007. Sponsorship revenues have also come in below early forecasts. Together, these dynamics create operating cash flow challenges for the streetcar. As a result of this negative cash position, the initial start-up period of the South Lake Union Streetcar is supported by an interfund loan that was authorized by the City Council in June 2007 and amended in September 2009. The loan expires in December 2018.

The new First Hill line of the Seattle Streetcar is expected to begin operations in the second quarter of 2014. Sound Transit will contract with the City for the full operations and maintenance of the line, and the City in turn will contract with King County Metro Transit to operate the line. This line will improve local transit service and regional transit connections by providing frequent service to Capitol Hill, First Hill, Yesler Terrace, the Central District, Little Saigon, Chinatown / International District, and Pioneer Square.

The 2014 Proposed Budget makes minor technical changes to the 2014 Endorsed Budget.



# Seattle Streetcar

## Incremental Budget Changes

### Seattle Streetcar

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 5,736,749</b>	<b>0.00</b>
<b>Proposed Technical Changes</b>		
Technical Funding Adjustment	\$ 0	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 138	0.00
<b>Total Incremental Changes</b>	<b>-\$ 138</b>	<b>0.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 5,736,611</b>	<b>0.00</b>

## Descriptions of Incremental Budget Changes

### Proposed Technical Changes

#### Technical Funding Adjustment

This technical adjustment moves funding from a general "other" accounting category to its appropriate spending accounts to improve spending accountability.

#### Citywide Adjustments for Standard Cost Changes - (\$138)

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

# Seattle Streetcar

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Streetcar Operations Budget Control Level	STCAR-OPER	670,732	730,935	5,736,749	5,736,611
<b>Department Total</b>		<b>670,732</b>	<b>730,935</b>	<b>5,736,749</b>	<b>5,736,611</b>

<b>Department Full-time Equivalents Total*</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

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

### Streetcar Operations Budget Control Level

The purpose of the Streetcar Operations Budget Control Level is to operate and maintain the South Lake Union line of the Seattle Streetcar.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Streetcar Operations	670,732	730,935	5,736,749	5,736,611
<b>Total</b>	<b>670,732</b>	<b>730,935</b>	<b>5,736,749</b>	<b>5,736,611</b>

# Seattle Department of Transportation

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Peter Hahn, Director

(206) 684-7623

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

## Department Overview

The Seattle Department of Transportation (SDOT) develops, maintains, and operates a transportation system that promotes the safe and efficient mobility of people and goods, and enhances the quality of life, environment, and economy of Seattle and the surrounding region. The City's transportation infrastructure is valued at more than \$13 billion, including:

- 1,540 lane-miles of arterial streets,
- 2,412 lane-miles of nonarterial streets,
- 135 bridges,
- 494 stairways,
- 587 retaining walls,
- 22 miles of seawalls,
- 1,060 signalized intersections,
- 47 miles of bike trails,
- more than 200 miles of on-street bicycle facilities,
- 35,000 street trees,
- 2,150 pay stations,
- 40 parking meters, and
- 26,200 curb ramps.

The SDOT budget covers three major lines of business:

The **Transportation Capital Improvement Program** includes the major maintenance and replacement of SDOT's capital assets; the program also develops and constructs additions to the City's transportation infrastructure. The program includes the Major Maintenance/Replacement, Major Projects, and Mobility-Capital Budget Control Levels (BCLs).

**Operations and Maintenance** covers day-to-day operations and routine maintenance that keep people and goods moving throughout the City, including operation of the City's movable bridges, traffic signals, street cleaning, pothole repairs, permit issuance, tree maintenance, and engineering and transportation planning. The six BCLs in this area are: Bridges and Structures; Engineering Services; Mobility-Operations; Right-of-Way Management; Street Maintenance; and Urban Forestry.

**Business Management and Support** provides overall policy direction and business support for SDOT and includes the Department Management and General Expense BCLs.

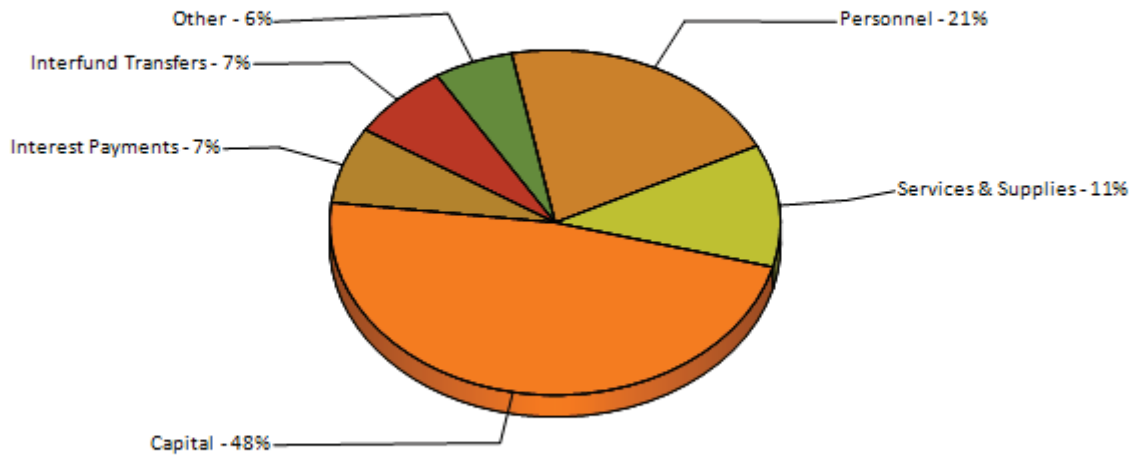
# Seattle Department of Transportation

## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$37,937,369	\$36,701,167	\$38,976,028	\$40,424,670
Other Funding - Operating	\$304,248,669	\$284,292,132	\$358,123,733	\$366,803,280
<b>Total Operations</b>	<b>\$342,186,038</b>	<b>\$320,993,299</b>	<b>\$397,099,761</b>	<b>\$407,227,950</b>
<b>Total Appropriations</b>	<b>\$342,186,038</b>	<b>\$320,993,299</b>	<b>\$397,099,761</b>	<b>\$407,227,950</b>
Full-time Equivalent Total*	721.00	727.50	727.50	770.50

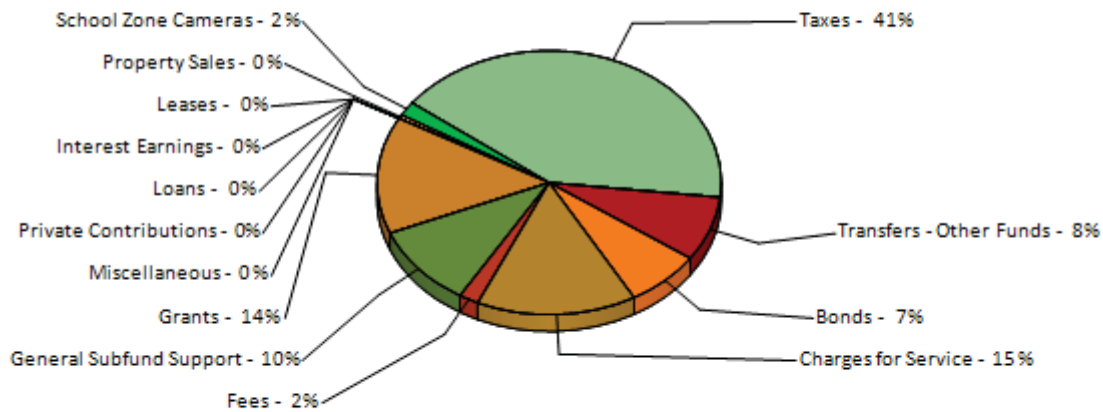
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## 2014 Proposed Budget - Expenditure by Category



# Seattle Department of Transportation

## 2014 Proposed Budget - Revenue by Category



## Budget Overview

The 2014 Proposed Budget for the Seattle Department of Transportation (SDOT) makes important investments to maintain and preserve the City's transportation assets. It also advances new initiatives that expand the City's transportation infrastructure to meet evolving needs. Recognizing that thriving neighborhoods are key to the vitality of Seattle, the 2014 Proposed Budget makes investments in neighborhoods throughout the city. This budget emphasizes transportation safety and efficient mobility of people and goods, as well as strategic planning and management of the transportation system. The 2014 Proposed Budget prioritizes improvements that enhance the environments for walking, biking, driving, freight, and riding transit based on geographic equity and community need. In addition, work on Seattle's waterfront continues with the replacement of the Alaskan Way Viaduct and the Elliott Bay Seawall.

The 2014 Proposed Budget makes use of a variety of revenue sources to support these important investments, including existing bond proceed balances and school zone camera revenues, and provides the following funding:

- \$15,015,000 in additional Real Estate Excise Tax (REET);
- \$4,068,000 Levy Lid Lift, using new dollars and fund balance;
- \$1,134,000 Commercial Parking Tax, using new dollars and fund balance;
- \$339,000 Vehicle License Fees, using new dollars and fund balance; and
- \$1,675,000 in new General Fund revenues.

The 2006 \$365 million voter-approved Bridging the Gap Levy (BTG) supports a significant portion of the City's transportation program. This levy expires at the end of 2015. The 2014 Proposed Budget begins to set the foundation for renewal of the BTG Levy. The 2014 Proposed Budget provides SDOT with \$40 million in General

# Seattle Department of Transportation

Funds and \$373 million from other funding sources. Collectively, this represents a \$21 million increase, or 5% relative to the 2014 Endorsed Budget.

## Transportation Safety Investments

New investments in transportation safety include system improvements that address the maintenance, rehabilitation and repair of SDOT's streets, bridges, sidewalks, traffic signals, traffic cameras, and stairways. It also includes funding to improve pedestrian safety, particularly near schools. Increased maintenance ensures safety for all users of Seattle's transportation system.

For decades, Seattle deferred maintenance of its transportation infrastructure due to funding constraints. The Bridging the Gap transportation funding package helped to reverse this trend, but did not fully fund maintenance and preservation. Thus, the City lags behind industry standards for repair and replacement cycles in many functional areas. Deferred maintenance leads to more costly long-term repairs. In order to address this concern, the Proposed Budget continues the Enhanced Paving Plan that began mid-year 2011 in the following ways:

- Provides an additional \$1,000,000 in 2014, a 14% increase for the Arterial Major Maintenance CIP relative to the 2014 Endorsed CIP.
- Increases funding for neighborhood street repairs by \$1,000,000, a 37% increase from the 2014 Endorsed CIP.
- Provides \$100,000 for improvements at street ends.
- Creates a \$3.2 million paving reserve for projects that resurface and reconstruct Seattle's arterial roadways. SDOT will identify and prioritize new candidate projects for use of the reserve in 2014 for the Arterial Asphalt and Concrete Program.

The 2014 Proposed Budget also includes significant funding increases to improve safety for pedestrians along Seattle's streets, to enhance school safety, comport with regulatory requirements, and provide greater opportunities for pedestrian mobility and includes:

- \$2.5 million for new sidewalks and \$500,000 for sidewalk repair city-wide;
- \$545,000 for new ramps that comply with the Americans with Disabilities Act (ADA);
- 16 new Safe Routes to Schools capital infrastructure projects, including \$5 million for sidewalk improvements near schools and new school zone camera installations at six additional schools; and
- Restoration of warning beacon maintenance funding.

## Neighborhood-Based Multi-Modal Transportation Investments

To address increased demand for multi-modal transportation options, the 2014 Proposed Budget makes important mobility investments, including funding to implement the Transit, Pedestrian and Bicycle Master Plans and to make multi-modal improvements to the busy 23rd Avenue corridor. The 2014 Proposed Budget includes funds to:

- Expand the Mayor's Walk Bike Ride Initiative, which makes walking, biking, and riding transit the easiest ways to get around in Seattle, by including \$7.5 million for new sidewalks (see above) and \$4.8 million for new bicycle greenways on the 23<sup>rd</sup> Avenue Corridor through 2015.
- Develop high-capacity transit options and begin station area planning in the Ballard/Ship Canal corridor.
- Advance \$1,000,000 for preliminary engineering and environmental analysis for bus rapid transit on Madison Street.
- Expand the transit network and improve existing infrastructure, including a \$20 million reserve in 2017 for future design and construction of the Center City Connector, which will link downtown neighborhoods in Pioneer Square and the Chinatown/International District to South Lake Union and make north-south travel through the Center City convenient and easy.
- Improve the 23rd Avenue corridor, a major north-south thoroughfare that connects the Rainier Valley

# Seattle Department of Transportation

and Central Area to the University of Washington and to Sound Transit's regional transit network.

## Strategic Planning and Management of Existing and New Assets

The 2014 Proposed Budget makes investments in strategic planning and management of existing and new assets, including improving business practices and keeping the City in compliance with regulatory planning requirements. To this end, the department continues to adjust staffing levels to meet existing and new programmatic needs, with the 2014 Proposed Budget providing SDOT with the additional resources it needs to meet its mission. The 2014 Proposed Budget includes:

- Funding for new and existing Intelligent Transportation Systems (ITS) to improve traffic flows and provide travelers with enhanced information about travel conditions during this period of intense construction activity in downtown Seattle. Installing new sensors and cameras will allow the City's signal control system to adapt to real-time traffic and improve traffic flow. Major components of ITS include adaptive signals, dynamic message signs, transit priority and enhanced traveler information.
- Developing plans for four multi-modal corridors across the City annually, engaging in area planning and transit oriented development (TOD) implementation, and replacing aging pay stations. In 2014, SDOT will evaluate the Beacon Avenue, Lake City Way, Greenwood Avenue and East Marginal Way corridors. The TOD work will begin in the Uptown Urban Center, Lake City, and Ballard neighborhoods, as well as around the Northgate, Roosevelt, Mt. Baker and Othello light rail stations.
- Updating a variety of plans and manuals, including the transportation element of the Comprehensive Plan as required by state law, and a minor five-year update to the Pedestrian Master Plan to address changing best practices and incorporate new kinds of infrastructure improvements such as bicycle greenways.
- Providing resources to develop a community outreach and public engagement process to inform about renewal of the Bridging the Gap levy, represent the City's interests in the Sound Transit 3 planning process, manage the City's asset inventory, and oversee grants administration.

## Maximizing the City's Transportation Investments

The 2014 Proposed Budget makes use of several funding sources, including increased revenues and fund balances, to support expanded transportation investments. Sources include federal, state and local grants; bonds; the Bridging the Gap property tax levy; commercial parking tax; fees for service; real estate excise taxes; street vacations; gas tax; and an annual allocation from the City's General Fund.

SDOT projects gas tax revenues, a source of weakness in earlier years, to remain flat in 2014. Meanwhile, SDOT anticipates that commercial parking tax revenues will be lower than the 2014 Endorsed Budget forecast. Other revenue sources, including vehicle license fees, commercial parking tax and levy lid lift, are slowly recovering from the economic downturn. Increased Real Estate Excise Tax (REET) supports SDOT's CIP, allowing for increased funding in 2014 and 2015 for infrastructure maintenance, preservation and expansion. Finally, use of existing bond proceeds reduces the need for additional bonds in 2014.

## Planning for the Future

The 2006 voter-approved Bridging the Gap (BTG) levy, which provides an important source of funding for the City's transportation system, will expire at the end of 2015. In 2014, the City will begin plans for the next BTG levy in order to sustain on-going investments into the City's transportation infrastructure.

# Seattle Department of Transportation

## Incremental Budget Changes

### Seattle Department of Transportation

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 391,980,732</b>	<b>727.50</b>
<b>Baseline Changes</b>		
Technical Adjustment for Updated Costs	\$ 61,401	0.00
<b>Proposed Changes</b>		
Improve Access to Downtown Seattle	\$ 4,129,001	4.00
Enhance School Safety	\$ 7,088,034	1.00
Improve the 23rd Avenue Corridor	\$ 2,900,000	0.00
Improve the Transit Network	\$ 3,150,000	1.00
Improve City Streets and Street Ends	\$ 2,200,000	0.00
Plan for the Future	\$ 3,095,999	4.00
Improve Pedestrian Facilities	\$ 4,395,000	1.00
Replace Pay Stations	\$ 1,263,000	1.00
Manage the Public Space	\$ 782,000	3.00
Maintain and Improve Signals	\$ 921,000	4.00
Improve Permitting Technology and Processes	\$ 3,699,000	6.00
Maintain the City's Assets and Programs	\$ 710,721	1.00
Shift Revenue, Reduce Costs and Increase Revenues to Save General Fund Resources	-\$ 570,000	0.00
Reduce Debt Service	-\$ 1,563,020	0.00
Convert Seven Engineering Positions to Permanent Positions	\$ 0	7.00
<b>Proposed Technical Changes</b>		
Cost and Schedule Adjustments to Capital Projects	-\$ 16,551,798	0.00
Increase Appropriation Authority for Reimbursable Work and Utility Cuts	\$ 1,811,000	8.00
Technical Adjustments	-\$ 1,950,097	2.00
Eliminate Funding for Postini Spam Software	-\$ 5,505	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 318,518	0.00
<b>Total Incremental Changes</b>	<b>\$ 15,247,218</b>	<b>43.00</b>



# Seattle Department of Transportation

2014 Proposed Budget

\$ 407,227,950 770.50

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Technical Adjustment for Updated Costs - \$61,401**

This technical adjustment updates the budget to align with current cost estimates for items affecting most departments such as worker's compensation, unemployment, medical benefits, and fuel.

### Proposed Changes

#### **Improve Access to Downtown Seattle - \$4,129,001/4.00 FTE**

The 2014 Proposed Budget makes significant investments in new and existing Intelligent Transportation Systems (ITS). ITS utilizes electronic and communication technologies, such as sensors, cameras, and electronic signs, to increase efficiency and safety for all transportation modes. These investments will improve traffic flows and provide travelers with enhanced information about travel conditions in downtown Seattle during a period of intense construction activity, including seawall replacement, State Route 99 tunnel construction, and the transformation of Seattle's waterfront. The Seattle Department of Transportation (SDOT) will install new sensors and cameras to assess traffic flow on north/south streets in the Central Business District, including Alaskan Way, 1st, 2nd, 4th, and 5th Avenues, and on key east/west streets, including James, Spring, University, Howell, and Marion Streets, and Olive Way. Specifics include:

- Purchase and install 75 sensors on these streets. Information from these sensors will allow the City's signal control system to adapt to real-time traffic. In addition, four dynamic message signs will allow travelers to make informed decisions about their travel routes based on travel time before they enter the area. *REET II: \$1,150,000*
- Purchase and install 32 closed circuit TV cameras along these streets. The traffic cameras will monitor incidents and traffic patterns so that SDOT can report incidents via social media and SDOT's [online traveler information map](#). Timing engineers will use the cameras to monitor traffic patterns, adjust signals to improve traffic flow in real time, and to help the Seattle Police Department clear traffic incidents. *REET II: \$475,000*
- Update the Central Business District (CBD) signals so that they can respond to real-time traffic pattern and volume changes. *Bridging the Gap Levy Lid Lift: \$675,000*
- Expand SDOT's online traveler information map to include travel times for motorized vehicles, transit information, and parking information. *Bridging the Gap Levy Lid Lift: \$165,000 one-time.*
- Replace the failing video wall and cameras in the City's Traffic Management Center. Without this funding, the City will experience intermittent equipment failures, including dark cameras. *Bridging the Gap Levy Lid Lift: \$800,000 one-time*
- Hire four engineers to support the Traffic Management Center and signal timing operations. These engineers will develop and operate the travel time network for the CBD area. They will also design and implement the communication network plan that supports the traffic cameras, data sensors, Bluetooth readers, and dynamic message signs. *Bridging the Gap Levy Lid Lift: \$864,000*

# Seattle Department of Transportation

## **Enhance School Safety - \$7,088,034/1.00 FTE**

Funds from the new School Zone Fixed Automated Camera Fund will allow SDOT to install 12 new cameras at six schools, bringing the total number of schools with cameras to 15 by the end of 2014; restore regular maintenance of school zone warning beacons; and begin 10 new Safe Routes to Schools capital infrastructure projects in 2014. These capital infrastructure projects include curb bulb installation, pedestrian and crossing improvements, and/or sidewalk installation and repair and directly affect the following schools:

- Arbor Heights Elementary School
- Bailey Gatzert ES
- Broadview Thomson K-8 School
- Bryant ES
- Eckstein Middle School
- John Rogers ES
- McDonald International ES
- Nathan Hale High School
- Olympic View ES
- Sacajawea ES
- Thornton Creek ES
- Wedgwood ES

Please see SDOT's 2014-2019 Proposed CIP for project funding details.

## **Improve the 23rd Avenue Corridor - \$2,900,000**

23rd Avenue is a vital multi-modal corridor connecting much of south and central Seattle with Capitol Hill, the University District, and other north Seattle neighborhoods. In response to community feedback, SDOT will change the street from four lanes to three lanes between John and Rainier and develop a parallel greenway route for bicyclists.

The three-lane design allows for substantial pedestrian improvements by reconstructing sidewalks and reducing the curb-to-curb width by eight feet in most places; it also allows SDOT to adjust the traffic lanes to conform to lane-width standards as opposed to the narrow lanes existing today. SDOT will reconstruct pavement and upgrade signals to meet transit signal priority needs and accommodate Intelligent Transportation Systems (ITS) features such as travel time information. SDOT will also install poles for future trolley wires to close two gap segments of the trolley network, thereby advancing Route 48 transit electrification development in the corridor. Trolley buses reduce greenhouse gas emissions and provide a quieter, more neighborhood-friendly service.

Project support includes new REET II funding, a new state grant, bond proceeds from savings on the Spokane viaduct project, and transfers from the Arterial Asphalt and Concrete program. *REET II: \$2,400,000; state grant funds: \$500,000; Spokane viaduct project savings: \$5,900,000; federal grant transfer: \$5,000,000; Levy Lid Lift transfer: \$2,850,000.*

## **Improve the Transit Network - \$3,150,000/1.00 FTE**

The 2014 Proposed Budget plans for an expanded transit network and improves upon existing infrastructure through the following commitments:

- Conduct preliminary engineering and environmental analysis for bus rapid transit on Madison Street. Vehicle License fees: *\$1,000,000 one-time*
- Evaluate various types, sizes and locations for improved pedestrian, bicycle, and transit connections across the Lake Washington Ship Canal near Ballard. *\$446,000 Bridging the Gap Commercial Parking Tax;*

# Seattle Department of Transportation

*\$54,000 Bridging the Gap Levy Lid Lift; all one-time*

- Begin station area planning for a future Ballard-to-Downtown streetcar or light rail line. *Vehicle License Fees: \$200,000 one-time*
- Advance the Center City Connector to final design. This project will link the First Hill and South Lake Union streetcars through downtown. *Vehicle License Fees: \$1,000,000 one-time*
- Hire an engineer to develop and implement transit signal priority timing, signal queue jumps, bus lanes, and other measures to improve speed, reliability, and comfort for transit riders as outlined in the [Transit Master Plan](#). Two CIP projects fund this position within the 2014 Endorsed CIP: the Transit Corridor Improvements project and the Third Avenue Corridor project.
- Analyze the viability of a potential Local Improvement District (LID) to support a potential future extension of the First Hill Streetcar to the north end of Broadway. This funding is in addition to \$100,000 in the 2014 Endorsed CIP. *Vehicle License Fees: \$175,000*
- Represent the City's interests as part of Sound Transit's "ST 3" planning efforts. *Bridging the Gap Levy Lid Lift: \$125,000 one-time*
- Improve the speed and reliability of the South Lake Union Streetcar by evaluating and implementing changes to parking rules, signal timing and prioritization, and restricting turning movements on the roadway along the line. *Bridging the Gap Levy Lid Lift: \$150,000 one-time*

SDOT will use an additional \$2,800,000 of Vehicle License Fees and \$1,375,000 of Bridging the Gap Levy Lid Lift funding to complete some of these items in 2015.

## **Improve City Streets and Street Ends - \$2,200,000**

The 2014 Proposed Budget increases the City's investment in maintenance and repair activities related to City streets and other transportation infrastructure assets, including:

- Repair approximately two lane miles of the City's arterial roadways. SDOT will select projects based on pavement condition; cost; transit, bicycle, pedestrian and freight use; traffic volume; coordination opportunities; and geographic balance across the city. This represents a 14% increase for the arterial major maintenance 2014 Endorsed CIP. *REET II: \$1,000,000*
- Design and install traffic calming devices on approximately ten blocks of neighborhood streets. These improvements will help to achieve 20 miles-per-hour speed limits on residential streets near parks, schools, libraries, senior housing, neighborhood business centers, and walking routes to transit. This represents a 25% increase in funding from the 2014 Endorsed CIP. *REET II: \$100,000*
- Restore approximately one mile of the City's non-arterial streets. Seattle has 2,412 lane-miles of non-arterial streets. This represents a 37% increase in funding from the 2014 Endorsed CIP. *REET II: \$1,000,000*
- Develop small-scale capital improvements at four or five street ends annually during 2014 and 2015. Improvements may include stairs, benches, seating, viewing platforms, plantings or landscaping, and habitat enhancements. *Shoreline Street Ends cost center: \$100,000*

## **Plan for the Future - \$3,095,999/4.00 FTE**

SDOT must continuously make plans to replace and improve the City's infrastructure and adapt to changing conditions and requirements - especially because such plans better position the City to take advantage of external funding sources. In 2014, SDOT will focus on the following planning efforts:

# Seattle Department of Transportation

- Begin conceptual design work to support rehabilitation or replacement of three or four of the City's most structurally deficient bridges. This work will enable SDOT to develop competitive grant proposals, as well as consider including these bridges for funding in future revenue packages such as BTG 2. *Bridging the Gap Commercial Parking Tax: \$500,000 one-time*
- Initiate project scoping, conceptual design, cost estimating, traffic studies, and public engagement to evaluate potential capital improvements on four multi-modal corridors annually. In 2014, SDOT will evaluate the Beacon Avenue, Lake City Way, Greenwood Avenue and East Marginal Way corridors. The work will ensure optimal compliance with the [Complete Streets ordinance](#) and the recent [Green Stormwater Infrastructure executive order](#). *Bridging the Gap Commercial Parking Tax: \$776,000*
- Engage three to four communities per year in area planning and transit-oriented development implementation in accord with [Resolution 31418](#). In 2014, work will begin in the Uptown Urban Center, Lake City, and Ballard neighborhoods, as well as around the Northgate, Roosevelt, Mt. Baker and Othello light rail stations. *Vehicle License Fees: \$642,000*
- Develop a community outreach and public engagement process to develop a plan for renewing the existing Bridging the Gap levy, which expires at the end of 2015. *Bridging the Gap Commercial Parking Tax: \$350,000*
- Undertake a minor update of the City's five-year-old [Pedestrian Master Plan](#) to incorporate pedestrian improvements made since the City adopted the original plan, incorporate neighborhood greenways, and engage the public around potential plan changes. *Bridging the Gap Levy Lid Lift: \$100,000 one-time*
- Update the transportation element of the City's Comprehensive Plan. The state's Growth Management Act mandates an update of the plan by June 2015. *General Fund: \$190,000 one-time*
- Hire a grant oversight manager to ensure that SDOT meets the requirements of private, county, regional, state, and federal grants, each of which has different reporting and oversight requirements, to better position SDOT to receive and administer future grants. *Indirect cost recovery: \$138,000*
- Complete a ten-year update of the City's Right-of-Way Improvements Manual to incorporate the latest policies, guidelines, and initiatives such as Americans with Disabilities Act (ADA) design criteria, new bicycle infrastructure standards, public space management tools, and maintenance requirements. The manual describes the design criteria required to complete work in Seattle's street rights-of-way and is a valuable resource for private contractors. *Street Use cost center: \$250,000*
- Hire a consultant to complete the State Route (SR) 99 Tunnel Closure Response Plan to address traffic mitigation and redirection needs in response to any unanticipated closure of the SR-99 tunnel. This response plan is similar to a plan completed for the Alaskan Way Viaduct, which aids SDOT in mitigating traffic impacts associated with unexpected closures of the viaduct. SDOT plans to complete this plan before the SR-99 tunnel opens in 2015. *Alaskan Way Viaduct/Seawall 2.5% Commercial Parking Tax: \$150,000*

## **Improve Pedestrian Facilities - \$4,395,000/1.00 FTE**

The 2014 Proposed Budget invests in the following pedestrian infrastructure improvements and proposes the following additional investments in 2015:

- Build approximately ten blocks of new sidewalks, based on Pedestrian Master Plan criteria and potential leveraging opportunities, including new sidewalks on Aurora Avenue North between 127th and 128th

# Seattle Department of Transportation

streets at an estimated cost of \$200,000. *REET II \$2,500,000 during 2014 and another \$1,500,000 in 2015*

- Repair approximately 25,000 square feet of sidewalks; also, construct approximately 50 new ADA ramps in 2014 and an additional 150 ramps in 2015. *REET II: \$1,000,000 during 2014 and \$2,000,000 during 2015*
- Improve pedestrian facilities in Northgate, partially fulfilling the City's \$5,000,000 commitment to non-motorized improvements in the Northgate station area in accord with [Resolution 31389](#). *REET II \$500,000 K per year in 2014 and 2015*
- Install a pedestrian signal and sidewalk midblock on Pacific Street Northeast near the Link Light Rail Montlake station, as called for in a Memorandum of Agreement between the City and Sound Transit. The improvement will reduce the walking distance between bus and transit services as well as provide curb ramps as prescribed by the ADA. *REET II: \$150,000 in 2014*
- Perform inspections on existing stairways on a seven-year cycle, providing critical information to effectively prioritize stairways for repair, replacement or rehabilitation, and to keep them open and safe to the public. Additionally, the funding will provide resources to respond to emergent stairway hazards within a five-day period. *Bridging the Gap Levy Lid Lift: \$200,000 in 2014 and an additional \$200,000 in 2015*
- Replace 11 curb ramps to improve ADA access at Seattle Parks facilities. *REET II: \$45,000*

In 2015, SDOT will use \$1,450,000 of REET II funds to build sidewalks at the following locations:

- 35th Avenue Southwest between Southwest 104th Street and Southwest 106th Street to complete the sidewalk network on 35th between Southwest Roxbury Street and Southwest 106th Street;
- 21st Avenue Southwest between Southwest Dawson Street and 22nd Avenue Southwest to provide a connection between two non-arterial segments of the proposed 21st Avenue Southwest neighborhood greenway; and,
- Southwest Barton Street/Place and 24th Avenue Southwest to improve access to a transit center and shopping at Westwood Village.

## **Replace Pay Stations - \$1,263,000/1.00 FTE**

The first of the City's parking pay stations will reach the end of their 10-year lifecycle in 2014. Older pay stations are past their warranty, costly to maintain, becoming obsolete, and cannot accommodate time-of-day pricing. In 2013, SDOT issued a Request for Proposals (RFP) for pay station replacement. The 2014 Proposed Budget includes funds to begin replacing the pay stations, an effort that will continue through 2016 under a seven-year lease. SDOT plans to replace 600 pay stations in the commercial core, Pike-Pine, Chinatown-International District, Denny Triangle South, and Belltown South areas in 2014. The City may need to revisit these costs and assumptions in 2014 after SDOT receives and evaluates the RFP responses. *General Fund: \$1,263,000*

Because parking policy affects businesses, individuals, and traffic flows, the 2014 Proposed Budget assumes that parking rates will not change until the City undertakes a thoughtful evaluation of the implications of time-of-day pricing and other parking pricing strategies. Prior to making any changes to parking rates, the City will consult with the Parking Sounding Board and solicit community input to:

- Evaluate time-of-day parking pricing methods and the potential implications this would have for other parking management strategies, such as seasonal rates and event parking;
- Review the data and methodology from the City's annual parking study;

# Seattle Department of Transportation

- Evaluate new pay station features and capabilities; and
- Provide feedback concerning community engagement and public education about new parking management strategies.

Following this work, the Mayor will collaborate with Council on parking policy and rate changes.

## **Manage the Public Space - \$782,000/3.00 FTE**

The new Public Space Management Program encourages more people to walk and bike; strives to enhance our urban environment by providing additional public open space; and aims to generate new, affordable, and accessible opportunities for community groups and small businesses. Programs include alley activation and stormwater infrastructure; a street furniture program; converting parking spaces to small parks called "parklets;" and establishing new sign, newspaper box, and street performer regulations.

## **Maintain and Improve Signals - \$921,000/4.00 FTE**

The 2014 Proposed Budget makes the following investments to more proactively maintain and improve the City's signal systems and respond to recommendations from a 2013 efficiency audit:

- Reduce the preventative maintenance cycle from once per year to once per six months for traffic signals, ITS devices, and the communication system that supports the ITS network. *Bridging the Gap Levy Lid Lift: \$400,000*
- Replace the oldest and most vulnerable traffic signals and install pedestrian countdown signals at new locations. *Bridging the Gap Levy Lid Lift: \$213,000*
- Re-time approximately 40 additional traffic signals annually, with priority given to arterials with the oldest timing and highest traffic congestion. *Bridging the Gap Levy Lid Lift: \$208,000*
- Install railroad crossing improvements at the intersection of Clay Street and Alaskan Way to maintain the quiet zone along the waterfront. This funding augments \$786,000 already included in the 2014 Endorsed Capital Improvement Program for this project. *Street vacation revenues: \$100,000*

## **Improve Permitting Technology and Processes - \$3,699,000/6.00 FTE**

Funding the following activities assures that Seattle's permitting system is up-to-date and can adapt to rapidly changing information technology:

- Upgrade SDOT's permitting system to stay up-to-date with changing technologies such as mobile communications and programming languages. The current system is reaching the end of its useful life and deferring the upgrade will result in higher overall costs. *Street Use cost center: \$2,808,000; Residential Parking Zone cost center: \$152,000*
- Establish a permitting coordination team to manage mobility impacts in the Central Waterfront, South Lake Union, North Downtown, Ballard, Capitol Hill, and West Seattle construction hubs. The new team will improve response time to construction-related permits, and help ensure that SDOT can meet permit turnaround time performance targets. *Street Use cost center: \$635,000*
- Hire a management system analyst to collect and analyze data to support the City's work management software and assure successful implementation of performance monitoring, planning and reporting functions. SDOT implemented a new system in 2010, but, due to staffing issues, SDOT cannot fully utilize these aspects of the system. *General Fund: \$26,000; indirect cost recovery: \$78,000*

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## **Maintain the City's Assets and Programs - \$710,721/1.00 FTE**

To ensure effective management of the City's transportation assets and programs, the 2014 Proposed Budget funds:

- An asset manager to help effectively and efficiently manage the City's \$13 billion in transportation assets. Asset management helps SDOT make the best investment decisions, monitor and maintain public facilities, provide accountability, and seek federal grant funds. A 2013 efficiency audit indicated that SDOT's asset management program needs improvement. *Bridging the Gap Levy Lid Lift: \$201,000*
- Additional training for tree trimmers to ensure that the City meets Bridging the Gap tree pruning targets. In November 2012, Labor & Industries identified additional qualifications for people working within ten feet of an overhead conductor. The new rule applies to approximately 80% of the trees in the City's right of way. *Bridging the Gap Levy Lid Lift: \$38,000; overhead costs: \$115,000*
- Operation and maintenance of the newly renovated King Street Station by providing management, security, and janitorial services. *Bridging the Gap Commercial Parking Tax: \$160,000*
- The City Center Parking Program, which provides drivers with easy access to information so that they can make smart choices about short-term downtown parking. The state only provided funding for this program through 2013. *General Fund: \$196,000*

## **Shift Revenue, Reduce Costs and Increase Revenues to Save General Fund Resources - (\$570,000)**

The 2014 Proposed Budget reduces General Fund support through the following actions:

- Uses SDOT's 2012 year-end \$136,000 gas tax fund balance to reduce General Fund support by the same amount. *(one-time)*
- Uses \$144,000 of unneeded local gas tax funding for the South Park Bridge to reduce General Fund support by the same amount. *(one-time)*
- Transfers \$47,000 of SDOT's leaf pick-up costs related to stormwater management to Seattle Public Utilities, thereby reducing SDOT's General Fund costs by \$47,000. *(ongoing)*
- Reduces operating supplies and trainings costs in SDOT's resource management division to save \$25,000 General Fund and \$75,000 indirect costs annually. *(2014 and 2015 only)*
- Reduces gas tax funding for the Hazard Mitigation Program by \$10,000, a 3% funding cut; this reduction is used to achieve General Fund savings.
- Increases street use fees by \$180,000. The City requires contractors to pay the City for use of streets during construction. SDOT estimates that 50% or more of construction sites are not in compliance. Improved business processes at permit intake and supplemental training for inspectors will increase compliance and increase revenues.

## **Reduce Debt Service - (\$1,563,020)**

The 2014 Proposed Budget reduces debt service payments for debt-financed projects. This reduction reflects anticipated project delays, higher performance incentives from the Public Works Trust Fund, and use of existing bond proceeds.



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## **Convert Seven Engineering Positions to Permanent Positions/7.00 FTE**

The 2014 Proposed Budget makes seven positions permanent that otherwise would expire December 31, 2013. In the 2012 Adopted Budget, SDOT acquired seven engineering positions for work on capital projects. These seven positions were granted in lieu of contracting the work out to consultants. These positions were developed as an initiative of the Labor Management Leadership Committee in conjunction with the Mayor's Office, City Council, City Personnel, SDOT and the Coalition of Unions. Absent these positions, SDOT would need to contract out this ongoing work to consultants.

## **Proposed Technical Changes**

### **Cost and Schedule Adjustments to Capital Projects - (\$16,551,798)**

Capital technical adjustments reflect updates to project schedules and spending plans. The implementation of SDOT's major projects spans multiple years and the 2014 Proposed Budget adjustments primarily represent schedule shifts, as well as accelerated spending of bond proceeds. Please see the 2014-2019 Proposed Capital Improvement Program for specific funding information.

### **Increase Appropriation Authority for Reimbursable Work and Utility Cuts - \$1,811,000/8.00 FTE**

The City will engage in additional activities for which it will receive reimbursement from other parties, including:

- \$1,190,000 for Operations and Maintenance of the South Park Bridge, reimbursed by King County.
- \$246,000 to fund a plan reviewer, reimbursed by King County Wastewater Division, to ensure timely reviews for street improvement and street-use permitting.
- \$375,000 for one street-use permit processor and one inspector. The positions will address new workload resulting from SPU's transition from SDOT-performed street restorations to developer-managed restorations for new water connections. The new positions will be funded from revenues generated by developers' permit and inspection fees.

### **Technical Adjustments - (\$1,950,097)/2.00 FTE**

Technical Adjustments include the recognition of new grant revenue, budget-neutral internal transfers between programs, adjustments made during the 2013 supplemental budget process, reductions in reimbursable work, adjustments within the same BCL, and Citywide changes to employee costs such as health care, retirement and unemployment.

The largest adjustment, (\$2,033,677), is a decrease in reimbursable work relating from changes in the way the utility cut cost center bills for street restorations. Beginning in mid-2013, Street Maintenance changed to time and materials billing for street restoration work related to new water connections so that it could achieve full cost recovery. As a result, SDOT expects most developers will do their own restorations, which will decrease Street Maintenance's reimbursable workload by \$2.14 million in 2014. However, SDOT's Street Use permitting anticipates increased workload as developers obtain permits for their restorations.

The technical adjustment also includes funding for transit corridor planners approved during the supplemental budget process, a routine increase for the NSF/CRS Neighborhood Program CIP, and a reduction for geographic database costs from Seattle Public Utilities. Lastly, the adjustment adds two FTEs for the Waterfront Improvement Program which are entirely funded by the capital project appropriation.

### **Eliminate Funding for Postini Spam Software - (\$5,505)**



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The City has adopted Microsoft Office 365 as its new software platform, and as a result City departments no longer need to purchase separate anti-spam software.

## Citywide Adjustments for Standard Cost Changes - (\$318,518)

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Bridges &amp; Structures Budget Control</b>					
Bridge Operations		2,973,113	3,032,768	3,136,661	3,249,139
Structures Engineering		652,116	795,539	823,832	823,539
Structures Maintenance		3,576,038	3,651,169	3,758,339	4,975,874
<b>Total</b>	<b>17001</b>	<b>7,201,268</b>	<b>7,479,475</b>	<b>7,718,832</b>	<b>9,048,552</b>
<b>Department Management Budget Control</b>					
Director's Office		1,163,346	2,277,745	2,342,913	2,033,321
Division Management		10,957,664	12,770,394	13,094,515	13,878,932
Human Resources		709,090	1,218,573	1,254,597	1,389,256
Indirect Cost Recovery - Department Management		-27,771,523	-28,841,160	-29,687,722	-30,798,401
Public Information		650,591	1,068,448	1,101,364	1,454,553
Resource Management		20,326,856	12,208,543	12,600,040	13,078,004
Revenue Development		574,682	508,388	527,318	593,668
<b>Total</b>	<b>18001</b>	<b>6,610,706</b>	<b>1,210,932</b>	<b>1,233,026</b>	<b>1,629,334</b>
<b>Engineering Services Budget Control Level</b>	<b>17002</b>	<b>2,392,929</b>	<b>2,293,658</b>	<b>2,155,438</b>	<b>1,633,548</b>
<b>General Expense Budget Control</b>					
City Central Costs		11,061,261	11,753,733	12,373,597	13,092,583
Debt Service		26,016,658	27,945,577	30,881,418	29,318,398
Indirect Cost Recovery - General Expense		-11,657,437	-11,753,733	-12,373,596	-13,098,088
Judgment & Claims		3,507,637	2,974,125	3,553,310	3,553,310
<b>Total</b>	<b>18002</b>	<b>28,928,119</b>	<b>30,919,702</b>	<b>34,434,729</b>	<b>32,866,203</b>
<b>Major Maintenance/Replacement Budget Control</b>					
Bridges & Structures		37,790,377	20,463,315	11,806,419	22,123,001
Landslide Mitigation		595,810	408,995	411,615	412,001

# Seattle Department of Transportation

Roads		23,490,120	19,564,897	29,519,524	19,826,000
Sidewalk Maintenance		1,461,740	2,073,367	2,324,913	2,326,000
Trails and Bike Paths		3,567,934	6,313,425	6,851,529	5,483,002
<b>Total</b>	<b>19001</b>	<b>66,905,981</b>	<b>48,823,999</b>	<b>50,914,000</b>	<b>50,170,004</b>
<b>Major Projects Budget Control</b>					
Alaskan Way Viaduct and Seawall Replacement		26,725,288	72,199,012	136,724,823	135,907,000
First Hill Streetcar		38,445,316	24,816,642	26,510,905	14,111,000
Mercer Corridor		21,661,789	5,465,368	499,983	1
Mercer West		6,170,749	26,854,000	31,958,804	21,221,000
Spokane Street Viaduct		18,454,689	0	0	0
SR-520		347,277	266,978	274,004	678,001
<b>Total</b>	<b>19002</b>	<b>111,805,108</b>	<b>129,602,000</b>	<b>195,968,520</b>	<b>171,917,003</b>
<b>Mobility-Capital Budget Control</b>					
Corridor & Intersection Improvements		9,270,692	8,036,383	4,714,965	18,312,000
Freight Mobility		762,429	400,608	424,894	525,000
Intelligent Transportation System		147,279	0	0	2,525,000
Neighborhood Enhancements		12,465,315	3,384,364	3,807,733	4,718,001
New Trails and Bike Paths		3,991,608	314,135	6,053	1
Sidewalks & Pedestrian Facilities		5,630,969	7,295,608	6,108,468	18,322,436
Transit & HOV		17,282,533	4,138,902	6,129,887	9,717,001
<b>Total</b>	<b>19003</b>	<b>49,550,826</b>	<b>23,570,000</b>	<b>21,192,000</b>	<b>54,119,439</b>
<b>Mobility-Operations Budget Control</b>					
Commuter Mobility		9,431,938	11,220,570	11,425,943	12,394,766
Neighborhoods		1,871,210	2,574,179	2,661,061	3,694,977
Parking		8,441,728	8,414,048	8,716,699	8,082,550
Signs & Markings		3,190,388	4,787,673	4,912,640	4,660,143
Traffic Signals		8,507,029	8,586,254	8,655,502	10,999,450
<b>Total</b>	<b>17003</b>	<b>31,442,293</b>	<b>35,582,724</b>	<b>36,371,846</b>	<b>39,831,887</b>
<b>ROW Management Budget Control Level</b>	<b>17004</b>	<b>11,156,402</b>	<b>13,733,268</b>	<b>13,623,961</b>	<b>19,848,368</b>
<b>Street Maintenance Budget Control</b>					
Emergency Response		2,795,724	1,951,627	1,992,516	1,997,697
Operations Support		4,035,681	4,206,906	4,300,873	3,920,558
Pavement Management		288,621	284,076	295,125	295,330
Street Cleaning		5,545,335	5,303,120	5,386,919	5,686,569
Street Repair		8,955,421	11,421,045	11,635,744	9,615,852
<b>Total</b>	<b>17005</b>	<b>21,620,783</b>	<b>23,166,774</b>	<b>23,611,177</b>	<b>21,516,006</b>
<b>Urban Forestry Budget Control</b>					
Arborist Services		1,295,424	1,028,688	1,061,301	934,759

# Seattle Department of Transportation

Tree & Landscape Maintenance		3,276,198	3,582,080	3,695,904	3,712,849
<b>Total</b>	<b>17006</b>	<b>4,571,622</b>	<b>4,610,768</b>	<b>4,757,205</b>	<b>4,647,608</b>
<b>Department Total</b>		<b>342,186,038</b>	<b>320,993,299</b>	<b>391,980,732</b>	<b>407,227,950</b>

<b>Department Full-time Equivalents Total*</b>		<b>721.00</b>	<b>727.50</b>	<b>727.50</b>	<b>770.50</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
481100	G.O. Bond Proceeds	0	34,301,043	15,003,776	28,378,000
587310	OPER TR IN-2005 Multipurpose Bonds	0	0	0	0
587316	OPER TR IN-FR Transportation Bond Fund	0	0	0	0
587351	OPER TR IN-2007 Multipurpose Bonds	0	0	0	0
587352	OPER TR IN-2008 Multipurpose Bonds	2,993,115	0	0	0
587353	OPER TR IN-2009 Multipurpose Bonds	11,626,736	0	0	0
587354	OPER TR IN-2010 Multipurpose Bonds	28,210,124	0	0	0
587355	OPER TR IN-2011 Multipurpose Bonds	16,442,324	0	0	0
587356	OPER TR IN-2012 Multipurpose Bonds	5,084,980	0	0	0
	<b>Total Bonds</b>	<b>64,357,280</b>	<b>34,301,043</b>	<b>15,003,776</b>	<b>28,378,000</b>
422490	Other Street Use & Curb Permit	15,513,536	6,773,956	7,282,034	8,581,609
422990	Other Non-Business Licenses Fees	1,057,152	1,118,792	952,795	873,943
442490	Other Protective Inspection	0	1,219,624	1,315,947	1,768,563
444100	Street Maintenance & Repair Charges	420,191	741,751	765,487	837,895
444900	Other Charges - Transportation	54,811,482	43,357,652	51,504,977	40,989,120
543210	IF Architect/Engineering Services C	0	1,290,338	400,000	684,471
544900	IF Other Charges - Transportation	10,966,583	7,283,057	7,748,319	6,396,163
	<b>Total Charges for Service</b>	<b>82,768,944</b>	<b>61,785,170</b>	<b>69,969,559</b>	<b>60,131,765</b>
419999	Transportation Benefit District - VLF	6,260,179	7,118,000	7,187,000	7,469,365
	<b>Total Fees</b>	<b>6,260,179</b>	<b>7,118,000</b>	<b>7,187,000</b>	<b>7,469,365</b>

# Seattle Department of Transportation

587001	General Fund	37,937,369	36,701,168	38,976,028	40,424,670
	<b>Total General Subfund Support</b>	<b>37,937,369</b>	<b>36,701,168</b>	<b>38,976,028</b>	<b>40,424,670</b>
471010	Federal Grants	31,915,808	15,631,720	17,979,000	23,382,586
474010	State Grants	7,508,200	12,220,135	21,724,159	18,052,000
477010	Interlocal Grants	90,738	0	0	0
577010	IF Capital Contributions & Grants	0	13,900,000	20,000,000	16,027,106
	<b>Total Grants</b>	<b>39,514,746</b>	<b>41,751,855</b>	<b>59,703,159</b>	<b>57,461,692</b>
461110	Investment Earnings on Residual Cash Balances	246,324	0	0	0
	<b>Total Interest Earnings</b>	<b>246,324</b>	<b>0</b>	<b>0</b>	<b>0</b>
462500	LT Space/Facilities Leases	0	0	0	0
	<b>Total Leases</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
481800	Long-Term Intergovtl Loan Proceeds	6,000,000	0	0	0
	<b>Total Loans</b>	<b>6,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
469990	Other Miscellaneous Revenues	129,810	0	0	0
	<b>Total Miscellaneous</b>	<b>129,810</b>	<b>0</b>	<b>0</b>	<b>0</b>
441930	Private Reimbursements	0	500,000	0	0
	<b>Total Private Contributions</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>0</b>
485110	Property Proceeds	120,375	0	15,400,000	1,976,527
485110	Rubble Yard Proceeds	0	0	0	0
	<b>Total Property Sales</b>	<b>120,375</b>	<b>0</b>	<b>15,400,000</b>	<b>1,976,527</b>
10311	School Zone Fixed Automated Camera Fund	0	0	0	7,088,500
	<b>Total School Zone Fixed Automated Camera Fund</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,088,500</b>
411100	BTG-Property Tax Levy	40,997,567	41,487,000	42,221,000	42,232,273
416310	BTG-Commercial Parking Tax	25,442,997	25,033,000	26,159,000	26,245,902
418800	BTG-Employee Hours Tax	66,125	0	0	6,142
419997	Commercial Parking Tax - AWW	5,872,869	6,258,000	6,540,000	6,561,475
436088	Motor Vehicle Fuel Tax - Street Improvement	12,789,029	12,964,909	12,964,909	12,964,909
599999	Seawall and Central Waterfront Levy	1,524,635	43,700,000	78,000,000	78,000,000
	<b>Total Taxes</b>	<b>86,693,222</b>	<b>129,442,909</b>	<b>165,884,909</b>	<b>166,010,701</b>
587116	OPER TR IN-FR Cumulative Reserve Subfund - REET I	0	0	1,500,000	1,500,000
587116	OPER TR IN-FR Cumulative Reserve Subfund - REET II	4,236,748	12,750,000	8,234,000	23,148,350
587116	OPER TR IN-FR Cumulative Reserve Subfund - Street Vacations	905,070	0	0	100,000
587116	OPER TR IN-FR Cumulative Reserve Subfund - Unrestricted	1,144,275	1,025,625	3,004,500	3,004,500
587118	OPER TR IN-FR Emergency Subfund	109,741	0	0	0

## Seattle Department of Transportation

587331	OPER TR IN-FR Park Renov/Improv	0	0	0	0
587338	OP TSF IN 2000 Park Levy Fund	1,343,443	0	0	0
587339	OPER TR IN-FR Denny Triangle	36,253	0	0	0
587339	OPER TR IN-FR Finance General	0	4,049,500	3,154,857	3,154,857
587410	Oper TR IN-FR Seattle City Light Fund	0	2,320,000	2,400,000	982,705
587624	OPER TR IN-FR General Trust Fund	0	0	0	0
<b>Total Transfers from Other City Funds</b>		<b>7,775,532</b>	<b>20,145,125</b>	<b>18,293,357</b>	<b>31,890,412</b>
<b>Total Revenues</b>		<b>331,803,781</b>	<b>331,745,270</b>	<b>390,417,788</b>	<b>400,831,632</b>
379100	Use of (contribution to) Fund Balance	10,382,257	-10,751,970	1,562,944	6,396,318
<b>Total Use of Fund Balance</b>		<b>10,382,257</b>	<b>-10,751,970</b>	<b>1,562,944</b>	<b>6,396,318</b>
<b>Total Resources</b>		<b>342,186,038</b>	<b>320,993,300</b>	<b>391,980,732</b>	<b>407,227,950</b>

# Seattle Department of Transportation

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

### Bridges & Structures Budget Control Level

The purpose of the Bridges and Structures Budget Control Level is to maintain the City's bridges and structures which helps provide for the safe and efficient movement of people, goods and services throughout the city.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Bridge Operations	2,973,113	3,032,768	3,136,661	3,249,139
Structures Engineering	652,116	795,539	823,832	823,539
Structures Maintenance	3,576,038	3,651,169	3,758,339	4,975,874
<b>Total</b>	<b>7,201,268</b>	<b>7,479,475</b>	<b>7,718,832</b>	<b>9,048,552</b>
Full-time Equivalents Total*	56.50	56.50	56.50	61.50

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

*The following information summarizes the programs in Bridges & Structures Budget Control Level:*

#### **Bridge Operations Program**

The purpose of the Bridge Operations Program is to ensure the safe and efficient operation and preventive maintenance for over 180 bridges throughout the city.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Bridge Operations	2,973,113	3,032,768	3,136,661	3,249,139
Full-time Equivalents Total	28.00	28.00	28.00	33.00

#### **Structures Engineering Program**

The purpose of the Structures Engineering Program is to provide engineering services on all the bridges and structures within the city to ensure the safety of transportation users as they use or move in proximity to these transportation facilities.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Structures Engineering	652,116	795,539	823,832	823,539
Full-time Equivalents Total	5.75	5.75	5.75	5.75

#### **Structures Maintenance Program**

The purpose of the Structures Maintenance Program is to provide for the maintenance of all of the city's bridges, roadside structures and stairways.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Structures Maintenance	3,576,038	3,651,169	3,758,339	4,975,874
Full-time Equivalents Total	22.75	22.75	22.75	22.75

# Seattle Department of Transportation

## **Department Management Budget Control Level**

The purpose of the Department Management Budget Control Level is to provide leadership and operations support services to accomplish the mission and goals of the department.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Director's Office	1,163,346	2,277,745	2,342,913	2,033,321
Division Management	10,957,664	12,770,394	13,094,515	13,878,932
Human Resources	709,090	1,218,573	1,254,597	1,389,256
Indirect Cost Recovery - Department Management	-27,771,523	-28,841,160	-29,687,722	-30,798,401
Public Information	650,591	1,068,448	1,101,364	1,454,553
Resource Management	20,326,856	12,208,543	12,600,040	13,078,004
Revenue Development	574,682	508,388	527,318	593,668
<b>Total</b>	<b>6,610,706</b>	<b>1,210,932</b>	<b>1,233,026</b>	<b>1,629,334</b>
Full-time Equivalents Total*	126.50	123.50	123.50	126.50

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

**The following information summarizes the programs in Department Management Budget Control Level:**

### **Director's Office Program**

The purpose of the Director's Office Program is to provide overall direction and guidance to accomplish the mission and goals of the department.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Director's Office	1,163,346	2,277,745	2,342,913	2,033,321
Full-time Equivalents Total	5.00	5.00	5.00	5.00

### **Division Management Program**

The purpose of the Division Management Program is to provide division leadership and unique transportation technical expertise to accomplish the division's goals and objectives in support of the department's mission.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Division Management	10,957,664	12,770,394	13,094,515	13,878,932
Full-time Equivalents Total	29.50	29.50	29.50	30.50

### **Human Resources Program**

The purpose of the Human Resources Program is to provide employee support services, safety management and other personnel expertise to the department and its employees.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
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# Seattle Department of Transportation

Human Resources	709,090	1,218,573	1,254,597	1,389,256
Full-time Equivalents Total	9.75	9.75	9.75	9.75

## Indirect Cost Recovery - Department Management Program

The purpose of the Indirect Cost Recovery - Department Management Program is to allocate departmental indirect costs to all transportation activities and capital projects and equitably recover funding from them to support departmental management and support services essential to the delivery of transportation services to the public.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
<b>Expenditures</b>				
Indirect Cost Recovery - Department Management	-27,771,523	-28,841,160	-29,687,722	-30,798,401

## Public Information Program

The purpose of the Public Information Program is to manage all community and media relations and outreach for the department, including all public information requests and inquiries from the City Council and other government agencies. Public Information also maintains the ROADS hotline and the SDOT web site for both residents and department staff.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
<b>Expenditures/FTE</b>				
Public Information	650,591	1,068,448	1,101,364	1,454,553
Full-time Equivalents Total	7.50	7.50	7.50	7.50

## Resource Management Program

The purpose of the Resource Management Program is to provide the internal financial, accounting, information technology and office space management support for all SDOT business activities.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
<b>Expenditures/FTE</b>				
Resource Management	20,326,856	12,208,543	12,600,040	13,078,004
Full-time Equivalents Total	69.00	66.00	66.00	68.00

## Revenue Development Program

The purpose of the Revenue Development Program is to identify funding, grant and partnership opportunities for transportation projects and provide lead coordination for grant applications and reporting requirements.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
<b>Expenditures/FTE</b>				
Revenue Development	574,682	508,388	527,318	593,668
Full-time Equivalents Total	5.75	5.75	5.75	5.75



# Seattle Department of Transportation

## **Engineering Services Budget Control Level**

The purpose of the Engineering Services Budget Control Level is to provide construction management for capital projects, engineering support for street vacations, the scoping of neighborhood projects, and other transportation activities requiring transportation engineering and project management expertise.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Engineering & Operations Support	2,392,929	2,293,658	2,155,438	1,633,548
<b>Total</b>	<b>2,392,929</b>	<b>2,293,658</b>	<b>2,155,438</b>	<b>1,633,548</b>
Full-time Equivalents Total*	24.75	25.75	25.75	32.75

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

## **General Expense Budget Control Level**

The purpose of the General Expense Budget Control Level is to account for certain City business expenses necessary to the overall delivery of transportation services. Money from all transportation funding sources is collected to pay for these indirect cost services. It also includes Judgment and Claims contributions and debt service payments.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
City Central Costs	11,061,261	11,753,733	12,373,597	13,092,583
Debt Service	26,016,658	27,945,577	30,881,418	29,318,398
Indirect Cost Recovery - General Expense	-11,657,437	-11,753,733	-12,373,596	-13,098,088
Judgment & Claims	3,507,637	2,974,125	3,553,310	3,553,310
<b>Total</b>	<b>28,928,119</b>	<b>30,919,702</b>	<b>34,434,729</b>	<b>32,866,203</b>

***The following information summarizes the programs in General Expense Budget Control Level:***

### **City Central Costs Program**

The purpose of the City Central Costs Program is to allocate the City's general services costs to SDOT in a way that benefits the delivery of transportation services to the public.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
City Central Costs	11,061,261	11,753,733	12,373,597	13,092,583

### **Debt Service Program**

The purpose of the Debt Service Program is to meet principal repayment and interest obligations on debt proceeds that are appropriated in SDOT's budget.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Debt Service	26,016,658	27,945,577	30,881,418	29,318,398

# Seattle Department of Transportation

## Indirect Cost Recovery - General Expense Program

The purpose of the Indirect Cost Recovery - General Expense Program is to equitably recover funding from all transportation activities and capital projects to pay for allocated indirect costs for city services that are essential to the delivery of transportation services to the public.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Indirect Cost Recovery - General Expense	-11,657,437	-11,753,733	-12,373,596	-13,098,088

## Judgment & Claims Program

The purpose of the Judgment & Claims Program is to represent SDOT's annual contribution to the City's centralized self-insurance pool from which court judgments and claims against the City are paid.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Judgment & Claims	3,507,637	2,974,125	3,553,310	3,553,310

## Major Maintenance/Replacement Budget Control Level

The purpose of the Major Maintenance/Replacement Budget Control Level is to provide maintenance and replacement of roads, trails, bike paths, bridges and structures.

	2012	2013	2014	2014
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Bridges & Structures	37,790,377	20,463,315	11,806,419	22,123,001
Landslide Mitigation	595,810	408,995	411,615	412,001
Roads	23,490,120	19,564,897	29,519,524	19,826,000
Sidewalk Maintenance	1,461,740	2,073,367	2,324,913	2,326,000
Trails and Bike Paths	3,567,934	6,313,425	6,851,529	5,483,002
<b>Total</b>	<b>66,905,981</b>	<b>48,823,999</b>	<b>50,914,000</b>	<b>50,170,004</b>
Full-time Equivalents Total*	59.00	61.00	61.00	61.00

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

**The following information summarizes the programs in Major Maintenance/Replacement Budget Control Level:**

### Bridges & Structures Program

The purpose of the Bridges & Structures Program is to provide for safe and efficient use of the city's bridges and structures to all residents of Seattle and adjacent regions to ensure movement of people, goods and services throughout the city.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Bridges & Structures	37,790,377	20,463,315	11,806,419	22,123,001
Full-time Equivalents Total	21.50	21.50	21.50	21.50

# Seattle Department of Transportation

## Landslide Mitigation Program

The purpose of the Landslide Mitigation Program is to proactively identify and address potential areas of landslide concerns that affect the right-of-way.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Landslide Mitigation	595,810	408,995	411,615	412,001
Full-time Equivalents Total	2.00	2.00	2.00	2.00

## Roads Program

The purpose of the Roads Program is to provide for the safe and efficient use of the city's roadways to all residents of Seattle and adjacent regions to ensure movement of people, goods and services throughout the city.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Roads	23,490,120	19,564,897	29,519,524	19,826,000
Full-time Equivalents Total	18.50	18.50	18.50	18.50

## Sidewalk Maintenance Program

The purpose of the Sidewalk Maintenance Program is to maintain and provide safe and efficient use of the city's sidewalks to all residents of Seattle and adjacent regions to ensure movement of people, goods and services throughout the city.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Sidewalk Maintenance	1,461,740	2,073,367	2,324,913	2,326,000
Full-time Equivalents Total	6.50	6.50	6.50	6.50

## Trails and Bike Paths Program

The purpose of the Trails and Bike Paths Program is to maintain and provide safe and efficient use of the city's trails and bike paths to all residents of Seattle and adjacent regions to ensure movement of people, goods and services throughout the city.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Trails and Bike Paths	3,567,934	6,313,425	6,851,529	5,483,002
Full-time Equivalents Total	10.50	12.50	12.50	12.50

# Seattle Department of Transportation

## **Major Projects Budget Control Level**

The purpose of the Major Projects Budget Control Level is to design, manage and construct improvements to the transportation infrastructure for the benefit of the traveling public including freight, transit, other public agencies, pedestrians, bicyclists and motorists.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Alaskan Way Viaduct and Seawall Replacement	26,725,288	72,199,012	136,724,823	135,907,000
First Hill Streetcar	38,445,316	24,816,642	26,510,905	14,111,000
Mercer Corridor	21,661,789	5,465,368	499,983	1
Mercer West	6,170,749	26,854,000	31,958,804	21,221,000
Spokane Street Viaduct	18,454,689	0	0	0
SR-520	347,277	266,978	274,004	678,001
<b>Total</b>	<b>111,805,108</b>	<b>129,602,000</b>	<b>195,968,520</b>	<b>171,917,003</b>
Full-time Equivalents Total*	32.75	35.75	35.75	37.75

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

***The following information summarizes the programs in Major Projects Budget Control Level:***

### **Alaskan Way Viaduct and Seawall Replacement Program**

The purpose of the Alaskan Way Viaduct and Seawall Replacement Program is to fund the City's involvement in the replacement of the seismically-vulnerable viaduct and seawall. The Alaskan Way Viaduct is part of State Route 99, which carries one-quarter of the north-south traffic through downtown Seattle and is a major truck route serving the city's industrial areas.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Alaskan Way Viaduct and Seawall Replacement	26,725,288	72,199,012	136,724,823	135,907,000
Full-time Equivalents Total	18.50	19.50	19.50	21.50

### **First Hill Streetcar Program**

The purpose of the First Hill Streetcar Program is to support the First Hill Streetcar project, which connects First Hill employment centers to the regional Link light rail system, including but not limited to the International District/Chinatown Station and Capitol Hill Station at Broadway and John Street.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
First Hill Streetcar	38,445,316	24,816,642	26,510,905	14,111,000
Full-time Equivalents Total	0.00	1.00	1.00	1.00

### **Mercer Corridor Program**

The purpose of the Mercer Corridor Program is to use existing street capacity along the Mercer Corridor and South Lake Union more efficiently and enhance all modes of travel, including pedestrian mobility.

# Seattle Department of Transportation

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Mercer Corridor	21,661,789	5,465,368	499,983	1
Full-time Equivalents Total	7.25	7.25	7.25	7.25

## Mercer West Program

The purpose of the Mercer West Program is to use existing street capacity along the west portion of Mercer Street more efficiently and enhance all modes of travel, including pedestrian mobility, and provide an east/west connection between I-5, State Route 99, and Elliott Ave W.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Mercer West	6,170,749	26,854,000	31,958,804	21,221,000

## Spokane Street Viaduct Program

The purpose of the Spokane Street Viaduct Program is to improve the safety of the Spokane Street Viaduct by building a new structure parallel and connected to the existing one and widening the existing viaduct.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Spokane Street Viaduct	18,454,689	0	0	0
Full-time Equivalents Total	6.50	6.50	6.50	6.50

## SR-520 Program

The purpose of the SR-520 Program is to provide policy, planning and technical analysis support and to act as the City's representative in a multi-agency group working on the replacement of the State Route 520 bridge.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
SR-520	347,277	266,978	274,004	678,001
Full-time Equivalents Total	0.50	1.50	1.50	1.50

# Seattle Department of Transportation

## **Mobility-Capital Budget Control Level**

The purpose of the Mobility-Capital Budget Control Level is to help maximize the movement of traffic throughout the city by enhancing all modes of transportation including corridor and intersection improvements, transit and HOV improvements, and sidewalk and pedestrian facilities.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Corridor & Intersection Improvements	9,270,692	8,036,383	4,714,965	18,312,000
Freight Mobility	762,429	400,608	424,894	525,000
Intelligent Transportation System	147,279	0	0	2,525,000
Neighborhood Enhancements	12,465,315	3,384,364	3,807,733	4,718,001
New Trails and Bike Paths	3,991,608	314,135	6,053	1
Sidewalks & Pedestrian Facilities	5,630,969	7,295,608	6,108,468	18,322,436
Transit & HOV	17,282,533	4,138,902	6,129,887	9,717,001
<b>Total</b>	<b>49,550,826</b>	<b>23,570,000</b>	<b>21,192,000</b>	<b>54,119,439</b>
Full-time Equivalents Total*	63.00	65.50	65.50	69.50

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

***The following information summarizes the programs in Mobility-Capital Budget Control Level:***

### **Corridor & Intersection Improvements Program**

The purpose of the Corridor & Intersection Improvements Program is to analyze and make improvements to corridors and intersections to move traffic more efficiently. Examples of projects include signal timing, left turn signals and street improvements.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Corridor & Intersection Improvements	9,270,692	8,036,383	4,714,965	18,312,000
Full-time Equivalents Total	11.75	13.75	13.75	15.75

### **Freight Mobility Program**

The purpose of the Freight Mobility Program is to help move freight throughout the city in a safe and efficient manner.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Freight Mobility	762,429	400,608	424,894	525,000
Full-time Equivalents Total	1.75	1.75	1.75	1.75

### **Intelligent Transportation System Program**

The purpose of the Intelligent Transportation System (ITS) Program is to fund projects identified in the City's ITS Strategic Plan and ITS Master Plan. Examples of projects include implementation of transit signal priority strategies; installation of closed-circuit television (CCTV) cameras to monitor traffic in key corridors; and development of parking guidance, traveler information and real-time traffic control systems.

# Seattle Department of Transportation

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Intelligent Transportation System	147,279	0	0	2,525,000
Full-time Equivalents Total	12.50	12.50	12.50	12.50

## Neighborhood Enhancements Program

The purpose of the Neighborhood Enhancements Program is to make safe and convenient neighborhoods by improving sidewalks, traffic circles, streetscape designs and the installation of pay stations.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Neighborhood Enhancements	12,465,315	3,384,364	3,807,733	4,718,001
Full-time Equivalents Total	11.00	11.00	11.00	12.00

## New Trails and Bike Paths Program

The purpose of the New Trails and Bike Paths Program is to construct new trails and bike paths that connect with existing facilities to let users transverse the city on a dedicated network of trails and paths.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
New Trails and Bike Paths	3,991,608	314,135	6,053	1
Full-time Equivalents Total	8.25	8.25	8.25	8.25

## Sidewalks & Pedestrian Facilities Program

The purpose of the Sidewalks & Pedestrian Facilities Program is to install new facilities that help pedestrians move safely along the city's sidewalks by installing or replacing sidewalks, modifying existing sidewalks for elderly and handicapped accessibility, and increasing pedestrian lighting.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Sidewalks & Pedestrian Facilities	5,630,969	7,295,608	6,108,468	18,322,436
Full-time Equivalents Total	11.75	12.25	12.25	13.25

## Transit & HOV Program

The purpose of the Transit & HOV Program is to move more people in less time throughout the city.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Transit & HOV	17,282,533	4,138,902	6,129,887	9,717,001
Full-time Equivalents Total	6.00	6.00	6.00	6.00

# Seattle Department of Transportation

## **Mobility-Operations Budget Control Level**

The purpose of the Mobility-Operations Budget Control level is to promote the safe and efficient operation of all transportation modes in the city. This includes managing the parking, pedestrian, and bicycle infrastructure; implementing neighborhood plans; encouraging alternative modes of transportation; and maintaining and improving signals and the non-electrical transportation management infrastructure.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Commuter Mobility	9,431,938	11,220,570	11,425,943	12,394,766
Neighborhoods	1,871,210	2,574,179	2,661,061	3,694,977
Parking	8,441,728	8,414,048	8,716,699	8,082,550
Signs & Markings	3,190,388	4,787,673	4,912,640	4,660,143
Traffic Signals	8,507,029	8,586,254	8,655,502	10,999,450
<b>Total</b>	<b>31,442,293</b>	<b>35,582,724</b>	<b>36,371,846</b>	<b>39,831,887</b>
Full-time Equivalents Total*	140.25	142.75	142.75	153.75

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

***The following information summarizes the programs in Mobility-Operations Budget Control Level:***

### **Commuter Mobility Program**

The purpose of the Commuter Mobility Program is to provide a variety of services, including enforcement of City commercial vehicle limits, transit coordination, and planning, to increase mobility and transportation options to the residents of Seattle.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Commuter Mobility	9,431,938	11,220,570	11,425,943	12,394,766
Full-time Equivalents Total	44.00	45.50	45.50	49.50

### **Neighborhoods Program**

The purpose of the Neighborhoods Program is to plan and forecast the needs of specific neighborhoods including neighborhood and corridor planning, development of the coordinated transportation plans, traffic control spot improvements and travel forecasting. The program also constructs minor improvements in neighborhoods based on these assessments.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Neighborhoods	1,871,210	2,574,179	2,661,061	3,694,977
Full-time Equivalents Total	11.50	12.50	12.50	14.50

### **Parking Program**

The purpose of the Parking Program is to manage the City's parking resources, maintain and operate pay stations and parking meters for on-street parking, and develop and manage the City's carpool program and Residential Parking Zones for neighborhoods.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
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# Seattle Department of Transportation

Parking	8,441,728	8,414,048	8,716,699	8,082,550
Full-time Equivalents Total	33.25	33.25	33.25	33.25

## Signs & Markings Program

The purpose of the Signs & Markings Program is to design, fabricate and install signage, as well as provide pavement, curb and crosswalk markings to facilitate the safe movement of vehicles, pedestrians and bicyclists throughout the city.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
<b>Expenditures/FTE</b>				
Signs & Markings	3,190,388	4,787,673	4,912,640	4,660,143
Full-time Equivalents Total	18.75	18.75	18.75	18.75

## Traffic Signals Program

The purpose of the Traffic Signals Program is to operate the Traffic Management Center that monitors traffic movement within the city and to maintain and improve signals and other electrical transportation management infrastructure.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
<b>Expenditures/FTE</b>				
Traffic Signals	8,507,029	8,586,254	8,655,502	10,999,450
Full-time Equivalents Total	32.75	32.75	32.75	37.75

## ROW Management Budget Control Level

The purpose of the Right-of-Way (ROW) Management Budget Control Level is to review projects throughout the city for code compliance for uses of the right-of-way and to provide plan review, utility permit and street use permit issuance, and utility inspection and mapping services.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
<b>Program Expenditures</b>				
Street Use Permitting & Enforcement	11,156,402	13,733,268	13,623,961	19,848,368
<b>Total</b>	<b>11,156,402</b>	<b>13,733,268</b>	<b>13,623,961</b>	<b>19,848,368</b>
Full-time Equivalents Total*	66.50	72.50	72.50	83.50

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

# Seattle Department of Transportation

## Street Maintenance Budget Control Level

The purpose of the Street Maintenance Budget Control Level is to maintain the city's roadways and sidewalks.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Emergency Response	2,795,724	1,951,627	1,992,516	1,997,697
Operations Support	4,035,681	4,206,906	4,300,873	3,920,558
Pavement Management	288,621	284,076	295,125	295,330
Street Cleaning	5,545,335	5,303,120	5,386,919	5,686,569
Street Repair	8,955,421	11,421,045	11,635,744	9,615,852
<b>Total</b>	<b>21,620,783</b>	<b>23,166,774</b>	<b>23,611,177</b>	<b>21,516,006</b>
Full-time Equivalents Total*	120.50	113.00	113.00	113.00

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

### **The following information summarizes the programs in Street Maintenance Budget Control Level:**

#### **Emergency Response Program**

The purpose of the Emergency Response Program is to respond to safety and mobility issues such as pavement collapses, severe weather, landslides and other emergencies to make the right-of-way safe for moving people and goods. This program proactively addresses landslide hazards to keep the right-of-way open and safe.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Emergency Response	2,795,724	1,951,627	1,992,516	1,997,697
Full-time Equivalents Total	2.25	2.25	2.25	2.25

#### **Operations Support Program**

The purpose of the Operations Support Program is to provide essential operating support services necessary for the daily operation of SDOT's equipment and field workers dispatched from three field locations in support of street maintenance activities. These functions include warehousing, bulk material supply and management, tool cleaning and repair, equipment maintenance and repair, project accounting and technical support, and crew supervision.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Operations Support	4,035,681	4,206,906	4,300,873	3,920,558
Full-time Equivalents Total	34.25	33.75	33.75	33.75

#### **Pavement Management Program**

The purpose of the Pavement Management Program is to assess the condition of asphalt and concrete pavements and establish citywide paving priorities for annual resurfacing and repair programs.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Pavement Management	288,621	284,076	295,125	295,330
Full-time Equivalents Total	0.75	0.75	0.75	0.75

# Seattle Department of Transportation

## Street Cleaning Program

The purpose of the Street Cleaning Program is to keep Seattle's streets, improved alleys, stairways and pathways clean, safe and environmentally friendly by conducting sweeping, hand-cleaning, flushing and mowing on a regular schedule.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Street Cleaning	5,545,335	5,303,120	5,386,919	5,686,569
Full-time Equivalents Total	21.25	21.25	21.25	21.25

## Street Repair Program

The purpose of the Street Repair Program is to preserve and maintain all streets and adjacent areas such as sidewalks and road shoulders by making spot repairs and conducting annual major maintenance paving and rehabilitation programs.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Street Repair	8,955,421	11,421,045	11,635,744	9,615,852
Full-time Equivalents Total	62.00	55.00	55.00	55.00

## Urban Forestry Budget Control Level

The purpose of the Urban Forestry Budget Control Level is to administer, maintain, protect and expand the city's urban landscape in the street right-of-way through the maintenance and planting of new trees and landscaping to enhance the environment and aesthetics of the city. The Urban Forestry BCL maintains City-owned trees to improve the safety of the right-of-way for Seattle's residents and visitors.

	2012	2013	2014	2014
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Arborist Services	1,295,424	1,028,688	1,061,301	934,759
Tree & Landscape Maintenance	3,276,198	3,582,080	3,695,904	3,712,849
<b>Total</b>	<b>4,571,622</b>	<b>4,610,768</b>	<b>4,757,205</b>	<b>4,647,608</b>
Full-time Equivalents Total*	31.25	31.25	31.25	31.25

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

**The following information summarizes the programs in Urban Forestry Budget Control Level:**

## Arborist Services Program

The purpose of the Arborist Services Program is to maintain, protect and preserve city street trees and to regulate privately-owned trees in the right-of-way by developing plans, policies and procedures to govern and improve the care and quality of street trees.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Arborist Services	1,295,424	1,028,688	1,061,301	934,759

# Seattle Department of Transportation

Full-time Equivalents Total	8.75	8.75	8.75	8.75
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## Tree & Landscape Maintenance Program

The purpose of the Tree & Landscape Maintenance Program is to provide planning, design, construction and construction inspection services for the landscape elements of transportation capital projects, as well as guidance to developers on the preservation of city street trees and landscaped sites during construction of their projects.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Tree & Landscape Maintenance	3,276,198	3,582,080	3,695,904	3,712,849
Full-time Equivalents Total	22.50	22.50	22.50	22.50

## Transportation Fund Table

### Transportation Operating Fund (10310)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>61,430,690</b>	<b>44,464,871</b>	<b>51,048,433</b>	<b>55,216,842</b>	<b>64,576,790</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	331,803,781	331,745,270	300,220,611	390,417,788	400,831,632
Less: Actual and Budgeted Expenditures	342,186,038	320,993,299	286,692,255	391,980,732	407,227,950
<b>Ending Fund Balance</b>	<b>51,048,433</b>	<b>55,216,842</b>	<b>64,576,790</b>	<b>53,653,898</b>	<b>58,180,472</b>
Continuing Appropriations	46,958,358	41,501,931	46,891,245	41,501,931	46,891,245
Paving Reserve					3,181,637
Operating Reserve					851,429
<b>Total Reserves</b>	<b>46,958,358</b>	<b>41,501,931</b>	<b>46,891,245</b>	<b>41,501,931</b>	<b>50,924,311</b>
<b>Ending Unreserved Fund Balance</b>	<b>4,090,075</b>	<b>13,714,911</b>	<b>17,685,545</b>	<b>12,151,967</b>	<b>7,256,161</b>

Note: Through interfund loans from the City's Cash Pool, the Transportation Operating Fund is authorized by Ordinances 122603 and 122641 (as amended) to carry a negative balance of approximately \$17.5 million. Ordinance 122603 authorized an Interfund loan of \$5.945 million for the South Lake Union Streetcar Capital project. Ordinance 122641 authorized an Interfund loan of \$11.54 million for the Accelerated Paving program.

# Seattle Department of Transportation

## Capital Improvement Program Highlights

The Seattle Department of Transportation (SDOT) maintains, upgrades, and monitors the use of the City's system of streets, bridges, retaining walls, seawalls, bicycle and pedestrian facilities, and traffic control devices. SDOT's Capital Improvement Program (CIP) outlines the department's plan for repairing, improving, and adding to this extensive infrastructure. SDOT finances its CIP with a variety of revenue sources, including the City's General Fund, Cumulative Reserve Subfund Unrestricted Funds, Real Estate Excise Taxes, state and federal grants, partnerships with private organizations and other public agencies, and bond proceeds.

The 2014-2019 Proposed CIP includes key infrastructure investments, previously detailed in this chapter, to improve:

- Access in and around Downtown Seattle by significantly investing in Intelligent Transportation Systems (ITS) and improving the transit network;
- Safety around schools by ensuring safe passages to schools, reducing speeds in school zones by using fixed cameras, and providing increased education about bicycle and pedestrian safety;
- Accessibility and safety of city streets, sidewalks and corridors across Seattle, including the 23<sup>rd</sup> Avenue corridor; and
- Reliability of other transit infrastructure such as signals and parking pay stations.

For more information on SDOT's full capital program, please refer to the 2014-2019 Proposed CIP.

Most capital appropriations for SDOT are directly budgeted to a Budget Control Level (BCL) within the department. These are displayed at the start of this chapter and summarized in **Table 1: Capital Improvement Budget Control Level Summary**. Consistent with RCW 35.32A.080, if any portion of these funds remains unexpended or unencumbered at the close of the fiscal year, SDOT holds that portion for the following year unless abandoned by the City Council by ordinance.

**Table 1: Capital Improvement Budget Control Level Summary**

Budget Control Level	2014 Endorsed	2014 Proposed
Major Maintenance/Replacement	\$48,914,000	\$50,170,000
Major Projects	\$195,969,000	\$171,917,000
Mobility Capital	\$19,232,000	\$54,119,000
<b>Total Capital Improvement Program</b>	<b>\$264,115,000</b>	<b>\$276,206,000</b>

While the City appropriates most revenue sources for SDOT's capital projects directly to the Transportation Operating Fund (TOF), funding from the following funds require separate transfer authority to the TOF: Limited Tax General Obligation Bond (LTGO) proceeds; the Cumulative Reserve Subfund (CRS); the Central Waterfront Improvement Fund; and the School Zone Fixed Automated Camera (SZFAC) Fund. A summary of this information is presented in Tables 2 through 5 on the following pages.

**Table 2: SDOT Bond Appropriations in CIP** provides an informational display of LTGO bond proceed transfers to the TOF and the projects to which these proceeds will be allocated. Authority to transfer these funds to the TOF is provided by the various LTGO bond ordinances or other legislation.

The Cumulative Reserve Subfund section of the Proposed Budget presents appropriations authorized for specific programs; however, they have been summarized in this section in **Table 3: Cumulative Reserve Subfund Program Funding to SDOT**. Appropriations from the CRS include debt service for CRS and Real Estate Excise Tax debt as well

# Seattle Department of Transportation

as CRS-Unrestricted funds, which are backed by a transfer for the King County Proposition 2 Trail and Open Space Levy.

**Table 4: Central Waterfront Improvement Fund Appropriation** displays appropriations from the Central Waterfront Improvement Fund to the Transportation Operating Fund for support of the Waterfront Improvement Program to support costs associated with the design and construction of the Waterfront Improvement Project and city administration of the program, which may be eligible for financing by a future Local Improvement District (LID). This funding is revenue-backed by a cash-pool interfund loan until such time that the LID is formed in 2014. Additional details of this fund are located in the Central Waterfront Improvement Fund section of the 2014 Proposed Budget.

**Table 5: School Zone Fixed Automated Camera Fund Appropriation** displays the appropriation from the School Zone Fixed Automated Camera Fund to the Transportation Operating Fund for support of the Pedestrian Master Plan – School Safety capital program and operation and maintenance costs associated with the school safety program. Funding supports costs associated with design and construction of school safety infrastructure projects; school zone camera installation; school zone warning beacon maintenance; and school safety program education, outreach, and administration. Additional details of this fund are located in the School Zone Fixed Automated Camera Fund section of the 2014 Proposed Budget.

**Table 2: SDOT Bond Appropriations in CIP**

	2014 Endorsed	2014 Proposed
<b>Bridge Rehabilitation and Replacement: TC366850</b>		
2014 Multipurpose LTGO Bond	1,235,577	0
<b>Bridge Seismic Retrofit Phase II: TC365810</b>		
2014 Multipurpose LTGO Bond	2,518,199	0
<b>Elliott Bay Seawall Project: TC367320</b>		
Seawall Levy UTGO Bond	75,000,000	75,000,000
<b>Linden Avenue N Complete Streets: TC366930</b>		
2014 Multipurpose LTGO Bond	1,250,000	0
<b>Mercer Corridor Project West Phase: TC367110</b>		
2014 Multipurpose LTGO Bond	0	8,378,000
<b>South Park Bridge: TC365780</b>		
2014 Multipurpose LTGO Bond	5,000,000	15,000,000
<b>Waterfront Improvement Program: TC367330</b>		
2014 Multipurpose LTGO Bond	5,000,000	5,000,000
Seawall Levy UTGO Bond	3,000,000	3,000,000
<b>Total Bond Proceeds</b>	<b>\$93,003,776</b>	<b>\$106,378,000</b>

# Seattle Department of Transportation

**Table 3: Cumulative Reserve Subfund Program Funding to SDOT**

Program/Project	Project ID	Sub-Account	2014 Endorsed	2014 Proposed
<b>Bridges &amp; Structures (19001A)</b>			<b>\$2,674,000</b>	<b>\$2,674,000</b>
Bridge Painting Program	TC324900	REET II	2,135,000	2,135,000
Hazard Mitigation Program - Areaways	TC365480	REET II	327,000	327,000
Retaining Wall Repair and Restoration	TC365890	REET II	212,000	212,000
<b>Corridor &amp; Intersection Improvements (19003A)</b>			<b>\$0</b>	<b>\$2,550,000</b>
23rd Avenue Corridor Improvements	TC367420	REET II	0	2,400,000
New Traffic Signals	TC323610	REET II	0	150,000
<b>Debt Service (18002D)</b>			<b>\$505,000</b>	<b>\$505,000</b>
Trails - Debt Service	TG356590	CRS-U	505,000	505,000
<b>Debt Service (18002D)</b>			<b>\$1,362,000</b>	<b>\$1,362,000</b>
Alaskan Way Viaduct & Seawall - Debt Svc	TC320060	REET II	1,252,000	1,250,000
Fremont Bridge Approaches - Debt Svc	TC320060	REET II	110,000	112,000
<b>Freight Mobility (19003B)</b>			<b>\$235,000</b>	<b>\$1,960,000</b>
Freight Spot Improvement Program	TC365850	REET II	235,000	235,000
Next Generation Intelligent Transportation Systems (ITS)	TC367430	REET II	0	1,625,000
Railroad Crossing Signal Improvements	TC367090	CRS-SV	0	100,000
<b>Landslide Mitigation (19001B)</b>			<b>\$200,000</b>	<b>\$200,000</b>
Hazard Mitigation Program - Landslide Mitigation Projects	TC365510	REET II	200,000	200,000
<b>Neighborhood Enhancements (19003D)</b>			<b>\$0</b>	<b>\$1,092,000</b>
Neighborhood Traffic Control Program	TC323250	REET II	0	298,000
NSF/CRS Neighborhood Program	TC365770	REET II	0	794,000
<b>Roads (19001C)</b>			<b>\$6,190,000</b>	<b>\$8,940,000</b>
Arterial Major Maintenance	TC365940	REET I	500,000	500,000
Arterial Major Maintenance	TC365940	REET II	3,540,000	5,140,000
Non-Arterial Asphalt Street Resurfacing	TC323920	REET I	1,000,000	1,000,000
Non-Arterial Asphalt Street Resurfacing	TC323920	REET II	650,000	1,150,000
Non-Arterial Concrete Rehabilitation	TC323160	REET II	500,000	1,150,000
<b>Sidewalks &amp; Pedestrian Facilities (19003F)</b>			<b>\$85,000</b>	<b>\$6,983,000</b>
ADA Improvements — SDOT	TC367500	REET II	0	45,000
Pedestrian Master Plan - School Safety	TC367170	REET II	36,000	36,000
Pedestrian Master Plan Implementation	TC367150	REET II	49,000	6,902,000
<b>Transit &amp; HOV (19003G)</b>			<b>\$2,850,000</b>	<b>\$2,850,000</b>
Broadway Streetcar Extension	TC367240	CRS-U	350,000	350,000
Eastlake Corridor Transit and Street Improvements	TC367380	CRS-U	650,000	650,000
Eastlake Corridor Transit and Street Improvements	TC367380	REET II	350,000	350,000
Center City Streetcar Connector	TC367210	CRS-U	1,500,000	1,500,000
<b>Total CRS Funding to Transportation</b>			<b>\$14,101,000</b>	<b>\$29,116,000</b>

# Seattle Department of Transportation

**Table 4: Central Waterfront Improvement Fund Appropriation**

The purpose of the Central Waterfront Improvement Fund Support to Transportation Budget Control Level is to appropriate funds from the Central Waterfront Improvement Fund to the Transportation Operating Fund for support of the Waterfront Improvement Program.

<b>Expenditures</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Central Waterfront Improvement Fund Support to Transportation BCL	\$0	\$15,500,000

**Table 5: School Zone Fixed Automated Camera Fund Appropriation**

The purpose of the School Safety Education and Outreach, Infrastructure Maintenance, and Capital Improvements BCL is to appropriate funds from the School Zone Fixed Automated Cameras Fund to the Transportation Operating Fund for support of operational and capital expenditures related to school safety projects.

<b>Expenditures</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Central Waterfront Improvement Fund Support to Transportation BCL	\$0	\$ 7,088,500



# Cable Television Franchise Subfund

Erin Devoto, Director & Chief Technology Officer

(206)684-0600

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

## Department Overview

The City of Seattle entered into cable franchise agreements beginning in 1996 that included a new franchise fee as compensation for cable television providers locating in the public right-of-way. The City approved a new franchise with Comcast in 2006, and a second franchise, currently operated by Wave Division I, in 2007.

The Cable Television Franchise Subfund (created by Ordinance 118196) shows the anticipated revenues from the franchise fee and related expenditures in the Department of Information Technology (DoIT). Resolution 30379 establishes usage policies for the fund. The fund pays for the following services:

- Administration of the Cable Customer Bill of Rights and the Public, Education, and Government access costs the City is obligated to fund under the terms of its cable franchise agreements;
- Support of the Seattle Channel, including both operations and capital equipment;
- Programs and projects promoting citizen technology literacy and access, including related research, analysis, and evaluation;
- Use of innovative and interactive technology, including television and the Web, to provide means for citizens to access City services.

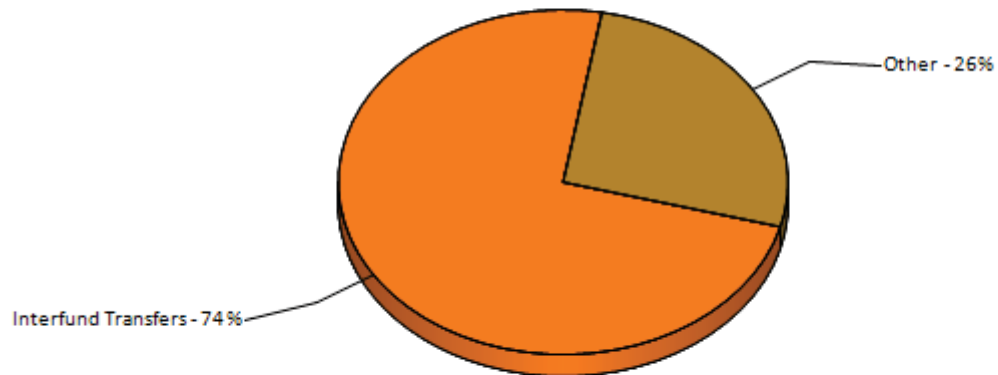
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other Funding - Operating	\$8,180,656	\$8,636,894	\$8,859,198	\$8,899,786
<b>Total Operations</b>	<b>\$8,180,656</b>	<b>\$8,636,894</b>	<b>\$8,859,198</b>	<b>\$8,899,786</b>
 <b>Total Appropriations</b>	 <b>\$8,180,656</b>	 <b>\$8,636,894</b>	 <b>\$8,859,198</b>	 <b>\$8,899,786</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

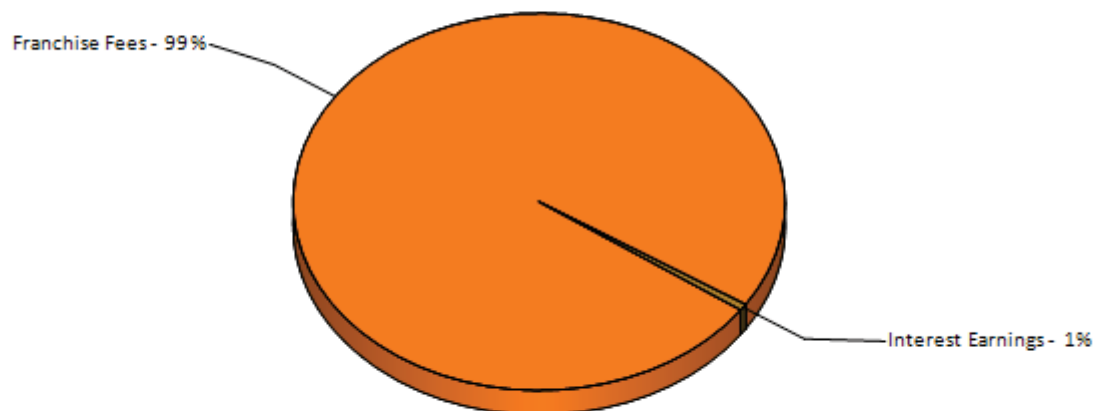
*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

## Cable Television Franchise Subfund

### 2014 Proposed Budget - Expenditure by Category



### 2014 Proposed Budget - Revenue by Category



# Cable Television Franchise Subfund

## Budget Overview

Cable Television Franchise Fund (Cable Fund) revenues are generated by franchise fees from cable television providers and these funds support limited activities provided by the Department of Information Technology (DoIT). Over the last several years, the Department has used Cable Fund revenues to support additional, qualified technology access programs such as the portion of email support previously funded by the General Fund. The Proposed 2014 Budget continues previous uses of the Cable Fund for project management for the web team, web application support service to City departments, and administrative support for community outreach.

The Cable Fund recently received a small increase in revenues as Comcast raised its rates on home television service. In 2013, the Cable Fund also received one-time revenue from selling property previously used for production of public access television by the now defunct Seattle Community Access Network. Slow future revenue growth at current franchise rates, coupled with inflationary increases to expenditures, will lead to financial pressures going forward. Based on current projections, the fund will encounter a shortfall beginning in 2017. DOIT will know more about future revenue projections after the current franchise agreements are renegotiated in 2015-2017.

For further details regarding the use of Cable Television Franchise Subfund, please refer to the DoIT budget.

## Incremental Budget Changes

### Cable Television Franchise Subfund

	2014 Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 8,859,198</b>	<b>0.00</b>
<b>Proposed Technical Changes</b>		
Align with Information Technology Fund	\$ 40,588	0.00
<b>Total Incremental Changes</b>	<b>\$ 40,588</b>	<b>0.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 8,899,786</b>	<b>0.00</b>

## Descriptions of Incremental Budget Changes

### Proposed Technical Changes

#### **Align with Information Technology Fund - \$40,588**

Appropriation adjustments align the Cable Fund with changes in the DoIT budget. Please refer to the DoIT budget pages for more detailed information.

# Cable Television Franchise Subfund

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Cable Fee Support to Information Technology Fund Budget Control</b>					
Cable Communications		723,252	745,244	766,477	776,904
Community Technology		1,317,216	1,333,350	1,367,133	1,431,718
Finance and Administration		299,688	373,754	386,050	0
Seattle Channel/Democracy Portal		2,747,004	3,149,911	3,199,017	3,374,246
Technology Infrastructure		1,412,148	1,571,415	1,662,290	1,632,943
Technology Leadership		264,984	314,158	321,271	427,054
Web Site Support		1,226,364	959,061	966,959	1,066,920
<b>Total</b>	<b>D160B</b>	<b>7,990,656</b>	<b>8,446,894</b>	<b>8,669,198</b>	<b>8,709,786</b>
<b>Cable Fee Support to Library Fund Budget Control Level</b>	<b>D160C</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>
<b>Department Total</b>		<b>8,180,656</b>	<b>8,636,894</b>	<b>8,859,198</b>	<b>8,899,786</b>

**Department Full-time Equivalents Total\***                      **0.00**                      **0.00**                      **0.00**                      **0.00**

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

## Revenue Overview

### 2014 Estimated Revenues

<b>Summit Code</b>	<b>Source</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
421911	Franchise Fee Revenues, Licenses, Permits, and Fines	8,031,931	7,629,796	7,761,791	8,070,384
	<b>Total Franchise Fees</b>	<b>8,031,931</b>	<b>7,629,796</b>	<b>7,761,791</b>	<b>8,070,384</b>
461110	Arts Programming Interest Earnings	10,661	9,608	4,765	4,727
461110	Interest Earnings	39,098	30,614	26,286	41,498
	<b>Total Interest Earnings</b>	<b>49,759</b>	<b>40,222</b>	<b>31,051</b>	<b>46,225</b>
<b>Total Revenues</b>		<b>8,081,690</b>	<b>7,670,018</b>	<b>7,792,842</b>	<b>8,116,609</b>
379100	Use of (Contributions to) Fund Balance	98,966	966,877	1,066,356	783,176
	<b>Total Use of (Contributions to) Fund Balance</b>	<b>98,966</b>	<b>966,877</b>	<b>1,066,356</b>	<b>783,176</b>
<b>Total Resources</b>		<b>8,180,656</b>	<b>8,636,895</b>	<b>8,859,198</b>	<b>8,899,785</b>

# Cable Television Franchise Subfund

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

### **Cable Fee Support to Information Technology Fund Budget Control Level**

The purpose of the Cable Fee Support to Information Technology Fund Budget Control Level is to authorize the transfer of resources from the Cable Television Franchise Subfund to the Department of Information Technology's Information Technology Fund. These resources are used by the Department for a variety of programs consistent with Resolution 30379.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Cable Communications	723,252	745,244	766,477	776,904
Community Technology	1,317,216	1,333,350	1,367,133	1,431,718
Finance and Administration	299,688	373,754	386,050	0
Seattle Channel/Democracy Portal	2,747,004	3,149,911	3,199,017	3,374,246
Technology Infrastructure	1,412,148	1,571,415	1,662,290	1,632,943
Technology Leadership	264,984	314,158	321,271	427,054
Web Site Support	1,226,364	959,061	966,959	1,066,920
<b>Total</b>	<b>7,990,656</b>	<b>8,446,894</b>	<b>8,669,198</b>	<b>8,709,786</b>

### **Cable Fee Support to Library Fund Budget Control Level**

The purpose of the Cable Fee Support to Library Fund Budget Control Level is to authorize the transfer of resources from the Cable Television Franchise Subfund to the Seattle Public Library's Operating Fund. The Library uses these resources to pay for and maintain computers available to the public.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Citizen Literacy/Access	190,000	190,000	190,000	190,000
<b>Total</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>

# Cable Television Franchise Subfund

## Cable TV Fund Table

### Cable Television Franchise Subfund (00160)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>4,767,818</b>	<b>4,481,046</b>	<b>4,653,380</b>	<b>3,514,170</b>	<b>4,876,692</b>
Accounting and Technical Adjustments	-15,472	0	0	0	0
Plus: Actual and Estimated Revenues	8,081,690	7,670,018	8,860,206	7,792,842	8,116,609
Less: Actual and Budgeted Expenditures	8,180,656	8,636,894	8,636,894	8,859,198	8,899,786
<b>Ending Fund Balance</b>	<b>4,653,380</b>	<b>3,514,170</b>	<b>4,876,692</b>	<b>2,447,813</b>	<b>4,093,514</b>
Designation for Cable Programs	1,578,955	873,453	869,674	234,368	230,551
Reserves Against Fund Balance	1,827,098	1,895,534	1,895,534	1,928,880	1,934,968
<b>Total Reserves</b>	<b>3,406,053</b>	<b>2,768,987</b>	<b>2,765,208</b>	<b>2,163,248</b>	<b>2,165,519</b>
<b>Ending Unreserved Fund Balance</b>	<b>1,247,327</b>	<b>745,183</b>	<b>2,111,484</b>	<b>284,565</b>	<b>1,927,995</b>

# Office of City Auditor

David G. Jones, City Auditor

(206) 233-3801

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

## Department Overview

The Office of City Auditor was established by City Charter and serves as Seattle's independent audit function. The City Auditor is appointed by a majority of the City Council to a four-year term of office.

The Office of City Auditor seeks to promote honest, efficient management, and full accountability throughout City government. It serves the public interest by providing the City Council, the Mayor, and City executive and management staff with accurate information, unbiased analyses and objective recommendations on how best to use public resources.

The Office of City Auditor conducts audits of City programs, departments, grantees and contracts. Most of the office's audits are performed in response to specific concerns or requests from councilmembers. The City Auditor also independently initiates audits to fulfill the office's mission. If resources are available, the City Auditor responds to requests from the Mayor, City departments and the public.

Through its work, the Office of City Auditor answers the following types of questions:

- Are City of Seattle programs being carried out in compliance with applicable laws and regulations, and is accurate data furnished to the City Council and Mayor on these programs?
- Do opportunities exist to eliminate inefficient use of public funds and waste?
- Are programs achieving desired results?
- Are there better ways to achieve program objectives at lower costs?
- Are there ways to improve the quality of service without increasing costs?
- What emerging or key issues should the City Council and Mayor consider?

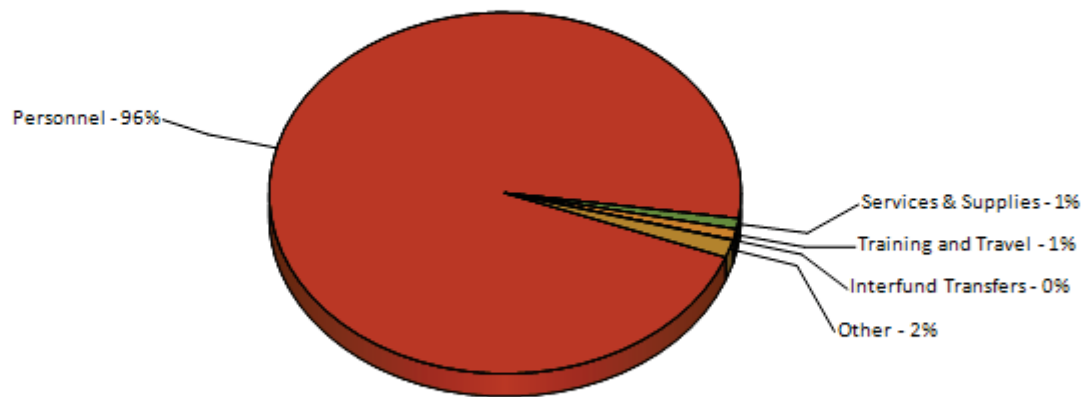
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$1,148,312	\$1,913,014	\$1,461,132	\$1,402,670
<b>Total Operations</b>	<b>\$1,148,312</b>	<b>\$1,913,014</b>	<b>\$1,461,132</b>	<b>\$1,402,670</b>
 <b>Total Appropriations</b>	 <b>\$1,148,312</b>	 <b>\$1,913,014</b>	 <b>\$1,461,132</b>	 <b>\$1,402,670</b>
Full-time Equivalent Total*	9.00	9.50	9.50	9.50

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

# Office of the City Auditor

## 2014 Proposed Budget - Expenditure by Category



### Budget Overview

The Office of the City Auditor's 2014 Proposed Budget has no significant changes from the 2014 Endorsed Budget.

### Incremental Budget Changes

#### Office of City Auditor

	2014 Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 1,461,132</b>	<b>9.50</b>
<b>Proposed Technical Changes</b>		
Accelerate Career Bridge Evaluation	-\$ 50,000	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 8,462	0.00
<b>Total Incremental Changes</b>	<b>-\$ 58,462</b>	<b>0.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 1,402,670</b>	<b>9.50</b>



# Office of the City Auditor

## Descriptions of Incremental Budget Changes

### Proposed Technical Changes

#### **Accelerate Career Bridge Evaluation - (\$50,000)**

The 2013 Adopted and 2014 Endorsed Budgets included \$100,000 over two years for an evaluation of the Career Bridge program. However, the evaluation schedule suggested the entire \$100,000 was needed in the first year. This technical change reflects the action taken by the City Council in mid-2013 to move the 2014 funding to 2013.

#### **Citywide Adjustments for Standard Cost Changes - (\$8,462)**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Office of City Auditor Budget Control Level	VG000	1,148,312	1,913,014	1,461,132	1,402,670
<b>Department Total</b>		<b>1,148,312</b>	<b>1,913,014</b>	<b>1,461,132</b>	<b>1,402,670</b>
<b>Department Full-time Equivalents Total*</b>		<b>9.00</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>

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

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

### Office of City Auditor Budget Control Level

The purpose of the Office of City Auditor is to provide unbiased analyses and objective recommendations to assist the City in using public resources more equitably, efficiently and effectively in delivering services to the public.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Office of City Auditor	1,148,312	1,913,014	1,461,132	1,402,670
<b>Total</b>	<b>1,148,312</b>	<b>1,913,014</b>	<b>1,461,132</b>	<b>1,402,670</b>
Full-time Equivalents Total*	9.00	9.50	9.50	9.50

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



# City Budget Office

Beth Goldberg, Director

(206) 615-1962

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

## Department Overview

The City Budget Office (CBO) is responsible for developing and monitoring the City's annual budget, carrying out budget-related functions, and overseeing fiscal policy and financial planning activities. CBO provides strategic analysis relating to the use of revenues, debt, long-term issues, and special events. The department also provides technical assistance, training, and support to City departments in performing financial functions.

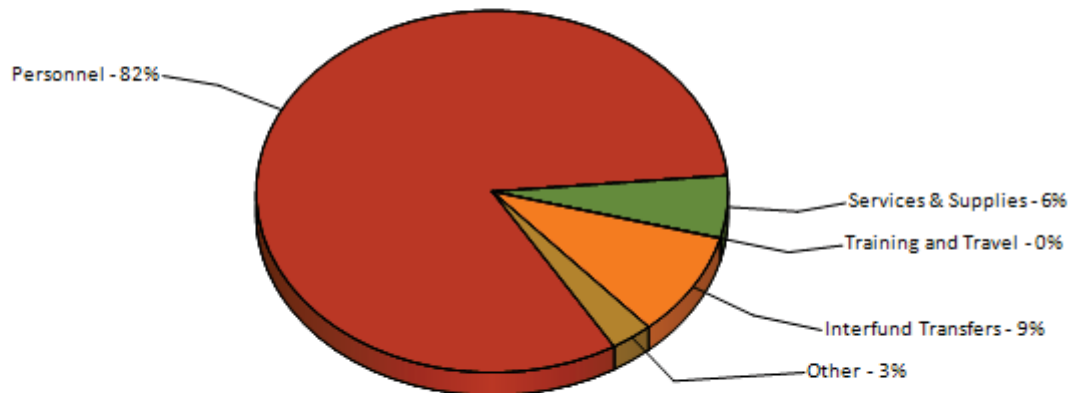
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$3,786,901	\$4,085,671	\$4,206,264	\$4,614,910
<b>Total Operations</b>	<b>\$3,786,901</b>	<b>\$4,085,671</b>	<b>\$4,206,264</b>	<b>\$4,614,910</b>
 <b>Total Appropriations</b>	 <b>\$3,786,901</b>	 <b>\$4,085,671</b>	 <b>\$4,206,264</b>	 <b>\$4,614,910</b>
Full-time Equivalent Total*	27.50	28.50	28.50	29.50

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

# City Budget Office

## 2014 Proposed Budget - Expenditure by Category



### Budget Overview

The 2014 Proposed Budget for the City Budget Office (CBO) maintains support for core functions and develops capabilities to improve transparency, budget analysis and development, program evaluation capacity and alignment of funding with City goals.

#### Budget System Replacement

In 2013, the City Budget Office and the Legislative Department began an effort to redesign the budget development process. The goal is to streamline processes, replace outdated software systems with a consolidated system, and ultimately improve the accuracy and transparency of information available to decision makers and the public.

The 2014 Proposed Budget includes \$1.2 million in Finance General and reallocated bond funds for CBO to continue this work. The funds will allow CBO, in collaboration with Council central staff, to purchase software and work with a consultant to redefine City business processes and configure and implement software to best meet the City's business needs. CBO plans to phase in the new software over the development of the 2016 and 2017 budgets, including integration with the City finance and human resource systems.

#### Program Design and Evaluation Capacity

The 2014 Proposed Budget provides resources for CBO to develop enhanced expertise in program evaluation and begin to build capacity in departments. In an environment of limited resources, taxpayers expect more than ever the City to ensure tax dollars are invested wisely, ensuring that programs are well designed and monitored to make certain that they meet their goals and objectives.

CBO will lead the development of standardized practices and policies to expand the City's program evaluation

# City Budget Office

capabilities, including training key department staff. This improved capability will ultimately allow departments and decision makers to better understand and assess program success and engage in more meaningful policy discussions. CBO anticipates it will require an ongoing commitment to both develop this capacity in a consistent and effective manner, and then refine and adapt the City's approach over time.

## Studies

The 2014 Proposed Budget provides CBO with one-time resources to perform two studies.

First, CBO will hire a consultant to assess how best to staff and support work of several key City commissions. The commissions included in this review are:

- Seattle Human Rights Commission
- Seattle Women's Commission
- Seattle Lesbian Gay Bisexual Transgender Commission
- Seattle Commission for People with Disabilities

Second, CBO and the Seattle Police Department (SPD) jointly will oversee a consultant study that will identify performance objectives for monitoring the SPD budget. The study will focus on improvements that SPD can make to the fiscal monitoring and budget development process, with a primary focus on the data that is provided by existing information systems. The goal is to improve the accuracy and timeliness of data that is used to develop current- and future-year projections and to manage department spending.

## Incremental Budget Changes

### City Budget Office

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 4,206,264</b>	<b>28.50</b>
<b>Proposed Changes</b>		
Citywide Program Evaluation Capacity	\$ 200,000	1.00
Studies of Commission Support and Police Strategic Budgeting	\$ 250,000	0.00
<b>Proposed Technical Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 41,354	0.00
<b>Total Incremental Changes</b>	<b>\$ 408,646</b>	<b>1.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 4,614,910</b>	<b>29.50</b>

# City Budget Office

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### **Citywide Program Evaluation Capacity - \$200,000/1.00 FTE**

The City is placing a higher priority on strong program design and evaluation as it attempts to meet the growing need for services with its limited resources. To ensure the City is successful, the 2014 Proposed Budget adds resources to the City Budget Office (CBO) to enhance these capabilities. First, CBO will hire a new strategic advisor with in-depth experience in program design and evaluation to serve as a Citywide resource. Second, CBO, under the leadership of the new position will develop a training program to help develop this expertise among staff in departments. These new resources will allow the City to develop standard approaches and policies on program design and evaluation, leading to more consistent, robust and thoughtful program evaluations, with the ultimate goal of integrating this into all aspects of the budget development process.

#### **Studies of Commission Support and Police Strategic Budgeting - \$250,000**

First, CBO will hire a consultant to assess City staffing and organizational support of the Seattle Human Rights Commission, the Seattle Women's Commission, the Seattle Lesbian Gay Bisexual Transgender Commission and the Seattle Commission for People with Disabilities. The City has supported commission work in a variety of ways in recent years and wants to assess what methods are most effective in supporting these critical bodies of work. As a result of this work, the consultant will recommend strategies and organizational structures to improve commission support and allow these commissions to be even more successful in their work.

Second, CBO and the Seattle Police Department (SPD) jointly will oversee a consultant study that will identify performance objectives for monitoring the SPD budget. The study will focus on improvements that SPD can make to the fiscal monitoring and budget development process, with a primary focus on the data that is provided by existing information systems. The goal is to improve the accuracy and timeliness of data that is used to develop current- and future-year projections and to manage department spending.

### Proposed Technical Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$41,354)**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

# City Budget Office

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
City Budget Office Budget Control Level	CZ000	3,786,901	4,085,671	4,206,264	4,614,910
<b>Department Total</b>		<b>3,786,901</b>	<b>4,085,671</b>	<b>4,206,264</b>	<b>4,614,910</b>

<b>Department Full-time Equivalents Total*</b>	<b>27.50</b>	<b>28.50</b>	<b>28.50</b>	<b>29.50</b>
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*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

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

### City Budget Office Budget Control Level

The purpose of the City Budget Office Budget Control Level is to develop and monitor the budget, carrying out budget-related functions, oversee financial policies and plans, and provide financial and other strategic analysis.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
City Budget Office	3,786,901	4,085,671	4,206,264	4,614,910
<b>Total</b>	<b>3,786,901</b>	<b>4,085,671</b>	<b>4,206,264</b>	<b>4,614,910</b>
Full-time Equivalents Total*	27.50	28.50	28.50	29.50

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





# Seattle Office for Civil Rights

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Julie Nelson, Director

(206) 684-4500

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

## Department Overview

The Seattle Office for Civil Rights (OCR) works to achieve equity and advance opportunity in Seattle by:

- Developing policies and promoting partnerships to achieve racial equity and social justice
- Enforcing City, state and federal anti-discrimination laws that guarantee equal access to housing, employment, public accommodations, contracting and lending
- Enforcing the City of Seattle's Paid Sick and Safe Time ordinance which requires employers to provide paid sick and safe time to employees who work within Seattle city limits
- Enforcing the City of Seattle's Job Assistance ordinance, which regulates the use of criminal history in employment decisions
- Staffing the Seattle Human Rights Commission, Seattle Women's Commission, Seattle Lesbian Gay Bisexual Transgender Commission and Seattle Commission for People with disAbilities
- Administering the Title VI program of the 1964 Civil Rights Act, which relates to physical access to governmental facilities; projects; and programs, and Title II complaints alleging discrimination on the basis of disability in the provision of services; activities; programs; or benefits by the City
- Offering free technical assistance and outreach to businesses; community groups; and the general public, including immigrants; people of color; women; people with disabilities; and lesbian, gay, bisexual, transgender and queer communities
- Making available a wide array of civil rights information, including translations into other languages

OCR also leads the City's Race and Social Justice Initiative (RSJI). The Initiative envisions a city where racial disparities have been eliminated and racial equity achieved. RSJI's mission is to end institutionalized racism in City government and to promote multiculturalism and full participation by all city residents. The goals of the Initiative are to:

- End institutional racism in City government
- Promote inclusion and full participation of all residents in civic life
- Partner with the community to achieve racial equity across Seattle

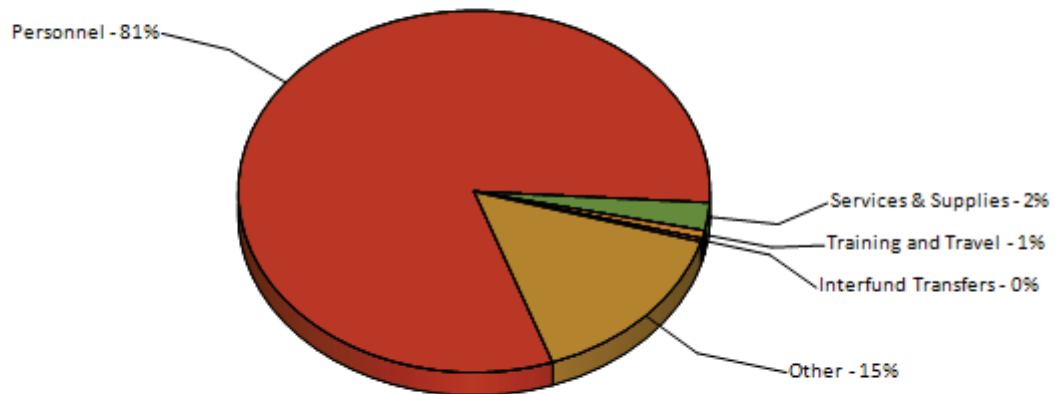
# Seattle Office for Civil Rights

## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$2,528,584	\$2,723,498	\$2,885,852	\$2,969,071
<b>Total Operations</b>	<b>\$2,528,584</b>	<b>\$2,723,498</b>	<b>\$2,885,852</b>	<b>\$2,969,071</b>
<b>Total Appropriations</b>	<b>\$2,528,584</b>	<b>\$2,723,498</b>	<b>\$2,885,852</b>	<b>\$2,969,071</b>
Full-time Equivalent Total*	22.50	23.00	23.00	24.00

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

## 2014 Proposed Budget - Expenditure by Category



# Seattle Office for Civil Rights

## Budget Overview

The 2014 Proposed Budget preserves funding for all of the Office for Civil Rights' (OCR) direct services, including Race and Social Justice Initiative functions, enforcement and outreach work, and support to the four commissions. It adds a new position to OCR to support the Gender Justice Initiative, which will look at pay equity issues as well as access to specific employment categories, education, safety and health. In addition, the 2014 Proposed Budget creates a \$1.5 million reserve in Finance General to fund recommendations developed by the task force, including salary changes that may be necessary to ensure equal pay.

The City of Seattle has led the country on gender justice issues, from the establishment of apprenticeship programs to get women into the trades in the early 1970s, to the recently established Paid Sick and Safe Time program. Although the City has made progress on gender justice over the past few decades, a recent [report](#) from the National Partnership for Women and Families (NPWF) ranked Seattle as having the widest gender wage gap among the nation's 50 largest metropolitan areas, highlighting the fact that much work remains.

In response to the NPWF report, Mayor McGinn directed a review of the City's salary structure to determine if the salary of City employees contributed to gender-based pay differences in the local metropolitan area. Key findings of this initial review include:

- Two-thirds of the City workforce is male,
- Men are employed more often in higher paid classifications, and
- Men and women in the same job titles earn approximately the same pay; however, the City's female employees are paid 9.5% less, on average, than men because women are employed more often in lower paid job classifications.

Mayor McGinn convened the Gender Equity Task Force to assist the City in the area of gender equity in pay. The task force will issue its short-term recommendations in September 2013, and its long-term recommendations by the last quarter of 2013. By January 2014, OCR, in conjunction with the Mayor's Office and the City Budget Office, will identify next steps for a Gender Justice Initiative and develop an implementation plan.

## Incremental Budget Changes

### Seattle Office for Civil Rights

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 2,885,852</b>	<b>23.00</b>
<b>Proposed Changes</b>		
Gender Justice Initiative Support	\$ 138,408	1.00
Reduce Printing, Advertising and Miscellaneous Operating Expenses	-\$ 10,000	0.00
<b>Proposed Technical Changes</b>		
Eliminate Funding for Postini Spam Software	-\$ 400	0.00
Transfer Translation and Interpretation Services to OIRA	-\$ 16,000	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 28,789	0.00

# Seattle Office for Civil Rights

Total Incremental Changes	\$ 83,219	1.00
2014 Proposed Budget	\$ 2,969,071	24.00

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### **Gender Justice Initiative Support - \$138,408/1.00 FTE**

OCR will hire a position to support the work of the Gender Wage Equity Task Force, and to develop strategies for the Gender Justice Initiative. Task force recommendations will guide development of strategies for the Gender Justice Initiative, which will be modeled after the City's Race and Social Justice Initiative.

The position will focus on:

- Providing a more in-depth analysis of the City's data to gain a better understanding of specific opportunities and challenges, including a focus on those departments with the largest differentials between the number of male and female employees and greatest pay differentials.
- Developing recruitment and retention strategies to increase the number of female employees.
- Developing strategies to increase City contracting and purchasing with Women Business Entrepreneurs (WBEs).
- Developing policy proposals that remove implicit bias and/or institutionalized sexism, other forms of gender-based exclusionary practices and institutionalized racism that inadvertently create gender-based inequities, both in employment and contracting.
- Developing programmatic proposals that provide tools and resources for individual women that help to close the gender equity-in-pay gaps.
- Analyzing ethnicity, race and culture for potential impacts on pay/gender equity.

OCR anticipates receiving task force recommendations by early 2014. Following the conclusion of the task force work, OCR will coordinate implementation of task force recommendations and will work to further the Gender Justice Initiative.

#### **Reduce Printing, Advertising and Miscellaneous Operating Expenses - (\$10,000)**

This reduction captures savings in several operating accounts including printing, advertising and miscellaneous operating expenses. These accounts are typically not fully spent, and this reduction is not expected to affect the department's ability to fulfill its mission and goals.

### Proposed Technical Changes

#### **Eliminate Funding for Postini Spam Software - (\$400)**

The City has adopted Microsoft Office 365 as its new software platform, and as a result City departments no longer need to purchase separate anti-spam software.

# Seattle Office for Civil Rights

## Transfer Translation and Interpretation Services to OIRA - (\$16,000)

This change transfers the administration, support and funding of small departments translation and interpretation to the Office of Immigrant and Refugee Affairs (OIRA). The corresponding increase in OIRA is equal to the reduction in OCR, making this transfer budget neutral.

## Citywide Adjustments for Standard Cost Changes - (\$28,789)

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

## Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Civil Rights Budget Control Level	X1R00	2,528,584	2,723,498	2,885,852	2,969,071
Department Total		2,528,584	2,723,498	2,885,852	2,969,071

Department Full-time Equivalents Total*	22.50	23.00	23.00	24.00
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

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

### Civil Rights Budget Control Level

The purpose of the Civil Rights Budget Control Level is to encourage and promote equal access and opportunity, diverse participation, and social and economic equity in Seattle. SOCR works to eliminate discrimination in employment, housing, public accommodations, contracting and lending in Seattle through enforcement, and policy and outreach activities. The office enforces Seattle's paid sick leave ordinance and jobs assistance ordinance. In addition, the office is responsible for directing the Race and Social Justice Initiative, which leads other City departments to design and implement programs that help eliminate institutionalized racism.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Civil Rights	2,528,584	2,723,498	2,885,852	2,969,071
<b>Total</b>	<b>2,528,584</b>	<b>2,723,498</b>	<b>2,885,852</b>	<b>2,969,071</b>
Full-time Equivalents Total*	22.50	23.00	23.00	24.00

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



# Civil Service Commissions

Jennifer A. Greenlee, Executive Director

(206) 233-7118

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

## Department Overview

The **Civil Service Commissions (CIV)** is the administrative entity serving both the Civil Service Commission and the Public Safety Civil Service Commission, quasi-judicial bodies charged with providing fair and impartial hearings of alleged violations of the City's personnel rules. Each Commission is governed by a separate three-member board, with one member appointed by the Mayor, one appointed by the City Council, and one elected by, and representing, employees. The term of each Commissioner is three years.

The **Civil Service Commission (CSC)** provides fair and impartial hearings of alleged violations of the City's personnel rules. Employees may file appeals with the CSC regarding all final disciplinary actions and alleged violations of the Personnel Ordinance, as well as related rules and policies. The CSC may issue orders to remedy violations and may also make recommendations to the Mayor and City Council regarding the administration of the personnel system.

In addition, the CSC investigates allegations of political patronage to ensure the City's hiring practices are established and carried out in accordance with the merit principles set forth in the City Charter. The CSC conducts public hearings on personnel related issues and may propose changes to Personnel rules, policies, and laws to the Mayor and City Council.

The purpose of the **Public Safety Civil Service Commission (PSCSC)** is to implement, administer, and direct a civil service system for sworn personnel of the Seattle Police Department and uniformed personnel of the Seattle Fire Department. The PSCSC provides sworn police and uniformed fire employees with a quasi-judicial process for hearings on appeals concerning disciplinary actions, examination and testing, and other related issues.

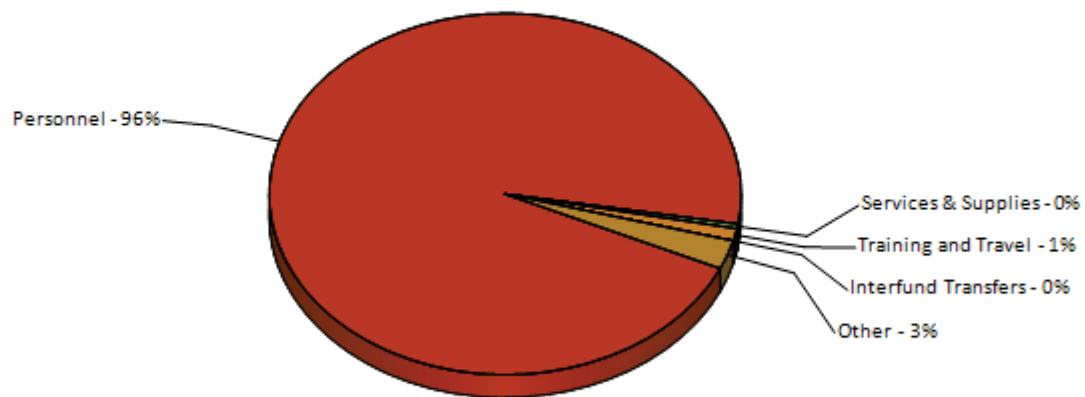
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$323,212	\$373,371	\$385,887	\$379,974
<b>Total Operations</b>	<b>\$323,212</b>	<b>\$373,371</b>	<b>\$385,887</b>	<b>\$379,974</b>
 <b>Total Appropriations</b>	 <b>\$323,212</b>	 <b>\$373,371</b>	 <b>\$385,887</b>	 <b>\$379,974</b>
Full-time Equivalent Total*	2.60	2.60	2.60	2.60

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

# Civil Service Commissions

## 2014 Proposed Budget - Expenditure by Category



## Budget Overview

The 2014 Proposed Budget makes minor technical changes to the 2014 Endorsed Budget.

## Incremental Budget Changes

### Civil Service Commissions

	2014 Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 385,887</b>	<b>2.60</b>
<b>Proposed Technical Changes</b>		
Citywide Adjustments for Standard Cost Changes	\$ 527	0.00
<b>Total Incremental Changes</b>	<b>\$ 527</b>	<b>0.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 386,414</b>	<b>2.60</b>



# Civil Service Commissions

## Descriptions of Incremental Budget Changes

### Proposed Technical Changes

#### Citywide Adjustments for Standard Cost Changes - \$527

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

### Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Civil Service Commissions Budget Control Level	V1CIV	323,212	373,371	385,887	379,974
Department Total		323,212	373,371	385,887	379,974

Department Full-time Equivalents Total*	2.60	2.60	2.60	2.60
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

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

#### Civil Service Commissions Budget Control Level

The purpose of the Civil Service Commissions Budget Control Level is to provide administrative support to the Public Safety Civil Service Commission (PSCSC) and the Civil Service Commission (CSC). The PSCSC provides sworn police and uniformed fire employees with a quasi-judicial process for hearings on appeals concerning disciplinary actions, examination and testing, and other related issues. The CSC directs the civil service system for all other employees of the City. It investigates allegations of political patronage so the City's hiring process conforms to the merit system set forth in the City Charter. These commissions will at times improve the City personnel system by developing legislation for the Mayor and City Council.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Civil Service Commissions	323,212	373,371	385,887	379,974
<b>Total</b>	<b>323,212</b>	<b>373,371</b>	<b>385,887</b>	<b>379,974</b>
Full-time Equivalents Total*	2.60	2.60	2.60	2.60

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



# Office of the Community Police Commission

Betsy Graef, Acting Director  
(206) 233-2664

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

## Department Overview

The Office of the Community Police Commission (CPC) is the administrative and policy support entity of the Community Police Commission. The CPC is charged with providing community oversight and input on the police reform efforts that are the subject of a Settlement Agreement between the City and the U.S. Department of Justice regarding police practices. A 15-member board appointed by the Mayor and confirmed by the City Council governs the CPC. Each commissioner serves a three-year term. The Commission will remain in existence until the termination of the Settlement Agreement.

The CPC provides an independent forum for dialogue and widespread input on the reform efforts embodied in the Settlement Agreement and Memorandum of Understanding established by the Department of Justice. Ongoing community input is a critical component of achieving and maintaining effective and constitutional policing.

The CPC leverages the ideas, talent, experience and expertise of the people of Seattle to ensure police services:

1. Fully comply with the Constitution of the United States;
2. Ensure public and officer safety; and
3. Promote public confidence in the Seattle Police Department and its officers.

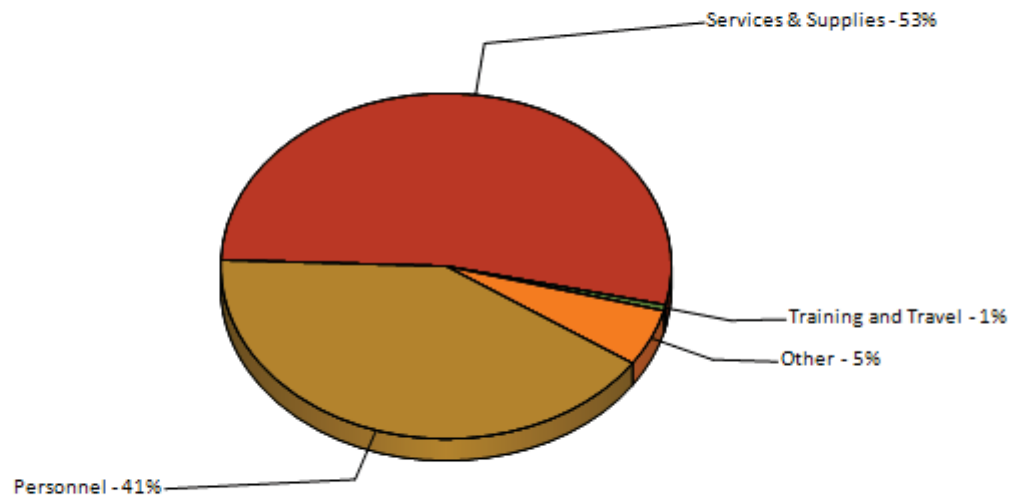
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$0	\$0	\$0	\$813,380
<b>Total Operations</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$813,380</b>
<b>Total Appropriations</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$813,380</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

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

# Office of the Community Police Commission

## 2014 Proposed Budget - Expenditure by Category



### Budget Overview

The 2014 Proposed Budget establishes the Office of the Community Police Commission by transferring funding from the Finance General reserve to a new department budget control level. Other technical budget adjustments include incremental changes as a result of salary adjustments and inflation.

The 2014 Proposed Budget also provides funding to hire consultants to increase the CPC's analytical and outreach capacity.

### Incremental Budget Changes

#### Office of the Community Police Commission

	2014 Budget	FTE
<b>Proposed Changes</b>		
Increase Analytical and Outreach Capacity	\$ 400,000	0.00
<b>Proposed Technical Changes</b>		
Move Department Funding from Finance General Reserve to Department BCL	\$ 418,678	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 5,298	0.00

# Office of the Community Police Commission

Total Incremental Changes	\$ 813,380	0.00
2014 Proposed Budget	\$ 813,380	0.00

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### Increase Analytical and Outreach Capacity - \$400,000

The 2014 Proposed Budget provides funding for specialized consultant contracts to comprehensively review and respond to required tasks related to the Settlement Agreement. These contracts will focus on:

- policy research design and expertise;
- use of surveys and focus groups;
- increasing community engagement and feedback; and
- information technology.

### Proposed Technical Changes

#### Move Department Funding from Finance General Reserve to Department BCL - \$418,678

This item amends the 2014 Endorsed Budget by moving funds from the Finance General Reserve to the Office of the Community Police Commission (CPC) Budget Control Level. This action directly funds the Department on January 1 and eliminates the need for additional funding legislation in 2014. This is a Citywide net-zero change.

#### Citywide Adjustments for Standard Cost Changes - (\$5,298)

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

## Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Office of the Community Police Commission Budget Control Level	X1P00	0	0	0	813,380
Department Total		0	0	0	813,380
Department Full-time Equivalents Total*		0.00	0.00	0.00	0.00

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

# Office of the Community Police Commission

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

### Office of the Community Police Commission Budget Control Level

The purpose of the Office of the Community Police Commission BCL is to leverage the ideas, talents, experience, and expertise of the community to provide ongoing community input into the development of Seattle Police Department reforms, the establishment of police priorities, and facilitation of police/community relationships necessary to promote public safety.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Office of the Community Police Commission	0	0	0	813,380
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>813,380</b>

# Employees' Retirement System

Ken Nakatsu, Interim Executive Director

(206) 386-1293

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

## Department Overview

The Employees' Retirement System has two major functions: administration of retirement benefits and management of the assets of the Retirement Fund. Employee and employer contributions, as well as investment earnings, provide funding for the System. Approximately 8,600 active employee members and 5,400 retired employee members participate in the plan. The provisions of the plan are set forth in Chapter 4.36 of the Seattle Municipal Code. The plan is a "defined benefit plan," which means an employee's salary, years of service, and age at the time of retirement are used to determine the amount of retirement benefits. At retirement, members are given a choice of several payment options from which to collect their retirement benefit. The Retirement System is led by a seven-member Board of Administration and an Executive Director appointed by the Board.

Please note that the appropriations detailed in the following tables reflect only the costs to administer the system and do not reflect payment of retiree benefits. For additional details on retiree benefit payments, please visit the Retirement website: <http://www.seattle.gov/retirement/>

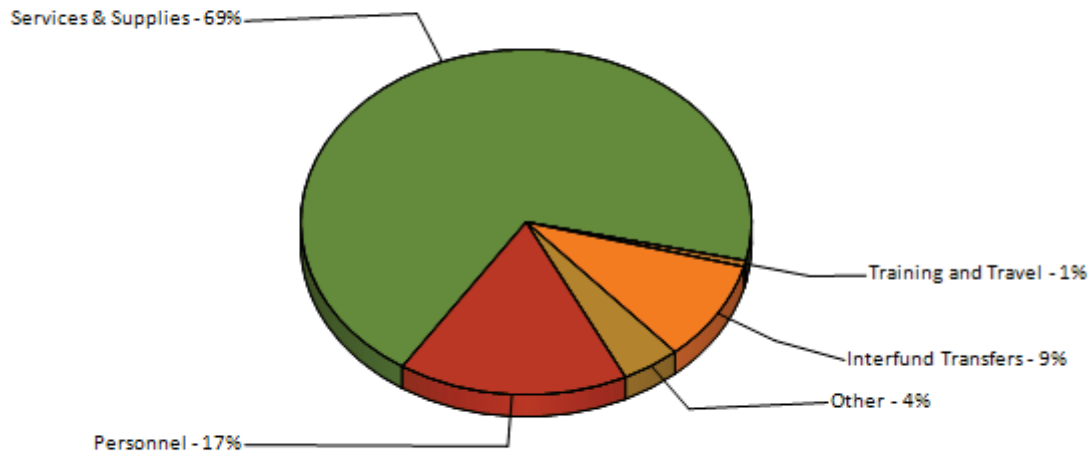
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other Funding - Operating	\$10,417,266	\$13,940,683	\$14,133,643	\$13,425,377
<b>Total Operations</b>	<b>\$10,417,266</b>	<b>\$13,940,683</b>	<b>\$14,133,643</b>	<b>\$13,425,377</b>
 <b>Total Appropriations</b>	 <b>\$10,417,266</b>	 <b>\$13,940,683</b>	 <b>\$14,133,643</b>	 <b>\$13,425,377</b>
Full-time Equivalent Total*	18.00	18.00	18.00	20.00

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

# Employees' Retirement System

## 2014 Proposed Budget - Expenditure by Category



## Budget Overview

As is the case with other pension funds, the Seattle City Employees Retirement System (SCERS) relies on the health of its investment earnings to sustain its on-going financial obligations. In years when the economy falters, investment earnings may not meet anticipated levels, creating a financial strain on the system. During severe downturns the SCERS asset portfolio, as with most other retirement portfolios, may experience investment losses instead of gains. This was the case in 2008. At the beginning of 2008, SCERS held net assets worth \$2.1 billion, which amounted to 92% of the reserves needed to pay all promised retirement benefits, a level considered healthy by most standards. By 2010, following sharp, worldwide financial market losses, SCERS net assets fell to \$1.6 billion which amounted to only 62% of the reserves necessary to pay promised future benefits. By January 1, 2013, the performance of SCERS investment portfolio improved slightly to 64% of the reserves need to pay promised retirement benefits.

While these levels are not nearly as healthy as 2008, the System has ample resources on hand, combined with future contributions, needed to pay all near-term obligations to retirees, given the total size of the SCERS portfolio. However, SCERS must identify mechanisms to make up the decline in asset value described above over time in order to ensure full funding of retiree benefits in the long-term.

SCERS can recover from these shortfalls in different ways. The easiest way to make up the gap is to have a better-than-anticipated investment returns on the SCERS portfolio. This was the case experienced in 2011 and 2013, but not in 2012. SCERS cannot rely on better-than-anticipated investment returns every year, as some future years will again yield a lower return.

In order to proactively address the system shortfall, the City adopted a policy to fully fund the actuary-recommended rate each year. Employees also agreed to contribute more into the fund. In 2010 both the employer and employee contribution rates were 8.03%. Under new policies, the employee rate rose to 10.03% by



# Employees' Retirement System

2012 where it remains per labor contract agreements. The employer rate has risen each year since 2010 and will be 14.31% in 2014. The total combined rate in each year is the rate determined by the City's actuary to fully fund obligations.

Since 2011, the System has employed a common five-year asset smoothing policy under which portfolio gains or losses occurring in each year are recognized evenly over a five-year period, thereby smoothing out volatile year-to-year swings in asset values. This policy results in gradual changes in actuarially recommended contribution rates each year.

Given projected future increases in City costs for retirement, in 2012 an interdepartmental team developed a report summarizing possible changes to the Retirement System that would enhance its fiscal sustainability over the long run. These options are currently under consideration and the City will continue to analyze the costs, benefits and feasibility of these and other changes to the Retirement System in the coming biennium. More details on this report can be found online: [http://www.seattle.gov/council/issues/retirement\\_system.htm](http://www.seattle.gov/council/issues/retirement_system.htm).

## **Other Employees' Retirement System Improvements**

In addition to strengthening funding policies for the retirement system, SCERS also is updating and improving its internal operations and benefits administration functions. One area of focus is to replace outdated IT systems.

In 2013, an Information Technology (IT) specialist joined SCERS to lead the changes in benefits administration. The 2014 Proposed Budget includes the addition of two IT staff positions which will support ongoing SCERS upgrades to improve recordkeeping and administrative data systems.

# Employees' Retirement System

## Incremental Budget Changes

### Employees' Retirement System

	2014 Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 14,133,643</b>	<b>18.00</b>
<b>Proposed Changes</b>		
Add IT Analysts	\$ 0	2.00
<b>Proposed Technical Changes</b>		
Correct Allocated Costs	-\$ 717,367	0.00
Citywide Adjustments for Standard Cost Changes	\$ 9,101	0.00
<b>Total Incremental Changes</b>	<b>-\$ 708,266</b>	<b>2.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 13,425,377</b>	<b>20.00</b>

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### **Add IT Analysts/2.00 FTE**

SCERS will receive two 2-year term-limited Information Technology positions to perform systems analysis and developer functions to support an on-going systems upgrade.

### Proposed Technical Changes

#### **Correct Allocated Costs - (\$717,367)**

This adjustment makes a correction from the 2014 Endorsed Budget for over-allocated administrative costs.

#### **Citywide Adjustments for Standard Cost Changes - \$9,101**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

# Employees' Retirement System

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Personnel, Maintenance, and Operations Budget Control Level	R1E10	10,417,266	13,940,683	14,133,643	13,425,377
<b>Department Total</b>		<b>10,417,266</b>	<b>13,940,683</b>	<b>14,133,643</b>	<b>13,425,377</b>
<b>Department Full-time Equivalents Total*</b>		<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>20.00</b>

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

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

### Personnel, Maintenance, and Operations Budget Control Level

The purpose of the Employees' Retirement Budget Control Level is to manage and administer retirement assets and benefits.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Employees' Retirement	10,417,266	13,940,683	14,133,643	13,425,377
<b>Total</b>	<b>10,417,266</b>	<b>13,940,683</b>	<b>14,133,643</b>	<b>13,425,377</b>
Full-time Equivalents Total*	18.00	18.00	18.00	20.00

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



# Ethics and Elections Commission

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Wayne Barnett, Executive Director

(206) 684-8500

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

## Department Overview

The Seattle Ethics and Elections Commission (SEEC) helps foster public confidence in the integrity of Seattle city government by providing education, training, and enforcement of the City's Ethics Code, Whistleblower Code, and lobbying regulations. The SEEC also promotes informed elections through education, training, and enforcement of the City's Elections Code and Election Pamphlet Code. In 2011, the SEEC entered into a three-year contract with the Seattle Public Schools to provide an independent and comprehensive ethics and whistleblower protection program to the district. The SEEC's Executive Director is now also serving as the Seattle Public School District's Ethics Officer. Also in 2011, the SEEC executed an agreement with the City of Kirkland to provide an independent ethics investigation program for that city.

The SEEC work on behalf of the City of Seattle centers around four main lines of business:

**Ethics Code:** The SEEC conducts ethics training for all City of Seattle employees on request and through the City's New Employee and New Supervisor Orientation programs. It also provides ethics training information for City employees via the City's intranet site. The SEEC issues advisory opinions regarding interpretations of the Code of Ethics and also investigates and rules upon alleged violations of the Code. Thirty years of formal advisory opinions, organized and searchable by topic, are available on the SEEC's website.

**Whistleblower Code:** The SEEC helps to protect an employee's right to report improper governmental action and to be free from possible retaliation as a result of such reporting. The SEEC either investigates allegations of improper governmental actions itself or refers allegations to the appropriate agency.

**Elections Code and Election Pamphlets Code:** The SEEC fulfills the public's mandate of full campaign disclosure by:

- training organizations required to report campaign contributions and expenditures in proper reporting procedures;
- auditing every organization that files campaign reports;
- working with organizations to correct errors; and
- making all campaign finance information available to the public.

Since 1993, the SEEC has made summary reports of campaign financing information available to the public. And since 1995, the SEEC has published campaign financing information on its website. The SEEC also produces voters' pamphlets for City elections and ballot measures. It makes these pamphlets available in several languages and produces a video voters' guide with King County.

**Lobbying Regulations:** The SEEC is charged with administering the City's lobbying regulations. The SEEC collects and posts information so that citizens know who is lobbying and how much they are being paid to lobby. The SEEC also enforces compliance with the lobbying regulations.

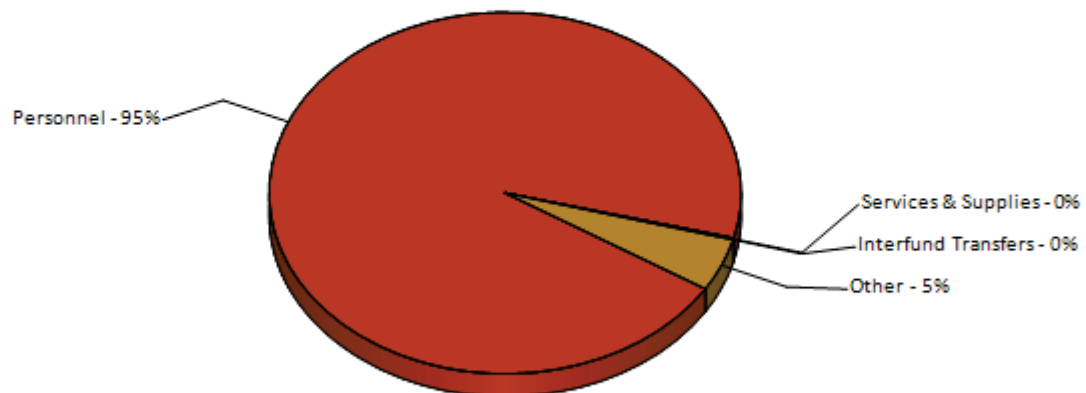
# Ethics and Elections Commission

## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$791,670	\$898,310	\$782,800	\$771,278
<b>Total Operations</b>	<b>\$791,670</b>	<b>\$898,310</b>	<b>\$782,800</b>	<b>\$771,278</b>
<b>Total Appropriations</b>	<b>\$791,670</b>	<b>\$898,310</b>	<b>\$782,800</b>	<b>\$771,278</b>
Full-time Equivalent Total*	6.20	6.20	6.20	6.20

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

## 2014 Proposed Budget - Expenditure by Category



## Budget Overview

The 2014 Proposed Budget makes minor technical changes to the 2014 Endorsed Budget.

# Ethics and Elections Commission

## Incremental Budget Changes

### Ethics and Elections Commission

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 782,800</b>	<b>6.20</b>
<b>Proposed Technical Changes</b>		
Eliminate Funding for Postini Spam Software	-\$ 75	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 11,447	0.00
<b>Total Incremental Changes</b>	<b>-\$ 11,522</b>	<b>0.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 771,278</b>	<b>6.20</b>

## Descriptions of Incremental Budget Changes

### Proposed Technical Changes

#### **Eliminate Funding for Postini Spam Software - (\$75)**

The City has adopted Microsoft Office 365 as its new software platform, and as a result City departments no longer need to purchase separate anti-spam software.

#### **Citywide Adjustments for Standard Cost Changes - (\$11,447)**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

# Ethics and Elections Commission

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Ethics and Elections Budget Control Level	V1T00	791,670	898,310	782,800	771,278
<b>Department Total</b>		<b>791,670</b>	<b>898,310</b>	<b>782,800</b>	<b>771,278</b>

<b>Department Full-time Equivalents Total*</b>	<b>6.20</b>	<b>6.20</b>	<b>6.20</b>	<b>6.20</b>
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*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

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

### Ethics and Elections Budget Control Level

The purpose of the Ethics and Elections Budget Control Level is to: 1) audit, investigate, and conduct hearings regarding non-compliance with, or violations of, Commission-administered ordinances; 2) advise all City officials and employees of their obligations under Commission-administered ordinances; 3) publish and broadly distribute information about the City's ethical standards, City election campaigns, campaign financial disclosure statements, and lobbyist disclosure statements; and 4) provide an independent and comprehensive Ethics and Whistleblower Protection program for the Seattle Public Schools.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Ethics and Elections	791,670	898,310	782,800	771,278
<b>Total</b>	<b>791,670</b>	<b>898,310</b>	<b>782,800</b>	<b>771,278</b>
Full-time Equivalents Total*	6.20	6.20	6.20	6.20

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



# Department of Finance & Administrative Services

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Fred Podesta, Director

(206) 684-2489

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

## Department Overview

The Department of Finance and Administrative Services (FAS) is one of the most functionally diverse departments within the City, with responsibility for:

- Maintaining databases of employee information and the City's financial system;
- Building and renovating fire stations;
- Negotiating purchasing contracts for City departments;
- Assuring fair competition for City-funded construction projects;
- Managing more than 100 City facilities;
- Helping sell property the City no longer needs;
- Managing the City's investments;
- Overseeing the central accounting system;
- Maintaining police patrol cars and fire engines;
- Making sure gas pumps accurately measure out a gallon of gas;
- Regulating the taxicab and for-hire vehicle industry;
- Issuing business licenses;
- Collecting taxes;
- Advocating for animal welfare and finding adoptive homes for animals; and
- Assisting constituents who call (206) 684-CITY (which is the City's Customer Service Bureau hotline where callers can get information, request services, resolve problems and voice an opinion).

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

- **Business Technology**, which builds and maintains computer applications that support internal business functions, such as financial management, payroll, and personnel records management.
- **Capital Development and Construction Management**, which manages the design and construction of City facilities, including upgrading, renovating, or replacing the City's 33 neighborhood fire stations, as well as renovations, asset preservation projects, tenant improvements, and sustainability/environmental stewardship related to facility design and construction.
- **Purchasing and Contracting**, which manages rules, bids and contracts for products, supplies, equipment and services; maintains guidelines and procedures for consultant contracting; and administers public works contracting to ensure that all City departments adhere to the City's policy goals related to social equity and environmental stewardship.
- **Facility Operations**, which manages more than 100 public buildings and facilities, covering 2.5 million square feet, including office space, parking garages, police and fire stations, community facilities and maintenance shops; procures leased space for City tenants when needed; plans and acquires new and expanded City facilities; and disposes of surplus City property.
- **Financial Services**, which receives City revenue and provides Citywide financial services, including debt

# Department of Finance & Administrative Services

management, treasury, central accounting (includes producing the Comprehensive Annual Financial Report, City investments and payroll, including producing paychecks for more than 10,000 current and retired employees), business and licensing and tax administration, and risk management, which includes claims settlements.

- **Fleets Services**, which buys and provides maintenance, motor pool, and fueling services for more than 4,000 vehicles and heavy equipment while supporting environmentally sustainable fleet goals and practices.
- **Revenue and Consumer Protection** provides a variety of regulatory services, such as overseeing Seattle's taxicab and for-hire vehicle industry, and consumer protection services, such as the Weights and Measures Unit, which tests gas pumps and supermarket checkout scanners to ensure consumers get what they pay for.
- **Seattle Animal Shelter**, which promotes public safety and animal welfare, enforces Seattle's laws regarding animals, runs animal sheltering and adoption programs, and manages a spay and neuter clinic, working with more than 4,000 animals a year, from dogs and cats to peacocks and goats.
- **Office of Constituent Services**, which provides customer service interface for the City's constituents, answering more than 50,000 requests from constituents each year.

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

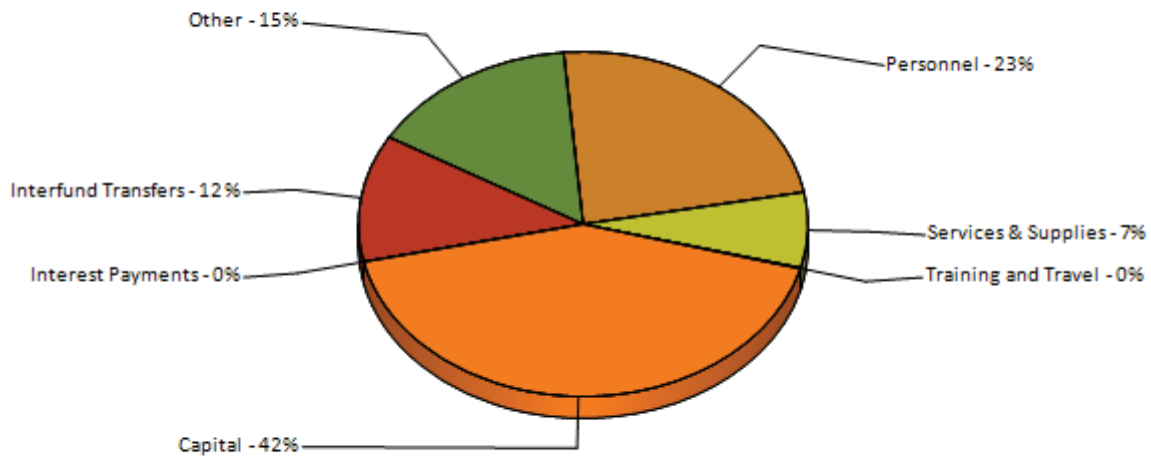
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$22,484,571	\$22,003,273	\$22,803,276	\$24,150,914
Other Funding - Operating	\$117,626,919	\$135,673,828	\$138,633,280	\$141,623,743
<b>Total Operations</b>	<b>\$140,111,490</b>	<b>\$157,677,101</b>	<b>\$161,436,556</b>	<b>\$165,774,657</b>
Other funding - Capital	\$40,339,903	\$52,865,129	\$42,200,728	\$49,568,107
<b>Total Appropriations</b>	<b>\$180,451,393</b>	<b>\$210,542,230</b>	<b>\$203,637,284</b>	<b>\$215,342,764</b>
Full-time Equivalent Total*	521.75	539.75	528.75	579.75

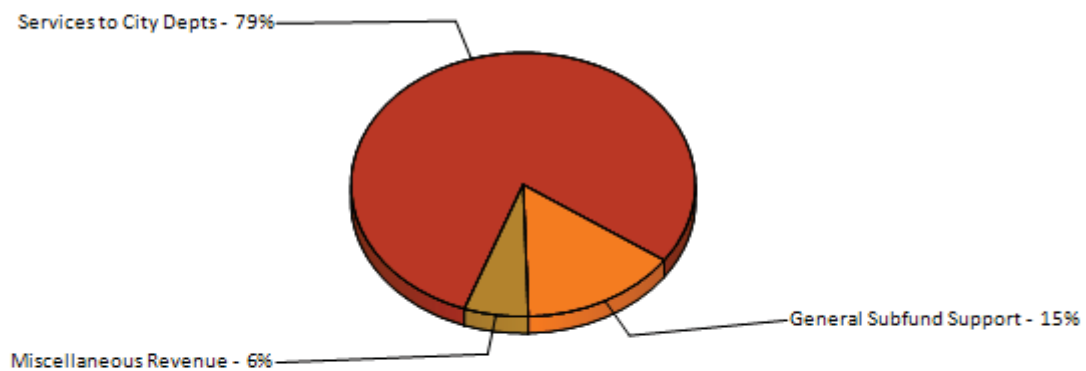
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

# Department of Finance & Administrative Services

## 2014 Proposed Budget - Expenditure by Category



## 2014 Proposed Budget - Revenue by Category



# Department of Finance & Administrative Services

## Budget Overview

As an internal service department, Finance and Administrative Services (FAS) bills other City departments for the services provided. The General Fund transfers monies to FAS to support the general government activities, including constituent affairs, purchasing, contracting, financial services and the Seattle Animal Shelter. The 2014 Proposed Budget includes operating reductions to reduce FAS' reliance on the General Fund and decrease the rates and allocations it charges to General Fund departments. Savings from these changes will also accrue to non-General Fund users of FAS services. The 2014 Proposed Budget reflects the department's emphasis on core services. The FAS budget preserves those resources necessary for the day-to-day operations of the City, while streamlining its operations. FAS will also make key investments in green fleets, worker protection and customer service.

### Planning for the Next Generation Data Center

In conjunction with the Department of Information Technology's work to develop the next generation data center, FAS is updating the West Precinct and Emergency Operations Center to provide the continuous power supply to each building that is necessary for the ongoing maintenance work that is required to ensure continuous operations of these facilities in emergency situations.

### Investing in Seattle's Future

The City of Seattle has been a leader in green-fleet development for more than 20 years and continues this work with an initiative to reduce the use of one million gallons of petroleum fuel by 2020. FAS will update the 2007 Clean and Green Fleet Action Plan and establish specific targets and measures to accomplish this goal. FAS will begin this program in 2014 by purchasing alternative fuel vehicles, supporting alternative fueling infrastructure, preparing for transition to biodiesel, and using in-vehicle technologies to track vehicle usage data. The 2014 Proposed Budget adds staff to oversee the program and focus on integrating new vehicle technologies into the City's fleet.

### Improving Customer Service

FAS staff interact with internal and external customers in different ways: in-person, on the phone, and online. The 2014 Proposed Budget funds improvements in each of these areas. To improve in-person interactions and provide more accessible customer service for visitors to the City's downtown buildings, FAS used vacant space in the ground floor lobby of the Seattle Municipal Tower (SMT) to create a drop-in customer service center in 2013. The 2014 Proposed Budget provides funding to continue this service in 2014.

Additional in-person interactions occur with the public at the Seattle Animal Shelter where the Foster Care Program provides oversight for more than 700 animals annually. Forty percent of all the animals that come into the shelter are placed into foster care. To improve management and oversight of the program, FAS will add a Foster Care Coordinator with funding coming from donations in the Help the Animals Fund, which supports items associated with animal foster care.

To further improve customer interactions over the telephone, the Customer Service Bureau (CSB) is adding additional staff to keep up with the increase in phone calls to the City's Information and Complaint Line and ensure that 80% of the calls are answered within 60 seconds. Also, to improve online customer interactions for those with smartphones, in 2013 FAS launched [Find It, Fix It](#), a smartphone application that allows mobile users to report issues such as potholes, graffiti and abandoned vehicles to the City. This new application routes requests directly to the appropriate City department for response.

### Protecting and Creating Opportunities for Workers

Through its involvement in capital project and contract management, FAS plays a key role in protecting workers' rights and facilitating training for workers. Along these lines, the City is committed to protecting workers by

# Department of Finance & Administrative Services

providing wage compliance monitoring and enforcement of labor conditions on City-funded construction projects. FAS currently monitors and enforces fair and equitable treatment of workers in City construction contracts to protect workers, but due to limited resources it could only focus on a small number of projects. In 2013, FAS increased its monitoring and enforcement of wage and labor conditions on City-contracted construction projects, including Office of Housing-financed projects. The 2014 Proposed Budget provides funding to allow FAS to continue this program, expanding its scope to provide compliance monitoring for wage and labor violations on the top 50 highest-risk contracts among the City's 300 active construction projects.

In terms of training for workers, the City of Seattle is interested in increasing construction employment opportunities for individuals facing barriers to jobs in the construction industry. As the local construction work force is aging out, new workers must be trained to ensure a steady supply of construction employees for local projects. In 2013, FAS began research and analysis to possibly implement a Target Hire program that promotes training and employment of workers in construction careers. The Target Hire program will receive guidance from an Advisory Committee for Construction Careers. This effort will continue in 2014 and help address the city's need for a diverse and local construction work force.

## **Protecting Consumers**

Through its Consumer Affairs Unit, FAS regulates the safety and service, of the taxi and for-hire vehicle industries to promote public welfare. This industry has experienced rapid growth in recent years, expanding by 30% since 2008. The growth in demand has led to increased illegal activity by licensed and unlicensed for-hire vehicles. To better regulate this expanding industry, the 2013 Adopted Budget added staff for inspection, enforcement and administrative licensing of taxis and for-hire vehicles. The 2014 Proposed Budget continues the funding for this new staff to foster consumer safety and protect legally operating licensed taxicabs and for-hire vehicles from unfair competition.

In a similar fashion, FAS also protects consumers in the limousine industry. The number of limousines has increased 20% since the City began its program in 2012 and staffing resources have not kept pace. This has led to a backlog of limousine inspections and limited on-street enforcement of unlicensed limousines. The 2014 Proposed Budget adds enforcement and administrative staff to address the inspection backlog and increase enforcement of limousine regulations.

## **Managing Technology**

The 2014 Proposed Budget also makes key investments to secure the City's data and improve financial reporting and accountability. The Business Technology division supports internal core City business functions including human resources information, financial and retirement systems. A City audit of these systems identified a need to implement ongoing security strategies to mitigate security risks. In addition, the City's Chief Information Security Office at the Department of Information Technology made several recommendations to enhance security for the City's financial and retirement systems. FAS will implement a security strategy for these systems in 2014.

FAS' Financial Services division is working on improving financial reporting and access to information for decision makers with the Citywide Financial Management and Accountability Program (FinMAP). This work establishes department standards for the use of the City's main financial system (Summit) and provides better financial management and accountability for the City. In conjunction with FinMAP, in 2013 FAS started the process to upgrade Summit. In 2014, the project staff will work with departments on creating the standards for use in the new Summit financial system. A mixture of FAS fund balance and general obligation bonds funds the project costs in the 2014 Capital Improvement Program.

# Department of Finance & Administrative Services

## Incremental Budget Changes

### Department of Finance & Administrative Services

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 161,436,556</b>	<b>528.75</b>
<b>Baseline Changes</b>		
Budget Neutral Transfers	\$ 0	0.00
Repay Emergency Subfund Loan	\$ 1,863,700	0.00
Budget Adjustment for City Tow Program	-\$ 74,846	0.00
<b>Proposed Changes</b>		
Expand Green Fleet	\$ 765,834	2.00
Increase Wage Compliance Enforcement	\$ 286,115	0.00
Develop Construction Careers	\$ 463,643	2.00
Improve Customer Service	\$ 461,497	4.50
Continue Taxi and For-Hire Vehicle Enforcement Staffing	\$ 0	0.00
Increase Consumer Protection Services	\$ 174,810	1.50
Improve Information Technology Security and Update Systems	\$ 566,535	1.00
Retain Fleets Warehouse	\$ 316,000	11.00
Capital Program Staffing	\$ 276,585	1.00
Add Alaskan Way Viaduct and Seawall Project Local Improvement District Staff	\$ 138,792	1.00
Increase Initiative 502 and Nightlife Code Compliance	\$ 0	1.00
Improve Animal Shelter Foster Care	\$ 98,021	1.00
Offsetting Revenues to the General Fund	\$ 0	0.00
Increase Human Resources Staff	\$ 107,125	1.00
Increased Staffing for Financial Management System Upgrade	\$ 0	24.00
Negotiated COLA Reduction	-\$ 72,000	0.00
Efficiency Reductions in Financial Services	-\$ 290,000	0.00
Adjust Debt Service	-\$ 560,000	0.00
<b>Proposed Technical Changes</b>		
Eliminate Funding for Postini Spam Software	-\$ 5,000	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 253,710	0.00
Technical Adjustments	\$ 75,000	0.00
<b>Total Incremental Changes</b>	<b>\$ 4,338,101</b>	<b>51.00</b>

# Department of Finance & Administrative Services

2014 Proposed Budget

\$ 165,774,657 579.75

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Budget Neutral Transfers**

These budget neutral baseline transfers align the 2014 budget with current expenditure activity.

#### **Repay Emergency Subfund Loan - \$1,863,700**

In 2012, FAS identified a power transmission problem in the Seattle Municipal Tower that directly impacted the City's primary data center. FAS repaired the problem using an Emergency Subfund loan and the proposed funding repays the loan in 2014. In light of this issue, the City determined that it needed a new approach to data system management to avoid similar problems in the future. The Department of Information Technology is working with other City departments to develop a new data center.

#### **Budget Adjustment for City Tow Program - (\$74,846)**

FAS started a new program in 2013 to regulate towing companies. The regulations require a license to operate a tow company in the City of Seattle and limit the amount of fees that can be collected for involuntary vehicle tows from private property. The City Council reduced a position for this program during the 2013 Adopted Budget process. The associated appropriation was not reduced at that time and this technical reduction removes the position's funding.

### Proposed Changes

#### **Expand Green Fleet - \$765,834/2.00 FTE**

The City is committed to reducing use of one million gallons of petroleum fuel by 2020. To reach this goal, FAS will begin by updating the Green Fleet Action Plan to establish actions, targets and milestones for key areas that will reduce petroleum fuel use by the City. FAS will use a \$497,000 of this funding to:

- Purchase alternative fuel vehicles, which cost more than petroleum-fueled vehicles;
- Design an alternative fueling infrastructure plan for electric vehicle charging stations;
- Prepare existing storage tanks for transition to biodiesel; and
- Install and use in-vehicle technologies to track vehicle usage data and identify potential efficiencies.

The remainder of the funding adds staff to oversee the program and provide necessary analysis on how to integrate new vehicle technologies into the City's fleet to reduce petroleum fuel consumption.

#### **Increase Wage Compliance Enforcement - \$286,115**

The City is committed to preventing wage theft in City-funded construction projects, including Office of Housing-financed projects. In 2013, FAS increased its monitoring and enforcement efforts to reduce wage and labor violations with two added positions. This action continues funding for these positions in 2014. FAS will expand the scope of its efforts by focusing on the top 50 highest-risk contracts among the City's 300 active construction projects.

# Department of Finance & Administrative Services

## **Develop Construction Careers - \$463,643/2.00 FTE**

The City is interested in creating access to the construction industry for individuals who historically face barriers to jobs in that field. In 2013, the City provided funding to start a Target Hire program to promote training and employment of workers in construction careers. Initial resources included an Advisory Committee for Construction Careers, an administrative staff analyst position and data analysis contract resources. The proposed funding in 2014 expands the efforts with worker training and support programs and two additional positions for on-site enforcement, monitoring, document verifications, and program support.

## **Improve Customer Service - \$461,497/4.50 FTE**

FAS plays a large role for the City in customer interactions both in-person and on the phone and continually looks for ways to improve the service provided. To better serve the customers visiting the Seattle Municipal Tower (SMT), FAS opened a customer service center in the recently vacated lobby in 2013 with existing staff to process transactions and respond to information inquiries. FAS will add two staff to continue this service in 2014 as there is not capacity within the existing staff to sustain this workload beyond 2013.

In addition, FAS is adding staff to the Customer Service Bureau, located in City Hall, to manage the increase in the volume of phone calls and in-person visits to the Bureau. The additional staff will ensure that acceptable service levels continue, such as answering 80% of the phone calls within 60 seconds.

## **Continue Taxi and For-Hire Vehicle Enforcement Staffing**

FAS' Consumer Affairs Unit enforces laws designed to protect the public and this includes the regulation of the taxi and for-hire industry. In this capacity, FAS added four taxicab and for-hire vehicle regulatory staff in 2013 due to a 30% increase in the industry since 2008. The staff provides administrative licensing, vehicle inspections and regulatory enforcement. In 2014 FAS will continue funding for the staff to ensure that the taxicab and for-hire industry follows regulations and to provide protections for consumers.

## **Increase Consumer Protection Services - \$174,810/1.50 FTE**

FAS manages many programs in the Consumer Affairs Unit including the regulation and enforcement of the limousine and private towing services used by the public. In order to increase efforts to protect consumers, FAS proposes the following changes in these programs:

- **Limousine program:** FAS began regulation of the limousine industry in 2012 and the number of limousines in Seattle increased by 20% since then and wait times for limousine inspections have also increased. FAS staffing has not kept up with the demand, therefore FAS will increase staffing for limousine inspection and regulation in 2014. The proposed funding allows on-street enforcement and decreases wait times for inspections.
- **Towing regulation:** The City started regulating the private tow industry in 2013 with licensing requirements and limits on the amounts charged for involuntary tows from private property by tow companies. The anticipated revenues from the new program are insufficient to meet program costs due to the impacts of industry litigation against the regulation that resulted in some companies not paying the licensing fee and/or the administrative towing fee to the City. The proposed funding covers the revenue shortfall to meet the full program costs.

## **Improve Information Technology Security and Update Systems - \$566,535/1.00 FTE**

FAS manages a number of key core information technology systems. The City must update these systems to ensure data is protected, business processes can function smoothly, and information networks are supported. To meet these needs, the 2014 Proposed Budget provide resources to:

- Update security to protect data on the City's human resources information, financial, and retirement systems and add a new position to support this work as recommended by the City Auditor and the Chief Information Security Officer at the Department of Information Technology at a cost of \$263,000 funded



# Department of Finance & Administrative Services

by internal rates; and

- Transfer two positions from the Office of Constituent Services to Business Technology to better utilize resources for network systems support.

In addition, \$303,000 of fund balance from FAS' operating fund will be used to:

- Purchase updated licenses for FAS software that supports core business functions such as business licensing and animal licensing;
- Purchase new desktop computers in line with City's five-year replacement standard; and
- Replace FAS BlackBerry smart phones in line with the new City standard.

## **Retain Fleets Warehouse - \$316,000/11.00 FTE**

The 2013 Adopted Budget assumed FAS would contract out the operating of its vehicle parts warehouse and sell the inventory to an outside vendor for cost savings and service efficiencies. Due to a court decision in 2013, FAS will not contract this operation to an outside vendor and will not be selling its inventory. The proposed funding allows FAS to retain the vehicle parts warehouse operation and related staff.

## **Capital Program Staffing - \$276,585/1.00 FTE**

The Capital Development and Construction Management division does not have sufficient staff to keep up with the increase in capital projects, including the North Precinct, Fire Station 5 relocation, and customer requested tenant improvements. This funding adds a project manager position to meet the increased CIP workload and also includes an appropriation for a project manager added in 2013 for the Fire Station 5 relocation project.

## **Add Alaskan Way Viaduct and Seawall Project Local Improvement District Staff - \$138,792/1.00 FTE**

FAS will add a position to administer the treasury component of the future Alaskan Way Viaduct and Seawall Replacement Project Local Improvement District (LID). The Treasury division does not have capacity to absorb this additional workload without additional resources.

## **Increase Initiative 502 and Nightlife Code Compliance/1.00 FTE**

In 2013, an emergency position was added to FAS to staff the nightlife and code compliance team in support of the City's implementation and oversight of the implementation of State Initiative 502, which legalized marijuana in Washington state. The 2014 Proposed Budget provides position authority to continue this work. FAS will pay for the position using existing funding.

## **Improve Animal Shelter Foster Care - \$98,021/1.00 FTE**

The Seattle Animal Shelter's Foster Care Program provides oversight for more than 700 animals annually and existing staff does not have capacity to manage this growing program. The proposed funding adds a Foster Care Coordinator to manage this program. Donations from the "Help the Animals Fund" used for animal foster care will cover the cost of the new position.

## **Offsetting Revenues to the General Fund**

As part of meeting its General Fund reduction target, FAS recognized \$216,000 of additional revenues that will reduce rates for departments and will transfer \$242,000 of available FAS fund balance to the General Fund. The 2014 increased revenues come from a number of sources, including:

- Increased rebates for certain City contracts;
- Credit card rebates;
- Increased space rentals;

# Department of Finance & Administrative Services

- Sale of surplus items; and
- Energy saving programs.

## **Increase Human Resources Staff - \$107,125/1.00 FTE**

The Human Resource division's workload has doubled since 2010. In addition FAS' human resource staff also supports smaller departments without their own human resource staff. FAS is adding an additional position to handle the workload increases.

## **Increased Staffing for Financial Management System Upgrade/24.00 FTE**

The Financial Management and Accountability Program (FinMAP) began in 2012 with the goal of standardizing the City's financial system (Summit). This work will improve reporting and access to information for decision makers across the City and creates simplified regulatory reporting and financial oversight. The project continues with the upgrade of the Summit system and the 2014 costs are funded using \$6.1 million of available FAS fund balance and \$7 million General Obligation bonds. The project staff added in the 2014 Proposed Budget will work with departments to begin the process of standardizing the accounting practices and use of the Summit system.

## **Negotiated COLA Reduction - (\$72,000)**

The 2012 Adopted Budget assumed a 2% Cost of Living Adjustment (COLA) increase for certain represented vehicle maintenance employees, but the final contract negotiated in 2013 only included a 0.4% COLA. This proposal reduces the appropriation for the difference between the budgeted amount and the actual COLA amount.

## **Efficiency Reductions in Financial Services - (\$290,000)**

The proposed reductions in the Financial Services division will reduce budgets that historically have savings at the end of the year, including those for data processing, rentals and professional services. These reductions do not have an impact on service levels provided in 2014.

## **Adjust Debt Service - (\$560,000)**

The Proposed Budget includes lower amounts for debt service costs in the Facilities Operations Services and Business Technology divisions due to bond refinancing and revised financing assumptions.

### **Proposed Technical Changes**

## **Eliminate Funding for Postini Spam Software - (\$5,000)**

The City has adopted Microsoft Office 365 as its new software platform, and as a result City departments no longer need to purchase separate anti-spam software.

## **Citywide Adjustments for Standard Cost Changes - (\$253,710)**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

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## Technical Adjustments - \$75,000

Minor technical adjustments, including adding appropriation for lease payments on the former East Precinct parking lot and other minor technical adjustments.

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Budget and Central Services Budget Control Level</b>	<b>A1000</b>	<b>3,897,754</b>	<b>4,417,881</b>	<b>4,516,938</b>	<b>4,605,557</b>
<b>Business Technology Budget Control Level</b>	<b>A4520</b>	<b>9,408,715</b>	<b>11,205,464</b>	<b>12,865,644</b>	<b>13,730,086</b>
<b>City Purchasing and Contracting Services Budget Control</b>					
Contracting Services		1,436,725	2,115,169	2,184,207	2,933,558
Purchasing Services		1,510,275	1,637,045	1,692,929	1,684,379
<b>Total</b>	<b>A4540</b>	<b>2,947,000</b>	<b>3,752,214</b>	<b>3,877,135</b>	<b>4,617,936</b>
<b>Facility Services Budget Control Level</b>	<b>A3000</b>	<b>63,625,183</b>	<b>64,704,035</b>	<b>65,267,359</b>	<b>66,587,076</b>
<b>Financial Services Budget Control</b>					
Accounting		3,790,502	3,662,757	3,781,566	3,838,134
Business Licensing and Tax Administration		2,578,557	3,031,857	3,130,937	2,981,761
City Economics and Financial Management		2,115,907	1,780,115	1,838,600	1,831,472
Risk Management		1,299,804	1,300,057	1,342,561	1,332,295
Treasury		3,197,530	3,996,213	4,111,547	3,991,794
<b>Total</b>	<b>A4510</b>	<b>12,982,301</b>	<b>13,770,999</b>	<b>14,205,210</b>	<b>13,975,455</b>
<b>Fleet Services Budget Control</b>					
Vehicle Fueling		8,867,654	9,936,939	10,137,310	10,196,482
Vehicle Leasing		9,662,094	18,206,685	18,165,705	18,873,355
Vehicle Maintenance		17,507,619	19,106,415	19,364,120	19,330,994
<b>Total</b>	<b>A2000</b>	<b>36,037,367</b>	<b>47,250,039</b>	<b>47,667,135</b>	<b>48,400,831</b>
<b>Judgment and Claims Budget Control Level</b>	<b>A4000</b>	<b>361,975</b>	<b>186,388</b>	<b>222,685</b>	<b>222,685</b>
<b>Office of Constituent Services Budget Control</b>					
Office of Constituent Services		2,661,264	2,743,909	2,853,184	3,129,118
<b>Total</b>	<b>A6510</b>	<b>2,661,264</b>	<b>2,743,909</b>	<b>2,853,184</b>	<b>3,129,118</b>
<b>Revenue and Consumer Protection Budget Control Level</b>	<b>A4530</b>	<b>2,467,039</b>	<b>3,340,850</b>	<b>3,457,272</b>	<b>3,670,350</b>

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Seattle Animal Shelter Budget A5510 Control Level		2,991,660	3,239,796	3,343,961	3,407,190
<b>Technical Services Budget Control</b>					
Capital Development and Construction Management		2,731,231	3,065,526	3,160,032	3,428,372
<b>Total</b>	<b>A3100</b>	<b>2,731,231</b>	<b>3,065,526</b>	<b>3,160,032</b>	<b>3,428,372</b>
<b>Department Total</b>		<b>140,111,490</b>	<b>157,677,101</b>	<b>161,436,556</b>	<b>165,774,657</b>

<b>Department Full-time Equivalents Total*</b>	<b>521.75</b>	<b>539.75</b>	<b>528.75</b>	<b>579.75</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
587001	IF ALLOC Mail Messenger - GF	344,710	371,271	384,816	386,991
587001	IF ALLOC Real Estate Svc Chrgs - GF	423,980	264,863	273,503	285,503
587001	IF ALLOC Rent - Bldg/Other Space - GF for Small Departments	1,368,136	1,553,072	1,565,589	1,567,781
587001	IF ALLOC Warehousing Charges - GF	23,465	16,902	17,107	16,332
587001	IF Other Misc Revenue - ADA Coordinator	148,750	0	0	0
587001	IF Other Misc Revenue - CHH Lease	0	0	75,000	75,000
587001	IF Other Misc Revenue - City Hall Shelter	34,687	35,380	36,195	36,195
587001	IF Other Misc Revenue - DMPAC Fees	142,000	0	0	0
587001	IF Other Misc Revenue - Events Management	162,055	171,280	177,700	177,700
587001	IF Other Misc Revenue - MOB	350,000	350,000	350,000	350,000
587001	OPER TR IN-FR GENERAL FUND - Benaroya Concert Hall Passthrough	344,930	350,669	361,189	361,189
587001	OPER TR IN-FR GENERAL FUND - Business Licensing	1,382,743	1,100,440	1,139,639	1,157,968
587001	OPER TR IN-FR GENERAL FUND - Citywide Accounting	2,413,685	2,139,663	2,209,525	2,196,185
587001	OPER TR IN-FR GENERAL FUND - Claims Processing	172,449	186,560	192,973	181,100
587001	OPER TR IN-FR GENERAL FUND -	425,337	388,918	402,793	552,708

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Constituent Services					
587001	OPER TR IN-FR GENERAL FUND - Consumer Protection	624,151	465,000	0	441,000
587001	OPER TR IN-FR GENERAL FUND - Contracting Services	459,970	72,300	72,300	126,300
587001	OPER TR IN-FR GENERAL FUND - Debt Management	112,776	118,089	121,641	121,794
587001	OPER TR IN-FR GENERAL FUND - Economics & Forecasting	461,219	469,481	485,878	491,245
587001	OPER TR IN-FR GENERAL FUND - Facility Operations	0	102,448	0	636,439
587001	OPER TR IN-FR GENERAL FUND - FAS Applications	1,139,858	1,072,602	1,107,195	1,249,589
587001	OPER TR IN-FR GENERAL FUND - Fiscal Policy & Mgmt	778,412	901,343	930,606	945,886
587001	OPER TR IN-FR GENERAL FUND - Garden of Remembrance Passthrough	165,566	168,321	173,371	173,371
587001	OPER TR IN-FR GENERAL FUND - HRIS	931,900	1,013,838	1,045,457	1,044,187
587001	OPER TR IN-FR GENERAL FUND - Investments	218,179	169,129	174,386	119,556
587001	OPER TR IN-FR GENERAL FUND - Judgment/Claims Fund	0	35,308	71,605	71,605
587001	OPER TR IN-FR GENERAL FUND - Neighborhood Service Centers	91,277	9,646	50,893	206,932
587001	OPER TR IN-FR GENERAL FUND - Parking Meter Collections	525,395	544,691	563,496	570,146
587001	OPER TR IN-FR GENERAL FUND - Purchasing Services	503,623	575,984	597,158	567,500
587001	OPER TR IN-FR GENERAL FUND - Regulatory Enforcement	669,971	1,582,929	1,637,789	1,728,534
587001	OPER TR IN-FR GENERAL FUND - Remittance Processing	132,506	202,300	208,700	190,964
587001	OPER TR IN-FR GENERAL FUND - Risk Management	256,458	228,771	235,803	249,766
587001	OPER TR IN-FR GENERAL FUND - Seattle Animal Shelter	2,033,788	1,895,975	2,010,075	2,043,082
587001	OPER TR IN-FR GENERAL FUND - Spay & Neuter Clinic	230,965	149,320	169,976	173,765
587001	OPER TR IN-FR GENERAL FUND - SUMMIT	1,801,699	2,026,153	2,585,367	2,538,949
587001	OPER TR IN-FR GENERAL FUND - Tax Administration	2,199,487	2,335,410	2,412,347	2,280,197
587001	OPER TR IN-FR GENERAL FUND - Treasury Operations	896,665	935,217	963,204	835,455
	<b>Total General Subfund Support</b>	<b>21,970,791</b>	<b>22,003,273</b>	<b>22,803,276</b>	<b>24,150,914</b>
421600	Professional and Occupational Licenses	1,460,080	622,400	645,400	645,400
433010	Federal Grants	150,101	0	0	0
434010	State Grants	117,136	0	0	0
441930	Cable Reimbursement	88,076	88,076	88,076	88,076

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441930	Private reimbursements	22,218	0	0	20,000
441960	Weights and Measures Fees	238,654	838,754	897,486	897,486
442300	Animal Licenses	1,155,077	1,377,500	1,367,500	1,367,500
442490	Other Protective Inspection Fees	0	36,000	36,000	36,000
443930	Animal Control Fees and Forfeits	140,463	139,500	139,500	139,500
443936	Spay and Neuter Fees	169,640	207,500	207,500	207,500
444300	Vehicle and Equipment Repair Charges	51,606	0	0	0
444500	Fuel Sales	56,500	0	0	0
444590	Other Protective Inspection Fees	225,097	233,800	233,800	348,800
447800	Training	33,425	25,000	25,000	25,000
461110	Interest Earnings - Residual Cash	260,273	183,500	183,500	183,500
461320	Unrealized Gains/Losses-Inv GASB31	87,942	0	0	0
462190	Motor Pool	255	0	0	0
462250	Vehicle and Equipment Leases	299,062	0	0	0
462300	Parking Fees - Private at SeaPark Garage	1,856,922	860,000	905,000	860,000
462300	Parking Fees - Private at SMT Garage	0	858,000	898,000	858,000
462500	Bldg/Other Space Rent Charge - Private at AWC	1,291,534	852,734	852,734	892,734
462500	Bldg/Other Space Rent Charge - Private at City Hall	0	73,982	73,982	73,982
462500	Bldg/Other Space Rent Charge - Private at SMT	1,255,021	1,175,000	1,175,000	1,175,000
462500	Bldg/Other Space Rent Charge - Private Misc	0	220,000	220,000	220,000
462900	Other Rents & Use Charges	11,257	0	0	11,000
469990	Co-locator Revenues	345,741	3,418	3,418	3,418
469990	Other Miscellaneous Revenues	998,000	373,312	373,312	689,312
469990	Passport Revenues	0	350,000	325,000	325,000
485400	Gain(Loss)-Disposition Fixed Assets - Vehicle Leasing	-184,064	0	0	0
562300	IF Parking Fees - SeaPark Garage	376,556	415,800	402,150	447,150
562300	IF Parking Fees - SMT Garage	241,545	310,200	298,850	338,850
	<b>Total Miscellaneous Revenue</b>	<b>10,748,118</b>	<b>9,244,476</b>	<b>9,351,208</b>	<b>9,853,208</b>
444560	IF Other Misc Revenue - Purchasing Rebates	0	140,000	140,000	140,000
541490	IF Administrative Fees and Charges - Arena	500,000	0	0	0
541490	IF Administrative Fees and Charges - Bus B	0	0	0	1,227,261
541490	IF Administrative Fees and Charges - Citywide Accounting	2,011,846	1,975,865	2,040,379	2,149,107

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541490	IF Administrative Fees and Charges - Contracting	1,040,273	2,221,199	2,297,904	3,047,912
541490	IF Administrative Fees and Charges - CUPS	1,484,555	1,640,394	1,698,573	1,698,573
541490	IF Administrative Fees and Charges - Debt Management	203,035	212,600	218,996	219,271
541490	IF Administrative Fees and Charges - Facilities (Data Center)	0	195,552	0	0
541490	IF Administrative Fees and Charges - Investments	216,874	270,397	278,798	191,136
541490	IF Administrative Fees and Charges - Misc. Facility	393,750	260,000	260,000	260,000
541490	IF Administrative Fees and Charges - Office of Constituent Services	780,266	698,659	723,586	992,897
541490	IF Administrative Fees and Charges - Purchasing Services	1,310,581	1,192,463	1,236,303	1,174,904
541490	IF Administrative Fees and Charges - Remittance Processing	800,632	799,178	824,459	754,403
541490	IF Administrative Fees and Charges - Risk Management	967,844	1,073,397	1,108,571	1,113,262
541490	IF Administrative Fees and Charges - Treasury	1,303,200	1,619,040	1,669,373	1,590,306
541830	IF DP - Applications Development - Applications	469,731	631,938	652,314	736,212
541830	IF DP - Applications Development - HRIS	889,285	885,973	913,452	912,259
541830	IF DP - Applications Development - SUMMIT	3,180,875	3,566,319	4,550,617	4,468,911
541921	IF Property Management Service Charges	411,266	0	0	0
541930	IF Custodial/Janitorial/Security	142,100	75,000	75,000	75,000
542830	IF Mail Messenger Charges	193,102	176,490	176,490	176,490
542831	IF ALLOC Mail Messenger - Departments	255,005	269,050	278,865	280,442
543210	IF Architect/Engineering Services - Capital Programs	5,521,754	3,858,100	3,988,590	4,311,704
544300	IF Vehicle and Equipment Repair	9,760,914	10,925,542	10,432,350	10,590,860
544500	IF Fuel Sales	8,841,541	10,007,879	10,208,037	10,284,838
548921	IF ALLOC Warehousing Charges - Departments	1,295,498	1,281,238	1,296,756	1,238,108
548922	IF ALLOC Real Estate Svc Chrgs - Departments	441,285	362,317	374,137	390,551
562150	IF Motor Pool Rental Charges	533,538	805,962	813,466	839,161
562250	IF Vehicle and Equipment Leases	24,303,190	24,414,470	24,873,248	25,930,322
562500	IF Building/Other Space Rental	4,476,322	5,652,932	5,798,820	5,798,820
562510	IF ALLOC Rent - Bldg/Other Space	46,121,115	46,727,544	47,268,312	47,332,053

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569990	IF Other Misc Revenue - Animal Shelter Donation Fund	144,910	0	0	99,000
569990	IF Other Misc Revenue - AWV LID	0	111,000	102,500	242,500
569990	IF Other Misc Revenue - Facilities	525,515	380,000	380,000	380,000
569990	IF Other Misc Revenue - FAS Accounting	25,182	52,855	54,712	54,380
569990	IF Other Misc Revenue - HCF	142,000	149,140	154,400	152,763
569990	IF Other Misc Revenue - REET (ADA Coordinator)	0	136,361	141,180	141,180
569990	IF Other Misc Revenue - Subfund 46010 (DT Parking Garage Coordinator)	0	135,000	139,000	139,000
569990	IF Other Misc Revenue - Transportation Benefits District	54,583	56,980	59,035	59,035
569990	IF Other Misc Revenue - Treasury Operations	44,032	0	0	0
587118	Emergency Subfund Transfer - Bus B	1,863,700	0	0	0
<b>Total Services to City Depts</b>		<b>120,649,299</b>	<b>122,960,834</b>	<b>125,228,223</b>	<b>129,192,621</b>
<b>Total Revenues</b>		<b>153,368,208</b>	<b>154,208,583</b>	<b>157,382,707</b>	<b>163,196,743</b>
379100	Use of (Contribution To) Fund Balance	-13,256,718	3,468,518	4,033,847	2,577,914
<b>Total Use of (Contribution To) Fund Balance</b>		<b>-13,256,718</b>	<b>3,468,518</b>	<b>4,033,847</b>	<b>2,577,914</b>
<b>Total Resources</b>		<b>140,111,490</b>	<b>157,677,101</b>	<b>161,416,554</b>	<b>165,774,657</b>



# Department of Finance & Administrative Services

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

### **Budget and Central Services Budget Control Level**

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Budget and Central Services	3,897,754	4,417,881	4,516,938	4,605,557
<b>Total</b>	<b>3,897,754</b>	<b>4,417,881</b>	<b>4,516,938</b>	<b>4,605,557</b>
Full-time Equivalents Total*	34.50	37.00	37.00	38.00

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

### **Business Technology Budget Control Level**

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Business Technology	9,408,715	11,205,464	12,865,644	13,730,086
<b>Total</b>	<b>9,408,715</b>	<b>11,205,464</b>	<b>12,865,644</b>	<b>13,730,086</b>
Full-time Equivalents Total*	44.50	43.00	43.00	46.00

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

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## **City Purchasing and Contracting Services Budget Control Level**

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Contracting Services	1,436,725	2,115,169	2,184,207	2,933,558
Purchasing Services	1,510,275	1,637,045	1,692,929	1,684,379
<b>Total</b>	<b>2,947,000</b>	<b>3,752,214</b>	<b>3,877,135</b>	<b>4,617,936</b>
Full-time Equivalents Total*	27.00	31.00	31.00	33.00

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

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

### **Contracting Services Program**

The purpose of the Contracting Services Program is to administer the bid, award, execution, and close-out of public works projects for City departments. Staff anticipate and meet customers' contracting needs and provide education throughout the contracting process. This program also maintains the City's guidelines and procedures for consultant contracting. The Program is also responsible for social equity monitoring and contract compliance on City contracts, particularly focused on Construction and procurement.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Contracting Services	1,436,725	2,115,169	2,184,207	2,933,558
Full-time Equivalents Total	13.00	17.00	17.00	19.00

### **Purchasing Services Program**

The purpose of the Purchasing Services Program is to provide central oversight for the purchase of goods, products, materials, and routine services obtained by City departments. All purchases for any department that total more than \$47,000 per year are centrally managed by Purchasing Services. City Purchasing conducts the bid and acquisition process, executes and manages the contracts, and establishes centralized volume-discount blanket contracts for City department use. This program also develops and manages City guidelines and policies for purchases.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Purchasing Services	1,510,275	1,637,045	1,692,929	1,684,379
Full-time Equivalents Total	14.00	14.00	14.00	14.00

# Department of Finance & Administrative Services

## Facility Services Budget Control Level

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Facility Services	63,625,183	64,704,035	65,267,359	66,587,076
<b>Total</b>	<b>63,625,183</b>	<b>64,704,035</b>	<b>65,267,359</b>	<b>66,587,076</b>
Full-time Equivalents Total*	87.50	88.50	88.50	88.50

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

## Financial Services Budget Control Level

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Accounting	3,790,502	3,662,757	3,781,566	3,838,134
Business Licensing and Tax Administration	2,578,557	3,031,857	3,130,937	2,981,761
City Economics and Financial Management	2,115,907	1,780,115	1,838,600	1,831,472
Risk Management	1,299,804	1,300,057	1,342,561	1,332,295
Treasury	3,197,530	3,996,213	4,111,547	3,991,794
<b>Total</b>	<b>12,982,301</b>	<b>13,770,999</b>	<b>14,205,210</b>	<b>13,975,455</b>
Full-time Equivalents Total*	97.50	102.50	102.50	127.50

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

# Department of Finance & Administrative Services

*The following information summarizes the programs in Financial Services Budget Control Level:*

## Accounting Program

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

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Accounting	3,790,502	3,662,757	3,781,566	3,838,134
Full-time Equivalents Total	25.50	27.50	27.50	51.50

## Business Licensing and Tax Administration Program

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

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Business Licensing and Tax Administration	2,578,557	3,031,857	3,130,937	2,981,761
Full-time Equivalents Total	25.00	25.00	25.00	25.00

## City Economics and Financial Management Program

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

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
City Economics and Financial Management	2,115,907	1,780,115	1,838,600	1,831,472
Full-time Equivalents Total	11.00	11.00	11.00	11.00

## Risk Management Program

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

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Risk Management	1,299,804	1,300,057	1,342,561	1,332,295
Full-time Equivalents Total	9.00	9.00	9.00	9.00

# Department of Finance & Administrative Services

## Treasury Program

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

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Treasury	3,197,530	3,996,213	4,111,547	3,991,794
Full-time Equivalents Total	27.00	30.00	30.00	31.00

## Fleet Services Budget Control Level

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

Program Expenditures	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Proposed
Vehicle Fueling	8,867,654	9,936,939	10,137,310	10,196,482
Vehicle Leasing	9,662,094	18,206,685	18,165,705	18,873,355
Vehicle Maintenance	17,507,619	19,106,415	19,364,120	19,330,994
<b>Total</b>	<b>36,037,367</b>	<b>47,250,039</b>	<b>47,667,135</b>	<b>48,400,831</b>
Full-time Equivalents Total*	127.00	127.00	116.00	129.00

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

*The following information summarizes the programs in Fleet Services Budget Control Level:*

## Vehicle Fueling Program

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

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Vehicle Fueling	8,867,654	9,936,939	10,137,310	10,196,482
Full-time Equivalents Total	1.00	1.00	1.00	1.00

## Vehicle Leasing Program

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

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Vehicle Leasing	9,662,094	18,206,685	18,165,705	18,873,355

# Department of Finance & Administrative Services

Full-time Equivalents Total	10.00	11.00	11.00	13.00
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## Vehicle Maintenance Program

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

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
<b>Expenditures/FTE</b>				
Vehicle Maintenance	17,507,619	19,106,415	19,364,120	19,330,994
Full-time Equivalents Total	116.00	115.00	104.00	115.00

## Judgment and Claims Budget Control Level

The purpose of the Judgment and Claims Budget Control Level is to pay for judgments, settlements, claims, and other eligible expenses associated with legal claims and suits against the City. Premiums are based on average percentage of Judgment/Claims expenses incurred by the Department over the previous five years.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
<b>Program Expenditures</b>				
Judgment and Claims	361,975	186,388	222,685	222,685
<b>Total</b>	<b>361,975</b>	<b>186,388</b>	<b>222,685</b>	<b>222,685</b>

## Office of Constituent Services Budget Control Level

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

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
<b>Program Expenditures</b>				
Office of Constituent Services	2,661,264	2,743,909	2,853,184	3,129,118
<b>Total</b>	<b>2,661,264</b>	<b>2,743,909</b>	<b>2,853,184</b>	<b>3,129,118</b>
Full-time Equivalents Total*	27.75	26.75	26.75	29.25

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

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

## Office of Constituent Services Program

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

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
<b>Expenditures/FTE</b>				
Office of Constituent Services	2,661,264	2,743,909	2,853,184	3,129,118
Full-time Equivalents Total	27.75	26.75	26.75	29.25

# Department of Finance & Administrative Services

## Revenue and Consumer Protection Budget Control Level

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Revenue and Consumer Protection	2,467,039	3,340,850	3,457,272	3,670,350
<b>Total</b>	<b>2,467,039</b>	<b>3,340,850</b>	<b>3,457,272</b>	<b>3,670,350</b>
Full-time Equivalents Total*	23.00	30.00	30.00	32.50

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

## Seattle Animal Shelter Budget Control Level

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Seattle Animal Shelter	2,991,660	3,239,796	3,343,961	3,407,190
<b>Total</b>	<b>2,991,660</b>	<b>3,239,796</b>	<b>3,343,961</b>	<b>3,407,190</b>
Full-time Equivalents Total*	32.00	33.00	33.00	34.00

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

## Technical Services Budget Control Level

The purpose of the Technical Services Budget Control Level is to plan and administer FAS' Capital Improvement Program.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Capital Development and Construction Management	2,731,231	3,065,526	3,160,032	3,428,372
<b>Total</b>	<b>2,731,231</b>	<b>3,065,526</b>	<b>3,160,032</b>	<b>3,428,372</b>
Full-time Equivalents Total*	21.00	21.00	21.00	22.00

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

# Department of Finance & Administrative Services

*The following information summarizes the programs in Technical Services Budget Control Level:*

## **Capital Development and Construction Management Program**

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

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Capital Development and Construction Management	2,731,231	3,065,526	3,160,032	3,428,372
Full-time Equivalents Total	21.00	21.00	21.00	22.00



# Department of Finance & Administrative Services

## Finance and Administrative Services Fund Table

### Finance and Administrative Services Fund (50300)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>19,417,487</b>	<b>13,153,682</b>	<b>37,272,695</b>	<b>9,685,163</b>	<b>26,542,684</b>
Accounting and Technical Adjustments-Add Back Non-cash Items	7,453,000	-	-	-	-
Plus: Actual and Estimated Revenue	153,368,208	154,208,582	154,209,311	157,382,709	163,196,743
Plus: Inter-fund Transfer		3,500,000	3,500,000	3,500,000	5,859,000
Less: Actual and Budgeted Expenditures	140,095,000	157,677,101	164,939,322	161,436,556	165,774,657
Less: Capital Improvements	2,871,000	3,500,000	3,500,000	3,500,000	11,968,000
<b>Ending Fund Balance</b>	<b>37,272,695</b>	<b>9,685,163</b>	<b>26,542,684</b>	<b>5,631,316</b>	<b>17,855,770</b>
Continuing Appropriations	3,156,822				
Working Capital - Fleets	21,512,043		17,403,802		17,403,802
<b>Total Reserves</b>	<b>24,668,865</b>	<b>-</b>	<b>17,403,802</b>	<b>-</b>	<b>17,403,802</b>
<b>Ending Unreserved Fund Balance</b>	<b>12,603,830</b>	<b>9,685,163</b>	<b>9,138,882</b>	<b>5,631,316</b>	<b>451,968</b>

# Department of Finance & Administrative Services

## Capital Improvement Program Highlights

### FAS Capital Improvement Program Highlights

The Finance & Administrative Services Department (FAS) is responsible for building, operating, and maintaining general government facilities and Citywide information systems. FAS' general government facility portfolio includes:

- Thirty-three fire stations and waterfront marine operations;
- Five police precinct buildings;
- The police mounted patrol facility;
- The Harbor Patrol;
- The Seattle Emergency Operations and Fire Alarm Centers;
- The City's vehicle maintenance shops and other support facilities; and
- The City's downtown office building portfolio.

FAS also maintains core building systems for some of the community-based facilities owned by the City, such as senior centers and community service centers.

In addition to these facility assets, FAS also maintains specific citywide information technology systems, including the City's financial management system (Summit) and payroll/human resources information system (HRIS).

The Department's 2014-2019 Proposed Capital Improvement Program (CIP) is FAS' plan for maintaining, renovating, expanding, and replacing its extensive inventory of buildings and technology systems. The Department's CIP is financed by a variety of revenue sources, including the City's General Fund, the Cumulative Reserve Subfund (this fund includes unrestricted funds, REET I, and FAS Asset Preservation subaccounts), voter approved levy proceeds, general obligation bonds, proceeds from property sales and grants.

### 2014 Project Highlights

#### Americans with Disabilities Act (ADA) - Citywide & FAS

In 2014 FAS continues to manage the City's efforts to improve accessibility to City facilities consistent with the Americans with Disabilities Act (ADA). In this role, FAS conducted a Citywide prioritization process to allocate \$3.6 million for specific ADA improvements among the four implementing departments: Parks and Recreation, Seattle Center, Seattle Public Library, and FAS.

Based on this process, FAS will make ADA improvements in 2014 at several buildings with public access, including the Seattle Justice Center, City Hall, Police Facilities and Seattle Municipal Tower. FAS will also hire a technical consultant to standardize acceptable ranges for departments to use for differences between current conditions at existing facilities and ADA compliant standards.

#### Asset Preservation Program

Through the Asset Preservation Program, FAS seeks to preserve and extend the useful life and operational capacity of existing facilities using facility space rent charges paid by City departments. Some examples of projects planned for 2014 include:

- SMT Weatherization Program;
- Generator upgrades at shops and yards maintenance facilities;
- Energy-efficient lighting upgrades;
- HVAC and other building system modifications;
- East Precinct deck waterproofing and ramp repairs; and
- Building performance verifications and modifications in fire and police facilities.

# Department of Finance & Administrative Services

## Critical Infrastructure Upgrades

In conjunction with the Department of Information Technology's work to develop the next generation data center, FAS completed an infrastructure study to assess the redundant electrical capacity needs of City facilities. The study determined that the City's main office building, the Seattle Municipal Tower, the Emergency Operations Center and West Precinct required electrical upgrades in 2014, as follows:

- **Seattle Municipal Tower - (SMT)** FAS is replacing a portion of the electrical system in SMT that supplies power to the City's Data Center and other critical loads within the building. This system is at the end of its lifecycle and in need of replacement. As the City's existing data center prepares to move out of the 26th floor of SMT, it is necessary to complete this work prior to the move to allow the building's critical loads to have a continuous power supply.
- **Emergency Operations Center (EOC) and West Precinct** - FAS is increasing the cooling and electrical capacity at the EOC and installing an alternate power system at the West Precinct. This work is necessary to perform required maintenance on the electrical systems and ensure continuous operations of these facilities in emergency situations.

## Customer Requested Tenant Improvements

This ongoing program allows City department tenants to fund new construction, improvements, additions and expansions to FAS and utility-owned facilities. Examples include planning, design and construction of interior tenant improvements in FAS downtown office space, improvements at City vehicle shops and yards, utility-owned facility redevelopments and operational program and feasibility studies.

## Energy Efficiency for Municipal Buildings

This project funds work by the Office of Sustainability and Environment (OSE) to reduce energy use in City facilities in support of the City's goal to achieve a 20% reduction in building energy use by 2020. This work is part of a Citywide Resource Conservation Initiative coordinated by OSE to improve the energy efficiency of City facilities.

## Fire Facilities and Emergency Response Levy Program

The 2003 Fire Facilities and Emergency Response Levy Program (FFERP) is a 9-year \$167 million property tax levy that voters approved in November 2003. FAS uses levy proceeds to:

- Upgrade or replace fire stations and other fire facilities;
- Construct a new emergency operations center and fire alarm center; and
- Build new fireboats and renovate the Chief Seattle fireboat.

In 2014, FAS will continue to execute the Fire Facilities Levy Program with the construction of 11 neighborhood fire stations and begin or continue design on five additional stations.

## Facility Projects Planning

This program allows FAS to conduct early planning, feasibility studies, preliminary design and cost estimates in support of several public safety projects to be considered for future funding.

## Fire Station 5 Relocation and Renovation

Two multi-year projects are proposed for Fire Station 5 in 2014. The Fire Station 5 Relocation project relocates the Engine 4 marine crew and the Engine 5 land crew to temporary facilities during the City's pier restructuring and

# Department of Finance & Administrative Services

Seawall construction. The Fire Station 5 Renovation project will seismically upgrade and renovate Fire Station 5.

## Maintenance Shops and Yards

This ongoing program includes multiple projects that preserve, modernize and enhance the operational, functional and physical capacity of FAS-owned maintenance shops and yards. In 2014, FAS will finish maintenance work and energy-efficiency improvements to the Airport Way Center - Building A.

## North Precinct

This project continues the land acquisition process for a new North Precinct facility for the Seattle Police Department. In addition, the architecture and engineering design team continue work on the design phase. Conceptual planning considers replacing the existing facility with a new 60,000 square foot facility at a different location.

## Public Safety Facilities - Police Harbor Patrol Bulkhead and HVAC

In 2014, FAS has two maintenance projects at the Harbor Patrol Facility. The Police Harbor Patrol Bulkhead project designs a new bulkhead to replace the existing bulkhead that is at the end of its lifecycle. Project design is funded in 2014 and permitting and construction will be completed in 2015. The Harbor Patrol remediation project removes lead paint and asbestos insulation in the facility's attic.

## Summit Upgrade

This project will improve financial reporting and access to financial information for decision makers across the City and will simplify regulatory reporting and oversight. This is a multi-year technology project that upgrades the City's financial management system (Summit) in conjunction with FAS' Citywide Financial Management and Accountability Program (FinMAP).

Additional information on FAS' CIP can be found in the 2014-2019 Proposed CIP online here: [2014-2019 Proposed CIP](#)

## Capital Improvement Program Appropriation

Budget Control Level	2014 Endorsed	2014 Proposed
<b>ADA Improvements - FAS: A1ADA</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	0	672,000
<b>Subtotal</b>	<b>0</b>	<b>672,000</b>
<b>Asset Preservation - Civic Core: A1AP1</b>		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	800,000	750,000
<b>Subtotal</b>	<b>800,000</b>	<b>750,000</b>
<b>Asset Preservation - Public Safety Facilities: A1AP6</b>		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	400,000	600,000

# Department of Finance & Administrative Services

<b>Subtotal</b>	<b>400,000</b>	<b>600,000</b>
<b>Asset Preservation - Seattle Municipal Tower: A1AP2</b>		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	1,800,000	1,770,000
<b>Subtotal</b>	<b>1,800,000</b>	<b>1,770,000</b>
<b>Asset Preservation - Shops and Yards: A1AP4</b>		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	800,000	600,000
<b>Subtotal</b>	<b>800,000</b>	<b>600,000</b>
<b>FAS Oversight-External Projects: A1EXT</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	0	250,000
<b>Subtotal</b>	<b>0</b>	<b>250,000</b>
<b>Garden of Remembrance: A51647</b>		
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	24,781	24,781
<b>Subtotal</b>	<b>24,781</b>	<b>24,781</b>
<b>General Government Facilities - General: A1GM1</b>		
2014 Multipurpose LTGO Bond Fund	0	2,300,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	141,000	241,000
Finance and Administrative Services Fund (50300)	3,500,000	3,500,000
<b>Subtotal</b>	<b>3,641,000</b>	<b>6,041,000</b>
<b>Information Technology: A1IT</b>		
2013 Multipurpose LTGO Bond Fund	1,000,000	0
2014 Multipurpose LTGO Bond Fund	7,038,000	7,038,000
Finance and Administrative Services Fund (50300)	0	6,109,000
<b>Subtotal</b>	<b>8,038,000</b>	<b>13,147,000</b>
<b>Maintenance Shops and Yards: A1MSY</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	2,552,000	2,552,000
<b>Subtotal</b>	<b>2,552,000</b>	<b>2,552,000</b>
<b>Neighborhood Fire Stations: A1FL1</b>		
2003 Fire Facilities Subfund (34440)	0	1,780,326
2014 Multipurpose LTGO Bond Fund	8,649,947	0
Cumulative Reserve Subfund - REET I Subaccount (00163)	1,880,000	1,407,000

## Department of Finance & Administrative Services

<b>Subtotal</b>	<b>10,529,947</b>	<b>3,187,326</b>
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**Preliminary Engineering: A1GM4**

Cumulative Reserve Subfund - REET I Subaccount (00163)	0	750,000
<b>Subtotal</b>	<b>0</b>	<b>750,000</b>

**Public Safety Facilities - Fire: A1PS2**

Cumulative Reserve Subfund - REET I Subaccount (00163)	0	700,000
Finance and Administrative Services Fund (50300)	0	2,359,000
<b>Subtotal</b>	<b>0</b>	<b>3,059,000</b>

**Public Safety Facilities - Police: A1PS1**

2013 Multipurpose LTGO Bond Fund	0	2,300,000
2014 Multipurpose LTGO Bond Fund	11,400,000	11,400,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	365,000	615,000
Federal Vice Enforcement Forfeiture	1,850,000	1,850,000
<b>Subtotal</b>	<b>13,615,000</b>	<b>16,165,000</b>

<b>Total Capital Improvement Program Appropriation</b>	<b>42,200,728</b>	<b>49,568,107</b>
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# Finance General

Beth Goldberg, Director

(206) 615-1962

## Department Overview

Finance General provides a mechanism for allocating General Subfund resources to reserve and bond redemption funds, City department operating funds, and certain programs for which there is desire for additional Council, Mayor, or City Budget Office oversight.

## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$374,920,452	\$389,305,380	\$406,252,542	\$416,513,413
<b>Total Operations</b>	<b>\$374,920,452</b>	<b>\$389,305,380</b>	<b>\$406,252,542</b>	<b>\$416,513,413</b>
<b>Total Appropriations</b>	<b>\$374,920,452</b>	<b>\$389,305,380</b>	<b>\$406,252,542</b>	<b>\$416,513,413</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

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

## Budget Overview

Finance General serves as a central repository to pay for ongoing City costs, subsidize the operations of City departments, and provide contributions to outside organizations. It also provides a mechanism to hold appropriations temporarily until the City determines the appropriate managing department, or to act as a contingency reserve to respond to unpredictable situations, or cover costs that vary with economic conditions.

The 2014 Proposed Budget modifies existing programs to reflect different funding approaches, adds new programs to support outside organizations, and adjusts recurring appropriations with updated cost information.

### Investments in Public Safety, Neighborhoods and Human Services

The 2014 Proposed Budget allocates funds to Finance General to serve several needs in the areas of public safety, neighborhoods and human services. For additional information in these items, please refer to the department-specific sections of the 2014 Proposed Budget materials.

*Public Safety Investments* - Finance General includes funds for the following public safety activities in 2014:

- Overhaul the Seattle Police Department's business intelligence systems and additional police overtime
- Enhance the Seattle Fire Department's Emergency Medical Services (EMS) program
- Replace the Office of Emergency Management's Emergency Notification Alert System

# Finance General

*Neighborhood Investments* - Finance General includes funds to support the following neighborhood investments:

- Duwamish River area quality-of-life enhancements through partnership with the City (via Seattle Public Utilities), King County, the Port of Seattle and community stakeholders
- Contingency funding for a public restroom facility in Pioneer Square
- Repairs to the Moore and Egyptian historic theaters (Office for Arts and Culture)
- Enhanced outreach and coordination with housing providers in diverse communities to promote decent and safe housing for all. The Department of Planning and Development will oversee this funding which will focus on issues around unreinforced masonry buildings and the City's Rental Registration Inspection Ordinance program.

*Human Service Investments*

- Funding for the Interbay Housing Project serving homeless individuals with mental health and addiction issues
- Backfill for potential state and federal funding reductions to human services programs such as long-term care case management for seniors, or shower and restroom facilities for homeless individuals.

## **Strengthening Financial Management Capabilities**

The 2014 Proposed Budget allocates funds to purchase a new budgeting system that will allow the City Budget Office and Legislative Department staff to more easily input, manage and access data for budget analysis, decision making and reporting. The existing budget systems are nearing the end of their useful life. Replacing the budget systems is the next step of a joint effort that began in 2013.

## **Supporting City Employees**

The 2014 Proposed Budget establishes a \$1.5 million reserve to address gender pay inequities in the City workforce and other recommendations that may emerge from the Gender Equity Task Force. The City continues to promote equality and strive for just and equal treatment of all people, both in the provision of public services, as well as through City employment practices.

In 2013, the City modified its employee transit pass subsidy program, providing expanded coverage from one zone to multiple zones, while saving the City money by only paying for trips taken.



# Finance General

## Incremental Budget Changes

### Finance General

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 406,252,542</b>	<b>0.00</b>
<b>Baseline Changes</b>		
Baseline Technical Adjustments	\$ 1,255,203	0.00
<b>Proposed Changes</b>		
Police Business Intelligence and Overtime Reserve	\$ 3,000,000	0.00
EMS Enhancements	\$ 1,000,000	0.00
Emergency Notification Alert System	\$ 345,000	0.00
Duamish River Opportunity Fund	\$ 250,000	0.00
Pioneer Square Public Toilet	\$ 225,000	0.00
Interbay Housing Project	\$ 150,000	0.00
Human Services Funding Backfill	\$ 525,000	0.00
Historic Theater Improvement Support	\$ 155,000	0.00
Unreinforced Masonry & Rental Registration Inspection Ordinance Outreach	\$ 150,000	0.00
Budget System Implementation	\$ 500,000	0.00
Gender Wage Equity Reserve	\$ 1,500,000	0.00
Transit Pass Subsidy	-\$ 1,494,413	0.00
Pacific Place Garage General Fund Reduction	-\$ 2,031,760	0.00
<b>Proposed Technical Changes</b>		
Citywide Adjustments for Standard Cost Changes	\$ 5,997,501	0.00
Transfer budget to departments	-\$ 2,019,678	0.00
Updated Costs for Recurring Expenses	\$ 754,018	0.00
<b>Total Incremental Changes</b>	<b>\$ 10,260,871</b>	<b>0.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 416,513,413</b>	<b>0.00</b>

# Finance General

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Baseline Technical Adjustments - \$1,255,203**

Baseline technical adjustments include updated cost estimates and budget corrections.

### Proposed Changes

#### **Police Business Intelligence and Overtime Reserve - \$3,000,000**

This item reserves funding for the Seattle Police Department (SPD) to implement an enhanced information technology data collection and reporting system based the recommendations of the court-appointed Department of Justice Settlement Agreement monitor. In July 2013, the Seattle Police Department (SPD) hired a consultant to review existing SPD data systems, the Settlement Agreement and input from the monitor to recommend a data gathering and reporting information system. This 'Business Intelligence System' will enable SPD staff to access and interpret real-time data from various resources at multiple levels of the department. The City will hold the funding in Finance General until it determines final costs of the new system. SPD may also use this reserve to address unexpected increases in overtime use that may be needed to meet evolving public safety needs.

#### **EMS Enhancements - \$1,000,000**

Despite a growing reliance on the General Fund to support the City's Emergency Medical Services (EMS) program, the 2014 Proposed Budget establishes this reserve for the City to potentially use if it decides to add additional aid cars. This is in recognition of a growing demand for basic and advanced life-support services throughout the city, particularly the downtown and Northgate neighborhoods. The City will evaluate whether to add aid cars and how to deploy them in early 2014 based on workload drivers.

#### **Emergency Notification Alert System - \$345,000**

The 2014 Proposed Budget upgrades the City's current emergency notification and alert system. The service improvements will include:

- Easier and more efficient management of contact data
- Reduced risk of the system failing while emergency alerts are being distributed to the public
- An additional method to contact and coordinate first responders during emergencies

#### **Duwamish River Opportunity Fund - \$250,000**

The Duwamish River Opportunity Fund will enhance existing programs and or support new programs focused on addressing challenges faced by communities in the Duwamish River area. Supported programs may be run by the City or through partnership with other jurisdictions and community organizations. The community recently identified a broad set of challenges including environmental, economic and health issues that need to be addressed. This fund is one component of a broader City effort to improve the quality of life and restore the health of Duwamish River communities. The City partners with King County and the Port of Seattle in this effort. The specific process and criteria for the disbursement of these funds will be developed in early 2014.

# Finance General

## **Pioneer Square Public Toilet - \$225,000**

The lack of a safe, accessible public restroom facility has long been a concern in Pioneer Square. The Pioneer Square community worked with the City to locate a public restroom in the area. This contingency funding is for procuring and installing a public toilet in Pioneer Square patterned after the "Portland Loo" model. The community chose a site that has been approved by Seattle Department of Transportation and the Pioneer Square Preservation Board. City departments will be responsible for purchasing, transporting, and installing the public restroom. This is contingency funding in the event that private funding for this project does not materialize.

## **Interbay Housing Project - \$150,000**

This action provides funding for operations for the Interbay Housing Project, which is a project serving more than 100 residents. This development will provide integrated housing and services for homeless individuals with mentally ill and drug and alcohol addictions. The City anticipates this funding, in conjunction with other resources the project has already secured from a variety of sources, will complete the funding requirements for this project.

## **Human Services Funding Backfill - \$525,000**

The 2014 Proposed Budget reserves funding to backfill potential reductions in federal and state support for local critical human services programs. Specific backfill needs will be identified in 2014 and may include services such as long-term care case management for seniors, or shower and restroom facilities for homeless individuals.

## **Historic Theater Improvement Support - \$155,000**

The 2014 Proposed Budget supports historic theater improvements for the Egyptian and Moore theaters. These landmark theaters have significant maintenance and repair issues and this funding will help preserve the facilities and allow for continued public access in future years.

## **Unreinforced Masonry & Rental Registration Inspection Ordinance Outreach - \$150,000**

The 2014 Proposed Budget funds enhanced outreach and coordination with diverse communities on two housing related City Code changes. The City is in the process of developing seismic retrofit requirements for unreinforced masonry (URM) buildings, and also created a Rental Registration Inspection Ordinance (RRIO) program. These actions are designed to help ensure decent and safe housing for all. The Department of Planning and Development (DPD) oversees these rules and will provide outreach to impacted landlords and communities. This funding allows DPD to fund enhanced and targeted outreach and other activities for diverse communities that may require more tailored and culturally-specific interactions. DPD will work with community partners to allocate these funds.

## **Budget System Implementation - \$500,000**

The 2014 Proposed Budget increases the Budget System Replacement Reserve to \$700,000 in Finance General and separately allocates approximately \$500,000 of existing bond funds for this project in 2014. This project will require an additional \$300,000 in 2015. This is a joint project of the City Budget Office and the Legislative Department which began in 2013. More detail on this project can be found in the City Budget Office section.

## **Gender Wage Equity Reserve - \$1,500,000**

The 2014 Proposed Budget creates a reserve to fund recommendations that the Gender Equity In Pay Task Force will develop, including salary changes that may be necessary to ensure equal pay among City employees. Mayor McGinn convened the Gender Equity Task Force to assist the City in the area of gender equity in pay. See the Office of Civil Rights budget section for additional details on this issue.

# Finance General

## **Transit Pass Subsidy - (\$1,494,413)**

The City modified the transit pass program for City employees resulting in savings to the General Fund while providing an enhanced employee benefit. Under the old approach, the City paid for one-zone, unlimited trip passes. The City paid a fixed rate per pass regardless of how many trips were taken. Under the new approach, the City is only obligated to pay for trips actually taken. This provides an enhanced benefit because the pass will also cover two-zone trips and will save the City for not incurring costs for unused trips.

## **Pacific Place Garage General Fund Reduction - (\$2,031,760)**

The Pacific Place Garage Fund is currently running a cash deficit. The 2013 Adopted and 2014 Endorsed budgets assumed the General Fund would provide funding to cover the operating shortfalls to keep the fund from creating a larger negative balance. In lieu of General Fund support, the 2014 Proposed Budget provides an increased loan to the Pacific Place Garage Fund. The loan will be repaid when the City sells the facility, pursuant to an option in the original financing agreement.

## **Proposed Technical Changes**

### **Citywide Adjustments for Standard Cost Changes - \$5,997,501**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, health care, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

### **Transfer budget to departments - (\$2,019,678)**

This action moves existing budget held in Finance General to department budgets, including the Office of Economic Development, Community Police Commission and the Seattle Police Department. Additional detail can be found in these department budget sections.

### **Updated Costs for Recurring Expenses - \$754,018**

Updated cost projections include non-programmatic changes that reflect latest cost estimates for recurring expenses or different financing plans to fund ongoing services. Examples of adjustments include increases in funding to the City's Emergency Subfund to maintain target balances, reductions in debt service costs, and a partial shift in streetlight costs from the General Fund to the Cumulative Reserve Subfund.

# Finance General

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Appropriation to General Fund Subfunds and Special Funds Budget Control</b>					
Arts Account		4,967,327	4,693,229	4,639,449	5,689,702
Cumulative Reserve Subfund - Capital Projects Account		500,000	500,000	500,000	400,000
Cumulative Reserve Subfund - Revenue Stabilization Account		9,715,000	4,058,000	4,226,000	4,292,950
Emergency Subfund		0	0	889,000	4,623,121
Finance and Administrative Services Fund		22,484,571	22,003,273	22,803,276	24,150,914
Garage Fund Loan Repayment		0	2,813,058	2,031,760	0
General Bond Interest/Redemption Fund		12,953,351	13,946,500	18,100,712	16,999,279
Information Technology Fund		4,149,718	4,609,011	4,977,292	3,974,939
Insurance		4,422,259	5,172,338	5,430,955	5,100,000
Judgment/Claims Subfund		1,191,062	632,690	755,901	755,901
<b>Total</b>	<b>2QA00</b>	<b>60,383,288</b>	<b>58,428,099</b>	<b>64,354,345</b>	<b>65,986,806</b>
<b>Reserves Budget Control</b>					
Budget System Reserve		0	200,000	200,000	700,000
Building Code Impact Support		0	0	0	150,000
Department of Justice Settlement Agreement Public Safety Reserve		127,822	4,587,500	4,591,200	5,821,522
District Energy Feasibility Study		0	175,000	0	0
Duwamish Opportunity Fund Support		0	0	0	250,000
Emergency Notification Alert System		0	0	0	345,000
EMS Enhancements		0	0	0	1,000,000
Fire Station 39 Housing Services		0	0	950,000	950,000
Gender Wage Equity Reserve		0	0	0	1,500,000
Get Engaged: City Boards and Commissions		31,960	32,696	33,416	33,416
Human Services Funding Backfill		0	0	0	525,000
Interbay Housing Project		0	0	0	150,000
License and Tax Portal Reserve		621,572	0	0	0
Neighborhood Business District Capital Projects		0	500,000	500,000	250,000
Paid Sick Leave Reserve		50,000	150,000	150,000	0
Police Patrol Reserve		0	1,000,000	0	0
Public Toilet Project		0	0	0	225,000
Recurring Reserve for Portable Art Rental		97,806	275,536	283,802	283,802

## Finance General

and Maintenance

Recurring Reserve-Election Expense	1,225,000	950,000	700,000	700,000
Recurring Reserve-Fire Hydrants	6,996,110	7,531,213	8,142,525	8,142,525
Recurring Reserve-Industrial Insurance	153,208	2,000,000	2,000,000	2,000,000
Pensions Payout				
Recurring Reserve-Office of Professional Accountability Auditor	135,031	153,090	160,745	160,745
Recurring Reserve-Pacific Science Center Lease Reserve	120,000	120,000	120,000	120,000
Recurring Reserve-Puget Sound Clean Air Agency	408,493	420,000	430,000	430,000
Recurring Reserve-Shooting Review Board Civilian	0	5,000	5,000	5,000
Recurring Reserve-State Examiner	660,264	750,000	768,750	768,750
Recurring Reserve-Street Lighting	11,334,712	12,363,223	11,486,259	9,686,259
Recurring Reserve-Transit Pass Subsidy	2,924,649	3,225,000	3,555,000	2,060,587
Recurring Reserve-Voter Registration	988,380	995,000	995,000	1,295,000
Retirement Benefit Study	134,497	0	0	0
Same-Sex Marriage Inequitable Tax Treatment Reserve	0	185,000	185,000	0
SDOT Efficiency Study	59,690	0	0	0
Seattle Arts and Culture Capital Award	12,000	0	0	0
Seattle Indian Services Commission	54,213	50,000	0	0
SODO Arena Proposal	0	1,000,000	0	0
Sound Transit - Sales Tax Offset	696,168	0	0	0
Tax Refund Interest Reserve	377,870	500,000	500,000	500,000
University of Washington Reserve	500,000	500,000	500,000	500,000
Wing Luke Museum	21,079	0	0	0
Yesler Terrace Project Support	0	150,000	0	0
<b>Total</b>	<b>2QD00</b>	<b>27,730,523</b>	<b>37,818,258</b>	<b>36,256,696</b>
<b>Support to Operating Funds Budget Control</b>				
Drainage and Wastewater Fund	1,193,307	1,139,072	1,166,569	1,213,287
Firefighters Pension Fund	18,874,972	18,272,657	18,060,245	18,047,538
Housing Operating Fund-Supp to Op Fund	39,472	0	0	0
Human Services Operating Fund	54,317,473	59,176,360	61,833,747	67,438,561
Library Fund	48,471,630	48,044,387	50,131,066	48,002,760
Low Income Housing Fund	46,462	0	0	0
Neighborhood Matching Subfund	2,779,022	2,891,284	2,966,138	3,529,677
Parks and Recreation Fund	80,553,584	85,229,626	90,654,698	89,013,950

## Finance General

Planning and Development Fund		9,659,111	9,651,050	9,831,256	10,409,914
Police Relief and Pension Fund		20,187,236	18,987,071	18,557,893	20,716,054
Seattle Center Fund		12,747,002	12,966,348	13,463,862	13,177,592
Transportation Fund		37,937,369	36,701,169	38,976,028	40,424,670
<b>Total</b>	<b>2QE00</b>	<b>286,806,640</b>	<b>293,059,023</b>	<b>305,641,501</b>	<b>311,974,002</b>
<b>Department Total</b>		<b>374,920,452</b>	<b>389,305,380</b>	<b>406,252,542</b>	<b>416,513,413</b>

<b>Department Full-time Equivalents Total*</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
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*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

# Finance General

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

### **Appropriation to General Fund Subfunds and Special Funds Budget Control Level**

The purpose of the Appropriation to General Fund Subfunds and Special Funds Budget Control Level is to appropriate General Subfund resources, several of which are based upon the performance of certain City revenues, to bond redemption or special purpose funds. These appropriations are implemented as operating transfers to the funds, subfunds, or accounts they support.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Arts Account	4,967,327	4,693,229	4,639,449	5,689,702
Cumulative Reserve Subfund - Capital Projects Account	500,000	500,000	500,000	400,000
Cumulative Reserve Subfund - Revenue Stabilization Account	9,715,000	4,058,000	4,226,000	4,292,950
Emergency Subfund	0	0	889,000	4,623,121
Finance and Administrative Services Fund	22,484,571	22,003,273	22,803,276	24,150,914
Garage Fund Loan Repayment	0	2,813,058	2,031,760	0
General Bond Interest/Redemption Fund	12,953,351	13,946,500	18,100,712	16,999,279
Information Technology Fund	4,149,718	4,609,011	4,977,292	3,974,939
Insurance	4,422,259	5,172,338	5,430,955	5,100,000
Judgment/Claims Subfund	1,191,062	632,690	755,901	755,901
<b>Total</b>	<b>60,383,288</b>	<b>58,428,099</b>	<b>64,354,345</b>	<b>65,986,806</b>



# Finance General

## Reserves Budget Control Level

The purpose of the Reserves Budget Control Level is to provide appropriation authority to those programs for which there is no single appropriate managing department, or for which there is Council and/or Mayor desire for additional budget oversight.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Budget System Reserve	0	200,000	200,000	700,000
Building Code Impact Support	0	0	0	150,000
Department of Justice Settlement Agreement Public Safety Reserve	127,822	4,587,500	4,591,200	5,821,522
District Energy Feasibility Study	0	175,000	0	0
Duwamish Opportunity Fund Support	0	0	0	250,000
Emergency Notification Alert System	0	0	0	345,000
EMS Enhancements	0	0	0	1,000,000
Fire Station 39 Housing Services	0	0	950,000	950,000
Gender Wage Equity Reserve	0	0	0	1,500,000
Get Engaged: City Boards and Commissions	31,960	32,696	33,416	33,416
Human Services Funding Backfill	0	0	0	525,000
Interbay Housing Project	0	0	0	150,000
License and Tax Portal Reserve	621,572	0	0	0
Neighborhood Business District Capital Projects	0	500,000	500,000	250,000
Paid Sick Leave Reserve	50,000	150,000	150,000	0
Police Patrol Reserve	0	1,000,000	0	0
Public Toilet Project	0	0	0	225,000
Recurring Reserve for Portable Art Rental and Maintenance	97,806	275,536	283,802	283,802
Recurring Reserve-Election Expense	1,225,000	950,000	700,000	700,000
Recurring Reserve-Fire Hydrants	6,996,110	7,531,213	8,142,525	8,142,525
Recurring Reserve-Industrial Insurance Pensions Payout	153,208	2,000,000	2,000,000	2,000,000
Recurring Reserve-Office of Professional Accountability Auditor	135,031	153,090	160,745	160,745
Recurring Reserve-Pacific Science Center Lease Reserve	120,000	120,000	120,000	120,000
Recurring Reserve-Puget Sound Clean Air Agency	408,493	420,000	430,000	430,000
Recurring Reserve-Shooting Review Board Civilian	0	5,000	5,000	5,000

## Finance General

Recurring Reserve-State Examiner	660,264	750,000	768,750	768,750
Recurring Reserve-Street Lighting	11,334,712	12,363,223	11,486,259	9,686,259
Recurring Reserve-Transit Pass Subsidy	2,924,649	3,225,000	3,555,000	2,060,587
Recurring Reserve-Voter Registration	988,380	995,000	995,000	1,295,000
Retirement Benefit Study	134,497	0	0	0
Same-Sex Marriage Inequitable Tax Treatment Reserve	0	185,000	185,000	0
SDOT Efficiency Study	59,690	0	0	0
Seattle Arts and Culture Capital Award	12,000	0	0	0
Seattle Indian Services Commission	54,213	50,000	0	0
SODO Arena Proposal	0	1,000,000	0	0
Sound Transit - Sales Tax Offset	696,168	0	0	0
Tax Refund Interest Reserve	377,870	500,000	500,000	500,000
University of Washington Reserve	500,000	500,000	500,000	500,000
Wing Luke Museum	21,079	0	0	0
Yesler Terrace Project Support	0	150,000	0	0
<b>Total</b>	<b>27,730,523</b>	<b>37,818,258</b>	<b>36,256,696</b>	<b>38,552,605</b>

### **Support to Operating Funds Budget Control Level**

The purpose of the Support to Operating Funds Budget Control Level is to appropriate General Subfund resources to support the operating costs of line departments that have their own operating funds. These appropriations are implemented as operating transfers to the funds or subfunds they support.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Drainage and Wastewater Fund	1,193,307	1,139,072	1,166,569	1,213,287
Firefighters Pension Fund	18,874,972	18,272,657	18,060,245	18,047,538
Housing Operating Fund-Supp to Op Fund	39,472	0	0	0
Human Services Operating Fund	54,317,473	59,176,360	61,833,747	67,438,561
Library Fund	48,471,630	48,044,387	50,131,066	48,002,760
Low Income Housing Fund	46,462	0	0	0
Neighborhood Matching Subfund	2,779,022	2,891,284	2,966,138	3,529,677
Parks and Recreation Fund	80,553,584	85,229,626	90,654,698	89,013,950
Planning and Development Fund	9,659,111	9,651,050	9,831,256	10,409,914
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Seattle Center Fund	12,747,002	12,966,348	13,463,862	13,177,592
Transportation Fund	37,937,369	36,701,169	38,976,028	40,424,670
<b>Total</b>	<b>286,806,640</b>	<b>293,059,023</b>	<b>305,641,501</b>	<b>311,974,002</b>

# Office of Hearing Examiner

Sue Tanner, Hearing Examiner

(206) 684-0521

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

## Department Overview

The Office of Hearing Examiner is Seattle's quasi-judicial forum for reviewing factual and legal issues raised by the application of City Code requirements to specific people or property. As authorized by the Seattle Municipal Code, the Office conducts hearings and decides appeals in cases where citizens disagree with a decision made by a City agency. Many of the matters appealed to the Hearing Examiner relate to land use and environmental permit decisions and interpretations made by the Department of Planning and Development. The Hearing Examiner also hears appeals in many other subject areas and makes recommendations to the City Council on rezone petitions, major institution master plans, and other Council land-use actions. Pursuant to authority granted in 2004, the Hearing Examiner also provides contract hearing examiner services to other local governments.

The Hearing Examiner and Deputy Hearing Examiners, appointed by the Hearing Examiner, handle all pre-hearing matters, regulate the conduct of hearings, and prepare decisions and recommendations based upon the hearing record and applicable law. The Code requires all examiners to be attorneys with training and experience in administrative hearings. The Hearing Examiner also appoints an executive assistant to oversee the administrative areas of the office, a legal assistant to assist with hearings and decision preparation, and an administrative specialist to support all other office positions and provide information to the public.

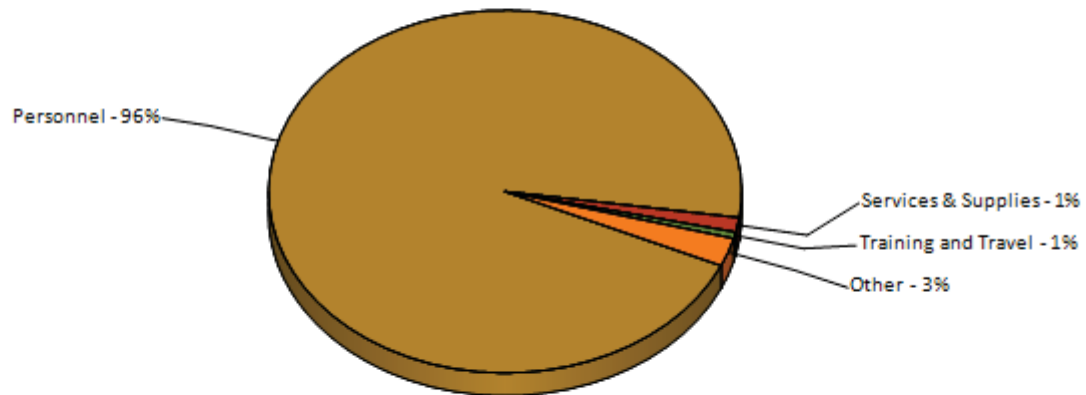
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$587,658	\$635,100	\$656,328	\$648,247
<b>Total Operations</b>	<b>\$587,658</b>	<b>\$635,100</b>	<b>\$656,328</b>	<b>\$648,247</b>
 <b>Total Appropriations</b>	 <b>\$587,658</b>	 <b>\$635,100</b>	 <b>\$656,328</b>	 <b>\$648,247</b>
Full-time Equivalent Total*	4.63	4.63	4.63	4.63

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

# Office of Hearing Examiner

## 2014 Proposed Budget - Expenditure by Category



### Budget Overview

The 2014 Proposed Budget makes minor technical changes to the 2014 Endorsed Budget.

### Incremental Budget Changes

#### Office of Hearing Examiner

	2014 Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 656,328</b>	<b>4.63</b>
<b>Proposed Technical Changes</b>		
Eliminate Funding for Postini Spam Software	-\$ 69	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 8,012	0.00
<b>Total Incremental Changes</b>	<b>-\$ 8,081</b>	<b>0.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 648,247</b>	<b>4.63</b>

# Office of Hearing Examiner

## Descriptions of Incremental Budget Changes

### Proposed Technical Changes

#### **Eliminate Funding for Postini Spam Software - (\$69)**

The City has adopted Microsoft Office 365 as its new software platform, and as a result City departments no longer need to purchase separate anti-spam software.

#### **Citywide Adjustments for Standard Cost Changes - (\$8,012)**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Office of Hearing Examiner Budget Control Level	V1X00	587,658	635,100	656,328	648,247
<b>Department Total</b>		<b>587,658</b>	<b>635,100</b>	<b>656,328</b>	<b>648,247</b>

<b>Department Full-time Equivalents Total*</b>	<b>4.63</b>	<b>4.63</b>	<b>4.63</b>	<b>4.63</b>
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*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

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

### Office of Hearing Examiner Budget Control Level

The purpose of the Office of Hearing Examiner Budget Control Level is to conduct fair and impartial hearings in all subject areas where the Seattle Municipal Code grants authority to do so (there are currently more than 75 subject areas) and to issue decisions and recommendations consistent with applicable law.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Office of Hearing Examiner	587,658	635,100	656,328	648,247
<b>Total</b>	<b>587,658</b>	<b>635,100</b>	<b>656,328</b>	<b>648,247</b>
Full-time Equivalents Total*	4.63	4.63	4.63	4.63

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



# Immigrant and Refugee Affairs

Magdaleno Rose-Avila, Director

(206)-233-3886

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

## Department Overview

The Office of Immigrant and Refugee Affairs (OIRA) facilitates the successful integration of immigrants and refugees into Seattle's civic, economic, and cultural life; celebrates their diverse cultures and contributions to Seattle; and advocates on behalf of immigrants and refugees.

OIRA works with the Immigrant and Refugee Commission, community partners, and City departments to define and achieve desired outcomes for City investments for immigrants and refugees. According to the 2010 U.S. Census, immigrants and refugees comprise more than 17% of Seattle's population. It is OIRA's job to ensure that these residents are effectively connected with City services.

OIRA is dedicated to supporting the City's Race and Social Justice Initiative by improving services and better engaging immigrant and refugee communities. OIRA also partners and collaborates with other City departments, government agencies, community organizations and the private sector.

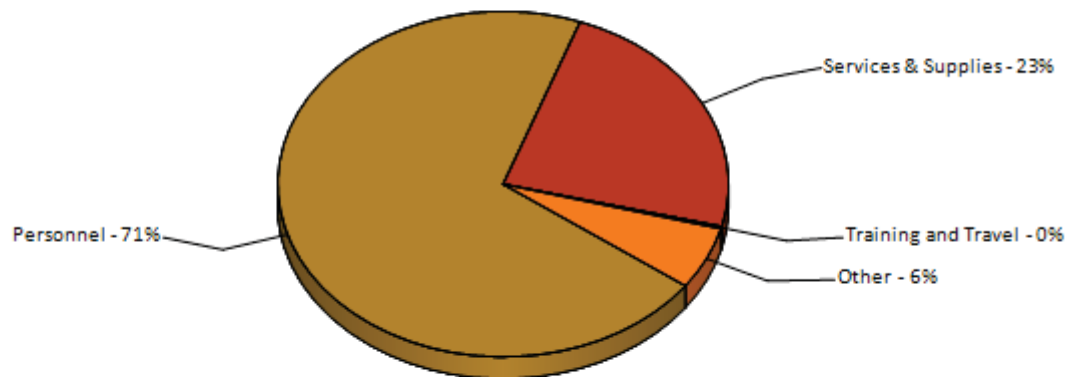
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$132,646	\$355,797	\$367,588	\$458,650
<b>Total Operations</b>	<b>\$132,646</b>	<b>\$355,797</b>	<b>\$367,588</b>	<b>\$458,650</b>
 <b>Total Appropriations</b>	 <b>\$132,646</b>	 <b>\$355,797</b>	 <b>\$367,588</b>	 <b>\$458,650</b>
Full-time Equivalent Total*	2.00	3.00	3.00	3.00

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

# Immigrant and Refugee Affairs

## 2014 Proposed Budget - Expenditure by Category



### Budget Overview

2014 will mark the Office of Immigrant and Refugee Affairs' (OIRA) second full year as a City department. OIRA continues to provide outreach to immigrant and refugee communities to ensure that City programs are serving those communities efficiently and effectively.

The 2014 Proposed Budget maintains OIRA's 2014 Endorsed Budget staffing level and budget allocation. In addition, the 2014 Proposed Budget also funds a Refugee Women Civic Leadership Institute. This pilot project will train 30-40 young refugee women in civic engagement and activism, with the goal of empowering these women and their communities and encouraging civic engagement.

### Incremental Budget Changes

#### Immigrant and Refugee Affairs

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 367,588</b>	<b>3.00</b>
<b>Baseline Changes</b>		
Adjustments to Central Cost Allocations	-\$ 19,849	0.00



# Immigrant and Refugee Affairs

## Proposed Changes

Create the Refugee Women Civic Leadership Institute Pilot Project (One-Time)	\$ 100,000	0.00
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## Proposed Technical Changes

Transfer Translation Funds from the Office of Civil Rights (OCR)	\$ 16,000	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 5,089	0.00

<b>Total Incremental Changes</b>	<b>\$ 91,062</b>	<b>0.00</b>
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<b>2014 Proposed Budget</b>	<b>\$ 458,650</b>	<b>3.00</b>
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## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Adjustments to Central Cost Allocations - (\$19,849)**

The 2014 Proposed Budget makes technical adjustments reflecting changes in central cost allocations. These adjustments update initial assumptions about costs and inflators made in the first year of the biennium.

### Proposed Changes

#### **Create the Refugee Women Civic Leadership Institute Pilot Project (One-Time) - \$100,000**

This item provides one-time funding for a pilot Civic Leadership Institute which will train 40 female representatives from Seattle's diverse refugee community. The goal of the institute is to better integrate Seattle's refugee communities into the City's civic, economic and cultural life, by empowering women and encouraging them to share their knowledge with others in their communities. The Safe Communities Initiative, a broad community outreach project that gave residents the opportunity to give their input on how the city could improve safety, identified the need for increased engagement with immigrant and refugee communities. The institute will train the women in civic engagement and will also include officers from the Seattle Police Department in an effort to increase cultural understanding and trust.

### Proposed Technical Changes

#### **Transfer Translation Funds from the Office of Civil Rights (OCR) - \$16,000**

This item transfers translation services for small departments from the Seattle Office of Civil Rights (OCR) to OIRA. Managing translation services will improve OIRA's ability to coordinate outreach and communication with non-English speakers throughout the City.

#### **Citywide Adjustments for Standard Cost Changes - (\$5,089)**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare,

# Immigrant and Refugee Affairs

workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

## Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Office of Immigrant and Refugee Affairs Budget Control Level	X1N00	132,646	355,797	367,588	458,650
<b>Department Total</b>		<b>132,646</b>	<b>355,797</b>	<b>367,588</b>	<b>458,650</b>

<b>Department Full-time Equivalents Total*</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

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

### Office of Immigrant and Refugee Affairs Budget Control Level

The purpose of the Office of Immigrant and Refugee Affairs Budget Control Level is to facilitate the successful integration of immigrants and refugees into Seattle's civic, economic, and cultural life, to celebrate their diverse cultures and contributions to Seattle, and to advocate on behalf of immigrants and refugees.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Office of Immigrant and Refugee Affairs	132,646	355,797	367,588	458,650
<b>Total</b>	<b>132,646</b>	<b>355,797</b>	<b>367,588</b>	<b>458,650</b>
Full-time Equivalents Total*	2.00	3.00	3.00	3.00

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

# Department of Information Technology

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Erin Devoto, Director & Chief Technology Officer

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

## Department Overview

The Department of Information Technology (DoIT) manages the City's information technology infrastructure and performs strategic information technology (IT) planning to help City government serve Seattle's residents and businesses. DoIT is organized into four major divisions: Technology Infrastructure; Technology Leadership and Governance; Office of Electronic Communications; and Finance and Administration.

The **Technology Infrastructure** division builds and operates the City's communications and computing assets, which include the City's telephone, radio, and e-mail systems, and the networks and servers. The City's technology and network infrastructure, as operated by DoIT, is used by every department to deliver power, water, recreation, public safety, and human services to the people of Seattle. DoIT also develops, supports, and oversees systems and policies that increase the convenience and security of the City's technology systems.

The **Technology Leadership and Governance** division provides strategic direction and coordination on technology for the City, including information security policy and management, development of a multi-year strategic plan for information technology, development of common standards and architectures to deliver City services more efficiently and effectively, and IT project management and monitoring.

The **Office of Electronic Communications** division oversees and operates the City's government-access television station (the Seattle Channel) and websites (seattlechannel.org and seattle.gov). Services provided include: new television and on-line programming, live Web streaming, indexed videos on demand, web-based applications, and other interactive services aimed at improving access to government services, information, and decision makers. It also oversees the City's cable television franchises with Comcast and Wave Division I and it manages the department's community outreach programs, including the Technology Matching Fund (TMF) program, which supports community efforts to close the digital divide and encourage a technology-healthy city.

The **Finance and Administrative Services** division provides finance, budget, accounting, human resources, administrative, and contracting services for DoIT.

DoIT provides services to other City departments, that in turn, pay DoIT for those services they purchase. As such, DoIT receives revenue from most of the major fund sources within the City, including the General Fund, Seattle City Light, Seattle Public Utilities, Seattle Department of Transportation, Seattle Department of Planning and Development, and the Retirement Fund. DoIT also receives funds from the City's Cable Television Subfund, as well as from grants, and from other government agencies external to the City (e.g., the Seattle School District, the Port of Seattle, etc.) that buy DoIT services for special projects.

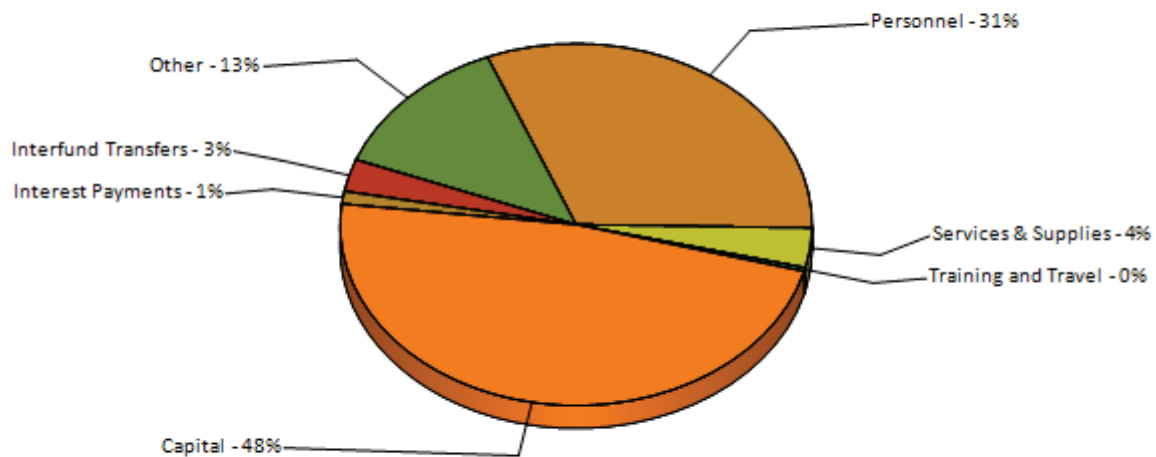
# Department of Information Technology

## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$4,149,718	\$4,609,011	\$4,977,292	\$3,974,938
Other Funding - Operating	\$35,118,277	\$39,053,736	40,899,189	\$37,807,611
<b>Total Operations</b>	<b>\$39,267,995</b>	<b>\$43,662,747</b>	<b>\$45,876,481</b>	<b>\$41,782,549</b>
Other funding - Capital	\$8,359,997	\$12,457,424	\$41,391,152	\$37,807,362
<b>Total Appropriations</b>	<b>\$47,627,992</b>	<b>\$56,120,171</b>	<b>\$87,267,634</b>	<b>\$79,589,912</b>
Full-time Equivalent Total*	190.25	192.25	192.25	193.25

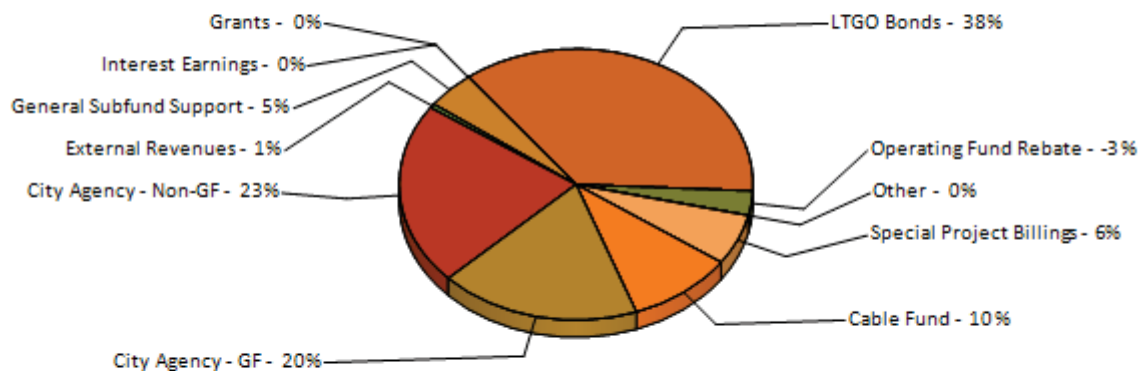
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

## 2014 Proposed Budget - Expenditure by Category



# Department of Information Technology

## 2014 Proposed Budget - Revenue by Category



## Budget Overview

As an internal service department, the Department of Information Technology (DoIT) bills other City departments for the services it provides. DoIT's 2014 Proposed Budget includes operating efficiencies that lead to decreased charges to all City department customers.

The department places its highest priority on direct support for public safety services, including the ability for the City to maintain and operate core communication and computing functions during and after emergencies. Its next priority is those functions that ensure the telecommunications environment is reliable and secure on an ongoing basis. Given the reliance of all City departments on technology, DoIT's 2014 Proposed Budget will keep critical Information Technology (IT) systems fully operational and will support new ways to deliver IT services more efficiently while addressing emerging needs.

### Planning for the Next Generation Data Center

In 2012, the City identified an electrical system problem in the Seattle Municipal Tower (SMT) that directly impacted the City's primary data center and other information technology infrastructure housed in the SMT but managed by City Light and the Department of Transportation. City staff repaired the system and determined that the City needed a new approach to data system management to avoid similar problems in the future. The City hired an engineering consultant in 2012 to develop preliminary options and costs for an upgraded system of data centers. The City set a three-year timeline to complete the project, with 2013 as the first year for funding.

The project Steering Committee, which includes senior executives from DoIT, Finance and Administrative Services, City Budget Office, Seattle Police Department, Seattle City Light and Seattle Public Utilities, approved the

# Department of Information Technology

following strategy for the new data center:

- Use two locations to maximize options for data recovery in the event of an emergency, with a new primary facility within the greater Puget Sound area and a smaller secondary facility in a location outside the Puget Sound region;
- Locate the data center in an existing facility already outfitted for that purpose rather than building a new facility. This option has lower upfront costs and a faster move-in timeframe;
- Acquire up to 6,000 square feet at the primary facility, with an additional 4,000 square feet maximum at the secondary location; and
- Adopt guiding principles for how departments will share network services, storage, management services and physical space in the new data center.

In 2014, the City will develop a detailed design addressing the technology, facility, governance, services and relocation process. In addition, DoIT will begin buying equipment, testing, and piloting and final location selection. Preliminary cost estimates for the new data center range from \$27 million to \$39 million depending on which choices are made to meet the City's needs. DoIT expects to complete the project in 2015. While the City's goal is to incorporate all systems into the new data center, there are a number of critical systems that are housed outside the City's main data center. DoIT is working with other departments to create a plan to either move these systems into the new data center or upgrade the systems to increase resiliency and business continuity.

## Technology Initiatives

DoIT plays a key role in coordinating Citywide technology initiatives that leverage cooperation among departments to provide value to internal and external customers. For example, DoIT manages and supports many software applications used by some or all City departments. The 2014 Proposed Budget adds two new items to DoIT to provide cost savings and work efficiencies. First, as part of the 2014 Office 365 upgrade, the City will upgrade its SharePoint software. The new software has significantly greater capabilities than the existing software and will allow departments to share files and improve online collaboration with both internal and external customers. DoIT will administer the software to provide Citywide standards and ensure complete use of all the product's capabilities.

In a similar vein, in recent years both the Seattle Police Department and the Seattle Department of Transportation have used grants to implement broadband wireless data coverage to support public safety and transportation services in the City. Internal and external agencies, such as King County Metro Transit, have sought to share access to the network rather than building their own networks. DoIT will take over central management of the wireless networks, better positioning the City to provide access to the system to other departments and agencies to save costs and create potential opportunities to generate revenue from external sources for the City.

Due to technology change, in 2014 DoIT will no longer maintain the network serving BlackBerry devices. As a result, departments are phasing out their BlackBerry devices and replacing them with other types of smartphones. The replacement smartphones have higher monthly charges and replacement costs, which are included in the DoIT rates to the relevant departments.

## Technology Security and Efficiencies

DoIT recognizes that data security is a vital component of information technology. With funding in the 2014 Proposed Budget, DoIT will enhance cyber security with upgraded software to protect the City's data and reduce the risk of a security breach. These measures comply with regulations governing credit card payments and the Health Insurers Portability and Accountability Act (HIPAA). In addition, the funding for projects and programs that support the City's technology security systems (hardware, software, etc.) resides in multiple programs within the Capital Improvement Program (CIP). A new Information Technology (IT) Security Program created in the CIP consolidates the existing funding into one program and provides straightforward tracking of IT security costs.

# Department of Information Technology

## Upgrades to Existing Software

DoIT relies on two important software systems to track help desk tickets and changes to the Citywide technology environment. Both systems are outdated and in need of upgrades. In 2014, DoIT will replace both of these systems with a single solution that will result in better tracking of problems and impacts across the network. DoIT planned to start this project in 2015, but in order to leverage other required changes due to the implementation of the Next Generation Data Center project it is more efficient to begin in 2014.

In terms of other software upgrades, the 2014 Proposed Budget also replaces core public safety radio system software. The City of Seattle is part of the Regional 800MHz Radio System that is used by both the Seattle Police and Fire Departments in emergencies for communication. A portion of the City's system is old and the technology is no longer supported. As the system is part of the regional infrastructure, the Regional Communication Board voted in favor of proceeding with this work and DoIT will proceed with the upgrade in 2014.

## Cable Television Franchise Fee

The Cable Television Franchise Fund (Cable Fund) receives franchise fees from cable television providers. Over the last several years, the department used these revenues to support technology access programs previously funded by the General Fund. The 2014 Proposed Budget continues previous uses of the Cable Fund for project management for the Web Team, web application support service to City departments, and administrative support for community outreach.

The Cable Fund recently received a small increase in revenues when Comcast raised its rates on home television service. In 2013, the Cable Fund also received one-time revenue from selling property previously used for production of public access television by the now defunct Seattle Community Access Network to Seattle City Light. Slow future revenue growth at current franchise rates, coupled with inflationary increases on expenditures, however, will lead to financial pressures on the fund in future years. Based on current projections, the fund will encounter a shortfall beginning in 2017. DoIT will know more about future revenue projections after the current franchise agreements are renegotiated in 2015-2017.

## Incremental Budget Changes

### Department of Information Technology

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 87,267,634</b>	<b>192.25</b>
<b>Baseline Changes</b>		
Increased Software and Maintenance Costs	\$ 165,448	0.00

# Department of Information Technology

## Proposed Changes

Next Generation Data Center	-\$ 8,728,816	0.00
Upgrade City's Radio Infrastructure	\$ 1,500,000	0.00
Increase in Wireless Charges	\$ 217,832	0.00
Upgrade Service Management Software	\$ 150,000	0.00
Centralize Management of Wireless Networks	\$ 148,648	1.00
Add SharePoint Administrator	\$ 142,527	1.00
Change Operating System Software Licensing Method	\$ 105,968	0.00
Consolidate and Enhance IT Security	\$ 82,800	0.00
Provide Video Voters Guide	\$ 21,094	0.00
Internal Organizational and Funding Changes	-\$ 144,490	-1.00
Upgrade Telephone Technology	-\$ 111,775	0.00
Reduce Cable Fund Professional Services Contingency	-\$ 25,000	0.00

## Proposed Technical Changes

Adjustment for Debt Service Costs	-\$ 1,289,054	0.00
Eliminate Funding for Postini Spam Software	-\$ 2,439	0.00
Citywide Adjustments for Standard Cost Changes	\$ 89,535	0.00

<b>Total Incremental Changes</b>	<b>-\$ 7,677,722</b>	<b>1.00</b>
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<b>2014 Proposed Budget</b>	<b>\$ 79,589,912</b>	<b>193.25</b>
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## Descriptions of Incremental Budget Changes

### Baseline Changes

#### Increased Software and Maintenance Costs - \$165,448

This increase pays for higher software licensing costs and funds the increase in cost for use of the Department of Planning and Development report server.

### Proposed Changes

#### Next Generation Data Center - (\$8,728,816)

The Next Generation Data Center will cost between \$27 million to \$39 million, depending on the options and functionality selected in the next project-planning phase, which DoIT expects to complete in 2014. In the meantime, cash flow needs for 2014 are lower than what the City anticipated in the 2014 Endorsed Budget. This change reduces the 2014 appropriation and shifts more spending to 2015 when occupation of the new data



# Department of Information Technology

center will begin. In 2014, \$2.6 million of the project costs are paid for by available fund balance in the DoIT operating fund. DoIT expects to complete the project in 2015. In addition to the core Data Center work, DoIT is also working with other departments to create a plan for the critical systems not housed in the City's main data center. These systems will eventually be moved to the new Data Center or remain in their current location with an upgrade to increase resiliency and business continuity.

## **Upgrade City's Radio Infrastructure - \$1,500,000**

A portion of the City's Regional 800MHz Radio System used by the Seattle Police and Fire Departments for communications in emergencies is outdated and needs replacement. The City operates this system as part of a regional system that includes King County, which collectively oversee the system through the Regional Communication Board. The Regional Communication Board recently voted in favor of replacing the outdated system. This budget change represents the City of Seattle's costs for system replacement.

## **Increase in Wireless Charges - \$217,832**

The City will no longer maintain the server network supporting wireless BlackBerry devices due to technology changes. As such, departments are transitioning to other types of smartphones, which typically have higher costs for both monthly charges and replacement phone costs. This item provides DoIT appropriation to pay for the increase in the wireless bills directly to the service vendor. The increased costs are recovered from the affected departments through DoIT rates.

## **Upgrade Service Management Software - \$150,000**

This proposal upgrades the City's out-dated help desk ticket system and change management system that tracks network problems. This upgrade will replace two systems with one system that will allow DoIT to track problems in the City's information technology environment more efficiently. DoIT recommends making this change in 2014, rather than the original 2015 plan to better coincide with the implementation of the Next Generation Data Center project and leverage other changes that will need to be made at the same time. DoIT will use available fund balance to cover the 2014 project costs.

## **Centralize Management of Wireless Networks - \$148,648/1.00 FTE**

DoIT will centrally manage the separate wireless data networks installed downtown by the Seattle Police Department and along Rainier Avenue by the Seattle Transportation Department for public safety and transportation services. Instead of multiple departments creating separate networks this will allow DoIT to provide centralized oversight of the networks and better facilitate potential access to the networks for other departments and external agencies to share the networks.

## **Add SharePoint Administrator - \$142,527/1.00 FTE**

In 2014, DoIT will upgrade the City's primary email system to Office 365. Included in the upgrade is new SharePoint software. The existing SharePoint software has very limited functionality and is currently only used as basic file storage within the City. The new Sharepoint software includes increased functionality that can be used for collaboration ensuring team members have timely access to shared information. In addition, many departments intend to use the document management functions, providing a way to create versions of documents for better tracking. This upgrade will improve department's business processes and increase efficiency by making critical information accessible across departments. DoIT will add a position to manage the software, provide Citywide standards and ensure its comprehensive use.

## **Change Operating System Software Licensing Method - \$105,968**

As part of the City's transition to Microsoft Office 365 software for the City's primary email system the contract

# Department of Information Technology

with Microsoft changed the licensing method for email and software products. Previously licenses were linked to the number of devices. Going forward departments will pay for a license per person and each person may use up to five separate devices. The 2014 Endorsed Budget assumed the City would need 10,000 licenses, but costs increased due to changes in both the licensing terms and the total number of licenses needed for the City.

## **Consolidate and Enhance IT Security - \$82,800**

DoIT will upgrade software to enhance the City's cyber security and comply with regulations governing credit cards and Health Insurers Portability and Accountability Act (HIPPA). This upgrade will protect the City's data and reduce the risk of a security breach. DoIT will also create a new Information Technology (IT) Security program in the Capital Improvement Program that consolidates funding for projects and programs that support the City's IT technology security systems into one program for easier tracking. The 2014 costs will come from available fund balance in DoIT's operating fund.

## **Provide Video Voters Guide - \$21,094**

The Seattle Channel produces a video voters' guide during municipal election years to provide the public another avenue to learn about measures on the ballot. The Cable Television Franchise Fund (Cable Fund) provides revenues to cover the cost of this item.

## **Internal Organizational and Funding Changes - (\$144,490)/(1.00) FTE**

DoIT is reorganizing certain functions to align staff and budget with existing practices to put DoIT in a better position to provide their services at a lower cost to its customers. The reorganization will:

- Reassign two staff to the Project Management Office to support DoIT owned projects;
- Create a Deputy Director for the Communications Technologies functions to balance span of control;
- Consolidate and centralize spending related to security activities under the Chief Information Security Officer;
- Restructure oversight on City IT projects to reduce redundant work on projects and reduce one staff; and
- Transfer one position from the Service Desk Team to the Desktop Support Team for increased support related to desktop computer changes including the Windows 7 upgrade.

Also, in response to customer and Washington State Auditor feedback, DoIT will change how they charge customers for the Finance and Administration Budget Control Level (BCL). Previously the costs were distributed directly to City funds based on total expenditures, but now these costs will be distributed across all of DoIT's services as an overhead cost included in the rates. This allows non-City agencies to share in the costs of DoIT's Finance and Administration BCL.

## **Upgrade Telephone Technology - (\$111,775)**

In 2014, DoIT continues its seven-year plan to upgrade the City's landline telephone systems to a more efficient standard with upgrades to existing software and a new landline contract resulting in a cost savings.

## **Reduce Cable Fund Professional Services Contingency - (\$25,000)**

Historically, the Cable Fund kept an amount set aside in its budget for professional services for unplanned legal costs. The fund has not needed this allocation for the past five years. Therefore, DoIT reduces this appropriation in the 2014 budget making it available for other uses.

# Department of Information Technology

## Proposed Technical Changes

### **Adjustment for Debt Service Costs - (\$1,289,054)**

In 2013, DoIT paid off bonds issued five years ago for the City's interactive voice response system and data storage and no longer needs the appropriation for the debt service amounts.

### **Eliminate Funding for Postini Spam Software - (\$2,439)**

The City has adopted Microsoft Office 365 as its new software platform, and as a result City departments no longer need to purchase separate anti-spam software.

### **Citywide Adjustments for Standard Cost Changes - \$89,535**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

## **Expenditure Overview**

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Finance and Administration Budget Control</b>					
Finance and Administration		2,173,162	2,625,525	2,713,931	2,724,468
General and Administration		3,611,599	8,247,798	36,383,981	28,047,250
<b>Total</b>	<b>D1100</b>	<b>5,784,761</b>	<b>10,873,323</b>	<b>39,097,912</b>	<b>30,771,718</b>
<b>Office of Electronic Communications Budget Control</b>					
Citywide Web Team		2,241,800	2,082,106	2,149,251	2,279,790
Community Technology		1,223,236	1,309,230	1,342,624	1,344,485
Office of Cable Communications		663,298	733,013	753,171	729,694
Seattle Channel		2,782,825	3,200,786	3,242,254	3,270,028
<b>Total</b>	<b>D4400</b>	<b>6,911,159</b>	<b>7,325,135</b>	<b>7,487,300</b>	<b>7,623,997</b>
<b>Technology Infrastructure Budget Control</b>					
Communications Shop		1,574,927	1,797,287	1,855,789	1,893,257
Data Network Services		2,950,127	3,962,394	4,109,214	4,027,429
Enterprise Computing Services		6,838,299	8,343,106	9,356,655	8,469,846
Messaging, Collaboration and Directory Services		1,764,468	2,505,760	3,486,285	3,566,472
Radio Network		1,226,879	1,226,644	1,264,909	2,602,166
Service Desk		1,363,027	1,242,912	1,276,546	1,209,240
Technical Support Services		1,822,715	2,018,271	2,078,283	2,032,828
Technology Engineering and Project		3,415,223	4,686,636	4,828,011	4,881,911

# Department of Information Technology

Management					
Technology Infrastructure Grants	1,653,481	0	0	0	
Telephone Services	9,628,516	8,876,979	9,088,241	8,747,424	
Warehouse	746,674	1,241,110	1,272,303	1,273,483	
<b>Total</b>	<b>D3300</b>	<b>32,984,336</b>	<b>35,901,098</b>	<b>38,616,236</b>	<b>38,704,056</b>
<b>Technology Leadership and Governance Budget Control</b>					
Citywide Technology Leadership and Governance	1,947,736	2,020,614	2,066,186	1,852,669	
Information Security Office	0	0	0	637,472	
<b>Total</b>	<b>D2200</b>	<b>1,947,736</b>	<b>2,020,614</b>	<b>2,066,186</b>	<b>2,490,141</b>
<b>Department Total</b>		<b>47,627,992</b>	<b>56,120,171</b>	<b>87,267,634</b>	<b>79,589,912</b>

<b>Department Full-time Equivalents Total*</b>	<b>190.25</b>	<b>192.25</b>	<b>192.25</b>	<b>193.25</b>	
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
542810	Cable Fund Allocation	7,990,656	8,446,895	8,669,198	8,709,785
	<b>Total Cable Fund</b>	<b>7,990,656</b>	<b>8,446,895</b>	<b>8,669,198</b>	<b>8,709,785</b>
541490	Technology Allocation (GF Depts)	5,045,040	10,734,567	11,021,916	12,378,548
541710	Rates (GF Depts)	96,894	0	0	0
541810	Rates (GF Depts)	93,137	169,240	135,947	142,834
542810	Rates (GF Depts)	5,934,067	2,481,862	2,562,255	2,755,173
542810	Special Project Billings (GF Depts)	101,552	0	0	0
542850	Rates (GF Depts)	753,089	985,849	1,017,608	1,084,762
562210	Rates (GF Depts)	58,327	70,238	71,889	72,512
	<b>Total City Agency - GF</b>	<b>12,082,105</b>	<b>14,441,756</b>	<b>14,809,615</b>	<b>16,433,829</b>
541490	Technology Allocation	15,806,614	16,552,910	16,753,182	17,617,045
541710	Rates	14,548	0	0	0
541810	Rates	71,230	161,776	126,972	133,407
542810	Rates	3,887,024	1,251,619	1,291,791	1,439,471
542810	Special Project Billings	723,380	0	0	0
542850	Rates	165,667	185,712	191,694	204,345
562210	Rates	45,068	55,166	56,463	56,952
	<b>Total City Agency - Non-GF</b>	<b>20,713,532</b>	<b>18,207,182</b>	<b>18,420,102</b>	<b>19,451,221</b>
441710	Rates	13,101	0	0	0

## Department of Information Technology

442810	Rates	165,090	140,143	142,300	147,736
442810	Special Project Billings	578,648	0	0	0
442850	Rates	205,391	187,991	194,047	206,853
462210	Rates	113,935	103,194	104,053	100,603
469990	Other Miscellaneous Revenues	32,939	0	0	0
	<b>Total External Revenues</b>	<b>1,109,104</b>	<b>431,328</b>	<b>440,400</b>	<b>455,193</b>
587001	Rates (pure GF)	7,068	156	160	168
587001	Technology Allocation (pure GF)	4,142,650	4,608,855	4,977,132	3,974,770
	<b>Total General Subfund Support</b>	<b>4,149,718</b>	<b>4,609,011</b>	<b>4,977,292</b>	<b>3,974,938</b>
433010	Federal Grants - Indirect	1,465,651	0	0	0
439090	Private Contributions & Donations	0	0	0	0
	<b>Total Grants</b>	<b>1,465,651</b>	<b>0</b>	<b>0</b>	<b>0</b>
461110	Finance - External	257,415	0	0	0
	<b>Total Interest Earnings</b>	<b>257,415</b>	<b>0</b>	<b>0</b>	<b>0</b>
569990	Long-Term General Obligation (LTGO) Bonds - Capital Assets Replacement	0	0	3,170,096	3,170,096
569990	Long-Term General Obligation (LTGO) Bonds - Electronic Records Management System Planning	0	0	3,000,000	3,000,000
569990	Long-Term General Obligation (LTGO) Bonds - Next Generation Data Center	0	2,625,000	29,465,000	26,200,000
	<b>Total LTGO Bonds</b>	<b>0</b>	<b>2,625,000</b>	<b>35,635,096</b>	<b>32,370,096</b>
569990	Operating Fund Rebate	0	0	0	-2,615,164
	<b>Total Operating Fund Rebate</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-2,615,164</b>
469400	Radio Frequency Settlement	26,984	0	0	0
	<b>Total Other</b>	<b>26,984</b>	<b>0</b>	<b>0</b>	<b>0</b>
542810	Special Project Billings	1,131,854	4,942,688	5,085,362	5,410,871
	<b>Total Special Project Billings</b>	<b>1,131,854</b>	<b>4,942,688</b>	<b>5,085,362</b>	<b>5,410,871</b>
	<b>Total Revenues</b>	<b>48,927,020</b>	<b>53,703,860</b>	<b>88,037,065</b>	<b>84,190,769</b>
379100	Use of (Contributions to) Fund Balance	-1,299,028	2,416,312	-769,432	-4,600,857
	<b>Total Use of (Contributions to) Fund Balance</b>	<b>-1,299,028</b>	<b>2,416,312</b>	<b>-769,432</b>	<b>-4,600,857</b>
	<b>Total Resources</b>	<b>47,627,992</b>	<b>56,120,172</b>	<b>87,267,633</b>	<b>79,589,912</b>

# Department of Information Technology

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

### **Finance and Administration Budget Control Level**

The purpose of the Finance and Administration Budget Control Level is to provide human resources, contracting, finance, budget, and accounting services (planning, control, analysis, and consulting) to the Department, and to manage funding associated with Citywide initiatives.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Finance and Administration	2,173,162	2,625,525	2,713,931	2,724,468
General and Administration	3,611,599	8,247,798	36,383,981	28,047,250
<b>Total</b>	<b>5,784,761</b>	<b>10,873,323</b>	<b>39,097,912</b>	<b>30,771,718</b>
Full-time Equivalents Total*	19.00	21.00	21.00	21.00

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

***The following information summarizes the programs in Finance and Administration Budget Control Level:***

### **Finance and Administration Program**

The purpose of the Finance and Administration Program is to provide human resources, contracting, finance, budget, and accounting services (planning, control, analysis, and consulting) to the Department.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Finance and Administration	2,173,162	2,625,525	2,713,931	2,724,468
Full-time Equivalents Total	19.00	21.00	21.00	21.00

### **General and Administration Program**

The purpose of the General and Administration Program is to provide general administrative services and supplies to the Department's internal programs.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
General and Administration	3,611,599	8,247,798	36,383,981	28,047,250

# Department of Information Technology

## **Office of Electronic Communications Budget Control Level**

The purpose of the Office of Electronic Communications Budget Control Level is to operate the Seattle Channel, Cable Office, Web sites, and related programs so that technology delivers services and information to residents, businesses, visitors.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Citywide Web Team	2,241,800	2,082,106	2,149,251	2,279,790
Community Technology	1,223,236	1,309,230	1,342,624	1,344,485
Office of Cable Communications	663,298	733,013	753,171	729,694
Seattle Channel	2,782,825	3,200,786	3,242,254	3,270,028
<b>Total</b>	<b>6,911,159</b>	<b>7,325,135</b>	<b>7,487,300</b>	<b>7,623,997</b>
Full-time Equivalents Total*	35.00	35.00	35.00	36.00

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

**The following information summarizes the programs in Office of Electronic Communications Budget Control Level:**

### **Citywide Web Team Program**

The purpose of the Citywide Web Team Program is to provide leadership in using Web technology and a Web presence for residents, businesses, visitors, and employees so that they have 24-hour access to relevant information and City services.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Citywide Web Team	2,241,800	2,082,106	2,149,251	2,279,790
Full-time Equivalents Total	12.75	12.75	12.75	13.75

### **Community Technology Program**

The purpose of the Community Technology Program is to provide leadership, education, and funding so that all residents have access to computer technology and online information.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Community Technology	1,223,236	1,309,230	1,342,624	1,344,485
Full-time Equivalents Total	4.25	4.25	4.25	4.25

### **Office of Cable Communications Program**

The purpose of the Office of Cable Communications Program is to negotiate with and regulate private cable communications providers so that residents receive high-quality and reasonably priced services.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Office of Cable Communications	663,298	733,013	753,171	729,694
Full-time Equivalents Total	2.75	2.75	2.75	2.75

# Department of Information Technology

## Seattle Channel Program

The purpose of the Seattle Channel Program is to inform and engage residents in Seattle's governmental, civic, and cultural affairs by using television, the Web, and other media in compelling ways.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Seattle Channel	2,782,825	3,200,786	3,242,254	3,270,028
Full-time Equivalents Total	15.25	15.25	15.25	15.25

## Technology Infrastructure Budget Control Level

The purpose of the Technology Infrastructure Budget Control Level is to build and operate the City's corporate communications and computing assets so that the City can manage information more effectively, deliver services more efficiently, and make better informed decisions.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Communications Shop	1,574,927	1,797,287	1,855,789	1,893,257
Data Network Services	2,950,127	3,962,394	4,109,214	4,027,429
Enterprise Computing Services	6,838,299	8,343,106	9,356,655	8,469,846
Messaging, Collaboration and Directory Services	1,764,468	2,505,760	3,486,285	3,566,472
Radio Network	1,226,879	1,226,644	1,264,909	2,602,166
Service Desk	1,363,027	1,242,912	1,276,546	1,209,240
Technical Support Services	1,822,715	2,018,271	2,078,283	2,032,828
Technology Engineering and Project Management	3,415,223	4,686,636	4,828,011	4,881,911
Technology Infrastructure Grants	1,653,481	0	0	0
Telephone Services	9,628,516	8,876,979	9,088,241	8,747,424
Warehouse	746,674	1,241,110	1,272,303	1,273,483
<b>Total</b>	<b>32,984,336</b>	<b>35,901,098</b>	<b>38,616,236</b>	<b>38,704,056</b>
Full-time Equivalents Total*	123.50	123.50	123.50	122.50

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



# Department of Information Technology

*The following information summarizes the programs in Technology Infrastructure Budget Control Level:*

## Communications Shop Program

The purpose of the Communications Shop Program is to install, maintain, and repair the dispatch radio infrastructure and mobile and portable radios for City departments and other regional agencies for common, cost-effective communications.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Communications Shop	1,574,927	1,797,287	1,855,789	1,893,257
Full-time Equivalents Total	11.00	11.20	11.20	11.40

## Data Network Services Program

The purpose of the Data Network Services Program is to provide data communications infrastructure and related services to City employees so that they may send and receive electronic data in a cost-effective manner, and so residents may electronically communicate with City staff and access City services.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Data Network Services	2,950,127	3,962,394	4,109,214	4,027,429
Full-time Equivalents Total	11.00	14.75	14.75	15.00

## Enterprise Computing Services Program

The purpose of the Enterprise Computing Services Program is to provide a reliable production computing environment that allows departments to effectively operate their technology applications, operating systems, and servers.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Enterprise Computing Services	6,838,299	8,343,106	9,356,655	8,469,846
Full-time Equivalents Total	24.00	24.25	24.25	24.25

## Messaging, Collaboration and Directory Services Program

The purpose of the Messaging, Collaboration and Directory Services Program is to provide, operate, and maintain an infrastructure for e-mail, calendar, directory, and related services to City employees and the general public so that they can communicate and obtain City services.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Messaging, Collaboration and Directory Services	1,764,468	2,505,760	3,486,285	3,566,472
Full-time Equivalents Total	12.00	12.25	12.25	12.25

## Radio Network Program

The purpose of the Radio Network Program is to provide dispatch radio communications and related services to City departments and other regional agencies so that they have a highly available means for mobile communications.

# Department of Information Technology

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Radio Network	1,226,879	1,226,644	1,264,909	2,602,166
Full-time Equivalents Total	1.00	1.00	1.00	0.00

## Service Desk Program

The purpose of the Service Desk Program is to provide an initial point of contact for technical support, problem analysis and resolution, and referral services for customers in non-utility departments.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Service Desk	1,363,027	1,242,912	1,276,546	1,209,240
Full-time Equivalents Total	11.00	9.75	9.75	9.25

## Technical Support Services Program

The purpose of the Technical Support Services Program is to provide, operate, and maintain personal computer services for City employees so that they have a reliable computing environment to conduct City business and to provide services to other government entities and the public.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Technical Support Services	1,822,715	2,018,271	2,078,283	2,032,828
Full-time Equivalents Total	13.50	14.25	14.25	13.75

## Technology Engineering and Project Management Program

The purpose of the Technology Engineering and Project Management Program is to engineer communications systems and networks, to manage large technology infrastructure projects for City departments, and to facilitate reliable and cost-effective communications and technology.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Technology Engineering and Project Management	3,415,223	4,686,636	4,828,011	4,881,911
Full-time Equivalents Total	7.00	6.00	6.00	6.00

## Technology Infrastructure Grants Program

The purpose of the Technology Infrastructure Grants Program is to display expenditures related to technology projects funded by City and non-City sources and where appropriations for such projects are often made outside of the budget book.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Technology Infrastructure Grants	1,653,481	0	0	0

## Telephone Services Program

The purpose of the Telephone Services Program is to provide, operate, and maintain a telecommunications infrastructure, and to provide related services to City employees so that they have a highly available means of communication.

# Department of Information Technology

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Telephone Services	9,628,516	8,876,979	9,088,241	8,747,424
Full-time Equivalents Total	30.00	27.05	27.05	27.60

## Warehouse Program

The purpose of the Warehouse Program is to acquire, store, and distribute telephone, computing, data communications, and radio components to the Department so that equipment is available when requested.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Warehouse	746,674	1,241,110	1,272,303	1,273,483
Full-time Equivalents Total	3.00	3.00	3.00	3.00

## Technology Leadership and Governance Budget Control Level

The purpose of the Technology Leadership and Governance Budget Control Level is provide strategic direction and coordination on technology for the City, including information security policy and management, development of common standards and architectures, development of a multi-year strategic IT plan, and IT project management and monitoring.

Program Expenditures	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Proposed
Citywide Technology Leadership and Governance	1,947,736	2,020,614	2,066,186	1,852,669
Information Security Office	0	0	0	637,472
<b>Total</b>	<b>1,947,736</b>	<b>2,020,614</b>	<b>2,066,186</b>	<b>2,490,141</b>
Full-time Equivalents Total*	12.75	12.75	12.75	13.75

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

**The following information summarizes the programs in Technology Leadership and Governance Budget Control Level:**

### Citywide Technology Leadership and Governance Program

The purpose of the Citywide Technology Leadership and Governance Program is to establish strategic directions; identify key technology drivers; support effective project management and quality assurance; and provide information, research, and analysis to departments' business and technology managers.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Citywide Technology Leadership and Governance	1,947,736	2,020,614	2,066,186	1,852,669
Full-time Equivalents Total	12.75	12.75	12.75	11.75

# Department of Information Technology

## Information Security Office Program

The purpose of the Information Security Office is to manage the Information Security program for the City including the creation and enforcement of policy, threat and vulnerability management, monitoring, and response, and regulatory compliance.

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Information Security Office	0	0	0	637,472
Full-time Equivalents Total	0.00	0.00	0.00	2.00

## Information Technology Fund Table

### Information Technology Fund (50410)

	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2013 Revised</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Beginning Fund Balance</b>	<b>44,488,614</b>	<b>19,464,330</b>	<b>26,057,502</b>	<b>17,048,019</b>	<b>18,984,625</b>
Accounting and Technical Adjustments	-19,730,139	0	0	0	0
Plus: Actual and Estimated Revenues	48,927,020	53,703,860	54,494,188	88,037,065	84,190,769
Less: Actual and Budgeted Expenditures	47,627,992	56,120,171	61,567,065	87,267,634	79,589,912
<b>Ending Fund Balance</b>	<b>26,057,502</b>	<b>17,048,019</b>	<b>18,984,625</b>	<b>17,817,450</b>	<b>23,585,483</b>
Reserves Against Fund Balance	18,669,187	13,692,163	14,734,074	14,059,625	22,972,632
<b>Total Reserves</b>	<b>18,669,187</b>	<b>13,692,163</b>	<b>14,734,074</b>	<b>14,059,625</b>	<b>22,972,632</b>
<b>Ending Unreserved Fund Balance</b>	<b>7,388,315</b>	<b>3,355,856</b>	<b>4,250,551</b>	<b>3,757,825</b>	<b>612,851</b>

# Department of Information Technology

## Capital Improvement Program Highlights

The Department of Information Technology (DoIT) builds, manages, and maintains City government information technology infrastructure including radio, data, communications, and computer networks. DoIT also manages the Seattle Channel, the City's central data center, and the development of computer application projects on behalf of the City. The central data center houses most of the City's computer servers and computing architecture. DoIT's Capital Improvement Program (CIP) provides new technology investments, and also upgrades, maintains, and improves to the City's existing technology networks and systems.

The Next Generation Data Center project work continues in 2014, with development of a detailed design addressing the technology, facility, governance, services and relocation process. Preliminary cost estimates for the new Data Center range from \$27 million to \$39 million depending on which choices are made to meet the City's needs. DoIT expects to complete this project in 2015 and will result in a new more resilient and modern data center environment for the City.

The CIP also adds two new projects in 2014, the Information Technology (IT) Security Program and the Technology Management Tools project. Recognizing the importance of data security, DoIT is consolidating and centralizing security related projects that were previously spread across different programs and projects. Consolidating the IT security projects will allow costs to be more easily tracked. In addition, DoIT is updating software systems that other departments use to track help desk tickets and changes to the network system. Both systems are outdated and are in need of upgrades. The Technology Management Tools project will upgrade both of these systems with one replacement system.

Additional capital project work in 2014 includes:

- Additional fiber optic cable link installation;
- Planning, repair, replacement, and modification of software, hardware, and electronics in the City's data and communications infrastructure;
- Equipment replacement and upgrades in the 800 MHz radio network program;
- Computing services architecture environment software and hardware replacement and upgrades; and
- Replacement of Seattle Channel equipment.

Additional information on DoIT's CIP can be found in the [2014-2019 Proposed CIP](#).



# Office of Intergovernmental Relations

Marco Lowe, Director

(206) 684-0213

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

## Department Overview

The Office of Intergovernmental Relations (OIR) provides advice and information to, and on behalf of, City elected officials, City departments and external customers. The primary goal of these efforts is to ensure the City's interests are advanced with international, tribal, federal, state, and regional entities to enable the City to better serve the community.

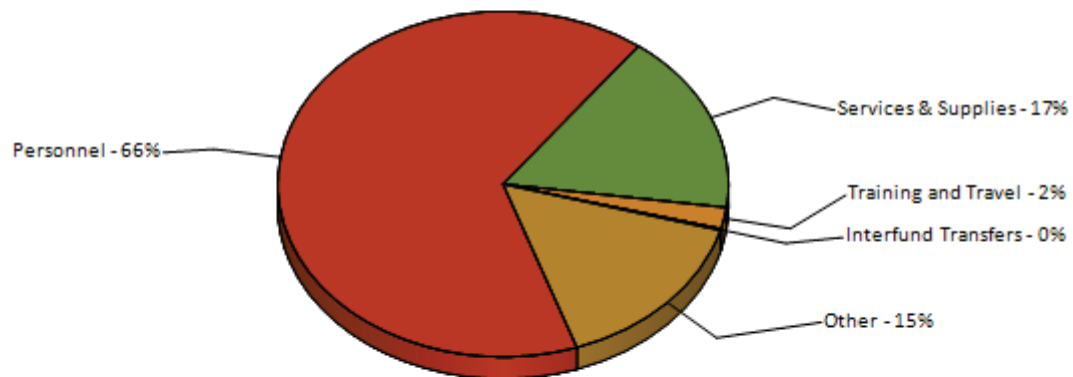
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$1,885,947	\$2,026,469	\$2,089,085	\$2,066,757
<b>Total Operations</b>	<b>\$1,885,947</b>	<b>\$2,026,469</b>	<b>\$2,089,085</b>	<b>\$2,066,757</b>
 <b>Total Appropriations</b>	 <b>\$1,885,947</b>	 <b>\$2,026,469</b>	 <b>\$2,089,085</b>	 <b>\$2,066,757</b>
Full-time Equivalent Total*	10.50	10.50	10.50	10.50

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

# Office of Intergovernmental Relations

## 2014 Proposed Budget - Expenditure by Category



### Budget Overview

The Office of Intergovernmental Relations (OIR) is responsible for engaging with other jurisdictions and governmental entities in order to collaborate and advocate for outcomes that are in the interest of the City and region. Over 25 percent of OIR's budget funds the City's dues and fees associated with the City's membership and participation in regional, state, national and international organizations. Given the difficult fiscal environment at all levels of government, it is important for the City to ensure external funding for critical services and programs is retained as residents and businesses in Seattle recover from impacts of the Great Recession.

OIR's 2014 Proposed Budget has no significant changes from the 2014 Endorsed Budget. The budget includes technical adjustments to reflect changes to inflation, retirement, health care, workers' compensation and unemployment accounts. OIR will continue to support the Council and Mayor in disseminating information to the public regarding regional, state, tribal, international and federal issues of importance, and OIR's core work with local, regional, state, tribal, international and federal partners will continue.



# Office of Intergovernmental Relations

## Incremental Budget Changes

### Office of Intergovernmental Relations

	2014 Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 2,089,085</b>	<b>10.50</b>
<b>Baseline Changes</b>		
Baseline Technical Adjustments	\$ 294	0.00
<b>Proposed Technical Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 22,622	0.00
<b>Total Incremental Changes</b>	<b>-\$ 22,328</b>	<b>0.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 2,066,757</b>	<b>10.50</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Baseline Technical Adjustments - \$294**

Technical adjustments are made to align OIR's 2014 baseline budget with updated cost estimates.

### Proposed Technical Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$22,622)**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

# Office of Intergovernmental Relations

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Intergovernmental Relations	X1G00	1,885,947	2,026,469	2,089,085	2,066,757
Budget Control Level					
Department Total		1,885,947	2,026,469	2,089,085	2,066,757

<b>Department Full-time Equivalents Total*</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>
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*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

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

### Intergovernmental Relations Budget Control Level

The purpose of the Intergovernmental Relations Budget Control Level is to promote and protect the City's federal, state, regional, and international interests by providing strategic advice, representation, and advocacy to, and on behalf of, City elected officials on a variety of issues. These include: federal and state executive and legislative actions; issues and events relating to the City's international relations; and jurisdictional issues involving King County, suburban cities, and regional governmental organizations.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Intergovernmental Relations	1,885,947	2,026,469	2,089,085	2,066,757
<b>Total</b>	<b>1,885,947</b>	<b>2,026,469</b>	<b>2,089,085</b>	<b>2,066,757</b>
Full-time Equivalents Total*	10.50	10.50	10.50	10.50

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

# Legislative Department

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Sally J. Clark, Council President

(206) 684-8888 TTY: (206) 233-0025

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

## Department Overview

The Legislative Department includes the Seattle City Council, the City's representative electoral body composed of nine at-large, non-partisan, elected councilmembers. In addition to the City Council, the Legislative Department has two other programs: the Office of the City Clerk and Central Staff. Each program in the department supports some aspect of the representative role of the City Council, and works with citizens and City departments to develop effective and responsive public policy.

The roles of the nine councilmembers are to establish City laws, approve the City's annual operating and capital improvement budgets, provide oversight to the City's Executive departments, and create policy for the City. Each councilmember has a staff of legislative assistants who help accomplish this work. Communications staff, also a part of the City Council program, assist councilmembers and the Council as a whole in communicating values, goals and issues to the public by providing marketing and public relations services, including website and social media management, strategic media relations, and public affairs work.

The Office of the City Clerk supports and facilitates the City's legislative process; maintains and makes publicly accessible the Council's work product; coordinates public records disclosure requests for the Legislative Department; oversees and facilitates Citywide compliance with records retention laws; preserves and provides access to the City's official and historical records; maintains the City's Boards & Commissions registry; and provides information technology, human resources, and operational support to the Legislative Department, Office of City Auditor, and Office of Professional Accountability Review Board. The Office of Professional Accountability Review Board was created in 2002 to provide citizen oversight of the Office of Professional Accountability, housed in the Police Department.

Central Staff provides policy and budget analysis for councilmembers and their staff as well as finance, budget, accounting, payroll, and consultant contracting services to the Legislative Department, Office of City Auditor, and Office of Professional Accountability Review Board.

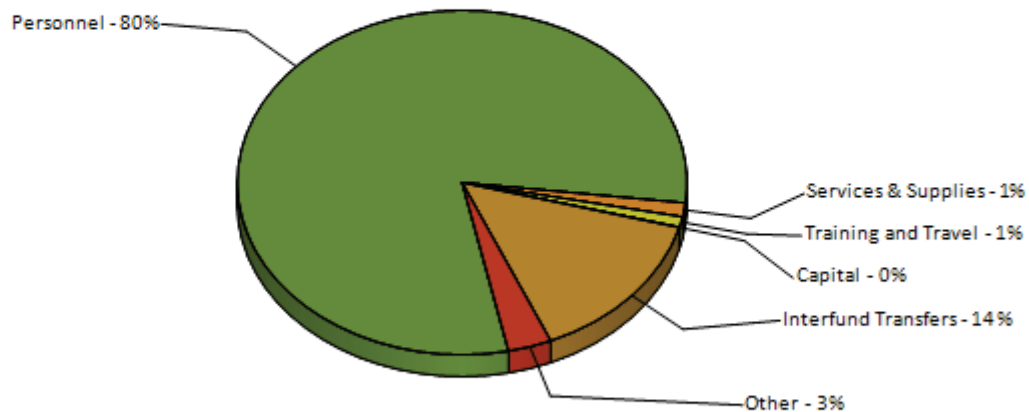
# Legislative Department

## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$11,439,570	\$12,614,031	\$12,558,023	\$12,426,779
<b>Total Operations</b>	<b>\$11,439,570</b>	<b>\$12,614,031</b>	<b>\$12,558,023</b>	<b>\$12,426,779</b>
<b>Total Appropriations</b>	<b>\$11,439,570</b>	<b>\$12,614,031</b>	<b>\$12,558,023</b>	<b>\$12,426,779</b>
Full-time Equivalent Total*	87.00	86.50	86.50	85.50

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

## 2014 Proposed Budget - Expenditure by Category



## Budget Overview

The Legislative Department's 2014 Proposed Budget has no significant changes from the 2014 Endorsed Budget. The adjustments made to the budget are technical in nature and include changes to inflation, retirement, health care, workers' compensation and unemployment accounts. The 2014 Proposed Budget maintains support to the City Council and preserves the direct services provided by City Council to residents and City departments.

# Legislative Department

## Incremental Budget Changes

### Legislative Department

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 12,558,023</b>	<b>86.50</b>
<b>Proposed Technical Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 131,244	0.00
FTE Correction	\$ 0	-1.00
<b>Total Incremental Changes</b>	<b>-\$ 131,244</b>	<b>-1.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 12,426,779</b>	<b>85.50</b>

## Descriptions of Incremental Budget Changes

### Proposed Technical Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$131,244)**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

#### **FTE Correction - (1.00) FTE**

This change reduces an office aide/maintenance FTE from the department's position count. This incumbent works less than half time and is therefore considered temporary labor. The position resides in the Personnel Department and is paid out of the Legislative Department's temporary labor budget.

# Legislative Department

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Legislative Department Budget Control</b>					
Central Staff		2,372,698	2,812,510	2,903,680	2,856,838
City Clerk		1,840,088	2,905,506	2,884,048	2,827,892
City Council		4,434,927	4,939,418	4,799,964	4,726,372
General Expense		2,791,858	1,956,597	1,970,331	2,015,677
<b>Total</b>	<b>G1100</b>	<b>11,439,570</b>	<b>12,614,031</b>	<b>12,558,023</b>	<b>12,426,779</b>
<b>Department Total</b>		<b>11,439,570</b>	<b>12,614,031</b>	<b>12,558,023</b>	<b>12,426,779</b>

<b>Department Full-time Equivalents Total*</b>	<b>87.00</b>	<b>86.50</b>	<b>86.50</b>	<b>85.50</b>
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*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

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

### Legislative Department Budget Control Level

The purpose of the Legislative Department Budget Control Level is to set policy, enact City laws, approve the City's budget, provide oversight of City departments, and support the mission of the department.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Central Staff	2,372,698	2,812,510	2,903,680	2,856,838
City Clerk	1,840,088	2,905,506	2,884,048	2,827,892
City Council	4,434,927	4,939,418	4,799,964	4,726,372
General Expense	2,791,858	1,956,597	1,970,331	2,015,677
<b>Total</b>	<b>11,439,570</b>	<b>12,614,031</b>	<b>12,558,023</b>	<b>12,426,779</b>
Full-time Equivalents Total*	87.00	86.50	86.50	85.50

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

**The following information summarizes the programs in Legislative Department Budget Control Level:**

### **Central Staff Program**

The purpose of the Central Staff Program is to support the City Council in arriving at sound public policy by providing technical and policy analysis on issues before the Council and to provide finance, budget, accounting, payroll and consultant contracting services to the Legislative Department, Office of City Auditor and Office of Professional Accountability Review Board.

# Legislative Department

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Central Staff	2,372,698	2,812,510	2,903,680	2,856,838
Full-time Equivalents Total	18.00	20.00	20.00	20.00

## City Clerk Program

The purpose of the City Clerk Program is to support and facilitate the City's legislative process; maximize public access to the City Clerk's holdings and online records; preserve the City's official and historical records by establishing standards which promote compliance with the Public Records Acts; maintain the City's Boards & Commissions Registry; serve as the City's ex officio elections officer; oversee compliance with the Open Public Meetings Act; and provide information technology, human resources and operational support to the Legislative Department, Office of City Auditor and Office of Professional Accountability Review Board.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
City Clerk	1,840,088	2,905,506	2,884,048	2,827,892
Full-time Equivalents Total	20.00	27.50	27.50	26.50

## City Council Program

The purpose of the City Council Program is to set policy; review, consider and determine legislative action; approve the City's budget; and provide oversight of City departments. The goal of the City Council is to be an open and transparent, effective and accountable local government that is committed to the strength of our diversity and dedicated to the health of all of our neighborhoods. This program consists of the nine councilmembers, their Legislative Assistant staff and the Communications staff.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
City Council	4,434,927	4,939,418	4,799,964	4,726,372
Full-time Equivalents Total	39.00	39.00	39.00	39.00

## General Expense Program

The purpose of the General Expense Program is to account for expenses necessary to operate the entire department, and not necessarily attributable to a specific program. These expenditures include workers' compensation and unemployment claims; information technology hardware and software costs; common area equipment, furniture and related expenses; and internal city cost allocations and charges, such as space rent, information technology, telephone services and common area building maintenance. It also includes Office of Professional Accountability Review Board expenses.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
General Expense	2,791,858	1,956,597	1,970,331	2,015,677
Full-time Equivalents Total	10.00	0.00	0.00	0.00





# Office of the Mayor

Mike McGinn, Mayor

(206) 684-4000

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

## Department Overview

The mission of the Office of the Mayor is to provide honest, accessible leadership to residents, employees, and regional neighbors of the City of Seattle that is clear and responsible, in an environment that encourages ideas, civic discourse, and inclusion for the entirety of the City's diverse population, creating an even better place to live, learn, work, and play.

In the municipality of Seattle, the Mayor governs the Executive Branch as its chief executive officer. More than 25 department directors and commission members are appointed by the Mayor, work directly for the Mayor, and have been delegated the day-to-day authority to administer their respective departments, offices, and commissions. The many legal roles and responsibilities of the Mayor, and those working directly for the Mayor, are prescribed in the City Charter, state statutes, and municipal ordinances. Elections for this nonpartisan office are held every four years.

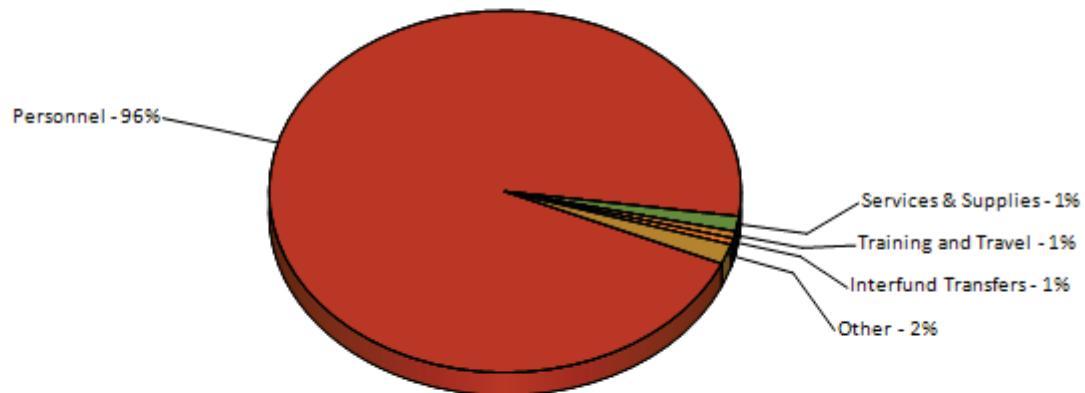
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$3,270,045	\$3,640,898	\$3,758,088	\$3,758,652
<b>Total Operations</b>	<b>\$3,270,045</b>	<b>\$3,640,898</b>	<b>\$3,758,088</b>	<b>\$3,758,652</b>
 <b>Total Appropriations</b>	 <b>\$3,270,045</b>	 <b>\$3,640,898</b>	 <b>\$3,758,088</b>	 <b>\$3,758,652</b>
Full-time Equivalent Total*	28.50	28.50	28.50	28.50

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

# Office of the Mayor

## 2014 Proposed Budget - Expenditure by Category



### Budget Overview

The Office of the Mayor (OM) and resources pledged to City policy development staff have experienced significant budget reductions in recent years resulting from the impacts of the Great Recession on City resources. In 2010, the City reduced staffing in the OM, abolished the former Office of Policy and Management (OPM), and transferred most remaining OPM resources to the Office of the Mayor. In 2011, 2012 and again in 2013, the OM took additional reductions in order to help free up General Fund resources and sustain critical direct programs and services. During this same timeframe, the City's total budget remained about the same. The 2014 Proposed Budget maintains these reduced levels of funding for the OM.

In order to respond to this decline in resources, the Office of the Mayor has prioritized functions within the office, but also has had to rely more on staff from departments to help develop policy and to respond to community needs more directly. The Office of the Mayor remains committed to providing a high level of responsiveness and engagement to the community, despite limited resources.

# Office of the Mayor

## Incremental Budget Changes

### Office of the Mayor

	2014 Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 3,758,088</b>	<b>28.50</b>
<b>Proposed Technical Changes</b>		
Citywide Adjustments for Standard Cost Changes	\$ 564	0.00
<b>Total Incremental Changes</b>	<b>\$ 564</b>	<b>0.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 3,758,652</b>	<b>28.50</b>

## Descriptions of Incremental Budget Changes

### Proposed Technical Changes

#### Citywide Adjustments for Standard Cost Changes - \$564

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

## Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Office of the Mayor Budget Control Level	X1A00	3,270,045	3,640,898	3,758,088	3,758,652
<b>Department Total</b>		<b>3,270,045</b>	<b>3,640,898</b>	<b>3,758,088</b>	<b>3,758,652</b>
<b>Department Full-time Equivalents Total*</b>		<b>28.50</b>	<b>28.50</b>	<b>28.50</b>	<b>28.50</b>

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

# Office of the Mayor

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

### Office of the Mayor Budget Control Level

The purpose of the Mayor's Office Budget Control Level is to provide honest, accessible leadership to residents, employees, and regional neighbors of the City of Seattle that is clear and responsible in an environment that encourages ideas, civic discourse, and inclusion for the entirety of the City's diverse population, creating an even better place to live, learn, work, and play.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Office of the Mayor	3,270,045	3,640,898	3,758,088	3,758,652
<b>Total</b>	<b>3,270,045</b>	<b>3,640,898</b>	<b>3,758,088</b>	<b>3,758,652</b>
Full-time Equivalents Total*	28.50	28.50	28.50	28.50

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

# Personnel Compensation Trust Subfunds

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David Stewart, Director

(206) 684-7923

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

## Department Overview

The Personnel Compensation Trust Funds are six subfunds of the General Fund, five of which are administered by the Personnel Department and one of which is administered by the Department of Finance and Administrative Services (FAS). These six subfunds serve as a means to manage certain Citywide contractual obligations on behalf of employees and City departments. The administering department collects funds from other City departments, which are then paid out to various insurance companies, service providers, and individuals.

### The following subfunds are administered by the Personnel Department:

- **Health Care Subfund:** Contains the revenues and expenses related to the City's medical, dental, and vision insurance programs; Flexible Spending Account program; Employee Assistance Program; and COBRA continuation coverage. The City is self-insured for both the Group Health and Aetna medical plans and one dental plan, and carries insurance for the remainder of the dental and vision plans.
- **Industrial Insurance Subfund:** Captures the revenues and expenditures associated with the City's Workers' Compensation and Safety programs. Since 1972, the City of Seattle has been a self-insured employer as authorized under state law. The Industrial Insurance Subfund receives payments from City departments to pay for these costs and related administrative expenses. Overall costs include fees levied by the Washington State Department of Labor and Industries, reinsurance premiums, and administrative costs to manage the program.
- **Unemployment Insurance Subfund:** Contains the revenues and expenditures associated with the City's unemployment benefit and administration costs. The City is a self-insured employer with respect to unemployment insurance.
- **Group Term Life Insurance Subfund:** Contains the revenues and expenses related to the City's group term life insurance, long-term disability insurance, and accidental death and dismemberment insurance plans.
- **Special Employment Subfund:** Contains the outside agency revenues and expenditures associated with the City's temporary, intern, and work study programs. Expenses related to employees hired by City departments through the Special Employment program are charged directly to the departments and do not pass through the Subfund.

### The following subfund is managed by FAS:

- **Transit Benefit Subfund:** Contains the revenues and expenditures associated with the City's transit subsidy program with King County Metro Transit.

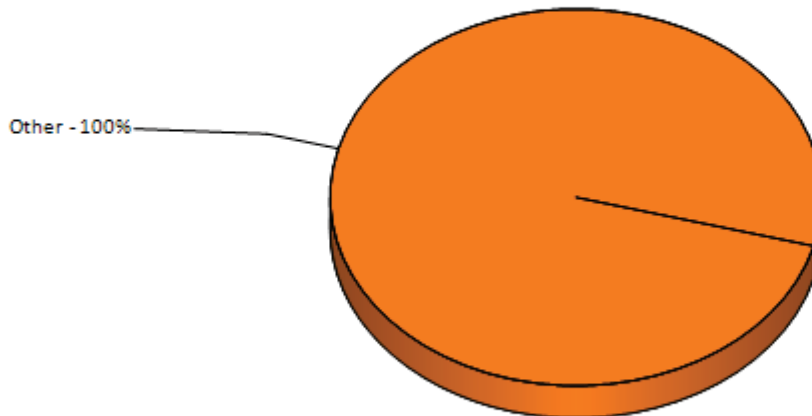
# Personnel Compensation Trust Subfunds

## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other Funding - Operating	\$175,804,767	\$192,568,852	\$207,216,811	\$207,104,497
<b>Total Operations</b>	<b>\$175,804,767</b>	<b>\$192,568,852</b>	<b>\$207,216,811</b>	<b>\$207,104,497</b>
<b>Total Appropriations</b>	<b>\$175,804,767</b>	<b>\$192,568,852</b>	<b>\$207,216,811</b>	<b>\$207,104,497</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

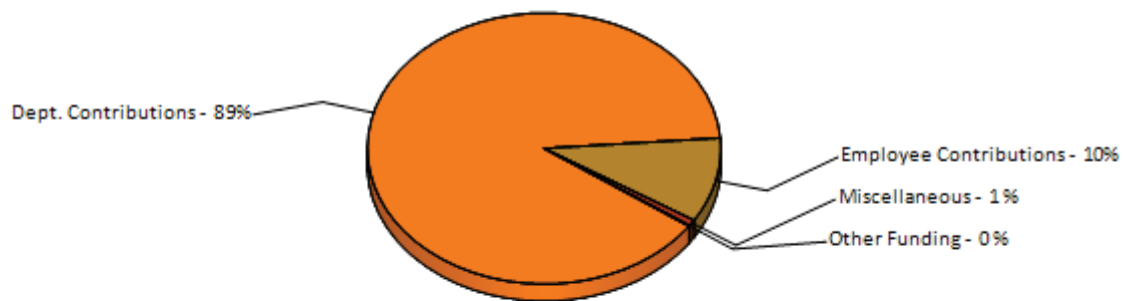
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

## 2014 Proposed Budget - Expenditure by Category



# Personnel Compensation Trust Subfunds

## 2014 Proposed Budget - Revenue by Category



## Budget Overview

The following provides a summary of each of the six individual subfunds of the General Fund that comprise the Personnel Compensation Trust Funds.

**Health Care Subfund:** Total City health care costs (medical, dental, vision) doubled from approximately \$74 million in 2001 to approximately \$149 million in 2012. The General Fund pays for approximately half of the City's total health care costs.

### *Healthcare Costs Lower Than Projected*

The 2014 health care rates for the Aetna and Group Health medical plans are 4.9% and 0.8% respectively over 2013 rates. The new rates reflect a modest cost savings when compared to the 8% long-term health care trend assumption. These savings are largely due to lower-than-anticipated costs as well as administrative changes in managing the healthcare plan.

Effective plan management helps to avoid premium increases and allows the City to keep cost growth rates below the 8% trend. In 2012, the City discontinued the purchase of stop-loss insurance to cover large claims, saving \$1 million in annual premium payments. Instead, the Forecast Variance Reserve (FVR) was created to cover large cost swings. The City forecasts a 2014 FVR ending fund balance of \$8.4 million. The City began self-insuring the

# Personnel Compensation Trust Subfunds

Group Health medical plans in 2013, which saves the City nearly \$1.4 million in annual administrative expenses.

## *2014 Healthcare Rate Components*

The following summarizes the changes in individual medical, dental and vision rates in 2014 over 2013 as developed by the City's actuary. These component rates combine to drive the total health care rate.

- **Medical:** For 2014, the City expects a 4.9% rate increase for the Aetna plans, and 0.8% for the Group Health plans relative to 2013.
- **Dental:** For 2014, the City anticipates a 0.2% rate increase for the Washington Dental Service plan and a 2% increase for the Dental Health Service plan relative to 2013.
- **Vision:** For 2014, the City forecasts a 9% rate increase for the Vision Service Plan relative to 2013.

**Industrial Insurance Subfund:** The 2014 Proposed Budget anticipates modest growth in the cost of the City's Industrial Insurance program. Growth in medical costs is a large driver of the costs for this program and medical costs are expected to grow by 4.5% in 2014 over expected claims during 2013.

The available fund balance in the Industrial Insurance subfund will help offset the impact of the growth of claims costs. The 2014 Proposed Budget draws down the fund balance by providing a partial Citywide subsidy to departments in 2014.

**Unemployment Subfund:** Unemployment costs increased significantly during the Great Recession, from approximately \$1 million in 2008 to \$3 million in 2010. During the slow recovery, costs are gradually returning to normal levels, \$1.9 million in 2012 and \$1.5 million in 2013. The 2014 Proposed Budget estimates \$1 million in costs due to continued improvement in economic conditions in 2014.

As noted in the 2013 Adopted and 2014 Endorsed Budgets, the available fund balance in the Unemployment subfund will be drawn down to provide a subsidy to departments in 2014. The 2014 Proposed Budget continues that approach by providing departments a full subsidy in 2014. Seattle Public Utilities (SPU), Seattle City Light (SCL), and the Department of Planning and Development (DPD) are exempt from receiving the subsidy since those departments pay unemployment claims on a cost-incurred basis and do not contribute to fund balances of this subfund.

**Group Term Life Subfund:** The 2014 Proposed Budget does not anticipate any substantive changes for the Group Term Life Subfund relative to 2013. The Subfund expenses related to providing Group Term Life and Long Term Disability optional benefits are projected to increase by a combined total of 3% in 2014 over 2013. These expenses within the Subfund are fully supported by employee and department contributions.

**Special Employment Subfund:** The 2014 Proposed Budget does not anticipate any substantive changes for the Special Employment Subfund relative to 2013.

**Transit Benefit Subfund:** In 2013, the City expanded the transit benefit with King County Metro through its ORCA Passport program. The ORCA Passport replaced monthly passes and E-purse products and allows employees more flexibility for the Puget Sound transit systems. The new contract with King County Metro decreases costs for the City in 2013 by \$370,000 as compared to the 2013 Adopted Budget. The 2014 Proposed Budget reflects a decrease of \$2.2 million as compared to the 2014 Endorsed Budget.



# Personnel Compensation Trust Subfunds

## Incremental Budget Changes

### Personnel Compensation Trust Subfunds

	2014 Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 207,216,811</b>	<b>0.00</b>
<b>Group Term Life Changes</b>		
Technical Adjustments	\$ 69,754	0.00
<b>Health Care Changes</b>		
Claims and Premiums Expense	\$ 1,340,711	0.00
<b>Industrial Insurance Changes</b>		
Increase in Claims Activity	\$ 110,000	0.00
Technical Adjustments	\$ 530,000	0.00
<b>Transit Benefit Changes</b>		
Transit Program Changes	-\$ 2,236,510	0.00
<b>Unemployment Insurance</b>		
Increase in Unemployment Claims	\$ 93,731	0.00
Technical Adjustments	-\$ 20,000	0.00
<b>Total Incremental Changes</b>	<b>-\$ 112,314</b>	<b>0.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 207,104,497</b>	<b>0.00</b>

## Descriptions of Incremental Budget Changes

### Group Term Life Changes

#### Technical Adjustments - \$69,754

The 2014 Proposed Budget reflects minor changes in the projections for the Long Term Disability (LTD) premiums and the Group Term Life Insurance and Accidental Death and Dismemberment (GTL) premiums and enrollments compared to the 2014 Endorsed Budget. LTD premiums are expected to decrease by approximately \$46,000 while GTL premiums are expected to increase by approximately \$116,000.

# Personnel Compensation Trust Subfunds

## Health Care Changes

### **Claims and Premiums Expense - \$1,340,711**

The 2014 Proposed Budget reflects an increase of \$1.3 million, from \$175.2 million to \$176.5 million, over the total 2014 Endorsed Budget for health care claims and premium expenses.

## Industrial Insurance Changes

### **Increase in Claims Activity - \$110,000**

This change reflects an increase in the projected growth in the industrial insurance claim experience, resulting in a budget increase in the 2014 Proposed Budget, as compared to the 2014 Endorsed Budget. The unreserved fund balance in the Industrial Insurance Subfund partially offsets the claims charges to departments by \$400,000 in 2014.

### **Technical Adjustments - \$530,000**

This change adjusts the anticipated expenses in the 2014 Proposed Budget, as compared to the 2014 Endorsed Budget. The main expenses cover payments to Washington State Labor & Industries for various professional services contracts included in this Subfund, including Second Injury Insurance Premiums.

## Transit Benefit Changes

### **Transit Program Changes - (\$2,236,510)**

In July 2013, the City expanded its ORCA transit pass program by including the ORCA Passport to replace monthly passes and E-purse products while expanding flexibility for the Puget Sound transit systems. The new contract with King County Metro decreases costs for the City in 2013 by \$370,000 as compared to the 2013 Adopted Budget and \$2.2 million in 2014 as compared to the 2014 Endorsed Budget.

## Unemployment Insurance

### **Increase in Unemployment Claims - \$93,731**

This change reflects updated estimates based on recent claims experience. Overall, the anticipated claims for 2014 in the 2014 Proposed Budget are \$211,000 less than the 2013 Adopted levels.

### **Technical Adjustments - (\$20,000)**

This adjustment decreases the professional services budget.

# Personnel Compensation Trust Subfunds

## Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Group Term Life Budget Control Level	NA000	5,352,749	6,112,320	6,234,566	6,304,320
Health Care Budget Control Level	NM000	148,828,704	161,725,755	175,209,976	176,550,687
Industrial Insurance Budget Control Level	NR500	15,061,977	18,330,000	19,171,000	19,811,000
Special Employment Budget Control Level	NT000	43,453	200,000	200,000	200,000
Transit Benefit Budget Control Level	TRANSITB1	4,620,969	4,900,000	5,400,000	3,163,490
Unemployment Insurance Budget Control Level	NS000	1,896,915	1,300,777	1,001,269	1,075,000
<b>Department Total</b>		<b>175,804,767</b>	<b>192,568,852</b>	<b>207,216,811</b>	<b>207,104,497</b>

<b>Department Full-time Equivalents Total*</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
569540	Group Term Life - Dept Contributions	710,490	859,800	876,996	859,800
569580	Health Care - Department Contributions	138,805,860	146,212,208	154,312,278	160,648,150
569550	Industrial Insurance - Dept Contributions	14,829,196	17,580,000	18,771,000	19,411,000
520670	Transit Benefit - Dept Contributions	4,620,969	4,900,000	5,400,000	3,163,490
569570	Unemployment Insurance - Department Contributions	1,497,894	646,493	317,208	298,827
	<b>Total Dept. Contributions</b>	<b>160,464,409</b>	<b>170,198,501</b>	<b>179,677,482</b>	<b>184,381,267</b>
469660	Group Term Life - Employee Contributions	4,620,328	5,252,520	5,357,570	5,444,520
569580	Health Care - Employee Contributions	17,858,360	14,161,718	15,963,310	15,536,227
	<b>Total Employee Contributions</b>	<b>22,478,688</b>	<b>19,414,238</b>	<b>21,320,880</b>	<b>20,980,747</b>
461110	Group Term Life - Other Funding	9,501	10,000	10,000	10,000
441960	Special Employment Program -	43,439	200,000	200,000	200,000

## Personnel Compensation Trust Subfunds

Outside Funding					
	<b>Total Other Funding</b>	<b>52,940</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>
569990	Health Care - Other Funding	3,510,953	1,405,000	1,415,300	1,494,474
	<b>Total Miscellaneous</b>	<b>3,510,953</b>	<b>1,405,000</b>	<b>1,415,300</b>	<b>1,494,474</b>
	<b>Total Revenues</b>	<b>186,506,990</b>	<b>191,227,739</b>	<b>202,623,662</b>	<b>207,066,488</b>
379100	Use of (Contribution to) Fund Balance - GTL	12,430	-10,000	-10,000	-10,000
379100	Use of (Contribution to) Fund Balance - HC	-11,346,470	-53,171	3,519,087	-1,128,164
579100	Use of (Contribution to) Fund Balance - Ind. Ins.	232,781	750,000	400,000	400,000
379100	Use of (Contribution to) Fund Balance - SEP	14	0	0	0
379100	Use of (Contribution to) Fund Balance - Unemployment	399,021	654,284	684,061	776,173
	<b>Total Use of Fund Balance</b>	<b>-10,702,224</b>	<b>1,341,113</b>	<b>4,593,148</b>	<b>38,009</b>
	<b>Total Resources</b>	<b>175,804,766</b>	<b>192,568,852</b>	<b>207,216,810</b>	<b>207,104,497</b>

# Personnel Compensation Trust Subfunds

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

### Group Term Life Budget Control Level

The purpose of the Group Term Life Budget Control Level is to provide appropriation authority for the City's group term life insurance, long-term disability insurance, and accidental death and dismemberment insurance.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Group Term Life Program	5,352,749	6,112,320	6,234,566	6,304,320
<b>Total</b>	<b>5,352,749</b>	<b>6,112,320</b>	<b>6,234,566</b>	<b>6,304,320</b>

### Health Care Budget Control Level

The purpose of the Health Care Budget Control Level is to provide for the City's medical, dental, and vision insurance programs; the Flexible Spending Account; the Employee Assistance Program; and COBRA continuation coverage costs.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Health Care Program	148,828,704	161,725,755	175,209,976	176,550,687
<b>Total</b>	<b>148,828,704</b>	<b>161,725,755</b>	<b>175,209,976</b>	<b>176,550,687</b>

### Industrial Insurance Budget Control Level

The purpose of the Industrial Insurance Budget Control Level is to provide for medical, wage replacement, pension, and disability claims related to occupational injuries and illnesses, occupational medical monitoring, workplace safety programs, and related expenses.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Industrial Insurance Program	15,061,977	18,330,000	19,171,000	19,811,000
<b>Total</b>	<b>15,061,977</b>	<b>18,330,000</b>	<b>19,171,000</b>	<b>19,811,000</b>

### Special Employment Budget Control Level

The purpose of the Special Employment Budget Control Level is to capture the expenditures associated with outside agency use of the City's temporary, intern, and work study programs. Outside agencies reimburse the City for costs. Expenses related to employees hired by City departments through the Special Employment Program are charged directly to the departments.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Special Employment Program	43,453	200,000	200,000	200,000
<b>Total</b>	<b>43,453</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>

## Personnel Compensation Trust Subfunds

### **Transit Benefit Budget Control Level**

The purpose of the Transit Benefit Budget Control Level is to pay for the transit benefits offered to City employees. The Transit Benefit Subfund receives payments from Finance General and fee supported departments to pay for reduced cost King County Metro and Washington State Ferry transit passes and related administrative expenses.

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2014</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Transit Benefit Program	4,620,969	4,900,000	5,400,000	3,163,490
<b>Total</b>	<b>4,620,969</b>	<b>4,900,000</b>	<b>5,400,000</b>	<b>3,163,490</b>

### **Unemployment Insurance Budget Control Level**

The purpose of the Unemployment Insurance Budget Control Level is to provide the budget authority for the City to pay unemployment compensation expenses.

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2014</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Unemployment Insurance Program	1,896,915	1,300,777	1,001,269	1,075,000
<b>Total</b>	<b>1,896,915</b>	<b>1,300,777</b>	<b>1,001,269</b>	<b>1,075,000</b>

# Personnel Compensation Trust Subfunds

## Personnel Compensation Trust Subfunds Fund Table

### Industrial Insurance Subfund (00516)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>6,028,599</b>	<b>5,269,949</b>	<b>5,795,818</b>	<b>4,519,949</b>	<b>4,555,818</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	14,829,196	17,580,000	15,666,890	18,771,000	19,411,000
Less: Actual and Budgeted Expenditures	15,061,977	18,330,000	16,906,890	19,171,000	19,811,000
<b>Ending Fund Balance</b>	<b>5,795,818</b>	<b>4,519,949</b>	<b>4,555,818</b>	<b>4,119,949</b>	<b>4,155,818</b>
State Required Reserve	2,397,919	3,130,000	2,651,723	3,277,500	3,305,000
<b>Total Reserves</b>	<b>2,397,919</b>	<b>3,130,000</b>	<b>2,651,723</b>	<b>3,277,500</b>	<b>3,305,000</b>
<b>Ending Unreserved Fund Balance</b>	<b>3,397,899</b>	<b>1,389,949</b>	<b>1,904,095</b>	<b>842,449</b>	<b>850,818</b>

### Transit Benefit Subfund (00410)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	4,620,969	4,900,000	4,528,754	5,400,000	3,163,490
Less: Actual and Budgeted Expenditures	4,620,969	4,900,000	4,528,754	5,400,000	3,163,490
<b>Ending Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Unreserved Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Personnel Compensation Trust Subfunds

## Unemployment Insurance Subfunds (00517)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>2,872,124</b>	<b>2,323,989</b>	<b>2,473,103</b>	<b>1,669,705</b>	<b>1,654,596</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	1,497,894	646,493	646,493	317,208	298,827
Less: Actual and Budgeted Expenditures	1,896,915	1,300,777	1,465,000	1,001,269	1,075,000
<b>Ending Fund Balance</b>	<b>2,473,103</b>	<b>1,669,705</b>	<b>1,654,596</b>	<b>985,644</b>	<b>878,423</b>
Reserve Against Fund Balance	500,000	500,000	500,000	500,000	500,000
<b>Total Reserves</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
<b>Ending Unreserved Fund Balance</b>	<b>1,973,103</b>	<b>1,169,705</b>	<b>1,154,596</b>	<b>485,644</b>	<b>378,423</b>

## Health Care Subfund (00627)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>33,965,257</b>	<b>39,433,196</b>	<b>45,311,726</b>	<b>39,486,367</b>	<b>49,394,757</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	160,175,173	161,778,926	179,431,264	171,690,888	177,678,851
Less: Actual and Budgeted Expenditures	148,828,704	161,725,755	175,348,233	175,209,976	176,550,687
<b>Ending Fund Balance</b>	<b>45,311,726</b>	<b>39,486,367</b>	<b>49,394,757</b>	<b>35,967,279</b>	<b>50,522,921</b>
Reserve - Forecast Variance Reserve	5,394,004	7,644,000	7,644,000	7,873,320	8,446,500
Reserve - Health Care Purposes	28,951,626	22,815,386	31,206,565	19,066,979	31,532,229
Reserve - State Law	10,966,097	9,026,981	10,544,194	9,026,981	10,544,194
<b>Total Reserves</b>	<b>45,311,727</b>	<b>39,486,367</b>	<b>49,394,759</b>	<b>35,967,280</b>	<b>50,522,923</b>
<b>Ending Unreserved Fund Balance</b>	<b>-1</b>	<b>0</b>	<b>-2</b>	<b>-1</b>	<b>-2</b>



# Personnel Compensation Trust Subfunds

## Special Employment Program Subfund (00515)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>118,800</b>	<b>118,800</b>	<b>118,786</b>	<b>118,800</b>	<b>118,786</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	43,439	200,000	200,000	200,000	200,000
Less: Actual and Budgeted Expenditures	43,453	200,000	200,000	200,000	200,000
<b>Ending Fund Balance</b>	<b>118,786</b>	<b>118,800</b>	<b>118,786</b>	<b>118,800</b>	<b>118,786</b>
<b>Ending Unreserved Fund Balance</b>	<b>118,786</b>	<b>118,800</b>	<b>118,786</b>	<b>118,800</b>	<b>118,786</b>

## Group Term Life Insurance Subfund (00628)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>437,270</b>	<b>446,270</b>	<b>424,840</b>	<b>456,270</b>	<b>355,040</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	5,340,319	6,122,320	6,042,520	6,244,566	6,314,320
Less: Actual and Budgeted Expenditures	5,352,749	6,112,320	6,112,320	6,234,566	6,304,320
<b>Ending Fund Balance</b>	<b>424,840</b>	<b>456,270</b>	<b>355,040</b>	<b>466,270</b>	<b>365,040</b>
<b>Ending Unreserved Fund Balance</b>	<b>424,840</b>	<b>456,270</b>	<b>355,040</b>	<b>466,270</b>	<b>365,040</b>



# Personnel Department

David Stewart, Director

(206) 684-7999

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

## Department Overview

The Personnel Department provides human resource services, tools, and assistance to ensure the City accomplishes business goals in a cost-effective and safe manner. The Personnel Department has four primary areas of operation:

The **Employment and Training** section provides recruitment and staffing services, mediation, employee development opportunities, temporary employment program oversight, and technical assistance to all City departments so that the City can meet its hiring needs efficiently, comply with legal guidelines, and accomplish the City's work.

The **Employee Health Services** section provides quality, cost-effective employee benefits, including health care benefits, workers' compensation benefits, and safety services, all of which maintain and promote employee health and productivity, and provide a competitive non-cash compensation package. In addition, this section administers the City of Seattle Voluntary Deferred Compensation Plan and Trust.

The **Citywide Personnel Services** section establishes Citywide personnel rules and provides human resources systems, policy advice, information management, finance and accounting services, and expert consultative assistance to departments, policymakers, and employees. This section includes Policy Development, Information Management, Finance, Budget and Accounting, the Employee Giving and Volunteer Program, Unemployment, and other internal support services.

The **City/Union Relations and Classification/Compensation** section negotiates and administers a personnel system for both represented and non-represented employees with the intention of fairly classifying and compensating the City's diverse work force.

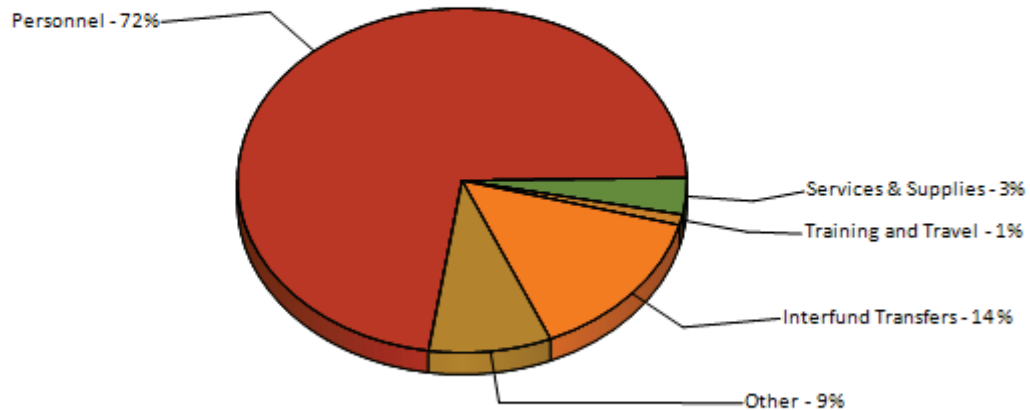
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$11,498,239	\$11,814,748	\$12,171,262	\$12,773,512
<b>Total Operations</b>	<b>\$11,498,239</b>	<b>\$11,814,748</b>	<b>\$12,171,262</b>	<b>\$12,773,512</b>
 <b>Total Appropriations</b>	 <b>\$11,498,239</b>	 <b>\$11,814,748</b>	 <b>\$12,171,262</b>	 <b>\$12,773,512</b>
Full-time Equivalent Total*	105.25	103.75	103.75	103.75

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

# Personnel Department

## 2014 Proposed Budget - Expenditure by Category



### Budget Overview

The 2014 Proposed Budget provides funds for the Personnel Department to procure a Citywide Talent Management System (TMS). The TMS will help modernize the City's human resource management operations. It will improve employee accountability and efficiency by creating an online training system and centralizing performance management and succession planning. These resources will ensure the City is making the best use of its employees and is prepared for a successful future.

In 2014, the department will continue to develop the Citywide human resources strategic plan. The focus of the work will be to develop and coordinate Citywide decisions involving training and development, performance management, consistency in practice, recruitment and selection. The plan will also improve consistency in the application of corrective action and discipline.

# Personnel Department

## Incremental Budget Changes

### Personnel Department

	2014 Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 12,171,262</b>	<b>103.75</b>
<b>Baseline Changes</b>		
Adjustments to Central Cost Allocations	\$ 10,689	0.00
<b>Proposed Changes</b>		
Purchase Talent Management System	\$ 744,640	0.00
<b>Proposed Technical Changes</b>		
Eliminate Funding for Postini Spam Software	-\$ 1,068	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 152,011	0.00
<b>Total Incremental Changes</b>	<b>\$ 602,250</b>	<b>0.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 12,773,512</b>	<b>103.75</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Adjustments to Central Cost Allocations - \$10,689**

The 2014 Proposed Budget makes technical adjustments to reflect changes in central cost allocations and contracts. These adjustments update initial assumptions about costs and inflators made in the first year of the biennium.

### Proposed Changes

#### **Purchase Talent Management System - \$744,640**

The Talent Management System (TMS) will help the City ensure that it has an efficient and well-trained workforce. Of the total budget, \$206,350 is for one-time system setup; the remaining \$538,290 is for the ongoing subscription cost for the software. The TMS includes two primary services:

1. An online training system to move existing trainings online, increase training opportunities and centrally track participation and certification. Currently, the City performs most training in a classroom setting. Training records must be maintained manually, which is inefficient and prone to mistakes.

# Personnel Department

2. A performance management package of online tools for standard and consistent administration of performance evaluations, development plans and succession planning. Currently, each department tracks performance using different goals and procedures. By tracking performance in a central system and standardizing some performance goals, evaluations and development plans can more easily cross department lines. This allows for more consistent employee development and improves departments' ability to identify employees with advancement potential. With 50 percent of City employees eligible for retirement in the next five years, effective employee evaluation and succession planning is essential.

## Proposed Technical Changes

### **Eliminate Funding for Postini Spam Software - (\$1,068)**

Spam protection is included in the City's Office 365 software package. The Department of Information Technology will no longer bill departments for Postini Spam Software.

### **Citywide Adjustments for Standard Cost Changes - (\$152,011)**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, health care, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

## **Expenditure Overview**

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
City/Union Relations and Class/Comp Services Budget Control Level	N4000	3,116,348	3,391,172	3,496,440	3,443,458
Citywide Personnel Services Budget Control Level	N3000	2,628,247	2,773,615	2,855,227	2,811,976
Employee Health Services Budget Control Level	N2000	2,789,032	2,836,675	2,929,443	2,912,785
Employment and Training Budget Control Level	N1000	2,964,612	2,813,285	2,890,152	3,605,293
<b>Department Total</b>		<b>11,498,239</b>	<b>11,814,748</b>	<b>12,171,262</b>	<b>12,773,512</b>
<b>Department Full-time Equivalents Total*</b>		<b>105.25</b>	<b>103.75</b>	<b>103.75</b>	<b>103.75</b>

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

# Personnel Department

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

### City/Union Relations and Class/Comp Services Budget Control Level

The purpose of the City/Union Relations and Classification/Compensation Services Budget Control Level is to support the City's efforts to fairly manage and compensate its diverse work force. City/Union Relations staff provide technical and professional labor-relations services to policymakers and management staff of all City departments. The Class/Comp staff develop personnel rules, pay programs, perform compensation analysis, and provide classification services and organizational consultation to all City departments.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
City/Union Relations and Class/Comp Services	3,116,348	3,391,172	3,496,440	3,443,458
<b>Total</b>	<b>3,116,348</b>	<b>3,391,172</b>	<b>3,496,440</b>	<b>3,443,458</b>
Full-time Equivalents Total*	24.00	24.00	24.00	24.00

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

### Citywide Personnel Services Budget Control Level

The purpose of the Citywide Personnel Services Budget Control Level is to establish citywide personnel rules and provide human resources systems, policy advice, information management, finance and accounting services, contingent work force oversight, and expert assistance to departments, policymakers, and employees. This program includes Policy Development, Information Management, Finance and Accounting, Temporary Employment Services, and other internal support services.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Citywide Personnel Services	2,628,247	2,773,615	2,855,227	2,811,976
<b>Total</b>	<b>2,628,247</b>	<b>2,773,615</b>	<b>2,855,227</b>	<b>2,811,976</b>
Full-time Equivalents Total*	20.75	20.75	20.75	20.75

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

# Personnel Department

## **Employee Health Services Budget Control Level**

The purpose of the Employee Health Services Budget Control Level is to provide employee health care and other benefits, workers' compensation benefits, and safety services to maintain and promote employee health and productivity. This program also includes administration of the Seattle Voluntary Deferred Compensation Plan and Trust.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Employee Health Services	2,789,032	2,836,675	2,929,443	2,912,785
<b>Total</b>	<b>2,789,032</b>	<b>2,836,675</b>	<b>2,929,443</b>	<b>2,912,785</b>
Full-time Equivalents Total*	21.50	20.50	20.50	20.50

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

## **Employment and Training Budget Control Level**

The purpose of the Employment and Training Budget Control Level is to provide staffing services, employee-development opportunities, mediation, and technical assistance to all City departments. This Budget Control Level includes the Police and Fire Exams, Employment, Supported Employment, Equal Employment Opportunity, Alternative Dispute Resolution, and Career Quest units.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Employment and Training	2,964,612	2,813,285	2,890,152	3,605,293
<b>Total</b>	<b>2,964,612</b>	<b>2,813,285</b>	<b>2,890,152</b>	<b>3,605,293</b>
Full-time Equivalents Total*	39.00	38.50	38.50	38.50

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



# Office of Sustainability and Environment

Jill Simmons, Director

(206) 615-0817

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

## Department Overview

The Office of Sustainability and Environment (OSE) partners with City departments, community organizations, nonprofits, and businesses to solve pressing environmental challenges. OSE develops policies and promotes green initiatives through three functional areas:

**Citywide Coordination:** Coordinates interdepartmental work on priority programs, policies and outreach to advance the City's environmental goals. OSE's coordination work includes a focus on food policy, urban forestry, and green infrastructure.

**Innovation & Research:** Conducts research and development for the City's next generation of environmental and sustainability policies and programs. OSE's innovation and research includes a focus on building energy, including: implementing Community Power Works, a program to provide home energy upgrades; developing a district energy strategic partnership; and implementing the Building Energy Benchmarking & Reporting program.

**Climate Change Action Planning and Measurement:** Coordinates implementation of the Seattle Climate Action Plan (CAP) to reduce Seattle's greenhouse gas emissions, including goal assessment, action planning, community outreach, and performance measurement. OSE's climate change planning and measurement work also includes developing a climate change adaptation strategy that minimizes the disproportionate impacts of a changing climate while making Seattle less vulnerable and more resilient.

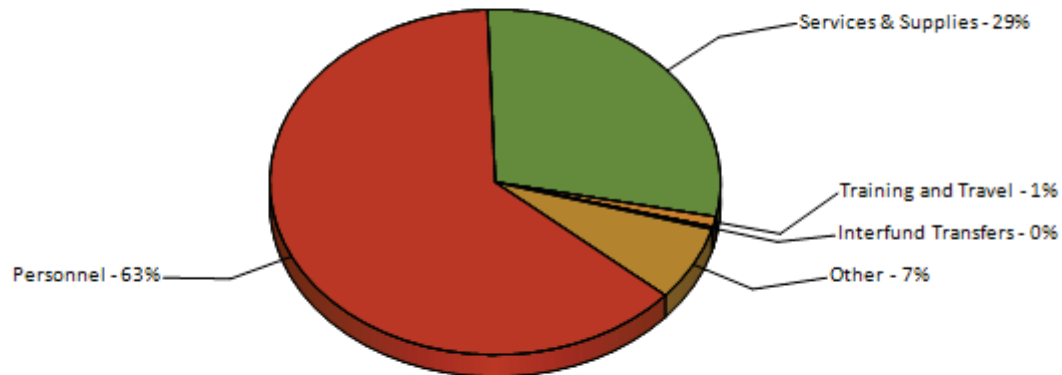
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$5,726,933	\$1,995,677	\$2,092,173	\$2,518,090
<b>Total Operations</b>	<b>\$5,726,933</b>	<b>\$1,995,677</b>	<b>\$2,092,173</b>	<b>\$2,518,090</b>
<b>Total Appropriations</b>	<b>\$5,726,933</b>	<b>\$1,995,677</b>	<b>\$2,092,173</b>	<b>\$2,518,090</b>
Full-time Equivalent Total*	15.00	14.00	10.00	10.50

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

# Office of Sustainability and Environment

## 2014 Proposed Budget - Expenditure by Category



### Budget Overview

The City of Seattle remains committed to climate protection and energy efficiency. In 2012, OSE created a Resource Conservation Initiative to provide centralized monitoring of resource use and to improve the operations of City-owned facilities. During the next several years the initiative will look at all aspects of resource use in City buildings, but the first phase focuses on energy. The City's near-term goal is to achieve 20 percent energy savings in municipal buildings by 2020. The 2014 Proposed Budget maintains the Citywide Resource Conservation Advisor position to coordinate Citywide implementation of the Resource Conservation Management Plan and achieve energy and cost savings across multiple City facilities.

In 2014, the department will continue to implement the Energy Benchmarking program, which requires non-residential and multifamily buildings with more than 20,000 square feet to report energy use annually. Enforcement and outreach support to building owners is intended to help achieve the ultimate goal of increasing the energy efficiency of Seattle's buildings. The 2014 Proposed Budget includes funding to extend a temporary enforcement coordinator position.

OSE has managed the successful Community Power Works pilot project since 2010. Launched with a \$20 million Department of Energy (DOE) grant, the program provides a "one-stop shop" for homeowners, businesses and commercial building owners in Seattle interested in energy efficiency upgrades. More than 5,000 Seattle homeowners signed up for the program in the past three years, making this one of the most effective DOE-funded programs in the country. Community Power Works also partnered with community and labor stakeholders to develop a "Community High Road Workforce Agreement" for all work completed in the single-family sector. This Agreement sets wage standards and helps ensure access to high-quality training programs in the clean-energy economy. The Agreement resulted in increased diversity of the single family home weatherization workforce. Since the program began, the contractor pool has more than doubled in size to 25 contractors, of which 16

# Office of Sustainability and Environment

percent are minority owned and eight percent are women owned.

The DOE grant funding for Community Power Works ends in March 2014 OSE will transition the day-to-day operations of the program to a non-profit organization, but the City will remain a key partner. The non-profit organization will continue the program using existing loan loss reserves, state funding, customer and contractor generated funds, and City funding. The 2014 Proposed Budget will fund a City liaison for Community Power Works and a consultant contract to monitor contractor compliance with the High Road Agreement.

OSE continues to explore opportunities for expanding district energy (DE) infrastructure in Seattle in First Hill and South Lake Union. A DE system heats and/or cools multiple buildings through one central energy plant, eliminating the need for mechanical plants in each individual building. This centralized heating and cooling allows for increases in energy efficiency and expands options for greener fuel sources. District energy is a key strategy in helping achieve the City's climate protection and energy conservation goals. The 2014 Proposed Budget includes funding for the next phase of analysis and system design in South Lake Union/Denny Triangle.

Finally, the 2014 Proposed Budget doubles City support for the popular Fresh Bucks program, which provides consumers who receive Supplemental Nutrition Assistance Program (SNAP) benefits with extra buying power to purchase fruits and vegetables at farmer's markets. The program matches up to ten dollars for fruit and vegetable purchases at any farmers market in the City. The program has been highly successful in expanding market communities, supporting local businesses and providing healthy choices for low-income residents.

## Incremental Budget Changes

### Office of Sustainability and Environment

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 2,092,173</b>	<b>10.00</b>
<b>Baseline Changes</b>		
Correction of Central Cost Rates	\$ 0	0.00
<b>Proposed Changes</b>		
Energy Efficiency Improvements and Planning for City Buildings	\$ 127,583	0.00
Energy Benchmarking Compliance and Outreach Support	\$ 75,000	0.00
Community Power Works Support	\$ 128,475	0.50
District Energy Infrastructure in South Lake Union/Denny Triangle	\$ 100,000	0.00
Fresh Bucks Program	\$ 100,000	0.00
<b>Proposed Technical Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 105,141	0.00
<b>Total Incremental Changes</b>	<b>\$ 425,917</b>	<b>0.50</b>
<b>2014 Proposed Budget</b>	<b>\$ 2,518,090</b>	<b>10.50</b>

# Office of Sustainability and Environment

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Correction of Central Cost Rates**

This dollar neutral adjustment corrects the allocation between temporary labor and regular salary costs.

### Proposed Changes

#### **Energy Efficiency Improvements and Planning for City Buildings - \$127,583**

This change extends funding for the Citywide Resource Conservation Advisor position, which has been entirely grant-funded to date and was due to sunset at the end of 2013. This position will work to create a comprehensive energy savings strategy and will serve as an advisor and liaison to guide energy conservation investments across departments. The work will collaborate with FAS and other City capital departments to conduct energy efficiency audits and make cost-effective physical improvements to City buildings.

#### **Energy Benchmarking Compliance and Outreach Support - \$75,000**

This change provides funding to maintain a half-time enforcement coordinator position in 2014 to ensure the City has the capacity to establish a strong track record of compliance for the City's energy benchmarking requirement. In 2013, the City began issuing notices of violation to businesses that were not in compliance with the energy reporting requirement. Based on initial results from penalties issued to date and the outcomes of appeals, revenue estimates to the General Fund are 60 percent above the 2014 Endorsed Budget level. This position, which was previously grant-funded, will maintain the current enforcement capacity for the energy benchmarking project.

#### **Community Power Works Support - \$128,475/.50 FTE**

The Department of Energy grant that funded the Community Power Works for Home pilot program ends in March 2014. The program's day-to-day operations will transition to a nonprofit organization that will continue to provide energy upgrades to Seattle homeowners. While less involved in ongoing operations, the City will remain a key partner in the program, helping to ensure it meets the City's environmental and workforce goals. This funding supports a half-time position and consultant resources to continue a strong partnership with the program, provide ongoing oversight of the program and ensure compliance to City-mandated wage and hiring standards. The consultant work will include tracking wage compliance, conducting site visits, preparing monthly summaries and online reports, and contractor surveys.

#### **District Energy Infrastructure in South Lake Union/Denny Triangle - \$100,000**

In 2013, the City supported a preliminary study of the opportunities to implement a District Energy heating system in the South Lake Union area. The study identified substantial opportunity and significant interest from key developers in the area for District Energy investment. This funding will enable the City to provide time-sensitive analysis and engineering to ensure that infrastructure planning stays on track with the neighborhood's development timelines.

#### **Fresh Bucks Program - \$100,000**

This change doubles the City's support for the Fresh Bucks program as it transitions from a pilot project to an

# Office of Sustainability and Environment

ongoing, sustainable program at all fourteen Seattle farmers markets. The funding provides partial support for the program's financial incentives to low income families and partial support for program administration. The remainder will be covered by grants and donations. Building on the success of the Seattle Fresh Bucks program and other incentive programs in the state, the Washington State Farmers Market Association is replicating the program to expand access to healthy food for low-income shoppers at farmers markets across the state.

## Proposed Technical Changes

### Citywide Adjustments for Standard Cost Changes - (\$105,141)

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Office of Sustainability and Environment Budget Control Level	X1000	5,726,933	1,995,677	2,092,173	2,518,090
<b>Department Total</b>		<b>5,726,933</b>	<b>1,995,677</b>	<b>2,092,173</b>	<b>2,518,090</b>
<b>Department Full-time Equivalents Total*</b>		<b>15.00</b>	<b>14.00</b>	<b>10.00</b>	<b>10.50</b>

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

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

### Office of Sustainability and Environment Budget Control Level

The purpose of the Office of Sustainability and Environment Budget Control Level is to coordinate interdepartmental environmental sustainability initiatives, identify and develop next generation policies and programs, and lead the City's climate change action planning to move towards carbon neutrality.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Office of Sustainability and Environment	5,726,933	1,995,677	2,092,173	2,518,090
<b>Total</b>	<b>5,726,933</b>	<b>1,995,677</b>	<b>2,092,173</b>	<b>2,518,090</b>
Full-time Equivalents Total*	15.00	14.00	10.00	10.50

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



# General Subfund

## Department Overview

The General Subfund of the City's General Fund is the primary operating fund of the City. Appropriations and expenses for many of the services most commonly associated with the City, such as police and fire, are accounted for in the General Subfund. The Subfund is supported primarily by property, sales, business, and utility taxes.

The City's financial policies do not require a fund balance to be maintained in the General Subfund. Instead, the City reserves resources for unanticipated expenses or revenue shortfalls associated with general government in the Emergency Subfund of the General Fund and in the Revenue Stabilization Account of the Cumulative Reserve Subfund. As a result of this practice, General Subfund balances usually are spent in their entirety either in the current or next fiscal years.

## Revenue Overview

### 2014 Estimated Revenues - in \$1,000s

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
411100	Property Tax	225,158	226,440	230,540	223,255
411100	Property Tax-Medic One Levy	34,796	34,560	39,187	42,306
	<b>Total Property Taxes</b>	<b>259,954</b>	<b>261,000</b>	<b>269,727</b>	<b>265,561</b>
413100	Retail Sales Tax	155,656	157,257	163,046	171,579
413700	Retail Sales Tax - Criminal Justice	12,840	13,330	13,956	14,515
	<b>Total Sales Tax</b>	<b>168,496</b>	<b>170,587</b>	<b>177,002</b>	<b>186,094</b>
416100	Business & Occupation Tax (100%)	181,836	188,827	199,462	199,042
	<b>Total Business and Occupation Tax</b>	<b>181,836</b>	<b>188,827</b>	<b>199,462</b>	<b>199,042</b>
416430	Utilities Business Tax - Natural Gas (100%)	12,113	11,324	12,317	12,789
416450	Utilities Business Tax - Solid Waste (100%)	944	1,075	1,075	975
416460	Utilities Business Tax - Cable Television (100%)	16,051	16,524	16,924	16,793
416470	Utilities Business Tax - Telephone (100%)	27,334	26,926	27,680	27,341
416480	Utilities Business Tax - Steam (100%)	1,304	1,186	1,347	1,448

516410	Utilities Business Tax - City Light (100%)	41,608	43,933	46,531	46,575
516420	Utilities Business Tax - City Water (100%)	25,943	26,981	29,148	29,967
516440	Utilities Business Tax - Drainage/Waste Water (100%)	35,505	36,624	37,237	39,256
516450	Utilities Business Tax - City SWU (100%)	12,275	13,268	13,795	13,701
	<b>Total Utility Tax</b>	<b>173,077</b>	<b>177,841</b>	<b>186,055</b>	<b>188,845</b>
413600	Use Tax - Brokered Natural Gas	1,185	1,620	2,032	1,761
416200	Admission Tax	7,068	6,111	6,301	7,062
418200	Leasehold Excise Tax	4,201	4,500	4,500	4,300
418500	Gambling Tax	495	450	450	425
418600	Pleasure Boat Tax	160	140	160	120
436694	Liquor Excise Tax	1,534	1,056	2,113	1,056
	<b>Total Other Taxes</b>	<b>14,643</b>	<b>13,877</b>	<b>15,555</b>	<b>14,724</b>
422940	Meter Hood Service	2,204	1,350	1,350	1,650
462300	Parking Meters	34,415	34,256	34,599	35,758
	<b>Total Parking Meters</b>	<b>36,619</b>	<b>35,606</b>	<b>35,949</b>	<b>37,408</b>
455900	Court Fines & Forfeitures (100%)	32,031	32,873	35,003	34,471
	<b>Total Court Fines and Forfeitures</b>	<b>32,031</b>	<b>32,873</b>	<b>35,003</b>	<b>34,471</b>
431010	FEDERAL GRANTS - DIRECT	934	0	0	0
431010	Federal Grants - Other	1,541	238	238	238
431190	ARRA FED GRNT DIR - PASSTHROUGH	0	60	60	60
433010	FEDERAL GRANTS - INDIRECT	6,774	0	0	0
433010	Federal Indirect Grants - Other	6,922	0	0	0
436129	Trial Court Improvement Account	158	150	150	150
436610	Criminal Justice Assistance (High Impact)	1,578	1,745	1,745	1,560
436621	Criminal Justice Assistance (Population)	1,060	725	725	1,075
436695	Liquor Board Profits	6,106	5,369	5,369	5,369
437010	Interlocal Agreement - Sound Transit	0	0	0	0
439090	Benaroya Hall - Concession Payment	0	382	382	382
443870	RESOURCE RECOVERY REVENUES	126	0	0	0
	<b>Total Revenue from Other Public Entities</b>	<b>25,199</b>	<b>8,669</b>	<b>8,669</b>	<b>8,834</b>



422450	Vehicle Overload Permits	12	8	8	8
422940	Meter Hood Service	75	75	75	75
437010	Interlocal Agreement - Sound Transit	1,054	388	402	419
441610	Copy Charges	113	118	118	118
441950	Legal Services	35	34	34	34
441960	Automated Fingerprint Information System (AFIS)	3,700	3,901	4,063	4,051
441960	Fire Special Events Services	794	727	727	758
441960	Personnel Services	1,200	1,167	1,177	1,297
441990	Hearing Examiner Fees	2	3	3	3
441990	OTHER GENERAL GOVTL SVC FEES-M	299	0	0	0
441990	Other Service Charges - General Government	265	360	360	79
441990	Vehicle Towing Revenues	217	215	215	215
442100	LAW ENFORCEMENT SERVICE FEES	177	0	0	0
442100	Law Enforcement Services	3,680	3,005	2,957	2,655
442100	Traffic Control Services	-28	267	267	269
442330	Adult Probation and Parole (100%)	382	350	350	350
442500	E-911 Reimbursements & Cellular Tax Revenue	2,997	2,802	2,827	2,804
443979	SUNDRY RECOVERIES	2	0	0	0
447400	Special Events Recovery	0	550	550	550
447500	EXHIBIT ADMISSION CHARGES	0	0	0	0
447550	Athletic facility fees	6	0	0	0
457300	Municipal Court Cost Recoveries (100%)	520	533	533	533
457400	Confiscated Funds	353	633	633	225
541960	IF PERSONNEL SERVICE CHARGES	1	0	0	0
541990	Interfund Revenue to City Budget Office	3	0	0	0
541990	Interfund Revenue to Executive Administration	0	1,444	1,487	1,691
541990	Interfund Revenue to Personnel	6,491	6,487	6,695	7,040
541990	Miscellaneous Interfund Revenue	15,890	15,418	15,948	15,950
	<b>Total Service Charges &amp; Reimbursements</b>	<b>38,238</b>	<b>38,484</b>	<b>39,427</b>	<b>39,123</b>
541990	IF OTHR GEN GOVTL SVC CHRGs-MI	913	0	0	0

587118	OPER TR IN-FR EMERGENCY SFUND	0	725	45	45
587344	Transfer from - Fire Facilities Levy	8,102	126	127	0
587400	Transfer from - Utilities for Council Oversight	324	494	510	510
587900	Transfer from - Dearborn Trust Fund	16	0	0	0
587900	Transfer from - DOIT	0	0	0	893
587900	Transfer from - Emergency Subfund	1	0	0	0
587900	Transfer from - FAS Operating Fund	61	1,083	30	30
587900	Transfer from - Municipal Jail Subfund	1,000	0	0	0
587900	Transfer from - Other Funds	12	30	0	1,515
587900	Transfer from - Planning and Development Fund	15	0	0	0
	<b>Total Other Funds - Fund Balance Transfers</b>	<b>10,443</b>	<b>2,457</b>	<b>712</b>	<b>2,993</b>
421600	Professional & Occupational Licenses (100%)	0	0	0	0
421920	Business License Fees (100%)	5,178	5,200	5,200	5,250
422115	USE PERMITS	662	0	0	0
422190	Emergency Alarm Fees	2,486	2,109	2,109	2,109
422450	Vehicle Overload Permits	223	230	230	663
422490	Street Use Permits	774	700	700	775
422800	PENALTIES ON NON- BUSINESS LICE	8	0	0	0
422920	Fire Permits	3,662	4,507	4,568	4,630
422990	Gun Permits and Other	33	26	26	32
422990	Other Non Business Licenses	70	32	34	34
444590	MISCELLANEOUS - OTHER REVENUES	0	153	178	284
457400	EVIDENCE CONFISCATIONS	37	0	0	0
461110	Interest on Investments	1,544	1,864	2,381	1,837
461300	GASB31 GAINS/LOSSES	314	0	0	0
461320	UNREALD GNS/LOSSES- INV GASB31	5	0	0	0
463000	INSURANCE PREMIUMS & RECOVERIE	51	0	0	0
469400	OTHER JUDGMENTS & SETTLEMENTS	1	0	0	0
469900	0	32	0	0	0

469990	Other Miscellaneous Revenue	8,541	1,695	4,194	4,786
469990	OTHER MISCELLANEOUS REVENUES	16	56	58	58
569990	IF OTHER MISCELLANEOUS REVENUE	1	0	0	0
587344	Transfer from - Fire Facilities Levy	136	0	0	0
587900	Transfer from - Transportation Subfund	1	0	0	0
<b>Total Other</b>		<b>23,772</b>	<b>16,572</b>	<b>19,678</b>	<b>20,458</b>
<b>Total Revenues</b>		<b>964,307</b>	<b>946,792</b>	<b>987,240</b>	<b>997,553</b>

#### General Subfund Fund Table (00100)

Amounts in \$1,000s	<u>2013 Revised</u>	<u>2014 Endorsed</u>	<u>2014 Proposed</u>
Beginning Fund Balance	56,116	26,410	30,317
Technical Adjustment	(15,385)		
<b>Beginning Unreserved Fund Balance</b>	<b>40,730</b>	<b>26,410</b>	<b>30,317</b>
<b><u>Revenues</u></b>			
Property Taxes	251,365	269,727	265,561
Sales Tax	177,785	177,002	186,094
Business and Occupation Tax	187,264	199,462	199,042
Utility Tax	180,229	186,055	188,845
Other Taxes	14,296	15,555	14,724
Parking Meters	37,254	35,949	37,408
Court Fines and Forfeitures	39,033	35,003	34,471
Revenue from Other Public Entities	8,834	8,669	8,834
Service Charges & Reimbursements	37,506	39,427	39,123
Subfund Balance Transfers (ERF, RSA, J&C)	2,594	712	2,993
Licenses, Permits, Interest Income and Other	16,997	19,678	20,458
<b>Total Revenues</b>	<b>953,156</b>	<b>987,240</b>	<b>997,553</b>
<b><u>Expenditures</u></b>			
Arts, Culture & Recreation	(146,240)	(154,250)	(150,194)
Health and Human Services	(59,176)	(61,834)	(67,439)
Neighborhoods & Development	(29,009)	(30,029)	(32,801)
Public Safety	(537,033)	(550,218)	(573,726)
Utilities and Transportation	(37,840)	(40,143)	(41,638)

Administration	(120,186)	(119,620)	(122,257)
Debt Service	(13,946)	(18,035)	(16,999)
General Fund Subfunds, Judgment & Claims	(5,191)	(6,371)	(10,072)
<i>Subtotal Above Expenditures</i>	<i>(948,622)</i>	<i>(980,498)</i>	<i>(1,015,126)</i>
50% Unanticipated Balance Sweep to ESF	(4,655)		
Carryforward Supplemental	(2,511)		
First Quarter Supplemental	(4,343)		
Second Quarter Supplemental	523		
Third Quarter Supplemental	(840)		
Stand Alone Supplementals / Other	(3,121)		
<b>Total Expenditures</b>	<b>(963,570)</b>	<b>(980,498)</b>	<b>(1,015,126)</b>
Ending Fund Balance	30,317	33,152	12,745
Reserve for Future Year Funding Needs			(3,700)
Other Reserves	(2,338)	(33,093)	(9,036)
<b>Ending Unreserved Fund Balance</b>	<b>27,979</b>	<b>59</b>	<b>8</b>

# Central Waterfront Improvement Fund

Peter Hahn, Director

(206) 684-7623

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

## Department Overview

The Central Waterfront Improvement Fund supports certain costs associated with the design and construction of the Waterfront Improvement Program, related costs for City administration, and costs eligible for financing by a future Local Improvement District (LID). Appropriations are made from the Fund to the Transportation Operating Fund for these purposes.

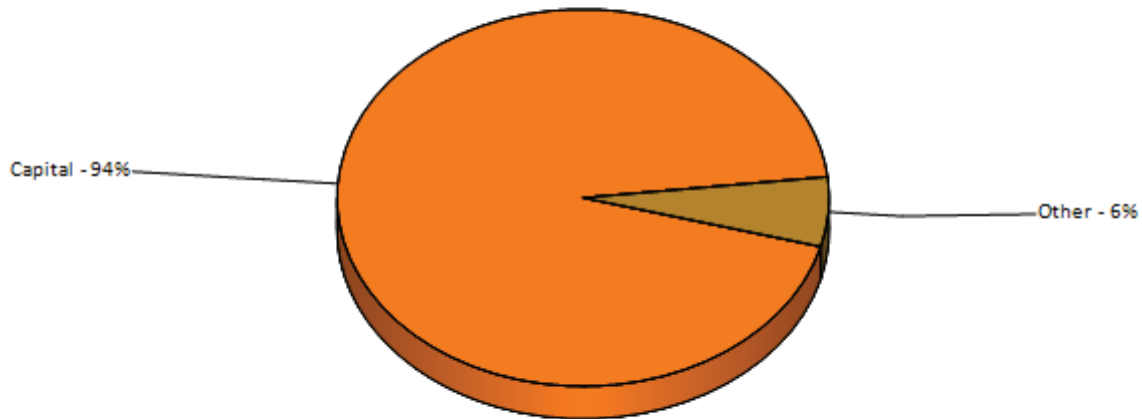
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other Funding - Operating	\$0	\$9,890,000	\$595,000	\$16,479,550
<b>Total Operations</b>	<b>\$0</b>	<b>\$9,890,000</b>	<b>\$595,000</b>	<b>\$16,479,550</b>
 <b>Total Appropriations</b>	 <b>\$0</b>	 <b>\$9,890,000</b>	 <b>\$595,000</b>	 <b>\$16,479,550</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

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

# Central Waterfront Improvement Fund

## 2014 Proposed Budget - Expenditure by Category



### Budget Overview

The 2014 Proposed Budget provides funds to support \$15.5 million in capital expenditures and \$979,550 in anticipated interest expenditures for the Central Waterfront Improvement project. This increase results from budget legislation that increases an interfund loan from \$13.7 million to \$31.2 million. The City expects to repay the loan by no later than December 31, 2016 from the creation a future Local Improvement District (LID). The City may need to amend the loan in future years if necessary to support additional costs incurred prior to the formation of the LID.

# Central Waterfront Improvement Fund

## Incremental Budget Changes

### Central Waterfront Improvement Fund

	2014 Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 595,000</b>	<b>0.00</b>
<b>Proposed Changes</b>		
2014 Interfund Loan Amendment	\$ 15,884,550	0.00
<b>Total Incremental Changes</b>	<b>\$ 15,884,550</b>	<b>0.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 16,479,550</b>	<b>0.00</b>

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### 2014 Interfund Loan Amendment - \$15,884,550

The interfund loan for the Central Waterfront Improvement Fund (CWF) is amended to support capital and interest costs in 2014 related to the Waterfront Improvement Program. These funds are appropriated from the CWF to the Seattle Department of Transportation (SDOT), and included in SDOT's 2014-2019 Adopted CIP.

## Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Central Waterfront Improvement Fund Interest Expense Budget Control Level	CWIF-INT	0	390,000	595,000	979,550
Central Waterfront Improvement Fund Support to CAP Transportation Budget Control Level	CWIF-	0	9,500,000	0	15,500,000
<b>Department Total</b>		<b>0</b>	<b>9,890,000</b>	<b>595,000</b>	<b>16,479,550</b>
<b>Department Full-time Equivalents Total*</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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

# Central Waterfront Improvement Fund

## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
379100	Use of (Contribution To) Fund Balance	1,961,237	9,890,000	595,000	16,479,550
<b>Total CWI Fund</b>		<b>1,961,237</b>	<b>9,890,000</b>	<b>595,000</b>	<b>16,479,550</b>
<b>Total Resources</b>		<b>1,961,237</b>	<b>9,890,000</b>	<b>595,000</b>	<b>16,479,550</b>

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

### Central Waterfront Improvement Fund Interest Expense Budget Control Level

The purpose of the Central Waterfront Improvement Fund Interest Expense BCL is to appropriate interest expense allocated to the Fund.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Central Waterfront Improvement Fund Interest Expense	0	390,000	595,000	979,550
<b>Total</b>	<b>0</b>	<b>390,000</b>	<b>595,000</b>	<b>979,550</b>

### Central Waterfront Improvement Fund Support to Transportation Budget Control Level

The purpose of the Central Waterfront Improvement Fund Support to Transportation Budget Control Level is to appropriate funds from the Central Waterfront Improvement Fund to the Transportation Operating Fund for support of the Waterfront Improvement Program.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Central Waterfront Improvement Fund Support to Transportation Budget Control Level	0	9,500,000	0	15,500,000
<b>Total</b>	<b>0</b>	<b>9,500,000</b>	<b>0</b>	<b>15,500,000</b>



# Central Waterfront Improvement Fund

## Central Waterfront Improvement Fund Table

### Central Waterfront Improvement Fund

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>0</b>	<b>-2,000,000</b>	<b>2,714</b>	<b>-11,890,000</b>	<b>-9,887,286</b>
Accounting and Technical Adjustments	2,714	0	0	0	0
Less: Actual and Budgeted Expenditures	0	9,890,000	9,890,000	595,000	16,479,550
<b>Ending Fund Balance</b>	<b>2,714</b>	<b>-11,890,000</b>	<b>-9,887,286</b>	<b>-12,485,000</b>	<b>-26,366,836</b>
<b>Ending Unreserved Fund Balance</b>	<b>2,714</b>	<b>-11,890,000</b>	<b>-9,887,286</b>	<b>-12,485,000</b>	<b>-26,366,836</b>



# Cumulative Reserve Subfund

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Beth Goldberg, Director

(206) 615-1962

## Department Overview

The Cumulative Reserve Subfund (CRS) primarily funds maintenance and development of the City's general government capital facilities and infrastructure. The subfund is divided into two accounts: the Capital Projects Account and the Revenue Stabilization Account.

The Revenue Stabilization Account (Rainy Day Fund) provides a cushion for the impact of sudden, unanticipated shortfalls in revenue due to economic downturns that could undermine City's ability to maintain services. Please see the Revenue Stabilization Reserve Budget Control Level in the Fiscal Reserves section of the Budget for more details.

The Capital Projects Account provides support for an array of capital projects, with a primary focus on maintaining and rehabilitating existing City facilities. The Capital Projects Account includes seven subaccounts described below.

- **Real Estate Excise Tax I (REET I) Subaccount** is supported by a 0.25% tax on real estate transactions. REET I is used for a variety of capital projects authorized by state law.
- **Real Estate Excise Tax II (REET II) Subaccount** is supported by an additional 0.25% tax on real estate transactions and is kept separate from REET I due to different state requirements regarding the use of these resources. State law limits the use of revenues from this additional tax to capital projects involving parks (except acquisition) and transportation.
- **Unrestricted Subaccount (CRS-U)** receives funding from a variety of sources, including a portion (50%) of street vacation revenues, transfers of General Subfund balances, property sales, investment earnings (net of investment earnings attributable to the South Lake Union Property Proceeds Subaccount and the Asset Preservation Subaccount - Fleets and Facilities), and other unrestricted contributions to the Cumulative Reserve Subfund.
- **Asset Preservation Subaccount** receives revenues from interest earnings on subaccount balances and from a portion of space rent charges paid by tenants of Department of Finance and Administrative Services (FAS) facilities. Resources in this subaccount are used to support asset preservation expenditures for certain FAS facilities. Unappropriated funds in this subaccount are designated as a Large Expense Project Reserve per [Resolution 30812](#), and are intended to pay for very costly asset preservation projects in future years.
- **Street Vacation Subaccount** receives funding from a portion (50%) of street vacation revenues. State law authorizes cities to charge a vacation fee equivalent to the full appraised value of the right-of-way. One half of the revenue from these fees must be dedicated to the acquisition, improvement, development, and related maintenance of public open space or transportation capital projects within the city. This subaccount tracks those funds.
- **South Lake Union Property Proceeds Subaccount** receives funding from sales of certain surplus City property located adjacent to South Lake Union and investment earnings attributable to the subaccount. The use of these funds is generally governed by [Resolution 30334](#).
- **Bluefield Holdings Subaccount** was established for financial monitoring and oversight of habitat on certain City-owned properties along the Duwamish River. Some parties with liability in the cleanup of the Lower Duwamish Superfund site have an obligation to fund mitigation efforts. Mitigation may include the

## Cumulative Reserve Subfund

creation of habitat. Bluefield Holdings established a unique program to build habitat areas and then sell the "credit" for creating the habitat to these liable parties. Liable parties can use the purchase of these credits to satisfy their liability instead of creating habitat restoration projects themselves. The City of Seattle supports this habitat development project and entered into an agreement with Bluefield Holdings, allowing the project to proceed. The agreement requires Bluefield Holdings to maintain the habitat for an initial term and provide the City with funds for continued maintenance after the term expires. These maintenance contributions are deposited in the Bluefield Holdings subaccount and will fund the long-term preservation of the developed habitat.

The accompanying Capital Improvement Program (CIP) document fully describes department capital projects listed in this section. Specific department sections in this document list appropriations for capital projects funded by CRS in most cases. The CRS section includes only CRS appropriations for the Seattle Department of Transportation and some special projects, such as debt service payments and the City's Tenant Relocation Assistance Program.

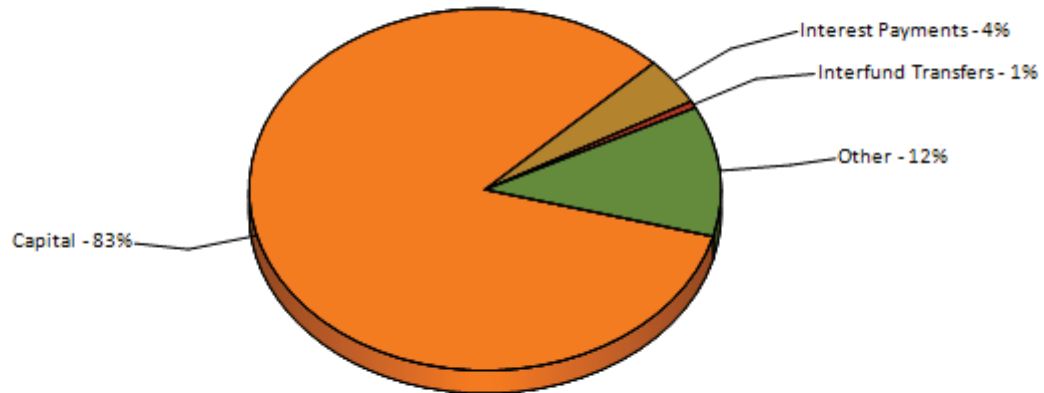
### Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other Funding - Operating	\$9,806,229	\$18,822,668	\$17,778,685	\$32,161,367
<b>Total Operations</b>	<b>\$9,806,229</b>	<b>\$18,822,668</b>	<b>\$17,778,685</b>	<b>\$32,161,367</b>
<b>Total Appropriations</b>	<b>\$9,806,229</b>	<b>\$18,822,668</b>	<b>\$17,778,685</b>	<b>\$32,161,367</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

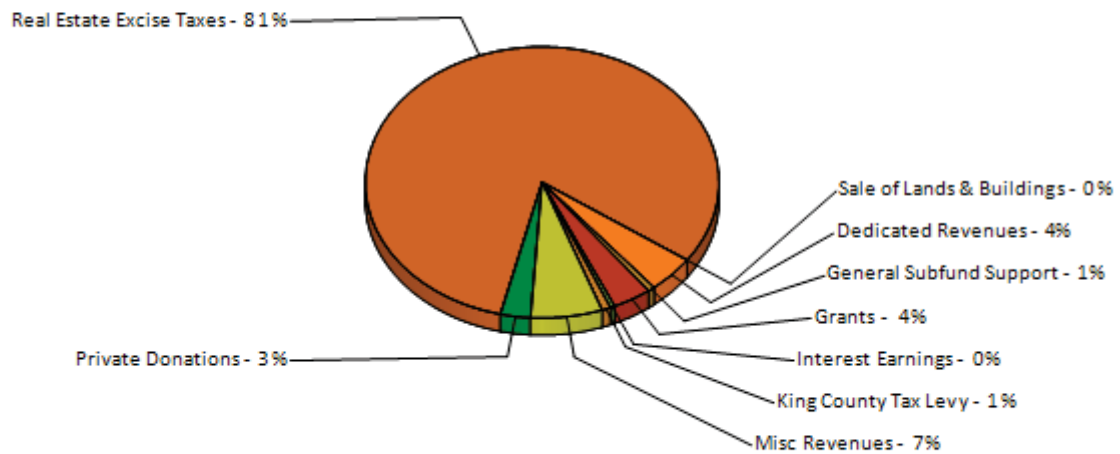
*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

## Cumulative Reserve Subfund

### 2014 Proposed Budget - Expenditure by Category



### 2014 Proposed Budget - Revenue by Category



# Cumulative Reserve Subfund

## Budget Overview

Overall, the 2014 Proposed Budget appropriates \$72 million from the Cumulative Reserve Subfund (CRS) in 2014, with \$61 million from the two Real Estate Excise Tax (REET) subaccounts. Individual projects and programs supported by CRS resources are described in the departmental sections of the 2014-2019 Proposed Capital Improvement Program (CIP).

**Real Estate Excise Tax Revenues:** The City expects to collect \$97 million in REET revenue over 2013-2014, or \$18 million more than anticipated in the 2013 Adopted & 2014 Endorsed budgets. In addition, the City collected \$9 million more in REET revenue in 2012 than estimated in the 2013 Adopted Budget. While significant improvements in the forecast, these swings are consistent with the volatility of REET revenues in recent years. The City collected a record \$71.8 million in 2007, but experienced a 68% decline by 2009 from that record level. Revenues for 2013 (\$46.5 million) and 2014 (\$50.8 million) have recovered from the recent 2009 trough but fall well short of the 2007 peak. For additional information on REET revenue trends, please refer to the Revenue Overview section of this document.

**Maintaining Support for Existing Programs and Major Maintenance:** Cost pressures for basic major maintenance and other capital needs will likely always outpace REET revenues. CRS faces additional fiscal pressure from support provided to projects in the 2003 Fire Facilities and Emergency Response Levy Program. While the voter-approved levy supported a majority of the costs for the fire station renovations and upgrades, the City also committed REET to some debt service payments on bonds for this program. The 2014-2019 Proposed CIP continues this commitment with the next REET-supported debt issuance for this program in 2015.

The 2013 Adopted Budget included \$28.6 million for asset preservation for parks, library, civic buildings, and Seattle Center. The 2014 Proposed Budget increases the amounts in these areas to \$32.0 million, an improvement, not only relative to 2013, but also the \$18 million annual average for 2010-2012. City policies adopted by the City Council in 2009 establish a minimum target funding level for major maintenance based on assessed value that equates to \$51 million for 2014. While the City has never achieved target asset preservation levels, asset preservation funding for these general government facilities for 2014 will be the closest to achieving target levels since they were established.

The 2014 Proposed Budget increases REET support to Seattle Center, the Seattle Public Library, the Department of Parks & Recreation, and the Department of Finance & Administrative Services. Total REET and other CRS subfund appropriations for these departments are summarized below. Please see department sections and the 2014-2019 Proposed CIP for details on CRS spending for these departments.

### **Doubling the Size of REET-Supported Transportation Investments:**

The 2014 Proposed Budget more than doubles the amount of REET supporting transportation projects from 2014 Endorsed levels. With over \$26 million of REET allocated to SDOT, the 2014 Proposed Budget supports a broad array of transportation investments, with the goal of making the City's transportation system safe, reliable, efficient, and ready to meet future demand. Additional details are described below and in the Seattle Department of Transportation (SDOT) section of this document.

### **Rebuilding REET Reserves:**

The 2014 Proposed Budget rebuilds the City's \$10 million REET reserve for the first time since the Great Recession. Policy 12 of [Resolution 31083](#) states that the City will maintain fund balances of \$5 million for the REET I and REET II subaccounts. This policy was relaxed in 2009 following a collapse in REET revenue streams, adjusting the minimum target balance to \$1 million for each account. Given the volatility of the real estate market, maintaining healthy reserves to protect against economic downturns is essential. Despite lingering impacts from the Great Recession early this decade, the City managed to set aside some funds each year into its REET reserve. With the \$3.4 million contribution included in the 2014 Proposed Budget, the City will once again fully fund its

# Cumulative Reserve Subfund

REET reserves and is well-prepared for future economic uncertainty.

## Cumulative Reserve Subfund - Unrestricted

The 2014 Proposed Budget continues to strengthen the financial position of the Cumulative Reserve Subfund Unrestricted Subaccount (CRS-U). CRS-U facilitated the purchase of the Seattle Fire Department's Joint Training Facility land in 2003 but a related land sale that was to fund this purchase did not materialize. The City authorized a loan first in 2003 and has been working since 2011 to return CRS-U to a positive balance. The 2014 Proposed Budget continues to provide General Fund resources to CRS-U to gradually address the negative fund position. Current estimates indicate CRS-U will return to a positive balance by 2017.

Given the strategy to bring CRS-U back to fiscal health over time, the 2014 Proposed Budget allocates some 2014 one-time CRS-U street vacation revenues to support components of Seattle's Transit Master Plan including initial work on the Center City Connector high-capacity transit corridor and the Broadway Streetcar Extension project.

## District Energy Investment Continued:

The 2013 Adopted Budget designated \$320,000 to encourage a local developer to construct district energy infrastructure at a scale that would demonstrate the substantial benefits of [district energy](#) locally. By designing the infrastructure beyond that needed to serve the private development, the project could serve as a catalyst for the development of a larger district energy system in the neighborhood using currently untapped fuel from heat from a data center. The City Council appropriated \$220,000 of these funds to the Office of Sustainability & Environment (OSE) in 2013 and the 2014 Proposed Budget includes \$100,000 more for OSE in 2014. The 2013 Second Quarter Supplemental and the 2014 Proposed Budget provide OSE this funding through a direct General Fund appropriation in OSE and a corresponding one-time reduction in the annual General Fund subsidy to CRS-U.

## Zoo Surface Parking Lot Reserve:

The 2014 Proposed Budget preserves the \$2.0 million reserve set aside in the 2013 Adopted Budget for the future funding of additional parking capacity at the Seattle Zoo. The Zoo is exploring various options that the City will evaluate prior to moving forward with a specific appropriation.

## Asset Preservation Subaccount

The Asset Preservation Subaccount preserves and extends the useful life and operational capacity of existing Finance and Administrative Services (FAS) managed facilities. City departments pay space rent to FAS in order to fund these projects. Examples of 2014 projects planned include:

- Seattle Municipal Tower Weatherization Program continued execution with exterior caulking
- Generator upgrades at shops and yards maintenance facilities
- Energy efficiency lighting upgrades at various facilities and building performance verifications and modifications in fire and police facilities
- Seattle Justice Center & Seattle Court House access control modifications
- East Precinct deck waterproofing and ramp repairs

## Street Vacation Subaccount

The Street Vacation Subaccount receives funding from a portion of street vacation revenues and provides additional funding support for the Department of Transportation overall efforts to meet the transportation needs of the City. Street vacation revenues have historically varied in both amount and timing from initial estimates.

The primary project planned for 2014 is to construct railroad crossing gates and flashing lights at Clay Street in the Seattle Waterfront Quiet Zone. This work will be done in coordination with Burlington Northern Santa Fe (BNSF) Railroad which will install the gates and flashing lights while SDOT will install other elements including curbs and

# Cumulative Reserve Subfund

signage.

In addition, street vacation revenues will repay a City cash pool loan that funded work at the King Street Station Multimodal Terminal Project.

## Incremental Budget Changes

### Cumulative Reserve Subfund

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 17,778,685</b>	<b>0.00</b>
<b>Proposed Changes</b>		
CRS Support to Transportation Programs	\$ 15,015,000	0.00
CRS Support for Seattle Street Lighting	\$ 1,800,000	0.00
<b>Proposed Technical Changes</b>		
MOHAI Loan Repayment	-\$ 2,500,000	0.00
Citywide Adjustments for Standard Cost Changes	\$ 67,682	0.00
<b>Total Incremental Changes</b>	<b>\$ 14,382,682</b>	<b>0.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 32,161,367</b>	<b>0.00</b>

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### CRS Support to Transportation Programs - \$15,015,000

The 2014 Proposed Budget invests Real Estate Excise Taxes (REET) and street vacation revenues to support several transportation programs, including:

- \$4 million to the Pedestrian Master Plan in 2014 and \$5.4 million in 2015
- \$2.4 million to support a bicycle facility as part of the 23rd Avenue project
- \$1.6 million in each 2014 and 2015 to improve access to downtown Seattle, including the purchase and installation of traffic sensors and dynamic signs
- \$1 million in each 2014 and 2015 for neighborhood street improvements



## Cumulative Reserve Subfund

- \$1 million in 2014 and \$2.5 million in 2015 for Arterial Major Maintenance
- \$3.9 million to support projects previously relying on Vehicle License Fees (VLF) and Commercial Parking Tax (CPT); freed up CPT and VLF are re-allocated to support additional transportation projects

Please see the Seattle Department of Transportation budget section for additional detail on these transportation projects.

### **CRS Support for Seattle Street Lighting - \$1,800,000**

The 2014 Proposed Budget allocates REET in 2014 and 2015 to partially fund the City's streetlight program. The General Fund supports the remainder of program costs in 2014 and 2015 and all costs after 2015. This REET support relieves pressure on the General Fund on a temporary basis.

### **Proposed Technical Changes**

#### **MOHAI Loan Repayment - (\$2,500,000)**

This change eliminates the planned appropriation from the 2014 Endorsed Budget. The 2014 appropriation represented the first of three installments to pay off a loan to the City from the Museum of History and Industry (MOHAI). The recent conclusion of negotiations with the Washington State Department of Transportation over the sale of the McCurdy Park property allowed the City to make full payment on the loan in 2013 rather than via annual installments in 2014, 2015 and 2016.

#### **Citywide Adjustments for Standard Cost Changes - \$67,682**

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

# Cumulative Reserve Subfund

## Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
<b>CRS, REET I Subaccount Appropriations</b>					
1998B Capital Facilities Refunding REET I Budget Control Level	2CCE0-1	1,186,763	0	0	0
Artwork Conservation - OACA - CRS REET I Budget Control Level	V2ACGM-163	185,800	187,000	187,000	187,000
CRS REET I Support to McCaw Hall Fund Budget Control Level	2SC10	200,000	250,000	250,000	250,000
<b>CRS REET I Support to Transportation Budget Control</b>					
Roads - REET I		0	0	1,500,000	1,500,000
<b>Total</b>	<b>2EC30</b>	<b>0</b>	<b>0</b>	<b>1,500,000</b>	<b>1,500,000</b>
CRS Support for Operating & Maintenance Expenditures - REET I Budget Control Level	2CGSF-163	0	0	0	800,000
Design Commission - CRS REET I Budget Control Level	2UU50-DC-163	302,640	491,719	508,071	575,753
Tenant Relocation Assistance Program REET I Budget Control Level	2UU51	58,944	152,850	157,436	157,436
<b>CRS, REET II Subaccount Appropriations</b>					
<b>CRS REET II Support to Transportation Budget Control</b>					
Bridges & Structures - REET II		2,956,418	2,673,000	2,674,000	2,674,000
Corridor & Intersection Improvements - REET II		26,373	0	0	2,550,000
Debt Service (SDOT) - REET II		1,511,989	1,362,000	1,362,000	1,362,000
Freight Mobility - REET II		0	0	235,000	1,860,000
Landslide Mitigation - REET II		291,463	200,000	200,000	200,000
Neighborhood Enhancements - REET II		922,629	752,000	0	1,092,000
Roads - REET II		0	5,840,000	4,690,000	7,440,000
Sidewalks & Pedestrian Facilities - REET II		19,724	2,135,000	85,000	6,983,000
Trails and Bike Paths - REET II		17,995	0	0	0
Transit & HOV - REET II		2,146	1,150,000	350,000	350,000
<b>Total</b>	<b>2ECM0</b>	<b>5,748,737</b>	<b>14,112,000</b>	<b>9,596,000</b>	<b>24,511,000</b>
CRS Support for Operating & Maintenance Expenditures - REET II Budget Control Level	2CGSF-161	0	0	0	1,000,000
<b>CRS, Street Vacation Subaccount Appropriations</b>					
<b>CRS Street Vacation Support to Transportation Budget Control</b>					

## Cumulative Reserve Subfund

Corridor and Intersection Improvements - CRS-SV		357,178	0	0	0
Freight Mobility		443,212	0	0	100,000
Transit & HOV - SV		104,680	0	0	0
<b>Total</b>	<b>CRS- StVac- SDOT</b>	<b>905,070</b>	<b>0</b>	<b>0</b>	<b>100,000</b>
<b>CRS, Unrestricted Subaccount Appropriations</b>					
<b>CRS-U Support to General Subfund Budget Control Level</b>	<b>CRS-U- GSF</b>	<b>0</b>	<b>30,000</b>	<b>0</b>	<b>0</b>
<b>CRS-U Support to Transportation Budget Control</b>					
CRS-U Support to Transportation		70,125	1,025,625	504,500	504,500
Debt Service (SDOT) - CRS-U		1,074,150	0	0	0
Transit & HOV - CRS-U		0	0	2,500,000	2,500,000
<b>Total</b>	<b>CRS-U- SDOT</b>	<b>1,144,275</b>	<b>1,025,625</b>	<b>3,004,500</b>	<b>3,004,500</b>
<b>MOHAI Replacement Facilities Budget Control Level</b>	<b>KMOHAI</b>	<b>0</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>0</b>
<b>Tenant Relocation Assistance Program - CRS-UR Budget Control Level</b>	<b>2UU50- TA</b>	<b>74,000</b>	<b>73,474</b>	<b>75,678</b>	<b>75,678</b>
<b>Department Total</b>		<b>9,806,229</b>	<b>18,822,668</b>	<b>17,778,685</b>	<b>32,161,367</b>
<b>Department Full-time Equivalents Total*</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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

# Cumulative Reserve Subfund

## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
CRS-469990	Other Misc Revenues	102,000	0	0	0
462300	Parking Fees	236,995	170,000	170,000	100,000
485110	Oper Tr In-Fr FAS Operating Fund	4,000,000	4,000,000	4,000,000	4,000,000
	<b>Total Misc Revenues</b>	<b>4,338,995</b>	<b>4,170,000</b>	<b>4,170,000</b>	<b>4,100,000</b>
417340	REET I	24,970,262	18,215,364	21,406,391	25,397,316
417340	REET II	24,990,762	18,215,364	21,406,391	25,397,316
	<b>Total Real Estate Excise Taxes</b>	<b>49,961,024</b>	<b>36,430,728</b>	<b>42,812,782</b>	<b>50,794,632</b>
461110	Interest Earnings	3,016	2,000	2,000	2,000
461110	Interest Earnings	253,074	220,000	220,000	220,000
461110	Interest Earnings	66,823	50,000	50,000	50,000
	<b>Total Interest Earnings</b>	<b>322,913</b>	<b>272,000</b>	<b>272,000</b>	<b>272,000</b>
485110	Street Vacation	375,000	980,000	5,220,000	1,315,500
462500	Lease Revenues	69,907	60,000	60,000	60,000
469990	Other Misc Revenues	397,231	80,000	55,000	55,000
485110	Street Vacation	375,000	980,000	5,220,000	1,315,000
	<b>Total Dedicated Revenues</b>	<b>1,217,138</b>	<b>2,100,000</b>	<b>10,555,000</b>	<b>2,745,500</b>
587001	Oper Tr In-Fr General Fund - CRS-U	500,000	500,000	500,000	400,000
	<b>Total General Subfund Support</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>400,000</b>
434010	State Grants	1,230,988	11,000	0	0
441990	Federal Grants	1,528,239	940,000	2,126,000	2,232,000
477020	Local Grants	0	112,000	0	0
	<b>Total Grants</b>	<b>2,759,227</b>	<b>1,063,000</b>	<b>2,126,000</b>	<b>2,232,000</b>
437321	King County Tax Levy	1,546,521	1,025,625	504,500	504,500
	<b>Total King County Tax Levy</b>	<b>1,546,521</b>	<b>1,025,625</b>	<b>504,500</b>	<b>504,500</b>
479010	Private Donations	1,349,243	2,326,000	1,633,000	1,730,000
	<b>Total Private Donations</b>	<b>1,349,243</b>	<b>2,326,000</b>	<b>1,633,000</b>	<b>1,730,000</b>
485110	Sale of Lands & Buildings	0	8,500,000	0	0
	<b>Total Sale of Lands &amp; Buildings</b>	<b>0</b>	<b>8,500,000</b>	<b>0</b>	<b>0</b>
	<b>Total Revenues</b>	<b>61,995,061</b>	<b>56,387,353</b>	<b>62,573,282</b>	<b>62,778,632</b>
379100	Use of (contribution to) fund balance - fund 00163	-8,594,246	3,267,840	-3,473,884	6,648,873
379100	Use of (contribution to) fund balance - fund 00161	-9,712,286	5,177,636	-3,705,391	3,060,684
379110	Use of (contribution to) fund balance - fund 00167	-3,016	-2,000	-2,000	-2,000

## Cumulative Reserve Subfund

379100	Use of (contribution to) fund balance - fund 00169	530,070	-980,000	-5,220,000	-1,215,500
379100	Use of (contribution to) fund balance - fund 00164	-976,663	-7,263,629	-529,541	1,129,459
379100	Use of (contribution to) fund balance - fund 00168	-1,422,311	-250,000	-250,000	-330,000
<b>Total Use of Fund Balance</b>		<b>-20,178,452</b>	<b>-50,153</b>	<b>-13,180,816</b>	<b>9,291,516</b>
<b>Total Resources</b>		<b>41,816,609</b>	<b>56,337,200</b>	<b>49,392,466</b>	<b>72,070,148</b>

# Cumulative Reserve Subfund

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

### 1998B Capital Facilities Refunding REET I Budget Control Level

The purpose of the 1998B Capital Facilities Refunding REET I Budget Control Level is to pay debt service on 1998 Series B Limited Tax General Obligation bonds, which were issued to refund bonds issued in 1992 at lower interest rates.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
1998B Capital Facilities Refunding	1,186,763	0	0	0
<b>Total</b>	<b>1,186,763</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Artwork Conservation - OACA - CRS REET I Budget Control Level

The purpose of the Artwork Conservation - OACA - CRS REET I Budget Control Level is to support the Arts Conservation Program, which is administered by the Office of Arts & Cultural Affairs. This program provides professional assessment, conservation, repair, routine and major maintenance, and relocation of artwork for the City's approximately 400-piece permanently sited art collection and the approximately 2,700-piece portable artwork collection.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Artwork Conservation - OACA REET I	185,800	187,000	187,000	187,000
<b>Total</b>	<b>185,800</b>	<b>187,000</b>	<b>187,000</b>	<b>187,000</b>

### CRS REET I Support to McCaw Hall Fund Budget Control Level

The purpose of the CRS REET I Support to McCaw Hall Fund Budget Control Level is to appropriate resources from REET I to the McCaw Hall Fund to support major maintenance work on McCaw Hall. Any capital projects related to the expenditure of this reserve are listed in Seattle Center's Capital Improvement Program.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
CRS REET I Support to McCaw Hall Fund	200,000	250,000	250,000	250,000
<b>Total</b>	<b>200,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>

## Cumulative Reserve Subfund

### **CRS REET I Support to Transportation Budget Control Level**

The purpose of the CRS REET I Support to Transportation Budget Control Level is to appropriate funds from REET I to the Transportation Operating Fund to support specific capital programs. These capital programs are listed in the Seattle Department of Transportation's section of the Budget.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Roads - REET I	0	0	1,500,000	1,500,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1,500,000</b>	<b>1,500,000</b>

### **CRS Support for Operating & Maintenance Expenditures - REET I Budget Control Level**

This BCL provides support for general operating and maintenance costs as temporarily allowed under RCW 86.46.010 through the end of 2016.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
CRS O&M Expenditures	0	0	0	800,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800,000</b>

### **Design Commission - CRS REET I Budget Control Level**

The purpose of the Design Commission - CRS REET I Budget Control Level is to support the Design Commission, which advises the Mayor, City Council, and City departments on the design of capital improvements and other projects that shape Seattle's public realm. The goals of the Commission are to see that public facilities and projects within the city's right-of-way incorporate design excellence, that City projects achieve their goals in an economical manner, and that they fit the City's design goals.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Design Commission - CRS REET I	302,640	491,719	508,071	575,753
<b>Total</b>	<b>302,640</b>	<b>491,719</b>	<b>508,071</b>	<b>575,753</b>

### **Tenant Relocation Assistance Program REET I Budget Control Level**

The purpose of the Tenant Relocation Assistance Program REET I Budget Control Level is to allow the City to pay for relocation assistance to low income tenants displaced by development activity, as authorized by SMC 22.210 and RCW 59.18.440.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Tenant Relocation Assistance Program REET I	58,944	152,850	157,436	157,436
<b>Total</b>	<b>58,944</b>	<b>152,850</b>	<b>157,436</b>	<b>157,436</b>

## Cumulative Reserve Subfund

### **CRS REET II Support to Transportation Budget Control Level**

The purpose of the CRS REET II Support to Transportation Budget Control Level is to appropriate funds from REET II to the Transportation Operating Fund to support specific capital programs, or in the case of the Debt Service Program, appropriate funds to pay debt service costs directly from the REET II Subaccount.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Bridges & Structures - REET II	2,956,418	2,673,000	2,674,000	2,674,000
Corridor & Intersection Improvements - REET II	26,373	0	0	2,550,000
Debt Service (SDOT) - REET II	1,511,989	1,362,000	1,362,000	1,362,000
Freight Mobility - REET II	0	0	235,000	1,860,000
Landslide Mitigation - REET II	291,463	200,000	200,000	200,000
Neighborhood Enhancements - REET II	922,629	752,000	0	1,092,000
Roads - REET II	0	5,840,000	4,690,000	7,440,000
Sidewalks & Pedestrian Facilities - REET II	19,724	2,135,000	85,000	6,983,000
Trails and Bike Paths - REET II	17,995	0	0	0
Transit & HOV - REET II	2,146	1,150,000	350,000	350,000
<b>Total</b>	<b>5,748,737</b>	<b>14,112,000</b>	<b>9,596,000</b>	<b>24,511,000</b>



## Cumulative Reserve Subfund

### **CRS Support for Operating & Maintenance Expenditures - REET II Budget Control Level**

This BCL provides support for general operating and maintenance expenses as temporarily allowed under RCW 82.46.035 through the end of 2016.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
CRS O&M Support Program - REET II	0	0	0	1,000,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>

### **CRS Street Vacation Support to Transportation Budget Control Level**

The purpose of the CRS Street Vacation Support to Transportation Budget Control Level is to appropriate funds from the CRS Street Vacation Subaccount to support specific transportation capital programs.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Corridor and Intersection Improvements - CRS-SV	357,178	0	0	0
Freight Mobility	443,212	0	0	100,000
Transit & HOV - SV	104,680	0	0	0
<b>Total</b>	<b>905,070</b>	<b>0</b>	<b>0</b>	<b>100,000</b>

### **CRS-U Support to General Subfund Budget Control Level**

The purpose of the CRS-U Support to General Subfund Budget Control Level is to appropriate funds from CRS Unrestricted Sub-account to the General Subfund to support general municipal purposes.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
CRS-U Support to General Subfund	0	30,000	0	0
<b>Total</b>	<b>0</b>	<b>30,000</b>	<b>0</b>	<b>0</b>

### **CRS-U Support to Transportation Budget Control Level**

The purpose of the CRS-U Support to Transportation Budget Control Level is to appropriate funds from CRS Unrestricted Sub-account to the Transportation Operating Fund to support specific capital programs and pay debt service on specified transportation projects.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
CRS-U Support to Transportation	70,125	1,025,625	504,500	504,500
Debt Service (SDOT) - CRS-U	1,074,150	0	0	0
Transit & HOV - CRS-U	0	0	2,500,000	2,500,000
<b>Total</b>	<b>1,144,275</b>	<b>1,025,625</b>	<b>3,004,500</b>	<b>3,004,500</b>

## Cumulative Reserve Subfund

### **MOHAI Replacement Facilities Budget Control Level**

The purpose of the MOHAI Replacement Facilities Budget Control Level is to replace the functions and facilities of the Museum of History and Industry's (MOHAI) Montlake location, including but not limited to those facilities and functions included in MOHAI's proposed project at the Lake Union Armory. The City intends to use the proceeds it receives from the Washington State Department of Transportation's purchase of the city-owned MOHAI facility at Montlake to contract with MOHAI to replace those functions and facilities.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
MOHAI Replacement Facilities	0	2,500,000	2,500,000	0
<b>Total</b>	<b>0</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>0</b>

### **Tenant Relocation Assistance Program - CRS-UR Budget Control Level**

The purpose of the Tenant Relocation Assistance Program - CRS-UR Budget Control Level is to allow the City to pay for relocation assistance to low-income tenants displaced by development activity, as authorized by SMC 22.210 and RCW 59.18.440.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Tenant Relocation Assistance Program	74,000	73,474	75,678	75,678
<b>Total</b>	<b>74,000</b>	<b>73,474</b>	<b>75,678</b>	<b>75,678</b>

# Cumulative Reserve Subfund

## Total CRS Appropriations for 2014 Proposed Budget

*For Informational Purposes Only*

**CRS Table 1 - Appropriations By Subfund and Department**

Fund	Department	2014 Endorsed			2014 Proposed		
		CRS Direct	Dept Capital	CRS Total	CRS Direct	Dept Capital	CRS Total
Cumulative Reserve Subfund –REET I (00163)							
	Seattle Center	\$0	\$3,214	\$3,214	\$0	\$4,933	\$4,933
	Seattle Public Library	\$0	\$500	\$500	\$0	\$1,382	\$1,382
	Department of Parks & Recreation	\$0	\$5,753	\$5,753	\$0	\$15,074	\$15,074
	Finance & Administrative Services Department	\$0	\$5,863	\$5,863	\$0	\$7,187	\$7,187
	Seattle Department of Transportation	\$1,500	\$0	\$1,500	\$1,500	\$0	\$1,500
	Cumulative Reserve Subfund Direct Spending	\$1,103	\$0	\$1,103	\$1,970	\$0	\$1,970
Subtotal		\$2,603	\$15,330	\$17,933	\$3,470	\$28,576	\$32,046
Cumulative Reserve Subfund –REET II (00161)							
	Seattle Department of Transportation	\$9,596	\$0	\$9,596	\$24,511	\$0	\$24,511
	Department of Parks & Recreation		\$8,104	\$8,104		\$2,947	\$2,947
	Finance & Administrative Services Department		\$0	\$0		\$0	\$0
	Cumulative Reserve Subfund Direct Spending	\$0	\$0	\$0	\$1,000	\$0	\$1,000
Subtotal		\$9,596	\$8,104	\$17,700	\$25,511	\$2,947	\$28,458
Cumulative Reserve Subfund –Unrestricted (00164)							
	Seattle Center		\$1,437	\$1,437		\$1,543	\$1,543
	Seattle Department of Transportation	\$3,005		\$3,005	\$3,005		\$3,005
	Department of Parks & Recreation		\$2,917	\$2,917		\$2,992	\$2,992
	Finance & Administrative Services Department		\$25	\$25		\$25	\$25
	Cumulative Reserve Subfund Direct Spending	\$2,576	\$0	\$2,576	\$75	\$0	\$75
Subtotal		\$5,581	\$4,379	\$9,960	\$3,080	\$4,560	\$7,640

**Cumulative Reserve Subfund – Asset Preservation**

## Cumulative Reserve Subfund

(00168)

Finance & Administrative Services Department		\$3,800	\$3,800		\$3,720	\$3,720
<b>Subtotal</b>	<b>\$0</b>	<b>\$3,800</b>	<b>\$3,800</b>	<b>\$0</b>	<b>\$3,720</b>	<b>\$3,720</b>
<b>Cumulative Reserve Subfund – Street Vacation</b>						
(00169)						
Seattle Department of Transportation	\$0	\$0	\$0	\$100	\$0	\$100
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100</b>	<b>\$0</b>	<b>\$100</b>
<b>Total CRS Department</b>	<b>\$17,779</b>	<b>\$31,613</b>	<b>\$49,392</b>	<b>\$32,161</b>	<b>\$39,803</b>	<b>\$71,964</b>

### CRS Table 2 - Appropriations By Department

Department	2014 Endorsed			2014 Proposed		
	CRS Direct	Dept Capital	CRS Total	CRS Direct	Dept Capital	CRS Total
<b>Subtotals by Department</b>						
Seattle Center	\$0	\$4,651	\$4,651	\$0	\$6,476	\$6,476
Seattle Public Library	\$0	\$500	\$500	\$0	\$1,382	\$1,382
Seattle Department of Transportation	\$14,101	\$0	\$14,101	\$29,116	\$0	\$29,116
Department of Parks & Recreation	\$0	\$16,774	\$16,774	\$0	\$21,013	\$21,013
Finance & Administrative Services Department	\$0	\$9,688	\$9,688	\$0	\$10,932	\$10,932
Cumulative Reserve Subfund Direct Spending	\$3,678	\$0	\$3,679	\$3,045	\$0	\$3,045
<b>Total</b>	<b>\$17,779</b>	<b>\$31,613</b>	<b>\$49,393</b>	<b>\$32,161</b>	<b>\$39,803</b>	<b>\$71,964</b>

# Cumulative Reserve Subfund

## CRS Fund Table

### Cumulative Reserve Subfund - REET I Subaccount (00163)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>19,776,221</b>	<b>24,196,709</b>	<b>28,370,467</b>	<b>20,928,869</b>	<b>29,836,627</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	24,970,262	18,215,364	23,249,364	21,406,391	25,397,316
Less: Actual and Budgeted Expenditures	1,934,147	1,081,569	1,081,569	2,602,507	3,470,189
Less: Capital Improvements	14,441,869	20,401,635	20,701,635	15,330,000	28,576,000
<b>Ending Fund Balance</b>	<b>28,370,467</b>	<b>20,928,869</b>	<b>29,836,627</b>	<b>24,402,753</b>	<b>23,187,754</b>
Cash Balance Reserve	2,250,000	3,750,000	3,750,000	5,000,000	5,000,000
Continuing Appropriation	14,727,533	14,971,553	14,727,533	14,971,553	14,727,533
Reserve - Amer. Disabilities Act (ADA) Projects				3,678,000	
Reserve - Asian Art Museum					2,000,000
Reserve - Asset Preservation/Projects		280,000	280,000	280,000	280,000
<b>Total Reserves</b>	<b>16,977,533</b>	<b>19,001,553</b>	<b>18,757,533</b>	<b>23,929,553</b>	<b>22,007,533</b>
<b>Ending Unreserved Fund Balance</b>	<b>11,392,934</b>	<b>1,927,316</b>	<b>11,079,094</b>	<b>4,151,200</b>	<b>1,180,221</b>

### Cumulative Reserve Subfund - REET II Subaccount (00161)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>11,135,665</b>	<b>14,705,557</b>	<b>20,847,951</b>	<b>9,527,921</b>	<b>16,794,315</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	24,990,762	18,215,364	23,249,364	21,406,391	25,397,316
Less: Actual and Budgeted Expenditures	5,748,737	14,112,000	18,022,000	9,596,000	25,511,000
Less: Capital Improvements	9,529,739	9,281,000	9,281,000	8,105,000	2,947,000
<b>Ending Fund Balance</b>	<b>20,847,951</b>	<b>9,527,921</b>	<b>16,794,315</b>	<b>13,233,312</b>	<b>13,733,631</b>
Cash Balance Reserve	1,400,000	2,850,000	2,850,000	5,000,000	5,000,000

## Cumulative Reserve Subfund

Continuing Appropriations	8,604,362	6,540,996	8,604,362	6,541,000	8,604,362
Reserve - Amer. Disabilities Act (ADA) Projects				90,000	
Reserve - Neighborhood (NSF)				1,100,000	
<b>Total Reserves</b>	<b>10,004,362</b>	<b>9,390,996</b>	<b>11,454,362</b>	<b>12,731,000</b>	<b>13,604,362</b>
<b>Ending Unreserved Fund Balance</b>	<b>10,843,589</b>	<b>136,925</b>	<b>5,339,953</b>	<b>1,692,312</b>	<b>129,269</b>

### Cumulative Reserve Subfund - Unrestricted Subaccount (00164)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>1,025,632</b>	<b>1,812,432</b>	<b>2,002,295</b>	<b>9,076,061</b>	<b>5,902,886</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	7,487,198	14,924,625	22,961,625	10,488,500	6,616,500
Less: Actual and Budgeted Expenditures	1,218,275	3,629,099	15,029,137	5,580,178	3,080,178
Less: Capital Improvements	5,292,260	4,031,897	4,031,897	4,378,781	4,559,781
<b>Ending Fund Balance</b>	<b>2,002,295</b>	<b>9,076,061</b>	<b>5,902,886</b>	<b>9,605,602</b>	<b>4,879,427</b>
Continuing Appropriations	5,835,245	5,698,220	5,835,245	5,698,220	5,835,245
District Energy Reserve	0	320,000	100,000	320,000	0
Reserve for MOHAI Payments		6,000,000		3,500,000	
Zoo Surface Parking Lot Reserve		2,000,000	2,000,000	2,000,000	2,000,000
<b>Total Reserves</b>	<b>5,835,245</b>	<b>14,018,220</b>	<b>7,935,245</b>	<b>11,518,220</b>	<b>7,835,245</b>
<b>Ending Unreserved Fund Balance</b>	<b>-3,832,950</b>	<b>-4,942,159</b>	<b>-2,032,359</b>	<b>1,587,382</b>	<b>-2,955,818</b>

### Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>5,518,351</b>	<b>4,348,351</b>	<b>6,940,663</b>	<b>4,598,351</b>	<b>7,190,663</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	4,066,823	4,050,000	4,050,000	4,050,000	4,050,000
Less: Capital Improvements	2,644,511	3,800,000	3,800,000	3,800,000	3,720,000

## Cumulative Reserve Subfund

<b>Ending Fund Balance</b>	<b>6,940,663</b>	<b>4,598,351</b>	<b>7,190,663</b>	<b>4,848,351</b>	<b>7,520,663</b>
Continuing Appropriations	6,607,265	4,031,776	6,607,265	4,031,776	6,607,265
Large Expense Project Reserve	333,397	566,575	583,397	816,575	913,397
<b>Total Reserves</b>	<b>6,940,662</b>	<b>4,598,351</b>	<b>7,190,662</b>	<b>4,848,351</b>	<b>7,520,662</b>
<b>Ending Unreserved Fund Balance</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>

### Cumulative Reserve Subfund - Street Vacation Subaccount (00169)

	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2013 Revised</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Beginning Fund Balance</b>	<b>304,562</b>	<b>-1,058,251</b>	<b>-225,508</b>	<b>-78,251</b>	<b>2,426,301</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	375,000	980,000	3,780,000	5,220,000	1,315,500
Less: Actual and Budgeted Expenditures	905,070	0	1,128,191	0	100,000
<b>Ending Fund Balance</b>	<b>-225,508</b>	<b>-78,251</b>	<b>2,426,301</b>	<b>5,141,749</b>	<b>3,641,801</b>
Continuing Appropriation	2,764,182	1,870,640	2,764,182	1,870,640	2,764,182
Designations for Transportation Projects				3,271,000	877,119
<b>Total Reserves</b>	<b>2,764,182</b>	<b>1,870,640</b>	<b>2,764,182</b>	<b>5,141,640</b>	<b>3,641,301</b>
<b>Ending Unreserved Fund Balance</b>	<b>-2,989,690</b>	<b>-1,948,891</b>	<b>-337,881</b>	<b>109</b>	<b>500</b>

### Cumulative Reserve Subfund - South Lake Union Property Proceeds Subaccount (00167)

	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2013 Revised</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Beginning Fund Balance</b>	<b>314,001</b>	<b>316,001</b>	<b>317,017</b>	<b>2,000</b>	<b>319,017</b>
Plus: Actual and Estimated Revenues	3,016	2,000	2,000	2,000	2,000
<b>Ending Fund Balance</b>	<b>317,017</b>	<b>318,001</b>	<b>319,017</b>	<b>4,000</b>	<b>321,017</b>
<b>Ending Unreserved Fund Balance</b>	<b>317,017</b>	<b>318,001</b>	<b>319,017</b>	<b>4,000</b>	<b>321,017</b>

### Cumulative Reserve Subfund - Bluefields Subaccount (00178)

## Cumulative Reserve Subfund

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>103,649</b>	<b>203,649</b>	<b>205,649</b>	<b>0</b>	<b>205,649</b>
Plus: Actual and Estimated Revenues	102,000	0	0	0	0
<b>Ending Fund Balance</b>	<b>205,649</b>	<b>203,649</b>	<b>205,649</b>	<b>0</b>	<b>205,649</b>
<b>Ending Unreserved Fund Balance</b>	<b>205,649</b>	<b>203,649</b>	<b>205,649</b>	<b>0</b>	<b>205,649</b>



# Debt Service

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## Department Overview

The purpose of this Debt Service section is to provide appropriation authority for particular payments of debt service and associated costs of issuing debt that require legal appropriations. These appropriations include debt service payments to be made from the Bond Interest and Redemption Fund, Limited Tax General Obligation (LTGO) Issuance Costs, Unlimited Tax General Obligation (UTGO) Issuance Costs, and Unlimited Tax General Obligation (UTGO) (voter approved) debt service payments.

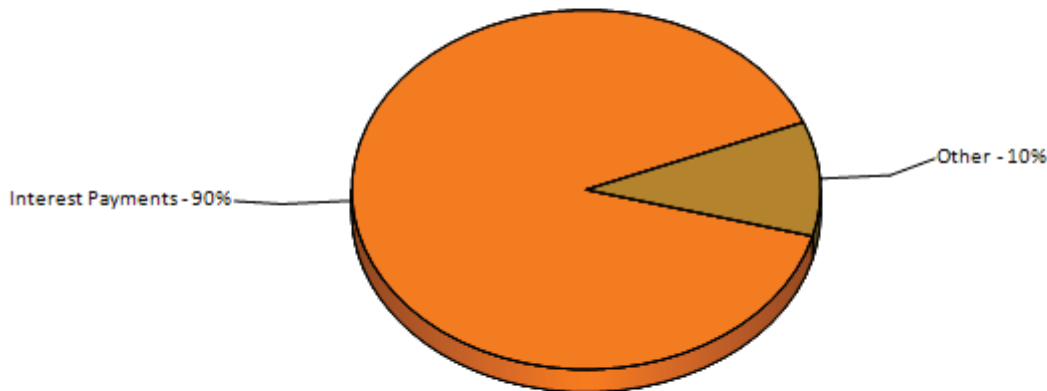
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other Funding - Operating	\$0	\$19,474,585	\$18,723,661	\$25,225,611
<b>Total Operations</b>	<b>\$0</b>	<b>\$19,474,585</b>	<b>\$18,723,661</b>	<b>\$25,225,611</b>
 <b>Total Appropriations</b>	 <b>\$0</b>	 <b>\$19,474,585</b>	 <b>\$18,723,661</b>	 <b>\$25,225,611</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

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

# Debt Service

## 2014 Proposed Budget - Expenditure by Category



## Budget Overview

In addition to the regular operating budget, the City uses bonds and property tax levies to fund a variety of special capital improvement projects. The City's budget must include funds to pay interest due on outstanding bonds and to pay the principal amount of bonds at maturity. The City has issued three types of debt to finance its capital improvement programs:

### Unlimited Tax General Obligation Bonds

The City may issue Unlimited Tax General Obligation (UTGO) Bonds for capital purposes if a proposition authorizing their issuance is approved by 60% of the voters in an election in which the number of voters exceeds 40% of the voters in the most recent general election. Payment of principal and interest is backed by the "full faith and credit" of the City. This means that the City commits itself to include in its property tax levy an amount that is sufficient to pay principal and interest on the bonds. Property taxes levied to pay debt service on UTGO bonds are not subject to the statutory limits in state law on the taxing authority of local governments, which is why UTGO bonds are "unlimited" (see the "Property Tax" section of the "Revenue Overview" for a description of statutory limits on property tax rates and growth). However, state law does limit the amount of UTGO bonds that can be outstanding at any time to 7.5% of assessed valuation of property in the city: 2.5% for open space and park facilities, 2.5% for utility purposes, and 2.5% for general purposes. As of December 31, 2012, there were approximately \$90 million in UTGO bonds outstanding (related to Libraries for All). In 2013, the City issued \$50 million of UTGO bonds, the first in a series for the voter-approved Seawall. Seattle's Department of Transportation currently estimates that it will need a total of about \$70 million of additional bond proceeds for the Seawall to meet its cash-flow needs through the second quarter of 2015 (based on its "middle" planning scenario). This amount is shown below, although the City will re-assess this level of borrowing prior to actual issuance in 2014.

# Debt Service

## Limited Tax General Obligation Bonds

The City Council may authorize the issuance of Limited Tax General Obligation (LTGO) Bonds, also known as Councilmanic bonds, in an amount up to 1.5% of assessed valuation, without a vote of the people. The City pledges its full faith and credit to the payment of principal and interest on LTGO bonds, but this pledge must be fulfilled within the City's statutory property tax limitations. Thus, these are "limited" general obligation bonds. The combination of UTGO bonds issued for general purposes and LTGO bonds cannot exceed 2.5% of assessed property valuation. If LTGO bonds are issued up to the 1.5% ceiling, then UTGO bonds for general purposes are limited to 1% of assessed value.

The City also guarantees debt issued by the Pike Place Market Preservation and Development Authority, the Seattle Indian Services Commission, the Seattle-Chinatown International District Preservation and Development Authority, and the Museum Development Authority. As of December 31, 2012, the guarantees totaled \$74 million out of \$921 million outstanding LTGO debt. Guarantees count against the City's LTGO debt capacity.

## Revenue Bonds

Revenue bonds are used to provide financing for the capital programs of City Light and the three other utilities – Water, Drainage and Wastewater, and Solid Waste – which are grouped together in Seattle Public Utilities. The City does not pledge its full faith and credit to the payment of debt service on revenue bonds. Payment of principal and interest on the bonds issued by each utility is derived solely from the revenues generated by the issuing utility. No tax revenues are used to pay debt service.

When revenue bonds are sold, the City commits itself to set fees and charges for the issuing utility that will be sufficient to pay all costs of operations and maintenance, and all payments of principal and interest on the bonds. While the amount of revenue bonds is not subject to statutory limits, the utility's ability to repay debt with interest is a practical constraint.

## Forms of Debt Authorized by State Law

Table 1 below summarizes the conditions and limitations that apply to the issuance of the general obligation debt issued by the City.

**Table 1 - Summary of Conditions and Limitations for City Debt Issuances**

Form of Debt	Voter Approval Required	Source of Repayment	Statutory Limitation	Current Limit <sup>1</sup>	Outstanding 12-31-12 <sup>1</sup>
<b>Unlimited Tax General Obligation Bonds (UTGO)</b>					
Parks & Open Space	Yes	Property Tax	2.5% of AV	\$2.9 Billion	\$0
Utility	Yes	Property Tax	2.5% of AV	\$2.9 Billion	\$0
General Purposes	Yes	Property Tax	1.0 % of AV <sup>2</sup>	\$1.2 Billion	\$90 Million
<b>Limited Tax General Obligation Bonds (LTGO)</b>	No	Taxes and Other Revenues	1.5% of AV <sup>2</sup>	\$1.8 Billion	\$921 Million <sup>3</sup>

<sup>1</sup> As of 12/31/12, assuming the latest certified assessed value of \$117.7 billion, issued on January 31, 2013 for taxes payable in 2013.

<sup>2</sup> The sum of UTGO and LTGO debt for general purposes cannot exceed 2.5% of assessed valuation.

<sup>3</sup> Includes \$74 million of PDA debt guarantees.

# Debt Service

## City Debt Management Policies and Bond Ratings

The use of debt financing by the City is subject not only to state law, but also to the debt management policies adopted by the Mayor and City Council. According to these policies, a capital project should be financed with bond proceeds only under certain circumstances including the following:

- In emergencies;
- When the project being financed will produce revenues that can be used to pay debt service on the bonds; or
- When the use of debt will result in a more equitable sharing of the costs of the project between current and future beneficiaries of the project.

Paying for long-lived assets, such as libraries or parks, from current tax revenues would place a large burden on current taxpayers, while allowing future beneficiaries to escape the burden of payment. The use of debt effectively spreads the cost of acquiring or constructing capital assets over the life of the bonds.

The City's debt management policies require that 12% of the City's LTGO total issuance capacity be reserved for emergencies. They also state that net debt service on LTGO bonds (defined as total debt service, minus dedicated project revenues) should not exceed 9% of the General Fund budget, and should remain below 7% over the long term (currently about 6%).

The City has earned very high ratings on its bonds as a result of a strong economy and prudent financial practices. The City's UTGO debt is rated Aaa by Moody's Investors Service, AAA by Fitch IBCA, and AAA by Standard & Poor's (S&P), which are the highest possible ratings. The City's LTGO debt is rated Aa1 by Moody's, AA+ by Fitch, and AAA by S&P. In addition, the City's utilities have very high ratings for revenue debt, reflecting sound finances and good management.

## 2014 and 2015 Projected Bond Issues

In 2014, the City expects to issue approximately \$93.5 million of limited tax general obligation bonds for a variety of purposes. Table 2 lists the financed projects and other details of the financing plan. Bond proceeds will be deposited into the 2014 Multipurpose Bond Fund. City departments responsible for all or portions of projects in Table 2 will then draw money from this Fund as appropriated to implement the projects. The appropriations for those funds are in the respective departments' pages of this budget book. Table 3 shows a potential list of projects that may receive debt financing in 2015. Voters approved a \$290 million (UTGO) bond measure for replacement of the Seawall in November 2012. The City began issuing bonds for this project in 2013.

# Debt Service

**Table 2 – 2014 General Obligation Bond Issue - in \$1,000s Information Only**

Project	Capital Cost	Approx. Par Amount <sup>1</sup>	Max. Term	Approx. Rate	Debt Service Adopted 2014	Debt Service Estimated 2015	Debt Service Funding Source
UT Seawall (2 of 3)	70,000	72,100	30	5.0%	2,704	4,690	Voted Levy
Mercer West	8,378	8,629	20	5.0%	324	692	SDOT (CPT) <sup>2</sup>
South Park Bridge	15,000	15,450	20	5.0%	579	1,240	GF
Waterfront ROW	5,000	5,150	20	5.0%	193	413	GF
North Precinct (2 of 3)	6,650	6,850	20	5.0%	257	550	GF
Critical Infrastructure – SMT	2,300	2,369	5	3.0%	53	517	FAS
Financial IT Upgrades (2 of 3)	7,038	7,249	5	3.0%	163	1,583	FAS
Data Center Short (2a of 3)	18,200	18,746	5	3.0%	422	4,093	DoIT
Data Center Long (2b of 3)	8,000	8,240	10	4.0%	247	1,016	DoIT
IT-Electronic Records	3,000	3,090	5	3.0%	70	675	DoIT
IT-Computing Architecture	1,000	1,030	5	3.0%	23	225	DoIT
IT – Enterprise	2,170	2,235	5	3.0%	50	488	DoIT
Golf	5,561	5,728	20	5.0%	215	460	DPR
SCIDPDA Refinancing (2002 A&B)	4,325	4,455	18	Various	230	355	Int'l District PDA
Pike Place Market Refinancing (2002)	3,055	3,147	5	Various	836	821	Pike Place Market
Symphony Various Capitol	1,100	1,133	10	3.0%	25	133	BHMC
<b>Total</b>	<b>160,777</b>	<b>165,600</b>			<b>6,392</b>	<b>17,951</b>	

<sup>1</sup> Includes 3% for costs of issuance and pricing adjustments.

<sup>2</sup> Proceeds from Bridging the Gap - Commercial Parking Tax receipts.

# Debt Service

**Table 3 – 2015 General Obligation Bond Issue - in \$1,000s Information Only**

Project	Capital Cost	Approx. Par Amount <sup>1</sup>	Max. Term	Approx. Rate	Debt Service Adopted 2014	Debt Service Estimated 2015	Debt Service Funding Source
UT Seawall	TBD	TBD	30	TBD	-	TBD	Voted Levy
Bridge Rehab (BTG)	4,740	4,882	20	5.0%	-	183	SDOT (BGT) <sup>1</sup>
Waterfront ROW	10,000	10,300	20	5.0%	-	386	GF
Fire Facilities (2 of 5)	7,654	7,883	20	5.0%	-	296	REET I
North Precinct (3 of 3)	7,700	7,931	20	5.0%	-	297	REET/Other
Data Center Short (3a of 3)	5,300	5,459	5	3.0%	-	123	DoIT
Data Center Long (3b of 3)	2,100	2,163	10	4.0%	-	65	DoIT
IT – Enterprise	1,175	1,210	5	3.0%	-	27	DoIT
IT Service Mgt Tools	2,575	2,575	5	3.0%	-	60	DoIT
Financial FT Upgrades (3 of 3)	6,218	6,405	5	4.0%	-	192	FAS
<b>Total</b>	<b>47,462</b>	<b>48,808</b>			<b>-</b>	<b>1,629</b>	

<sup>1</sup> Includes 3% for costs of issuance and pricing adjustments.

<sup>2</sup> Proceeds from Bridging the Gap - Commercial Parking Tax receipts.

## Summary of following informational tables on debt service

Table 4 shows the estimated \$2.7 million of costs of issuance and pricing adjustments for the 2014 LTGO bond issue.

Table 5 on the following pages displays outstanding LTGO debt service requirements sorted by issuance; .

Table 6 displays the funds used to pay outstanding LTGO debt service, listing issuance year and funding source;. and

Table 7 displays UTGO debt service.

All tables in this section are for informational purposes only; legal appropriations are included elsewhere in the budget document.

**Table 4 - 2014 Multipurpose LTGO Fund Issuance Costs - in \$1,000s Information Only**

Approx. Par Amount	Issuance Costs & Pricing Adjustments	Issuance Cost Adopted 2014 <sup>1</sup>
93,500	3%	2,723

# Debt Service

**Table 5 - Limited Tax General Obligation Bonds Debt Service by Bond Issuance (1,000s )**

	<b>2013 Adopted</b>	<b>2014 Proposed</b>	<b>2015 Proposed</b>
<b>1998 E Bond Issue</b>			
Downtown Parking Garage	2,640,000	1,555,000	
<b>1998 E Bond Issue Total</b>	<b>2,640,000</b>	<b>1,555,000</b>	
<b>2003 Bond Issue</b>			
Joint Training Facility	114,400		
McCaw Hall (long)	88,400		
Roof/Structural Replacement & Repair	780,000		
SMT Base	98,800		
SR 519	140,400		
<b>2003 Bond Issue Total</b>	<b>1,222,000</b>		
<b>2004 Bond Issue</b>			
Concert Hall	1,650,916	1,531,423	
Park 90/5 Police Support Acquisition	751,415	651,110	
Seattle Municipal Tower Acquisition	5,568,256	4,818,217	
<b>2004 Bond Issue Total</b>	<b>7,970,588</b>	<b>7,000,750</b>	
<b>2005 Bond Issue</b>			
Alaskan Way Tunnel / Seawall	231,500	231,500	231,000
Aquarium Pier 59	931,750	931,500	929,250
Aquarium Pier 59 Entry	110,000	110,250	110,250
City Hall	875,013	874,763	878,513
Civic Center Open Space	783,000	780,250	786,250
Convention Center	579,250	571,500	573,000
Fremont Bridge Approaches	69,500	71,500	68,250
Justice Center	2,225,794	2,234,294	2,229,794
Library Garage	266,250	264,750	267,750
Sandpoint	733,750	730,000	735,000
SeaPark	438,500	443,000	446,500
South Precinct	324,000	327,500	325,250
West Precinct	1,302,750	1,306,500	1,307,250
<b>2005 Bond Issue Total</b>	<b>8,871,056</b>	<b>8,877,306</b>	<b>8,888,056</b>
<b>2006 Bond Issue</b>			
Alaskan Way Viaduct	392,176	395,476	394,051
Aquarium Pier 59	139,428	140,090	140,840
Ninth & Lenora	335,900	339,075	

## Debt Service

Park 90/5 Earthquake Repair	1,065,804	1,066,379	1,067,991
SLU Streetcar	137,626	137,501	137,520
<b>2006 Bond Issue Total</b>	<b>2,070,934</b>	<b>2,078,521</b>	<b>1,740,403</b>

### 2007 Bond Issue

Alaskan Way Tunnel / Seawall	491,000	486,750	491,750
Aquarium	1,080,000	1,380,000	1,527,750
Downtown Parking Garage	2,881,500	4,041,500	5,773,500
Mercer (from Zoo bonds)	1,228,423	1,225,530	1,225,753
Monorail	549,000	547,500	550,000
Northgate Land Acquisition	240,250	239,500	238,500
Zoo Garage	151,828	151,470	151,498
<b>2007 Bond Issue Total</b>	<b>6,622,000</b>	<b>8,072,250</b>	<b>9,958,750</b>

### 2008 Bond Issue

Bridge Rehab (BTG)	304,500	302,500	305,250
Bridge Seismic (BTG)	120,250	122,500	119,500
Fire Station Projects	5,013,750		
King Street Station (BTG)	251,500	250,750	249,750
Lander (BTG)	214,750	234,750	228,500
Mercer (BTG)	3,326,250		
Park 90/5 Police Support Acquisition	303,124	303,124	303,124
Parking Pay Stations	477,750		
Seattle Municipal Tower & Police Support	2,440,376	2,440,376	2,440,376
South Lake Union Projects	369,500	372,750	
Spokane (BTG)	710,000	773,250	752,500
Mercer (BTG) (Orig Project)		3,305,803	3,225,950
Arterial Asphalt and Concrete (from 2008 Mercer)		326,948	319,050
<b>2008 Bond Issue Total</b>	<b>13,531,750</b>	<b>8,432,750</b>	<b>7,944,000</b>

### 2009 Bond Issue

Alaskan Way Tunnel / Seawall	201,625	204,125	206,125
Arterial Asphalt and Concrete	4,137,250	6,580,875	953,250
Bridge Rehab (BTG)	1,069,250	1,065,250	1,065,125
IT Software Migration and Mgt.	1,701,500		
Jail	95,063	94,656	94,188
King Street Station (BTG)	130,250	132,125	128,875
Market 96 Refunding	461,500	466,000	464,625
North Precinct	92,750	96,125	94,375
Northgate Land Acquisition	469,875	469,375	473,250
Northgate Park	206,483	207,218	207,533
Pike Place Market	2,505,375	2,506,125	



## Debt Service

Rainier Beach Community Center	518,625	519,375	519,125
Rainier Beach Community Center (reallocated from NG)	285,143	286,158	286,593
Spokane (BTG)	2,155,500	2,156,750	2,159,375
Spokane (BTG) (Redirected from Jail)	285,188	283,969	282,563
Trails	1,025,625	504,500	256,250
<b>2009 Bond Issue Total</b>	<b>15,341,000</b>	<b>15,572,625</b>	<b>7,191,250</b>

### 2010A BAB Issue

Alaskan Way Tunnel / Seawall	350,757	350,757	350,757
Bridge Rehab (BTG)	1,209,875	1,209,875	1,209,875
Bridge Seismic (BTG)	482,808	482,808	482,808
Fire Station Projects	177,924	177,924	177,924
Golf	22,075	22,075	22,075
King Street Station (BTG)	21,007	21,007	21,007
Mercer (BTG)	122,904	43,016	43,016
Mercer West (BTG)	357,448	357,448	357,448
Spokane (BTG)	269,530	269,530	269,530
Mercer (BTG) (Orig Proj)		48,731	48,731
23rd Ave (BTG) (from 2010A BABS Mercer)		31,156	31,156
<b>2010A BAB Issue Total</b>	<b>3,014,327</b>	<b>3,014,327</b>	<b>3,014,327</b>

### 2010B Bond Issue

Alaskan Way Tunnel / Seawall	479,000	480,250	480,500
Ballard Neighborhood Center	364,900	362,900	365,400
Bridge Rehab (BTG)	167,250	167,250	992,250
Bridge Seismic (BTG)	67,000	67,000	397,000
City Hall	3,268,413	3,287,913	3,282,413
Civic Center Open Space	379,800	382,800	380,050
Fire Station Projects	459,000	456,000	457,250
Golf	57,250	55,000	57,750
Interactive Voice Response	166,320		
Interbay Golf Facilities	388,400	390,650	392,150
Justice Center	3,272,588	3,281,838	3,291,588
King Street Station (BTG)	3,000	3,000	18,000
McCaw Hall	797,500	796,250	793,500
Mercer (BTG)	17,250		
Mercer West (BTG)	49,500	49,500	294,500
Park 90/5 - 2001	365,150	363,150	365,650
Parking Pay Stations	417,000	419,000	420,000
Pike Place Market	1,223,750	1,223,250	
Police Training Facilities	213,050	211,050	213,800

## Debt Service

Seattle Municipal Tower TI	658,750	652,500	655,250
Southwest Precinct	841,950	834,450	830,950
Spokane (BTG)	37,500	37,500	222,500
Tier 1 SAN & Enterprise Comp.	337,680		
Training Facilities	455,200	450,200	449,700
Westbridge	680,400	683,900	681,150
Mercer (BTG) (Orig Proj)		10,523	62,373
23rd Ave (BTG) (from 2010B Mercer)		6,728	39,878
<b>2010B Bond Issue Total</b>	<b>15,167,600</b>	<b>14,672,600</b>	<b>15,143,600</b>

### 2011 Bond Issue

AWV - Parking/Prgm Mgt (CPT)	281,150	278,900	278,900
Bridge Rehab (BTG)	729,381		
Bridge Seismic (BTG)	138,719	141,344	138,094
Facility Energy Retrofits-CTR	58,500	57,000	55,000
Facility Energy Retrofits-DPR	52,488	56,050	54,050
Facility Energy Retrofits-FAS	80,288	78,225	75,475
Golf	161,350	163,225	158,975
King Street Station (BTG)	288,181	288,369	286,744
Mercer West (CPT)	579,444	579,819	581,444
Pike Place Market	5,226,125	5,222,375	
Rainier Beach Community Center	323,069	322,694	325,194
Seattle Center House	384,000	384,000	380,250
Seawall (CPT)	889,113	889,300	888,800
Spokane (BTG)	1,614,800		
Bridge Seismic (BTG) (from 2011 Bridge Rehab)		534,501	533,133
Mercer West (BTG) (from 2011 Bridge Rehab)		197,692	197,186
Spokane (BTG) (Orig Proj)		112,905	113,097
AAC Northgate (BTG) (from 2011 Spokane)		322,585	323,135
Chesiahud (BTG) (from 2011 Spokane)		80,646	80,784
Linden (BTG) (from 2011 Spokane)		129,034	129,254
Bridge Rehab (BTG) (from 2011 Spokane)		145,163	145,411
Bridge Seismic (BTG) (from 2011 Spokane)		177,422	177,724
Sidewalks (BTG) (from 2011 Spokane)		80,646	80,784
Mercer West (BTG) (from 2011 Spokane)		145,163	145,411
23rd Ave (BTG) (from 2011 Spokane)		419,361	420,076
<b>2011 Bond Issue Total</b>	<b>10,806,606</b>	<b>10,806,419</b>	<b>5,568,919</b>

### 2012 Bond Issue

Alaskan Way Tunnel / Seawall	136,750	136,750	136,750
Aquarium Pier 59	547,000	547,000	547,000
Aquarium Pier 59 Entry	65,750	65,750	65,750

## Debt Service

AWV - Parking/Prgm Mgt	324,300	323,150	324,750
City Hall	374,200	374,200	374,200
Fremont Bridge Approaches	40,500	40,500	40,500
Golf	287,750	289,150	289,150
Historic Buildings	1,614,050	1,620,050	1,621,250
Joint Training Facility	58,800	153,800	155,000
Justice Center	374,200	374,200	374,200
Library Garage	155,500	155,500	155,500
Library IT	154,700	155,950	150,750
Linden (BTG)	407,600	411,450	407,850
Magnuson Bldg 30	314,300	313,900	316,500
McCaw Hall (long)	46,450	126,450	118,250
Mercer (BTG)	335,200		
Rainier Beach Community Center	447,300	446,750	449,150
Seawall (CPT)	189,300	186,900	188,700
SMT Base	51,350	141,350	132,750
SR 519	73,300	193,300	193,500
Mercer (BTG) (Orig Proj)		0	0
23rd Ave (BTG) (from 2012 Mercer)		331,000	335,400
<b>2012 Bond Issue Total</b>	<b>5,998,300</b>	<b>6,387,100</b>	<b>6,376,900</b>
<b>2013A Bond Issue</b>			
Data Center	26,179	285,550	283,500
Financial IT Upgrades	53,528	1,199,700	1,199,350
Fire Facilities	136,587	835,269	836,119
Golf	19,439	119,813	119,213
North Precinct	45,583	280,256	278,856
Rainier Beach Community Center	70,866	433,050	435,900
Video Mobile Data Terminals	40,723	910,300	912,450
B&O IT (Orig Proj)	43,714	981,855	979,682
Critical Infrastructure - WP/EOC (from 2013 B&O)	20,816	467,550	466,515
Budgeting IT (from 2013 B&O)	4,857	109,095	108,854
<b>2013A Bond Issue Total</b>	<b>462,292</b>	<b>5,622,438</b>	<b>5,620,438</b>
<b>2013B Bond Issue</b>			
Concert Hall		159,503	998,540
Magnuson Bldg 11		546,107	548,213
Magnuson Bldg 30		486,315	489,270
Park 90/5 Police Support Acquisition		132,919	832,117
Seattle Municipal Tower Acquisition		1,036,771	6,490,513
<b>2013B Bond Issue Total</b>		<b>2,361,616</b>	<b>9,358,653</b>

# Debt Service

## 2014 Bond Issue

Financial IT Upgrades	163,106	1,582,883
Golf	214,794	459,616
IT-Computing Architecture	23,175	224,905
IT-Electronic Records	69,525	674,716
IT-Enterprise	50,290	488,044
North Precinct	256,856	549,622
South Park Bridge	579,375	1,239,748
Mercer West	323,600	692,441
Waterfront ROW	193,125	413,249
Critical Infrastructure - SMT	53,303	517,282
Data Center Short	421,785	4,093,275
Data Center Long	247,200	1,015,917
SCIDPDA Refinancing (2002 A&B)	230,150	355,100
Pike Place Market Refinancing (2002)	836,100	821,200
Symphony Various Capital	25,493	132,822
<b>2014 Bond Issue Total</b>	<b>3,687,877</b>	<b>13,260,820</b>

## 2015 Bond Issue

Bridge Rehab (BTG)	183,069
Financial IT Upgrades	192,136
Fire Facilities	295,631
North Precinct	297,413
Waterfront ROW	386,250
Data Center Short	122,828
Data Center Long	64,890
IT Enterprise	27,231
IT Service Management Tools	59,676
<b>2015 Bond Issue Total</b>	<b>1,629,124</b>

<b>Grand Total</b>	<b>93,718,453</b>	<b>98,141,578</b>	<b>95,695,239</b>
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# Debt Service

**Table 6 - Limited Tax General Obligation Bonds Debt Service by Funding Source (1,000s)**

	<b>2013 Adopted</b>	<b>2014 Proposed</b>	<b>2015 Proposed</b>
<b>Bond Interest &amp; Redemption Fund - LTGO</b>			
<b>2009 Bond Issue</b>			
Market 96 Refunding	461,500	466,000	464,625
<b>2010A BAB Issue</b>			
Alaskan Way Tunnel / Seawall	117,425	122,765	122,765
Bridge Rehab (BTG)	405,036	423,456	423,456
Bridge Seismic (BTG)	161,632	168,983	168,983
Fire Station Projects	59,565	62,273	62,273
Golf	7,390	7,726	7,726
King Street Station (BTG)	7,033	7,352	7,352
Mercer (BTG)	41,145	43,016	43,016
Mercer West (BTG)	119,665	125,107	125,107
Spokane (BTG)	90,232	94,335	94,335
<b>2014 Bond Issue</b>			
SCIDPDA Refinancing (2002 A&B)		230,150	355,100
Pike Place Market Refinancing (2002)		836,100	821,200
Symphony Various Capital		25,493	132,822
<b>Bond Interest &amp; Redemption Fund - LTGO Total</b>	<b>1,470,621</b>	<b>2,612,757</b>	<b>2,828,761</b>
<b>Cumulative Reserve Subfund - REET I</b>			
<b>2003 Bond Issue</b>			
Roof/Structural Replacement & Repair	780,000		
<b>2007 Bond Issue</b>			
Northgate Land Acquisition	240,250	239,500	238,500
<b>2008 Bond Issue</b>			
Fire Station Projects	5,013,750		
<b>2010A BAB Issue</b>			
Fire Station Projects	118,359	115,651	115,651
<b>2010B Bond Issue</b>			
Fire Station Projects	459,000	456,000	457,250
Westbridge	560,400	563,900	561,150
<b>2011 Bond Issue</b>			
Seattle Center House	384,000	384,000	380,250
<b>2013A Bond Issue</b>			
Fire Facilities	136,587	835,269	836,119
<b>2015 Bond Issue</b>			
Fire Facilities			295,631
North Precinct			297,413
<b>Cumulative Reserve Subfund - REET I Total</b>	<b>7,692,347</b>	<b>2,594,319</b>	<b>3,181,963</b>
<b>Cumulative Reserve Subfund - REET II</b>			

# Debt Service

<b>2005 Bond Issue</b>			
Alaskan Way Tunnel / Seawall	231,500	231,500	231,000
Aquarium Pier 59	931,750	931,500	929,250
Fremont Bridge Approaches	69,500	71,500	68,250
<b>2006 Bond Issue</b>			
Alaskan Way Viaduct	392,176	395,476	394,051
Aquarium Pier 59	139,428	140,090	140,840
<b>2007 Bond Issue</b>			
Alaskan Way Tunnel / Seawall	491,000	486,750	491,750
<b>2012 Bond Issue</b>			
Alaskan Way Tunnel / Seawall	136,750	136,750	136,750
Aquarium Pier 59	547,000	547,000	547,000
Fremont Bridge Approaches	40,500	40,500	40,500
<b>Cumulative Reserve Subfund - REET II Total</b>	<b>2,979,604</b>	<b>2,981,066</b>	<b>2,979,391</b>
<b>Cumulative Reserve Subfund - Unrestricted</b>			
<b>2005 Bond Issue</b>			
Aquarium Pier 59 Entry	110,000	110,250	110,250
<b>2007 Bond Issue</b>			
Aquarium	1,080,000	1,380,000	1,527,750
Monorail	549,000	547,500	550,000
<b>2010B Bond Issue</b>			
Westbridge	80,000	55,000	0
<b>2012 Bond Issue</b>			
Aquarium Pier 59 Entry	65,750	65,750	65,750
<b>Cumulative Reserve Subfund - Unrestricted Total</b>	<b>1,884,750</b>	<b>2,158,500</b>	<b>2,253,750</b>
<b>Downtown Garage Fund</b>			
<b>1998 E Bond Issue</b>			
Downtown Parking Garage	2,640,000	1,555,000	
<b>2007 Bond Issue</b>			
Downtown Parking Garage	2,881,500	4,041,500	5,773,500
<b>Downtown Garage Fund Total</b>	<b>5,521,500</b>	<b>5,596,500</b>	<b>5,773,500</b>
<b>Fleets &amp; Facilities Fund</b>			
<b>2003 Bond Issue</b>			
SMT Base	98,800		
<b>2004 Bond Issue</b>			
Park 90/5 Police Support Acquisition	165,318	143,251	
Seattle Municipal Tower Acquisition	5,568,256	4,818,217	
<b>2005 Bond Issue</b>			
City Hall	875,013	874,763	878,513
Civic Center Open Space	783,000	780,250	786,250
Justice Center	2,225,794	2,234,294	2,229,794
SeaPark	438,500	443,000	446,500

# Debt Service

<b>2006 Bond Issue</b>			
Park 90/5 Earthquake Repair	233,652	233,778	234,131
<b>2008 Bond Issue</b>			
Seattle Municipal Tower & Police Support	2,395,799	2,395,799	2,395,799
<b>2010B Bond Issue</b>			
City Hall	3,268,413	3,287,913	3,282,413
Civic Center Open Space	379,800	382,800	380,050
Justice Center	3,272,588	3,281,838	3,291,588
Park 90/5 - 2001	80,333	79,893	80,443
Seattle Municipal Tower TI	658,750	652,500	655,250
<b>2012 Bond Issue</b>			
City Hall	374,200	374,200	374,200
Historic Buildings	1,614,050	1,620,050	1,621,250
Justice Center	374,200	374,200	374,200
SMT Base	51,350	141,350	132,750
<b>2013A Bond Issue</b>			
Financial IT Upgrades	53,528	1,199,700	1,199,350
<b>2013B Bond Issue</b>			
Park 90/5 Police Support Acquisition		29,242	183,066
Seattle Municipal Tower Acquisition		1,036,771	6,490,513
<b>2014 Bond Issue</b>			
Financial IT Upgrades		163,106	1,582,883
Critical Infrastructure - SMT		53,303	517,282
<b>2015 Bond Issue</b>			
Financial IT Upgrades			192,136
<b>Fleets &amp; Facilities Fund Total</b>	<b>22,911,343</b>	<b>24,600,217</b>	<b>27,328,359</b>

## General Fund

<b>2003 Bond Issue</b>			
Joint Training Facility	93,600		
<b>2004 Bond Issue</b>			
Concert Hall	1,650,916	1,531,423	
Park 90/5 Police Support Acquisition	510,956	442,748	
<b>2005 Bond Issue</b>			
Convention Center	579,250	571,500	573,000
Sandpoint	733,750	730,000	735,000
South Precinct	324,000	327,500	325,250
West Precinct	1,302,750	1,306,500	1,307,250
<b>2006 Bond Issue</b>			
Ninth & Lenora	335,900	339,075	
Park 90/5 Earthquake Repair	726,608	727,000	728,100
SLU Streetcar	137,626	137,501	137,520
<b>2007 Bond Issue</b>			
Zoo Garage	151,828	151,470	151,498
<b>2008 Bond Issue</b>			

## Debt Service

Park 90/5 Police Support Acquisition	303,124	303,124	303,124
South Lake Union Projects	369,500	372,750	
<b>2009 Bond Issue</b>			
Jail	95,063	94,656	94,188
North Precinct	92,750	96,125	94,375
Northgate Land Acquisition	469,875	469,375	473,250
Northgate Park	206,483	207,218	207,533
Rainier Beach Community Center	518,625	519,375	519,125
Rainier Beach Community Center (reallocated from NG)	285,143	286,158	286,593
<b>2010B Bond Issue</b>			
Ballard Neighborhood Center	364,900	362,900	365,400
McCaw Hall	797,500	796,250	793,500
Park 90/5 - 2001	248,302	246,942	248,642
Police Training Facilities	213,050	211,050	213,800
Southwest Precinct	841,950	834,450	830,950
Training Facilities	386,920	382,670	382,245
<b>2011 Bond Issue</b>			
Facility Energy Retrofits-CTR	58,500	57,000	55,000
Facility Energy Retrofits-DPR	52,488	56,050	54,050
Facility Energy Retrofits-FAS	80,288	78,225	75,475
Rainier Beach Community Center	323,069	322,694	325,194
<b>2012 Bond Issue</b>			
Joint Training Facility	49,450	129,450	130,250
Rainier Beach Community Center	447,300	446,750	449,150
<b>2013A Bond Issue</b>			
North Precinct	45,583	280,256	278,856
Rainier Beach Community Center	70,866	433,050	435,900
Video Mobile Data Terminals	40,723	910,300	912,450
B&O IT (Orig Proj)	43,714	981,855	979,682
Critical Infrastructure - WP/EOC (from 2013 B&O)	20,816	467,550	466,515
Budgeting IT (from 2013 B&O)	4,857	109,095	108,854
<b>2013B Bond Issue</b>			
Concert Hall		159,503	998,540
Park 90/5 Police Support Acquisition		90,385	565,840
<b>2014 Bond Issue</b>			
North Precinct		256,856	549,622
South Park Bridge		579,375	1,239,748
Waterfront ROW		193,125	413,249
<b>2015 Bond Issue</b>			
Waterfront ROW			386,250
<b>General Fund Total</b>	<b>12,978,020</b>	<b>16,999,279</b>	<b>17,194,964</b>

### Information Technology Fund

#### 2009 Bond Issue



# Debt Service

IT Software Migration and Mgt.	1,701,500		
<b>2010B Bond Issue</b>			
Interactive Voice Response	166,320		
Tier 1 SAN & Enterprise Comp.	337,680		
<b>2013A Bond Issue</b>			
Data Center	26,179	285,550	283,500
<b>2014 Bond Issue</b>			
IT-Computing Architecture		23,175	224,905
IT-Electronic Records		69,525	674,716
IT-Enterprise		50,290	488,044
Data Center Short		421,785	4,093,275
Data Center Long		247,200	1,015,917
<b>2015 Bond Issue</b>			
Data Center Short			122,828
Data Center Long			64,890
IT Enterprise			27,231
IT Service Management Tools			59,676
<b>Information Technology Fund Total</b>	<b>2,231,679</b>	<b>1,097,525</b>	<b>7,054,982</b>
<b>Library Fund</b>			
<b>2005 Bond Issue</b>			
Library Garage	266,250	264,750	267,750
<b>2012 Bond Issue</b>			
Library Garage	155,500	155,500	155,500
Library IT	154,700	155,950	150,750
<b>Library Fund Total</b>	<b>576,450</b>	<b>576,200</b>	<b>574,000</b>
<b>Parks &amp; Recreation Fund</b>			
<b>2010A BAB Issue</b>			
Golf	14,685	14,349	14,349
<b>2010B Bond Issue</b>			
Golf	57,250	55,000	57,750
Interbay Golf Facilities	388,400	390,650	392,150
Westbridge	40,000	65,000	120,000
<b>2011 Bond Issue</b>			
Golf	161,350	163,225	158,975
<b>2012 Bond Issue</b>			
Golf	287,750	289,150	289,150
Magnuson Bldg 30	314,300	313,900	316,500
<b>2013A Bond Issue</b>			
Golf	19,439	119,813	119,213
<b>2013B Bond Issue</b>			
Magnuson Bldg 11		546,107	548,213
Magnuson Bldg 30		486,315	489,270
<b>2014 Bond Issue</b>			

# Debt Service

Golf		214,794	459,616
<b>Parks &amp; Recreation Fund Total</b>	<b>1,283,174</b>	<b>2,658,302</b>	<b>2,965,185</b>

## Pike Place Market Renovation Fund

<b>2009 Bond Issue</b>			
Pike Place Market	2,505,375	2,506,125	
<b>2010B Bond Issue</b>			
Pike Place Market	1,223,750	1,223,250	
<b>2011 Bond Issue</b>			
Pike Place Market	5,226,125	5,222,375	
<b>Pike Place Market Renovation Fund Total</b>	<b>8,955,250</b>	<b>8,951,750</b>	

## Seattle Center Fund

<b>2003 Bond Issue</b>			
McCaw Hall (long)	88,400		
<b>2012 Bond Issue</b>			
McCaw Hall (long)	46,450	126,450	118,250
<b>Seattle Center Fund Total</b>	<b>134,850</b>	<b>126,450</b>	<b>118,250</b>

## SPU Drainage & Wastewater Fund

<b>2003 Bond Issue</b>			
Joint Training Facility	6,240		
<b>2004 Bond Issue</b>			
Park 90/5 Police Support Acquisition	22,544	19,535	
<b>2006 Bond Issue</b>			
Park 90/5 Earthquake Repair	31,663	31,680	31,728
<b>2008 Bond Issue</b>			
Seattle Municipal Tower & Police Support	13,373	13,373	13,373
<b>2010B Bond Issue</b>			
Park 90/5 - 2001	10,955	10,895	10,970
Training Facilities	20,484	20,259	20,237
<b>2012 Bond Issue</b>			
Joint Training Facility	2,760	6,760	6,600
<b>2013B Bond Issue</b>			
Park 90/5 Police Support Acquisition		3,988	24,964
<b>SPU Drainage &amp; Wastewater Fund Total</b>	<b>108,019</b>	<b>106,489</b>	<b>107,871</b>

## SPU Solid Waste Fund

<b>2003 Bond Issue</b>			
Joint Training Facility	3,432		
<b>2004 Bond Issue</b>			
Park 90/5 Police Support Acquisition	12,392	10,737	
<b>2006 Bond Issue</b>			
Park 90/5 Earthquake Repair	17,415	17,424	17,450
<b>2008 Bond Issue</b>			

## Debt Service

Seattle Municipal Tower & Police Support	7,355	7,355	7,355
<b>2010B Bond Issue</b>			
Park 90/5 - 2001	6,025	5,992	6,033
Training Facilities	11,266	11,142	11,130
<b>2012 Bond Issue</b>			
Joint Training Facility	1,570	4,570	4,450
<b>2013B Bond Issue</b>			
Park 90/5 Police Support Acquisition		2,658	16,642
<b>SPU Solid Waste Fund Total</b>	<b>59,456</b>	<b>59,879</b>	<b>63,061</b>

### SPU Water Fund

<b>2003 Bond Issue</b>			
Joint Training Facility	11,128		
<b>2004 Bond Issue</b>			
Park 90/5 Police Support Acquisition	40,205	34,839	
<b>2006 Bond Issue</b>			
Park 90/5 Earthquake Repair	56,466	56,497	56,581
<b>2008 Bond Issue</b>			
Seattle Municipal Tower & Police Support	23,849	23,849	23,849
<b>2010B Bond Issue</b>			
Park 90/5 - 2001	19,536	19,429	19,562
Training Facilities	36,530	36,129	36,088
<b>2012 Bond Issue</b>			
Joint Training Facility	5,020	13,020	13,700
<b>2013B Bond Issue</b>			
Park 90/5 Police Support Acquisition		6,646	41,606
<b>SPU Water Fund Total</b>	<b>192,733</b>	<b>190,407</b>	<b>191,387</b>

### Transportation Fund

<b>2003 Bond Issue</b>			
SR 519	140,400		
<b>2007 Bond Issue</b>			
Mercer (from Zoo bonds)	1,228,423	1,225,530	1,225,753
<b>2008 Bond Issue</b>			
Bridge Rehab (BTG)	304,500	302,500	305,250
Bridge Seismic (BTG)	120,250	122,500	119,500
King Street Station (BTG)	251,500	250,750	249,750
Lander (BTG)	214,750	234,750	228,500
Mercer (BTG)	3,326,250		
Parking Pay Stations	477,750		
Spokane (BTG)	710,000	773,250	752,500
Mercer (BTG) (Orig Project)		3,305,803	3,225,950
Arterial Asphalt and Concrete (from 2008 Mercer)		326,948	319,050
<b>2009 Bond Issue</b>			
Alaskan Way Tunnel / Seawall	201,625	204,125	206,125

## Debt Service

Arterial Asphalt and Concrete	4,137,250	6,580,875	953,250
Bridge Rehab (BTG)	1,069,250	1,065,250	1,065,125
King Street Station (BTG)	130,250	132,125	128,875
Spokane (BTG)	2,155,500	2,156,750	2,159,375
Spokane (BTG) (Redirected from Jail)	285,188	283,969	282,563
Trails	1,025,625	504,500	256,250
<b>2010A BAB Issue</b>			
Alaskan Way Tunnel / Seawall	233,332	227,992	227,992
Bridge Rehab (BTG)	804,839	786,419	786,419
Bridge Seismic (BTG)	321,176	313,825	313,825
King Street Station (BTG)	13,974	13,655	13,655
Mercer (BTG)	81,758		
Mercer West (BTG)	237,783	232,341	232,341
Spokane (BTG)	179,298	175,194	175,194
Mercer (BTG) (Orig Proj)		48,731	48,731
23rd Ave (BTG) (from 2010A BABS Mercer)		31,156	31,156
<b>2010B Bond Issue</b>			
Alaskan Way Tunnel / Seawall	479,000	480,250	480,500
Bridge Rehab (BTG)	167,250	167,250	992,250
Bridge Seismic (BTG)	67,000	67,000	397,000
King Street Station (BTG)	3,000	3,000	18,000
Mercer (BTG)	17,250		
Mercer West (BTG)	49,500	49,500	294,500
Parking Pay Stations	417,000	419,000	420,000
Spokane (BTG)	37,500	37,500	222,500
Mercer (BTG) (Orig Proj)		10,523	62,373
23rd Ave (BTG) (from 2010B Mercer)		6,728	39,878
<b>2011 Bond Issue</b>			
AWV - Parking/Prgm Mgt (CPT)	281,150	278,900	278,900
Bridge Rehab (BTG)	729,381		
Bridge Seismic (BTG)	138,719	141,344	138,094
King Street Station (BTG)	288,181	288,369	286,744
Mercer West (CPT)	579,444	579,819	581,444
Seawall (CPT)	889,113	889,300	888,800
Spokane (BTG)	1,614,800		
Bridge Seismic (BTG) (from 2011 Bridge Rehab)		534,501	533,133
Mercer West (BTG) (from 2011 Bridge Rehab)		197,692	197,186
Spokane (BTG) (Orig Proj)		112,905	113,097
AAC Northgate (BTG) (from 2011 Spokane)		322,585	323,135
Chesiahud (BTG) (from 2011 Spokane)		80,646	80,784
Linden (BTG) (from 2011 Spokane)		129,034	129,254
Bridge Rehab (BTG) (from 2011 Spokane)		145,163	145,411
Bridge Seismic (BTG) (from 2011 Spokane)		177,422	177,724
Sidewalks (BTG) (from 2011 Spokane)		80,646	80,784
Mercer West (BTG) (from 2011 Spokane)		145,163	145,411

## Debt Service

23rd Ave (BTG) (from 2011 Spokane)		419,361	420,076
<b>2012 Bond Issue</b>			
AWV - Parking/Prgm Mgt	324,300	323,150	324,750
Linden (BTG)	407,600	411,450	407,850
Mercer (BTG)	335,200		
Seawall (CPT)	189,300	186,900	188,700
SR 519	73,300	193,300	193,500
Mercer (BTG) (Orig Proj)		0	0
23rd Ave (BTG) (from 2012 Mercer)		331,000	335,400
<b>2014 Bond Issue</b>			
Mercer West		323,600	692,441
<b>2015 Bond Issue</b>			
Bridge Rehab (BTG)			183,069
<b>Transportation Fund Total</b>	<b>24,738,659</b>	<b>26,831,937</b>	<b>23,079,813</b>
<b>Grand Total</b>	<b>93,718,453</b>	<b>98,141,578</b>	<b>95,695,239</b>

**Table 7 - Unlimited Tax General Obligation Bonds Debt Service (\$1,000s)**

	<b>2013 Adopted</b>	<b>2014 Proposed</b>	<b>2015 Proposed</b>
<b>1998 A UTGO Bond Issue</b>			
Refunding	952,044	282,906	280,306
<b>2007 UTGO Bond Issue</b>			
Library	8,082,350	8,064,388	8,045,800
<b>2012 UTGO Bond Issue</b>			
Library & Refunding	6,453,000	6,452,050	6,452,200
<b>2013 UTGO Bond Issue</b>			
Seawall	1,022,765	2,990,200	2,992,450
<b>Grand Total</b>	<b>16,510,159</b>	<b>17,789,544</b>	<b>17,770,756</b>

# Debt Service

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Bond Interest and Redemption Budget Control Level	DEBTBIRF	0	1,516,514	1,521,014	2,612,757
Debt Issuance Costs - LTGO Budget Control Level	DEBTISSUE-L	0	2,470,677	2,403,303	2,723,310
Debt Issuance Costs - UTGO Budget Control Level	DEBTISSUE-U	0	0	0	2,100,000
UTGO Debt Service Budget Control	DEBTUTGO				
UTGO - Bond Interest and Redemption		0	15,487,394	14,799,344	17,789,544
<b>Department Total</b>		<b>0</b>	<b>19,474,585</b>	<b>18,723,661</b>	<b>25,225,611</b>
<b>Department Full-time Equivalents Total*</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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

# Debt Service

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

### Bond Interest and Redemption Budget Control Level

The purpose of the Bond Interest and Redemption Budget Control Level is to make certain debt service payments through the Bond Interest and Redemption Fund (BIRF).

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Bond Interest and Redemption	0	1,516,514	1,521,014	2,612,757
<b>Total</b>	<b>0</b>	<b>1,516,514</b>	<b>1,521,014</b>	<b>2,612,757</b>

### Debt Issuance Costs - LTGO Budget Control Level

The purpose of the Debt Issuance Costs - LTGO Budget Control Level is to pay debt issuance costs related to Multipurpose Limited Tax General Obligation (LTGO) Debt Issuance.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Debt Issuance Costs - LTGO	0	2,470,677	2,403,303	2,723,310
<b>Total</b>	<b>0</b>	<b>2,470,677</b>	<b>2,403,303</b>	<b>2,723,310</b>

### Debt Issuance Costs - UTGO Budget Control Level

The purpose of the Debt Issuance Costs - UTGO Budget Control Level is to pay debt issuance costs related to the Unlimited Tax General Obligation (UTGO) Debt Issuance.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Debt Issuance Costs -UTGO	0	0	0	2,100,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,100,000</b>

### UTGO Debt Service Budget Control Level

The purpose of the UTGO Debt Service Budget Control Level is to create the legal appropriations to pay debt service on outstanding Unlimited Tax General Obligation (UTGO) Bonds.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
UTGO - Bond Interest and Redemption	0	15,487,394	14,799,344	17,789,544
<b>Total</b>	<b>0</b>	<b>15,487,394</b>	<b>14,799,344</b>	<b>17,789,544</b>





# Fiber Leasing Fund

Erin Devoto, Director & Chief Technology Officer

(206)684-0600

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

## Department Overview

In 1995, the City passed Ordinance 117981, authorizing fiber installation project cost sharing agreements between City departments and other governmental and public educational agencies and institutions. Since then, approximately 20 government and public education agencies, known collectively as the "Fiber Partnership," have implemented over 300 fiber optic projects to install over 530 miles of fiber optic cable in the greater Seattle area. The Department of Information Technology (DoIT) acts as the lead agency in the partnership and manages the program.

In 2012, the City passed Ordinance 123931, authorizing DoIT to lease excess capacity on the fiber optic network to private parties. The Fiber Leasing Fund was created to manage the operating, maintenance and capital costs of those agreements.

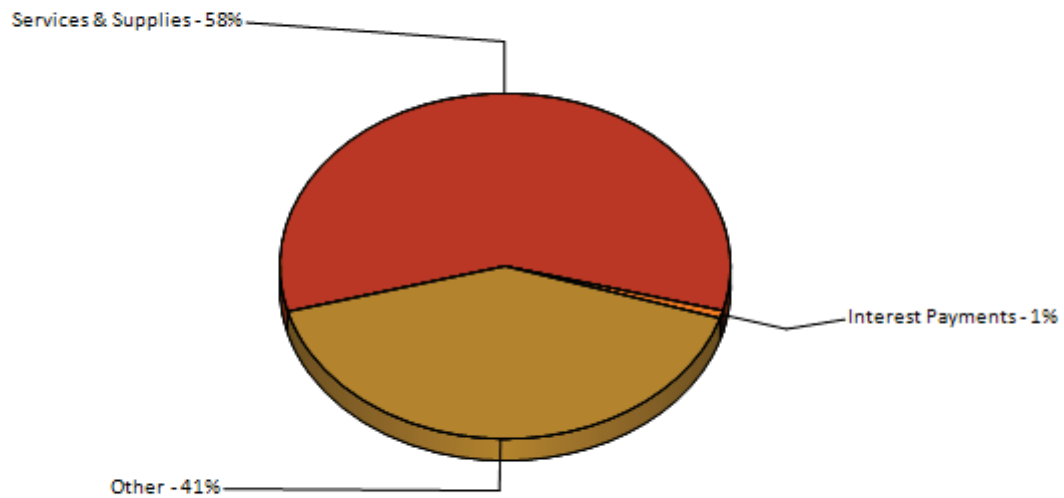
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other Funding - Operating	\$0	\$0	\$0	\$428,045
<b>Total Operations</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$428,045</b>
 <b>Total Appropriations</b>	 <b>\$0</b>	 <b>\$0</b>	 <b>\$0</b>	 <b>\$428,045</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

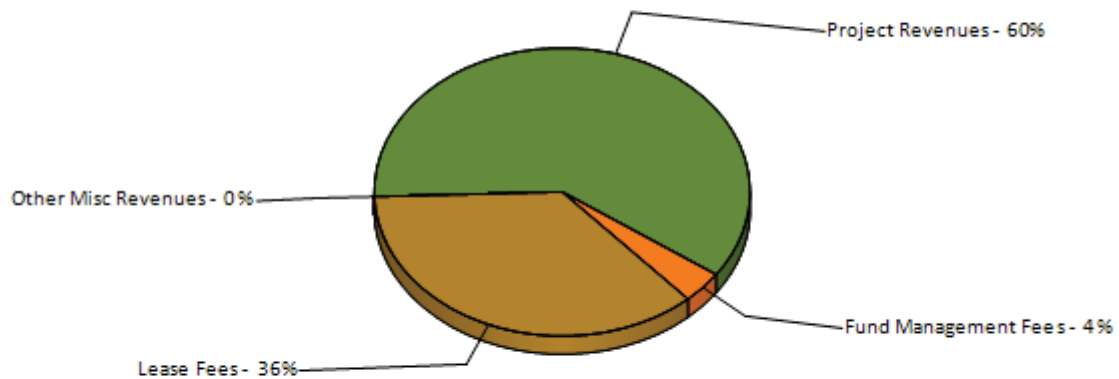
*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

# Fiber Leasing Fund

## 2014 Proposed Budget - Expenditure by Category



## 2014 Proposed Budget - Revenue by Category



# Fiber Leasing Fund

## Budget Overview

The legislation authorizing the creation of the Fiber Leasing Fund included a \$50,000 loan from the DoIT Operating Fund (50410) in 2013 to cover upfront costs. Spending in the fund began in 2013 when interested private parties requested to lease the excess fiber capacity. Beginning in 2014, the fund will receive ongoing fee revenues from private users of excess fiber capacity. The fund is expected to grow moderately over time to address necessary engineering and lease preparation work.

## Incremental Budget Changes

### Fiber Leasing Fund

	2014 Budget	FTE
<b>Proposed Changes</b>		
Lease Excess Capacity on City's Fiber Optic Network	\$ 428,045	0.00
<b>Total Incremental Changes</b>	<b>\$ 428,045</b>	<b>0.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 428,045</b>	<b>0.00</b>

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### Lease Excess Capacity on City's Fiber Optic Network - \$428,045

The proposed amount funds the operating, maintenance, and capital costs of leasing fiber network access to private parties.

## Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Fiber Leasing Fund Budget Control Level	FBRL100	0	0	0	428,045
<b>Department Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>428,045</b>
<b>Department Full-time Equivalents Total*</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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

# Fiber Leasing Fund

## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
442810	Fund Management Fees	0	0	0	15,000
	<b>Total Fund Management Fees</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,000</b>
462900	Lease Fees	0	0	0	150,000
	<b>Total Lease Fees</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>
569990	Other Misc Revenues	0	0	0	0
	<b>Total Other Misc Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
442950	Project Revenues	0	0	0	250,000
	<b>Total Project Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>
	<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>415,000</b>
379100	Use of (Contributions to) Fund Balance	0	0	0	13,045
	<b>Total Use of (Contributions to) Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,045</b>
	<b>Total Resources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>428,045</b>

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

### Fiber Leasing Fund Budget Control Level

The purpose of the Fiber Leasing Budget Control Level is to account for revenues, expenditures, assets, and liabilities associated with agreements with private parties for the use of the City's Excess Fiber and Fiber Infrastructure.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Fiber Leasing Fund	0	0	0	428,045
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>428,045</b>

# Fiber Leasing Fund

## Fiber Leasing Fund Table

### Fiber Leasing Fund

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	0	0	100,000	0	415,000
Less: Actual and Budgeted Expenditures	0	0	50,000	0	428,045
<b>Ending Fund Balance</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>36,955</b>
<b>Total Reserves</b>					
<b>Ending Unreserved Fund Balance</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>36,955</b>



# Fiscal Reserves

Beth Goldberg, Director

(206) 615-1962

## Department Overview

The State of Washington permits the City to maintain two financial reserves to draw upon in the event of certain unanticipated expenditure or revenue pressures. Under the authority of RCW 35.32A.060, the City maintains the Emergency Subfund (ESF) of the General Fund. The ESF is the principal reserve for the City to draw upon when certain unanticipated expenses occur during the fiscal year. Eligible expenses include costs related to storms or other natural disasters. State law limits the amount of money the City can set aside in this reserve to 37.5 cents per \$1,000 of assessed value of property within the City.

Under the authority of RCW 35.21.070, the City maintains a second financial reserve called the Revenue Stabilization Account (RSA) of the Cumulative Reserve Subfund (aka the Rainy Day Fund). The RSA provides resources for the City to draw upon to maintain City services in the event of a sudden, unanticipated shortfall in revenue due to economic downturns or other factors. City code limits the amount set aside in this reserve to five percent of General Subfund tax receipts. Ordinance 123743 requires the City to deposit an amount equivalent to 0.5% of General Subfund tax revenues into the RSA, with some limited exceptions. In addition, City policy requires the deposit of 50% of any unplanned yearend fund balance in the General Subfund into the RSA.

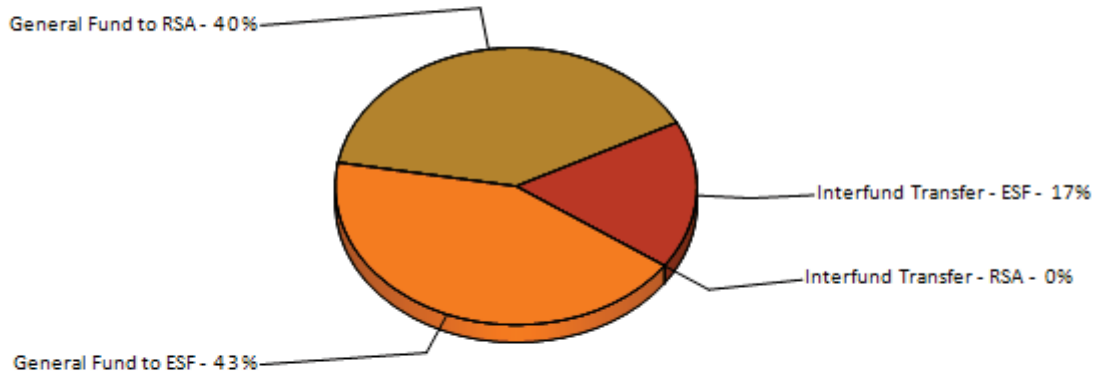
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other Funding - Operating	\$1,973,441	\$564,535	\$0	\$0
<b>Total Operations</b>	<b>\$1,973,441</b>	<b>\$564,535</b>	<b>\$0</b>	<b>\$0</b>
 <b>Total Appropriations</b>	 <b>\$1,973,441</b>	 <b>\$564,535</b>	 <b>\$0</b>	 <b>\$0</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

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

# Fiscal Reserves

## 2014 Proposed Budget - Revenue by Category



## Budget Overview

The 2014 Proposed Budget continues to protect the City's fiscal reserves and embraces strong and prudent financial management practices. Maintaining healthy reserves is critical in ensuring the City is financially well-prepared to address unexpected revenues or expenditure pressures, especially in light of the slow, gradual recovery from the Great Recession.

### Fully Funding the Emergency Subfund

The 2014 Proposed Budget fully funds the Emergency Subfund (ESF) at the maximum statutory-authorized level of 37.5 cents per \$1,000 of assessed value of property in the city. For 2014, the fund will total \$48.0 million, an increase of \$4.6 million from the 2013 Adopted Budget level and \$3.7 million higher than the 2014 Endorsed Budget.

Declines in assessed values between 2009 and 2012 reduced the amount the City could hold in the ESF. The 2013 Adopted Budget again projected a small decline in assessed value for 2013, although the City ultimately realized a small increase in assessed value for 2013. Current projections for 2014 and beyond are for a return to growth in assessed values, allowing the City to make contributions to the ESF in order to maintain the maximum amount allowable in the fund under state law.



# Fiscal Reserves

## Success of Rainy Day Funding Enhancements

The City adopted significant RSA funding enhancements in 2011, via Ordinance 123743. These changes arose from concern that the previous policies did not provide the City with sufficient robust mechanisms to ensure adequate funding of the RSA. The earlier policies only required funding the RSA when actual revenues exceeded the most recent forecast for the closed fiscal year. While these policies allowed the City to successfully build the RSA to as high as \$30 million between 2005 and 2008, aggressive use of the RSA in 2009 and 2010 in the midst of the Great Recession lowered the size of the account to \$10.5 million. Because revenue growth was so limited following the Great Recession, the previous policies did not provide sufficient mechanisms to replenish the fund.

The new policies require the City to deposit annually 0.5% of General Fund tax revenue directly into the RSA and automatically sweep into the RSA 50% of any unplanned yearend fund balance in the General Fund. In 2013, 0.5% of General Fund tax revenue is \$4.1 million. The RSA received an additional \$4.7 million contribution in 2013, which is half of the unplanned 2012 yearend balance.

These policies will result in the greatest funding level ever for the RSA at the end of 2013, totaling \$30.4 million. The 2014 contribution of \$4.3 million will bring the fund to \$34.7 million. The RSA has a fund balance cap equal to five percent of total annual General Fund tax revenue. Assuming no draws on the RSA and continued contributions, the total value of the RSA will reach the five percent cap by 2017.

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Emergency Expenditures Budget Control Level	AE000	1,973,441	564,535	0	0
<b>Department Total</b>		<b>1,973,441</b>	<b>564,535</b>	<b>0</b>	<b>0</b>
<b>Department Full-time Equivalents Total*</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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

# Fiscal Reserves

## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
587001	General Fund to RSA	1,200,000	4,058,000	4,226,000	4,292,950
	<b>Total General Fund to RSA</b>	<b>1,200,000</b>	<b>4,058,000</b>	<b>4,226,000</b>	<b>4,292,950</b>
587001	Interfund Transfer - RSA	8,515,000	0	0	0
	<b>Total Interfund Transfer - RSA</b>	<b>8,515,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
587001	General Fund to ESF	0	0	888,810	4,623,121
	<b>Total General Fund to ESF</b>	<b>0</b>	<b>0</b>	<b>888,810</b>	<b>4,623,121</b>
587001	Interfund Transfer - ESF	0	0	0	1,863,700
	<b>Total Interfund Transfer - ESF</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,863,700</b>
<b>Total Revenues</b>		<b>9,715,000</b>	<b>4,058,000</b>	<b>5,114,810</b>	<b>10,779,771</b>
379100	Use of / (Contribution to) Fund Balance - RSA	-9,715,000	-4,058,000	-4,226,000	-4,292,950
	<b>Total Use of / (Contribution to) Fund Balance - RSA</b>	<b>-9,715,000</b>	<b>-4,058,000</b>	<b>-4,226,000</b>	<b>-4,292,950</b>
379100	Use of / (Contribution to) Fund Balance - ESF	1,973,441	564,535	-888,810	-6,486,821
	<b>Total Use of / (Contribution to) Fund Balance - ESF</b>	<b>1,973,441</b>	<b>564,535</b>	<b>-888,810</b>	<b>-6,486,821</b>
<b>Total Resources</b>		<b>1,973,441</b>	<b>564,535</b>	<b>0</b>	<b>0</b>

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

### Emergency Expenditures Budget Control Level

The purpose of the Emergency Expenditures Budget Control Level is to provide resources to pay unanticipated expenses as described in state law (RCW 35.32A.060).

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Emergency Expenditures Program	1,973,441	564,535	0	0
<b>Total</b>	<b>1,973,441</b>	<b>564,535</b>	<b>0</b>	<b>0</b>

# Fiscal Reserves

## Fiscal Reserves Fund Table

### Emergency Subfund (00185)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>44,101,153</b>	<b>44,101,153</b>	<b>42,127,712</b>	<b>43,536,618</b>	<b>41,562,712</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	0	0	0	888,810	6,486,821
Less: Actual and Budgeted Expenditures	1,973,441	564,535	565,000	0	0
Less: Capital Improvements	0	0	0	0	0
<b>Ending Fund Balance</b>	<b>42,127,712</b>	<b>43,536,618</b>	<b>41,562,712</b>	<b>44,425,428</b>	<b>48,049,533</b>
Continuing Appropriations	68,250	178,000	68,250	178,000	68,250
<b>Total Reserves</b>	<b>68,250</b>	<b>178,000</b>	<b>68,250</b>	<b>178,000</b>	<b>68,250</b>
<b>Ending Unreserved Fund Balance</b>	<b>42,059,462</b>	<b>43,358,618</b>	<b>41,494,462</b>	<b>44,247,428</b>	<b>47,981,283</b>

### Cumulative Reserve Subfund, Revenue Stabilization Account (00166)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>11,968,930</b>	<b>21,683,930</b>	<b>21,683,930</b>	<b>25,741,930</b>	<b>30,396,725</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	9,715,000	4,058,000	8,712,795	4,226,000	4,292,950
<b>Ending Fund Balance</b>	<b>21,683,930</b>	<b>25,741,930</b>	<b>30,396,725</b>	<b>29,967,930</b>	<b>34,689,675</b>
<b>Total Reserves</b>					
<b>Ending Unreserved Fund Balance</b>	<b>21,683,930</b>	<b>25,741,930</b>	<b>30,396,725</b>	<b>29,967,930</b>	<b>34,689,675</b>



# Judgment/Claims

## Department Overview

The Judgment/Claims Subfund provides for the payment of legal claims and suits brought against the City. The subfund receives revenues from the General Subfund and the utilities to pay the judgments, settlements, claims, and other eligible expenses. Unused balances, if any, remain in the fund and may reduce the contribution required in succeeding years.

General Fund-supported departments with 2% or more of historical Judgment/Claims costs make premium payments to the subfund directly from their budgets. Finance General covers premiums for departments with less than 2% of historical Judgment/Claims costs. Revenues from the utilities are budgeted based on expected expenses, but they only pay actual expenses as they are incurred.

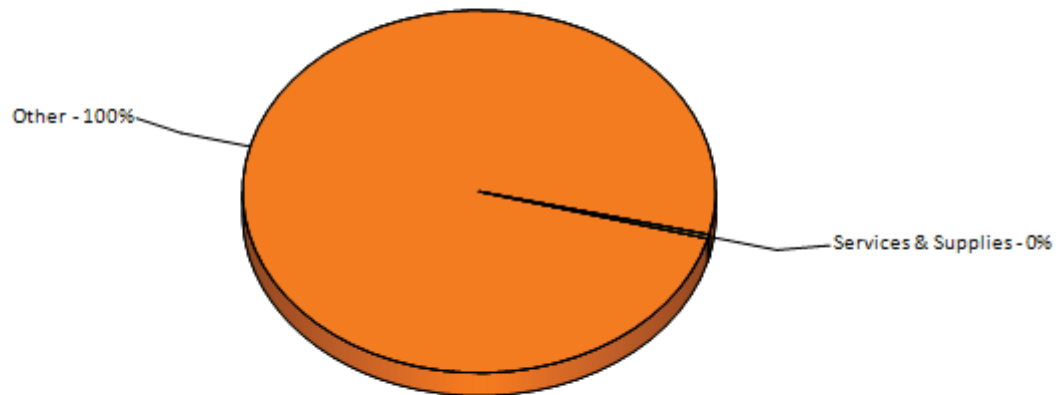
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$1,191,062	\$0	\$0	\$0
Other Funding - Operating	\$8,900,593	\$15,033,963	\$16,859,178	\$18,613,772
<b>Total Operations</b>	<b>\$10,091,654</b>	<b>\$15,033,963</b>	<b>\$16,859,178</b>	<b>\$18,613,772</b>
 <b>Total Appropriations</b>	 <b>\$10,091,654</b>	 <b>\$15,033,963</b>	 <b>\$16,859,178</b>	 <b>\$18,613,772</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

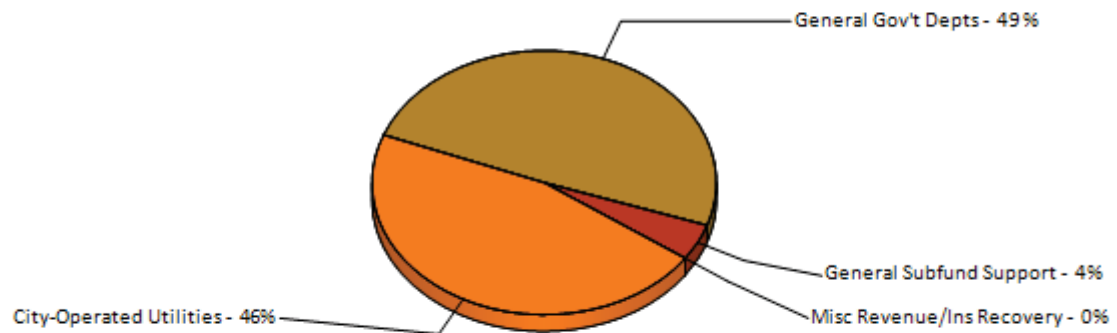
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## Judgment/Claims

### 2014 Proposed Budget - Expenditure by Category



### 2014 Proposed Budget - Revenue by Category



# Judgment/Claims

## Budget Overview

The Risk Management Division of the Department of Finance and Administrative Services, the City Budget Office, and the Law Department monitor both the City's potential risk liabilities as well as the financial health of the Judgment/Claims Subfund. The 2014 Proposed Budget is based on the recommendations of these departments and ensures the financial health of the subfund.

Council Ordinance 30386 established a policy that allows the Judgment/Claims Subfund to maintain a fund balance equivalent to 50% of the expected annual expenditures. The Judgment/Claims fund balance has increased by more than \$4.8 million compared to the 2013 Adopted Budget assumption and is greater than 50% of expected expenditures. This increase is due mainly to significantly lower expenditures than were expected when the 2013 budget was adopted in 2012. A draw down of the fund balance is proposed for 2015 and 2016 to partially defray General Fund obligations. In doing this, the fund balance should return to the 50% of expected annual expenditures target by 2017.

In order to create stability in the fund, the 2014 Proposed Budget also links the General Fund budgeted expenditures to a five-year average of prior expenditures. General Fund expenditures can be very volatile and change significantly from one year to the next. Basing budgeted expenditures on a five-year rolling average will help provide some stability to the fund.

## Incremental Budget Changes

### Judgment/Claims

	2014	
	Budget	FTE
<b>Total 2014 Endorsed Budget</b>	<b>\$ 16,859,178</b>	<b>0.00</b>
<b>Proposed Changes</b>		
Increase General Fund Expenditure to Five Year Average Level	\$ 1,754,594	0.00
<b>Total Incremental Changes</b>	<b>\$ 1,754,594</b>	<b>0.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 18,613,772</b>	<b>0.00</b>

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### **Increase General Fund Expenditure to Five Year Average Level - \$1,754,594**

This change increases the budget for General Fund expenditures, so it matches the average spending for the five prior years. Expenditures on claims and litigation can be very volatile and difficult to forecast. Basing the budget on a rolling five-year average will help provide some stability to the fund.

# Judgment/Claims

## Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Claim Expenses Budget Control Level	00126-CJ000	0	3,750,000	3,862,500	4,350,037
General Legal Expenses Budget Control Level	00126-JR010	0	100,000	103,000	103,000
Judgment Claims - General Budget Control Level	CJ000	10,091,654	0	0	0
Litigation Expenses Budget Control Level	00126-JR000	0	9,745,897	11,586,470	12,853,527
Police Action Expenses Budget Control Level	00126-JR020	0	1,438,066	1,307,208	1,307,208
<b>Department Total</b>		<b>10,091,654</b>	<b>15,033,963</b>	<b>16,859,178</b>	<b>18,613,772</b>

**Department Full-time Equivalents Total\***                      **0.00**                      **0.00**                      **0.00**                      **0.00**

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

## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
544730	Payments from City-operated utilities	4,890,855	7,402,423	7,781,747	7,781,747
	<b>Total City-Operated Utilities</b>	<b>4,890,855</b>	<b>7,402,423</b>	<b>7,781,747</b>	<b>7,781,747</b>
544730	Payments from General Government departments	8,422,603	6,998,850	8,321,520	8,321,520
	<b>Total General Gov't Depts</b>	<b>8,422,603</b>	<b>6,998,850</b>	<b>8,321,520</b>	<b>8,321,520</b>
587001	General Subfund Support	1,191,062	632,690	755,911	755,911
	<b>Total General Subfund Support</b>	<b>1,191,062</b>	<b>632,690</b>	<b>755,911</b>	<b>755,911</b>
469990	Misc Revenue/Ins Recovery	547,496	0	0	0
	<b>Total Misc Revenue/Ins Recovery</b>	<b>547,496</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues</b>		<b>15,052,016</b>	<b>15,033,963</b>	<b>16,859,178</b>	<b>16,859,178</b>
379100	Use of Fund Balance	0	0	0	1,754,594
	<b>Total Use of (Contribution to) Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,754,594</b>
<b>Total Resources</b>		<b>15,052,016</b>	<b>15,033,963</b>	<b>16,859,178</b>	<b>18,613,772</b>



# Judgment/Claims

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

### Claim Expenses Budget Control Level

The purpose of the Claim Expenses Budget Control Level is to provide the Director of the Department of Finance and Administrative Services with the resources to pay pending or actual claims and related costs against City government, as authorized by Chapter 5.24 of the Seattle Municipal Code. The Claims Budget Control Level is supported by the Judgment/Claims Subfund of the General Fund.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Claim Expenses	0	3,750,000	3,862,500	4,350,037
<b>Total</b>	<b>0</b>	<b>3,750,000</b>	<b>3,862,500</b>	<b>4,350,037</b>

### General Legal Expenses Budget Control Level

The purpose of the General Legal Expenses Budget Control Level is to provide the City Attorney with resources to pay legal costs associated with potential litigation against the City, where the City is a plaintiff or potential plaintiff in legal action, or other special projects. The General Legal Expenses Budget Control Level is supported by the Judgment/Claims Subfund of the General Fund.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
General Litigation	0	100,000	103,000	103,000
<b>Total</b>	<b>0</b>	<b>100,000</b>	<b>103,000</b>	<b>103,000</b>

### Judgment Claims - General Budget Control Level

The purpose of the Judgment Claims - General Budget Control Level is to provide for the payment of legal claims and suits brought against the City government. The subfund receives appropriations from the General Subfund and the utilities to pay for the judgments, settlements, claims, and other eligible expenses expected in the following year. Unused balances, if any, may reduce the contributions required in succeeding years. General Fund-supported departments with 2% or more of historical Judgment/Claims costs make premium payments to the subfund directly from their budgets. Finance General covers premiums for departments with less than 2% of historical Judgment/Claims costs. Utilities pay their actual expenses as incurred through this budget control level. This BCL is eliminated in 2013. Four new BCLs are created to increase transparency and allow for improved financial management of the Judgment/Claims Subfund.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Judgment/Claims - General Program	10,091,654	0	0	0
<b>Total</b>	<b>10,091,654</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Judgment/Claims

### **Litigation Expenses Budget Control Level**

The purpose of the Litigation Expenses Budget Control Level is to provide the City Attorney with the resources to pay anticipated, pending or actual judgments, claims payments, advance claims payments, and litigation expenses incurred while defending the City from judgments and claims. The Litigation Expenses Budget Control Level is supported by the Judgment/Claims Subfund of the General Fund.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Settlement and Judgement Expenses	0	9,745,897	11,586,470	12,853,527
<b>Total</b>	<b>0</b>	<b>9,745,897</b>	<b>11,586,470</b>	<b>12,853,527</b>

### **Police Action Expenses Budget Control Level**

The purpose of the Police Action Expenses Budget Control Level is to provide the City Attorney with the resources to pay pending or actual settlements and judgments against the City related to police action cases, or pay related costs to investigate and defend the City against claims and judgments related to police action cases. The Police Action Expenses Budget Control Level is supported by the Judgment/Claims Subfund of the General Fund.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Police Action Expenses	0	1,438,066	1,307,208	1,307,208
<b>Total</b>	<b>0</b>	<b>1,438,066</b>	<b>1,307,208</b>	<b>1,307,208</b>

### **Judgment/Claims Fund Table**

#### **Judgment/Claims Subfund (00126)**

	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2013 Revised</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
<b>Beginning Fund Balance</b>	<b>12,444,605</b>	<b>12,531,191</b>	<b>17,350,663</b>	<b>12,531,191</b>	<b>17,350,663</b>
Accounting and Technical Adjustments	-54,304	0	0	0	0
Plus: Actual and Estimated Revenues	15,052,016	15,033,963	15,033,963	16,859,178	16,859,178
Less: Actual and Budgeted Expenditures	10,091,654	15,033,963	15,033,963	16,859,178	18,613,772
<b>Ending Fund Balance</b>	<b>17,350,663</b>	<b>12,531,191</b>	<b>17,350,663</b>	<b>12,531,191</b>	<b>15,596,069</b>
<b>Ending Unreserved Fund Balance</b>	<b>17,350,663</b>	<b>12,531,191</b>	<b>17,350,663</b>	<b>12,531,191</b>	<b>15,596,069</b>

# Parking Garage Operations Fund

Fred Podesta, Director

(206) 684-0415

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

## Department Overview

The Parking Garage Operations Fund receives the revenues and pays the operating and debt service costs for the Pacific Place Garage, which is located between Sixth and Seventh Avenues and Pike and Olive Streets in downtown Seattle. The City took over responsibility for the Garage in November 1998.

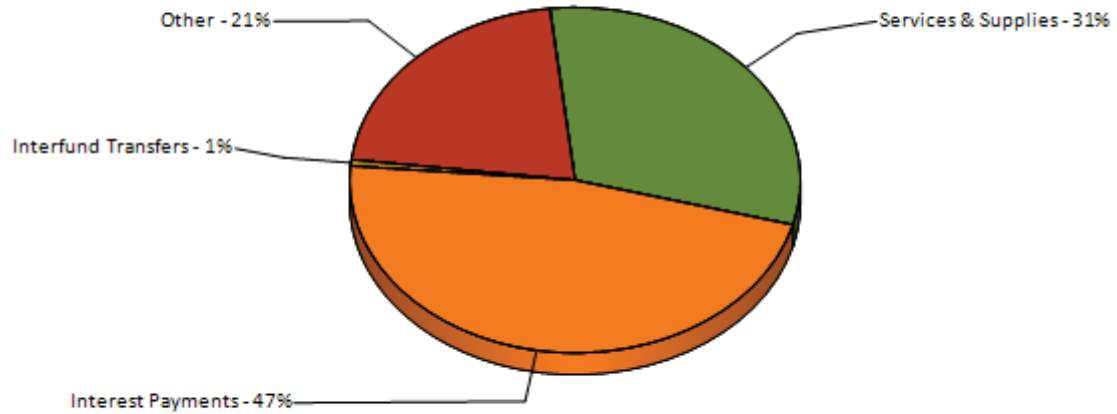
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other Funding - Operating	\$7,715,000	\$9,359,058	\$8,687,760	\$8,687,760
<b>Total Operations</b>	<b>\$7,715,000</b>	<b>\$9,359,058</b>	<b>\$8,687,760</b>	<b>\$8,687,760</b>
 <b>Total Appropriations</b>	 <b>\$7,715,000</b>	 <b>\$9,359,058</b>	 <b>\$8,687,760</b>	 <b>\$8,687,760</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

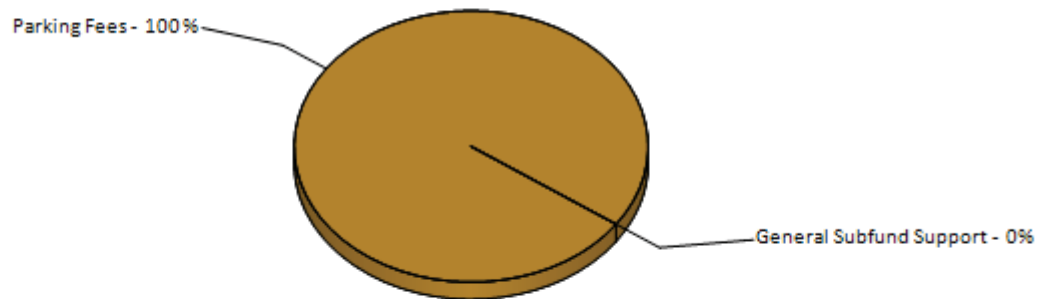
*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

## Parking Garage Operations Fund

### 2014 Proposed Budget - Expenditure by Category



### 2014 Proposed Budget - Revenue by Category



# Parking Garage Operations Fund

## Budget Overview

Until 2009, the Pacific Place Garage generated revenue sufficient to pay all of its expenses, including operating costs, equipment purchases, taxes, and debt service. However, due in part to poor economic conditions, reduced downtown retail sales activity and escalating debt service payments, the Pacific Place Garage is currently running a cash deficit. Although the City has tried various pricing scenarios and ultimately raised rates in spring 2012, these changes have not provided sufficient revenues to pay all operating expenses.

The Pacific Place Garage fund faces further financial pressures, including necessary repairs to the facility and attached equipment and continuing operating shortfalls. In light of these issues, the fund will rely on a loan from the consolidated cash pool until the facility can be sold pursuant to an option in the original financing agreement.

## Incremental Budget Changes

### Parking Garage Operations Fund

	2014 Budget	FTE
Total 2014 Endorsed Budget	\$ 8,687,760	0.00
2014 Proposed Budget	\$ 8,687,760	0.00

## Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Pacific Place Garage Budget Control Level	46011	7,715,000	9,359,058	8,687,760	8,687,760
Department Total		7,715,000	9,359,058	8,687,760	8,687,760
Department Full-time Equivalents Total*		0.00	0.00	0.00	0.00

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

# Parking Garage Operations Fund

## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
587001	General Subfund	0	2,813,058	2,031,760	0
	<b>Total General Subfund Support</b>	<b>0</b>	<b>2,813,058</b>	<b>2,031,760</b>	<b>0</b>
462300	Parking Fees	6,575,967	6,540,000	6,650,000	6,709,000
469990	Other Miscellaneous Revenue	11,575	6,000	6,000	6,000
	<b>Total Parking Fees</b>	<b>6,587,542</b>	<b>6,546,000</b>	<b>6,656,000</b>	<b>6,715,000</b>
	<b>Total Revenues</b>	<b>6,587,542</b>	<b>9,359,058</b>	<b>8,687,760</b>	<b>6,715,000</b>
379100	Use of (Contribution to) Fund Balance	1,127,141	0	0	1,972,760
	<b>Total Use of Fund Balance</b>	<b>1,127,141</b>	<b>0</b>	<b>0</b>	<b>1,972,760</b>
	<b>Total Resources</b>	<b>7,714,683</b>	<b>9,359,058</b>	<b>8,687,760</b>	<b>8,687,760</b>

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

### Pacific Place Garage Budget Control Level

The purpose of the Pacific Place Garage Budget Control Level is to pay for the City's expenses to operate the Pacific Place Garage, which is located between Sixth and Seventh Avenues and Pine and Olive Streets in downtown Seattle.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Pacific Place Garage	7,715,000	9,359,058	8,687,760	8,687,760
<b>Total</b>	<b>7,715,000</b>	<b>9,359,058</b>	<b>8,687,760</b>	<b>8,687,760</b>

# Parking Garage Operations Fund

## Parking Garage Operations Fund Fund Table

### Parking Garage Operations Fund (46010)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>-3,226,098</b>	<b>-4,881,959</b>	<b>-4,353,556</b>	<b>-4,881,959</b>	<b>-7,166,614</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	6,587,542	9,359,058	6,546,000	8,687,760	6,715,000
Less: Actual and Budgeted Expenditures	7,715,000	9,359,058	9,359,058	8,687,760	8,687,760
<b>Ending Fund Balance</b>	<b>-4,353,556</b>	<b>-4,881,959</b>	<b>-7,166,614</b>	<b>-4,881,959</b>	<b>-9,139,374</b>
<b>Ending Unreserved Fund Balance</b>	<b>-4,353,556</b>	<b>-4,881,959</b>	<b>-7,166,614</b>	<b>-4,881,959</b>	<b>-9,139,374</b>





# School Zone Fixed Automated Cameras Fund

Peter Hahn, Director

(206) 684-7623

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

## Department Overview

Beginning in 2014, the School Zone Fixed Automated Cameras Fund (SZFAC), created by Ordinance 124230, will separately account for revenues generated by the school zone fixed automated cameras. The City uses fixed automated cameras to encourage reduced vehicle speeds and improved safety for school children and other pedestrians in school zones. Specific financial policies govern the use of revenues generated from either camera fines or civil penalties, as follows:

- school traffic and pedestrian safety and directly related infrastructure projects,
- pedestrian, bicyclist, and driver education campaigns, and
- installation, administrative, enforcement, operations and maintenance costs associated with the fixed automated cameras in and around school zones.

The Director of the Seattle Department of Transportation (SDOT) administers the fund. In 2012, SDOT worked with the Seattle Police Department to install eight fixed automated cameras on flashing beacons in four elementary school zones in Seattle: Broadview Thompson, Gatewood, Olympic View and Thurgood Marshall. The City will install an additional 29 cameras at fifteen schools by the end of 2014.

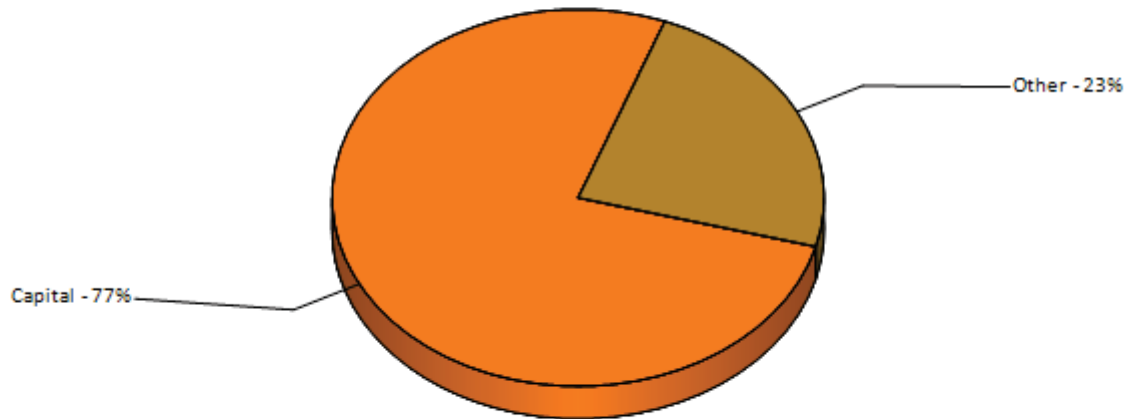
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other Funding - Operating	\$0	\$0	\$0	\$8,619,086
<b>Total Operations</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,619,086</b>
 <b>Total Appropriations</b>	 <b>\$0</b>	 <b>\$0</b>	 <b>\$0</b>	 <b>\$8,619,086</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

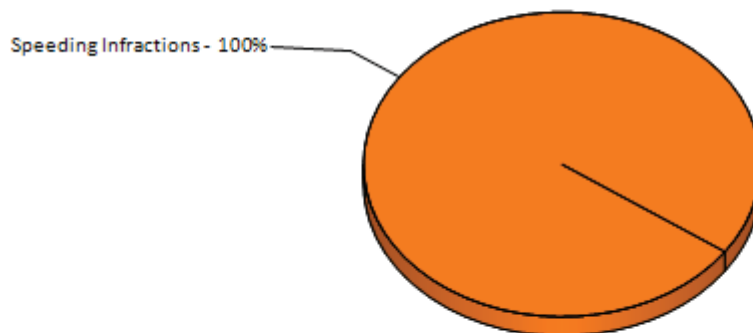
*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

# School Zone Fixed Automated Cameras Fund

## 2014 Proposed Budget - Expenditure by Category



## 2014 Proposed Budget - Revenue by Category



# School Zone Fixed Automated Cameras Fund

## Budget Overview

The 2014 Proposed Budget appropriates funding to the General Fund and Transportation Operating Fund for expenses related to:

- School traffic and pedestrian safety and directly related infrastructure projects;
- Pedestrian, bicyclist, and driver education campaigns; and,
- Installation, administrative, enforcement, operations and maintenance costs associated with the school zone fixed automated cameras.

Descriptions of funding uses are located in the Seattle Department of Transportation's Proposed Budget and 2014-2019 Proposed Capital Improvement Program pages, as well as in the Seattle Police Department and the Seattle Municipal Court budget pages.

## Incremental Budget Changes

### School Zone Fixed Automated Cameras Fund

	2014 Budget	FTE
<b>Proposed Changes</b>		
Appropriation to the General Fund	\$ 1,530,586	0.00
Appropriation to the Transportation Operating Fund	\$ 7,088,500	0.00
<b>Total Incremental Changes</b>	<b>\$ 8,619,086</b>	<b>0.00</b>
<b>2014 Proposed Budget</b>	<b>\$ 8,619,086</b>	<b>0.00</b>

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### **Appropriation to the General Fund - \$1,530,586**

This item appropriates funding from the School Zone Fixed Automated Camera (SZFAC) Fund to the General Fund for citation processing and camera lease costs as well as staff support in the Seattle Police Department and Seattle Municipal Court. Some of these planned expenditures were included in the 2014 Endorsed Budget. See the 2014 Proposed Budget for each Department for additional detail.

#### **Appropriation to the Transportation Operating Fund - \$7,088,500**

This item appropriates funding from SZFAC Fund to the Transportation Operating Fund for operations and maintenance costs and capital infrastructure improvements aimed at increasing pedestrian and bicycle safety near schools. See the Seattle Department of Transportation (SDOT) Proposed Budget and 2014-2019 Proposed CIP for additional expenditure detail.

# School Zone Fixed Automated Cameras Fund

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Camera Operations, Administration, and Enforcement Budget Control Level	SZF100	0	0	0	1,530,586
<b>School Safety Education and Outreach, Infrastructure Maintenance, and Capital Improvements Budget Control</b>					
Capital Improvements		0	0	0	6,599,000
Non-Capital Operations and Maintenance		0	0	0	489,500
<b>Total</b>	<b>SZF200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,088,500</b>
<b>Department Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>8,619,086</b>

<b>Department Full-time Equivalents Total*</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

## Revenue Overview

### 2014 Estimated Revenues

<b>Summit Code</b>	<b>Source</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
454100	School Camera Infraction Revenue	0	0	0	8,619,086
	<b>Total Speeding Infractions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,619,086</b>
<b>Total Revenues</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>8,619,086</b>
<b>Total Resources</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>8,619,086</b>

# School Zone Fixed Automated Cameras Fund

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

### Camera Operations, Administration, and Enforcement Budget Control Level

The purpose of the Camera Operations, Administration, and Enforcement BCL is to appropriate funds from the School Zone Fixed Automated Cameras Fund to the General Fund to support operational expenditures made in the Seattle Police Department and the Seattle Municipal Court related to fixed automated cameras.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Camera Operations, Administration, and Enforcement	0	0	0	1,530,586
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,530,586</b>

### School Safety Education and Outreach, Infrastructure Maintenance, and Capital Improvements Budget Control Level

The purpose of the School Safety Education and Outreach, Infrastructure Maintenance, and Capital Improvements BCL is to appropriate funds from the School Zone Fixed Automated Cameras Fund to the Transportation Operating Fund for support of operational and capital expenditures related to school safety projects.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Capital Improvements	0	0	0	6,599,000
Non-Capital Operations and Maintenance	0	0	0	489,500
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,088,500</b>

*The following information summarizes the programs in School Safety Education and Outreach, Infrastructure Maintenance, and Capital Improvements Budget Control Level:*

#### **Capital Improvements Program**

The purpose of the Capital Improvements Program is to appropriate funding to the Transportation Operating Fund for the purpose of use in its Capital Improvement Program for projects related to pedestrian and bicycle safety near schools. Projects primarily fall within Seattle Department of Transportation's Pedestrian Master Plan - School Safety project, but may also be located in other capital projects.

<b>Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Proposed</b>
Capital Improvements	0	0	0	6,599,000

#### **Non-Capital Operations and Maintenance Program**

The purpose of the Non-Capital Operations and Maintenance Program is to appropriate funding to the Transportation Operating Fund for use on non-capital spending associated with school safety such as education and outreach, flashing warning beacon preventative maintenance and repair, and staff support to meet evaluation and reporting requirements of the school camera program as required by the State of Washington.

## School Zone Fixed Automated Cameras Fund

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Non-Capital Operations and Maintenance	0	0	0	489,500

### School Zone Cameras Fund Table

#### School Zone Fixed Automated Cameras Fund

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	0	0	0	0	8,619,086
Less: Actual and Budgeted Expenditures	0	0	0	0	8,619,086
<b>Ending Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Unreserved Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## **Summary of Position and Full-Time Equivalent (FTE) Changes by Department**

The following tables provide a summary of total position and FTE changes by department for 2013 and 2014. Position counts for a department may exceed FTE counts as position counts tally part-time positions as discrete items.

## Summary of Position Changes by Department

	(A)	(B)	(C) = (A) + (B)	(D)	(C) + (D)
<b>Department</b>	<b>2014 Endorsed Total</b>	<b>2014 Proposed Changes</b>	<b>2014 Proposed Total</b>	<b>Other Changes Total**</b>	<b>Total 2014 Estimate</b>
City Budget Office	29	1	30		30
Civil Service Commission	3	-	3	-	3
Department of Information Technology	195	1	196	1	197
Department of Neighborhoods	45	1	46	2	48
Department of Planning and Development	396	2	398	3	401
Department Parks and Recreation	969	18	987	4	991
Educational and Developmental Services Levy	9	-	9	-	9
Employees' Retirement System	18	2	20	-	20
Ethics and Elections Commission	7	-	7	-	7
Finance and Administrative Services	537	51	588	10	598
Human Services Department	352	4	356	2	358
Law Department	163	-	163	2	165
Legislative Department	86	(1)	85	(1)	84
Neighborhood Matching Subfund	6	1	7	-	7
Office for Civil Rights	24	1	25	-	25
Office of Arts and Culture	30	2	32	-	32
Office of City Auditor	9	-	9	-	9
Office of Economic Development	23	2	25	-	25
Office of Housing	39	-	39	-	39
Office of Immigrant and Refugee Affairs	3	-	3	-	3
Office of Intergovernmental Relations	11	-	11	-	11
Office of Sustainability and Environment	16	1	17	1	18
Office of the Hearing Examiner	5	-	5	-	5
Office of the Mayor	29	-	29	-	29
Personnel Department	106	-	106	(13)	93
Seattle Center	262	(1)	261	2	263
Seattle City Light	1,837	7	1,844	20	1,864
Seattle Department of Transportation	729	42	771	18	789
Seattle Fire Department	1,172	-	1,172	1	1,173
Seattle Municipal Court	224	1	225	-	225
Seattle Police Department	1,961	22	1,983	14	1,997
Seattle Public Utilities	1,407	3	1,410	44	1,454
<b>Total Budgeted FTEs</b>	<b>10,702</b>	<b>160</b>	<b>10,862</b>	<b>109</b>	<b>10,971</b>
Seattle Firefighters' Pension Fund*	4	-	4	-	4
Seattle Police Relief and Pension Fund*	3	-	3	-	3
Seattle Public Library*	667	-	667	-	667
<b>Total Citywide FTEs</b>	<b>11,376</b>	<b>160</b>	<b>11,536</b>	<b>109</b>	<b>11,645</b>

\* Personnel figures are for informational purposes only. The Library's position list is established by the Library Board of Trustees, and positions for the Police and Firefighter Pension funds are set by their respective board members.

\*\* Other Changes include position modifications passed in City Council ordinances (from January 1, 2012 through September 11, 2013), inter-department transfers of supported positions from the Personnel Department (from January 1, 2013 through September 11, 2013), and corrections to the Appendix in the 2013 Adopted Budget.



## Summary of Full-Time Equivalent (FTE) Changes by Department

	(A)	(B)	(C) = (A) + (B)	(D)	(C) + (D)
Department	2014 Endorsed Total	2014 Proposed Changes	2014 Proposed Total	Other Changes Total**	Total 2014 Estimate
City Budget Office	28.50	1.00	29.50	-	29.50
Civil Service Commission	2.60	-	2.60	-	2.60
Department of Information Technology	192.25	1.00	193.25	1.00	194.25
Department of Neighborhoods	42.50	1.50	44.00	1.50	45.50
Department of Planning and Development	397.25	2.50	399.75	3.00	402.75
Department Parks and Recreation	853.57	23.88	877.45	4.00	881.45
Educational and Developmental Services Levy	9.00	-	9.00	-	9.00
Employees' Retirement System	18.00	2.00	20.00	-	20.00
Ethics and Elections Commission	6.20	-	6.20	-	6.20
Finance and Administrative Services	528.75	51.00	579.75	10.00	589.75
Human Services Department	341.35	4.00	345.35	2.25	347.60
Law Department	159.10	-	159.10	2.00	161.10
Legislative Department	86.50	(1.00)	85.50	(1.00)	84.50
Neighborhood Matching Subfund	6.00	1.00	7.00	-	7.00
Office for Civil Rights	23.00	1.00	24.00	-	24.00
Office of Arts and Culture	28.09	2.75	30.84	-	30.84
Office of City Auditor	9.50	-	9.50	-	9.50
Office of Economic Development	22.50	2.00	24.50	-	24.50
Office of Housing	37.50	-	37.50	-	37.50
Office of Immigrant and Refugee Affairs	3.00	-	3.00	-	3.00
Office of Intergovernmental Relations	10.50	-	10.50	-	10.50
Office of Sustainability and Environment	10.00	0.50	10.50	1.00	11.50
Office of the Hearing Examiner	4.63	-	4.63	-	4.63
Office of the Mayor	28.50	-	28.50	-	28.50
Personnel Department	103.75	-	103.75	(13.00)	90.75
Seattle Center	241.62	(0.96)	240.66	2.00	242.66
Seattle City Light	1,830.25	7.00	1,837.25	20.00	1,857.25
Seattle Department of Transportation	727.50	43.00	770.50	18.00	788.50
Seattle Fire Department	1,150.55	-	1,150.55	1.00	1,151.55
Seattle Municipal Court	212.60	0.50	213.10	-	213.10
Seattle Police Department	1,947.35	21.50	1,968.85	13.50	1,982.35
Seattle Public Utilities	1,400.55	3.00	1,403.55	44.00	1,447.55
<b>Total Budgeted Positions</b>	<b>10,462.96</b>	<b>167.17</b>	<b>10,630.13</b>	<b>109.25</b>	<b>10,739.38</b>
Seattle Firefighters' Pension Fund*	4.00	-	4.00	-	4.00
Seattle Police Relief and Pension Fund*	3.00	-	3.00	-	3.00
Seattle Public Library*	558.40	-	558.40	-	558.40
<b>Total Citywide Positions</b>	<b>11,028.36</b>	<b>167.17</b>	<b>11,195.53</b>	<b>109.25</b>	<b>11,304.78</b>

\* Personnel figures are for informational purposes only. The Library's position list is established by the Library Board of Trustees, and positions for the Police and Firefighter Pension funds are set by their respective board members.

\*\* Other Changes include position modifications passed in City Council ordinances (from January 1, 2012 through September 11, 2013) and inter-department transfers of supported positions from the Personnel Department (from January 1, 2013 through September 11, 2013).



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**General Subfund (00100)**

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	29,513	28,241	56,116	30,317	12,745	13,486	23,961
Accounting & Technical Adjustments	(5,910)		(15,385)				
<b>Beginning Unreserved Fund Balance</b>	23,603	28,241	40,730	30,317	12,745	13,486	23,961
<b>Revenues</b>							
Property Taxes	259,954	261,000	251,365	265,561	268,506	275,191	280,020
Sales Tax	168,496	170,587	177,785	186,094	194,182	202,197	210,547
Business and Occupation Tax	181,836	188,827	187,264	199,042	211,036	223,495	236,691
Utility Tax	173,077	177,841	180,229	188,845	194,358	201,305	208,589
Other Taxes	14,643	13,877	14,296	14,724	15,702	15,782	15,867
Parking Meters	36,619	35,606	37,254	37,408	37,965	37,965	37,965
Court Fines and Forfeitures	32,031	32,873	39,033	34,471	34,814	34,526	34,257
Revenue from Other Public Entities	25,199	8,669	8,834	8,834	8,848	8,848	8,848
Service Charges & Reimbursements	38,238	38,484	37,506	39,123	39,049	39,047	39,370
Fund Balance Transfers (ERF, RSA, J&C, Licenses, Permits, Interest Income and (	10,443	2,457	2,594	2,993	2,025	2,025	2,025
	23,772	16,572	16,997	20,458	17,040	19,698	19,631
<b>Total Revenues</b>	964,307	946,792	953,156	997,553	1,023,524	1,060,080	1,093,810
<b>Expenditures</b>							
Arts, Culture & Recreation	(146,889)	(146,240)	(146,240)	(150,194)	(156,448)	(161,330)	(165,354)
Health and Human Services	(54,317)	(59,176)	(59,176)	(67,439)	(68,897)	(70,334)	(71,806)
Neighborhoods & Development	(27,681)	(29,009)	(29,009)	(32,801)	(33,813)	(34,558)	(35,326)
Public Safety	(543,147)	(537,033)	(537,033)	(573,726)	(587,870)	(602,621)	(620,348)
Utilities and Transportation	(39,131)	(37,840)	(37,840)	(41,638)	(42,814)	(43,711)	(44,634)
Administration	(102,180)	(120,186)	(120,186)	(122,257)	(121,972)	(126,757)	(134,449)
Debt Service	(12,953)	(13,946)	(13,946)	(16,999)	(17,195)	(16,491)	(17,955)
GF Subfunds, Judgement & Claims	(11,406)	(5,191)	(5,191)	(10,072)	(4,274)	(4,402)	(4,534)
2013 CY Supplementals / Changes			(14,947)				
Outyear Reductions Required					10,500	10,600	8,200
<b>Total Expenditures</b>	(937,704)	(948,622)	(963,570)	(1,015,126)	(1,022,783)	(1,049,604)	(1,086,206)
Technical Adjustment	5,910						
<b>Ending Fund Balance</b>	56,116	26,410	30,317	12,745	13,486	23,961	31,565
<b>Reserves</b>							
Reserve for 2012 Carryforward	(2,511)						
Reserves Against Fund Balance	(6,615)	(17,307)	(2,338)	(9,036)	(13,382)	(23,869)	(31,501)
Reserves - Technical (Ongoing Approp, etc)	(15,385)						
Reserve for Outyear Deficits				(3,700)			
<b>Total Reserves</b>	(24,512)	(17,307)	(2,338)	(12,736)	(13,382)	(23,869)	(31,501)
<b>Ending Unreserved Fund Balance</b>	31,604	9,103	27,979	8	104	92	64

## Judgment and Claims Fund (00126)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	12,445	12,531	17,405	17,351	15,598	10,509	5,420
Accounting Adjustments			(54)				
<b>Beginning Unreserved Fund Balance</b>	12,445	12,531	17,351	17,351	15,598	10,509	5,420
<b>Revenues</b>							
Ins Premiums & Recovery	547						
Payments from Utilities	4,891	7,402	7,402	7,782	7,782	7,782	7,782
Payments from GF Depts	8,423	6,999	6,999	8,322	5,283	5,283	9,965
General Fund Support	1,191	633	633	756	459	459	867
<b>Total Revenues</b>	15,052	15,034	15,034	16,860	13,524	13,524	18,614
<b>Expenditures</b>							
<i>Utilities</i>							
FAS Claims	(1,082)	(2,057)	(2,057)	(2,162)	(2,162)	(2,162)	(2,162)
LAW Judgments	(2,348)	(3,201)	(3,201)	(3,366)	(3,366)	(3,366)	(3,366)
LAW Litigation	(1,584)	(2,144)	(2,144)	(2,254)	(2,254)	(2,254)	(2,254)
<b>Utilities Sub-total</b>	(5,014)	(7,402)	(7,402)	(7,782)	(7,782)	(7,782)	(7,782)
<i>General Fund</i>							
FAS Claims	(1,012)	(1,693)	(1,693)	(2,618)	(2,618)	(2,618)	(2,618)
LAW Judgments	(1,249)	(2,072)	(2,007)	(3,203)	(3,203)	(3,203)	(3,203)
LAW Litigation	(1,403)	(2,329)	(2,329)	(3,600)	(3,600)	(3,600)	(3,600)
LAW Police Action	(1,414)	(1,438)	(1,438)	(1,307)	(1,307)	(1,307)	(1,307)
LAW General	0	(100)	(100)	(103)	(103)	(103)	(103)
<b>General Fund Sub-total</b>	(5,078)	(7,632)	(7,567)	(10,831)	(10,831)	(10,831)	(10,831)
Quarterly Supplementals			(65)				
<b>Total Expenditures</b>	(10,092)	(15,034)	(15,034)	(18,613)	(18,613)	(18,613)	(18,613)
<b>Ending Fund Balance</b>	17,405	12,531	17,351	15,598	10,509	5,420	5,421

**Arts Account (Fund 00140)**

Amounts in \$1,000s	2012 Actual	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	537	172	887	13	13	443	650	759
Accounting Adjustments	-	-	-	-	-	-	-	-
<b><i>Beginning Unreserved Fund Balance</i></b>	537	172	887	13	13	443	650	759
<b><u>Revenues</u></b>								
Interest Earnings	13	15	15	20	20	20	20	20
Interest Increase / (Decrease)	3	-	-	-	-	-	-	-
Admissions Tax Allocation to OACA	4,967	4,398	4,398	5,301	5,301	5,274	5,379	5,487
General Fund	0	295	405	234	401	255	266	276
Langston Hughes Operating		71	71	71	71	74	77	80
<b><i>Total Revenues</i></b>	4,983	4,779	4,889	5,626	5,792	5,623	5,741	5,863
<b><u>Expenditures</u></b>								
Administrative Services	(409)	(401)	(401)	(412)	(588)	(611)	(636)	(661)
Cultural Partnerships	(2,502)	(3,031)	(3,031)	(3,005)	(3,441)	(3,417)	(3,554)	(3,696)
Community Development and Outreach	(538)	(518)	(518)	(534)	(525)	(546)	(568)	(590)
Langston Hughes		(746)	(746)	(779)	(809)	(842)	(875)	(910)
Contract with DPR for Arts Programming	(1,144)							
Supplementals	(40)		(360)					
Encumbrances/Carry Forward			(708)					
<b><i>Total Expenditures</i></b>	(4,633)	(4,696)	(5,763)	(4,730)	(5,362)	(5,416)	(5,632)	(5,857)
<b><i>Ending Fund Balance</i></b>	887	256	13	908	443	650	759	765
<b><u>Reserves</u></b>								
Operating Reserve	170	-	-	400	440	480	520	560
Encumbrances								
<b><i>Total Reserves</i></b>	170	-	-	400	440	480	520	560
<b><i>Ending Unreserved Fund Balance</i></b>	717	256	13	508	3	170	239	205

## Cable Television Franchise Subfund (00160)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected <sup>1</sup>	2016 Projected <sup>1</sup>	2017 Projected <sup>1</sup>
Beginning Fund Balance	4,768	4,481	4,653	4,877	4,094	3,196	2,155
Accounting Adjustments	(15)	-	-	-	-	-	-
<b>Beginning Unreserved Fund Balance</b>	<b>4,752</b>	<b>4,481</b>	<b>4,653</b>	<b>4,877</b>	<b>4,094</b>	<b>3,196</b>	<b>2,155</b>
<b>Revenues</b>							
Franchise Fees <sup>2</sup>	7,662	7,630	7,912	8,070	8,272	8,479	8,691
Misc. Revenues/Rebates <sup>3</sup>	370	-	900	-	-	-	-
Interest Earnings	50	40	48	46	36	27	16
<b>Total Revenues</b>	<b>8,082</b>	<b>7,670</b>	<b>8,860</b>	<b>8,117</b>	<b>8,309</b>	<b>8,506</b>	<b>8,707</b>
<b>Expenditures</b>							
Finance and Administration <sup>4</sup>	(300)	(374)	(374)	(0)	-	-	-
Technology Leadership and Governance	(265)	(314)	(314)	(427)	(442)	(460)	(477)
Technology Infrastructure	(1,412)	(1,571)	(1,571)	(1,633)	(1,697)	(1,768)	(1,834)
Office of Electronic Communication	(6,014)	(6,188)	(6,188)	(6,575)	(6,381)	(6,365)	(6,602)
Unfunded Comcast Coop Agmt Expenditures	-	-	-	(75)	(495)	(764)	(795)
Support to Library	(190)	(190)	(190)	(190)	(190)	(190)	(190)
Fund Deficit							1,121
<b>Total Expenditures</b>	<b>(8,181)</b>	<b>(8,637)</b>	<b>(8,637)</b>	<b>(8,900)</b>	<b>(9,206)</b>	<b>(9,547)</b>	<b>(8,777)</b>
<b>Ending Fund Balance</b>	<b>4,653</b>	<b>3,514</b>	<b>4,877</b>	<b>4,094</b>	<b>3,196</b>	<b>2,155</b>	<b>2,085</b>
<b>Reserves</b>							
Designation for Cable Programs	(1,579)	(873)	(870)	(231)	-	-	-
Cash Float & Revenue Projection Reserves	(1,227)	(1,296)	(1,296)	(1,335)	(1,381)	(1,432)	(1,485)
Equipment Replacement	(600)	(600)	(600)	(600)	(600)	(600)	(600)
<b>Total Reserves</b>	<b>(3,406)</b>	<b>(2,769)</b>	<b>(2,765)</b>	<b>(2,166)</b>	<b>(1,981)</b>	<b>(2,032)</b>	<b>(2,085)</b>
<b>Ending Unreserved Fund Balance</b>	<b>1,247</b>	<b>745</b>	<b>2,111</b>	<b>1,928</b>	<b>1,216</b>	<b>123</b>	<b>-</b>

### Assumptions:

<sup>1</sup> Assumes 2.2% expenditure growth in 2015 and 4.0% thereafter, except for spending on certain Office of Electronic Communication items and Support to Library.

<sup>2</sup> Assumed growth of 1.73% for 2013 Adopted and 2014 Endorsed. Assumes growth of 3.27% and 2.00% for 2013 Revised and 2014 Projected; 2.5% thereafter.

<sup>3</sup> 2012 Revenues includes Broadstripe/Wave settlement and late fee payments in the amount of \$352K. 2013 Revenues assumes sale to SCL of the old SCAN building.

<sup>4</sup> Beginning in 2014, Finance and Administration costs are built into DoIT's rates and spread out through the other expenditure lines.



## Cumulative Reserve Subfund - REET II Subaccount (00161)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	11,136	14,706	20,848	16,795	13,734	15,467	28,122
Accounting & Technical Adjustments							
<b>Beginning Unreserved Fund Balance</b>	11,136	14,706	20,848	16,795	13,734	15,467	28,122
<b>Revenues</b>							
Real Estate Excise Taxes	24,991	18,215	23,249	25,397	27,190	27,920	28,758
<b>Total Revenues</b>	24,991	18,215	23,249	25,397	27,190	27,920	28,758
<b>Expenditures</b>							
Direct CRS Spending		(14,112)	(14,112)	(1,000)	(1,000)		
CIP Supported Projects	(15,276)	(8,573)	(8,573)	(27,413)	(24,373)	(15,265)	(11,782)
ADA Projects	(3)	(708)	(708)	(45)	(84)		
Other Supplemental Ordinances			(3,910)				
<b>Total Expenditures</b>	(15,278)	(23,393)	(27,303)	(28,458)	(25,457)	(15,265)	(11,782)
<b>Ending Fund Balance</b>	20,848	9,528	16,795	13,734	15,467	28,122	45,098
<b>Reserves</b>							
Continuing Appropriation	(8,604)	(6,541)	(8,604)	(8,604)	(8,604)	(8,604)	(8,604)
Reserve for American Disabilities Act					(500)	(1,500)	(2,500)
Reserve for Neighborhood (NSF) Projects					(1,000)	(2,000)	(3,000)
Reserve for Asset Preservation Projects						(10,700)	(25,700)
Fund Balance Target Reserve	(1,400)	(2,850)	(2,850)	(5,000)	(5,000)	(5,000)	(5,000)
<b>Total Reserves</b>	(10,004)	(9,391)	(11,454)	(13,604)	(15,104)	(27,804)	(44,804)
<b>Ending Unreserved Fund Balance</b>	10,844	137	5,340	130	362	318	294

## Cumulative Reserve Subfund - REET I Subaccount (00163)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	19,776	24,197	28,370	29,837	23,188	27,309	47,582
Accounting & Technical Adjustments							
<b>Beginning Unreserved Fund Balance</b>	19,776	24,197	28,370	29,837	23,188	27,309	47,582
<b>Revenues</b>							
Real Estate Excise Taxes	24,970	18,215	23,249	25,397	27,190	27,920	28,758
<b>Total Revenues</b>	24,970	18,215	23,249	25,397	27,190	27,920	28,758
<b>Expenditures</b>							
Direct CRS Spending	(1,934)	(1,082)	(1,082)	(1,970)	(1,992)	(1,215)	(1,238)
CIP Supported Projects	(13,688)	(18,110)	(18,110)	(30,076)	(21,076)	(6,433)	(6,694)
ADA Projects	(754)	(2,292)	(2,292)				
Other Supplemental Ordinances			(300)				
<b>Total Expenditures</b>	(16,376)	(21,483)	(21,783)	(32,046)	(23,068)	(7,648)	(7,932)
<b>Ending Fund Balance</b>	28,370	20,929	29,837	23,188	27,309	47,582	68,407
<b>Reserves</b>							
Continuing Appropriation	(14,728)	(14,972)	(14,728)	(14,728)	(14,728)	(14,728)	(14,728)
Reserve for American Disabilities Act Projects					(2,500)	(4,500)	(7,000)
Reserve for North Precinct					(1,500)	(4,800)	(8,100)
Reserve for Asian Art Museum				(2,000)	(2,200)	(6,000)	(9,000)
Reserve for Asset Preservation /Major Maintenance		(280)	(280)	(280)	(280)	(11,480)	(23,480)
Fund Balance Target Reserve	(2,250)	(3,750)	(3,750)	(5,000)	(5,000)	(5,000)	(5,000)
<b>Total Reserves</b>	(16,978)	(19,002)	(18,758)	(22,008)	(26,208)	(46,508)	(67,308)
<b>Ending Unreserved Fund Balance</b>	11,393	1,927	11,079	1,180	1,102	1,074	1,100

## Cumulative Reserve Subfund - Unrestricted (00164)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	1,026	1,812	2,002	5,903	4,879	6,632	7,027
Accounting & Technical Adjustments							
<b>Beginning Unreserved Fund Balance</b>	1,026	1,812	2,002	5,903	4,879	6,632	7,027
<b>Revenues</b>							
Grants/Levy/Donations/Other	6,160	4,555	4,555	4,582	3,029	1,577	1,543
Misc Revenues <sup>1</sup>	827	1,370	3,877	1,635	1,760	403	403
Property Sales		8,500	14,250				
General Fund Support	500	500	280	400	500	500	500
<b>Total Revenues</b>	7,487	14,925	22,962	6,617	5,289	2,480	2,446
<b>Expenditures</b>							
Direct CRS Spending	(1,148)	(1,129)	(1,129)	(580)	(76)	(76)	(76)
CIP Supported Projects	(5,362)	(4,032)	(4,032)	(7,060)	(3,460)	(2,010)	(1,985)
MOHAI Payment <sup>2</sup>		(2,500)	(13,900)				
<b>Total Expenditures</b>	(6,511)	(7,661)	(19,061)	(7,640)	(3,536)	(2,086)	(2,061)
<b>Ending Fund Balance</b>	2,002	9,076	5,903	4,879	6,632	7,027	7,412
<b>Reserves</b>							
Continuing Appropriation	(5,835)	(5,698)	(5,835)	(5,835)	(5,835)	(5,835)	(5,835)
MOHAI Future Payments Reserve		(6,000)					
District Energy Investment Reserve		(320)	(100)				
Zoo Surface Parking Lot		(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
<b>Total Reserves</b>	(5,835)	(14,018)	(7,935)	(7,835)	(7,835)	(7,835)	(7,835)
<b>Ending Unreserved Fund Balance</b>	(3,833)	(4,942)	(2,032)	(2,956)	(1,203)	(808)	(423)

1) Includes Interest Earnings, Street Vacations, Parking Fees

2) The CRS-Unrestricted Subaccount was used to facilitate the distribution of the proceeds from the sale of McCurdy Park facilities formerly occupied by the Museum of History and Industry (MOHAI). The recent conclusion of negotiations with the Washington State Department of Transportation over the sale of the McCurdy Park property allowed the City to make full payment on the loan in 2013 rather than via annual installments in 2014, 2015 and 2016.

## Neighborhood Matching Fund (00165)

Amounts in \$1,000	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	3,959	3,617	4,225	3,877	3,455	3,017	2,560
<i>Beginning Unreserved Fund Balance</i>	3,959	3,617	4,225	3,877	3,455	3,017	2,560
<b>Revenues</b>							
Revenues (Support from General Fund)	2,779	2,891	2,891	3,529	3,670	3,817	3,970
Mid Year Cut/Underspend Requirement	-		(29)				
<i>Total Revenues</i>	2,779	2,891	2,862	3,529	3,670	3,817	3,970
<b>Expenditures</b>							
Large Projects Fund	(890)	(1,221)	(1,221)	(1,475)	(1,534)	(1,595)	(1,659)
Management and Project Development (MPC)	(701)	(780)	(780)	(964)	(1,002)	(1,043)	(1,084)
Small and Simple Projects	(885)	(1,194)	(1,194)	(1,447)	(1,505)	(1,565)	(1,627)
Small Sparks Projects	(37)	(15)	(15)	(66)	(68)	(71)	(74)
<i>Total Expenditures</i>	(2,513)	(3,211)	(3,210)	(3,951)	(4,109)	(4,273)	(4,444)
<i>Ending Fund Balance</i>	4,225	3,297	3,877	3,455	3,017	2,560	2,086
<b>Reserves</b>							
Reserves for Encumbrances (Contracted)	(1,025)	(1,418)	(931)	(829)	(724)	(614)	(501)
Reserves for Contracting in Progress	(2,880)	(1,553)	(2,526)	(2,188)	(1,838)	(1,473)	(1,092)
<i>Total Reserves</i>	(3,905)	(2,971)	(3,456)	(3,017)	(2,562)	(2,087)	(1,593)
<i>Ending Unreserved Fund Balance</i>	320	327	421	438	455	473	493

# Revenue Stabilization Account (Fund 00166)

	2012	2013	2013	2014	2015	2016	2017
Amounts in \$1,000s	Actuals	Adopted	Revised	Proposed	Projected	Projected	Projected
Beginning Fund Balance	11,969	21,684	21,684	30,397	34,690	39,097	43,674
Accounting Adjustments							
<b>Beginning Unreserved Fund Balance</b>	11,969	21,684	21,684	30,397	34,690	39,097	43,674
<b>Revenues</b>							
CY/Actual Budget Contribution	1,200	4,058	4,058	4,293	4,407	4,577	3,897
Additional Year-End Contribution	8,515		4,655				
<b>Total Revenues</b>	9,715	4,058	8,713	4,293	4,407	4,577	3,897
<b>Expenditures</b>							
CY/Actual Budget Appropriations	0	0	0	0	0	0	0
<b>Total Expenditures</b>	0	0	0	0	0	0	0
<b>Ending Fund Balance</b>	21,684	25,742	30,397	34,690	39,097	43,674	47,571
<b>Reserves</b>							
Continuing Appropriations	0	0	0	0	0	0	0
<b>Total Reserves</b>	0	0	0	0	0	0	0
<b>Ending Unreserved Fund Balance</b>	21,684	25,742	30,397	34,690	39,097	43,674	47,571

## Cumulative Reserve Subfund - South Lake Union Property Subaccount (00167)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	314	316	317	319	321	323	325
Accounting & Technical Adjustments							
<b>Beginning Unreserved Fund Balance</b>	314	316	317	319	321	323	325
<b>Revenues</b>							
Misc Revenue	3	2	2	2	2	2	2
<b>Total Revenues</b>	3	2	2	2	2	2	2
<b>Expenditures</b>							
Actual/Budgeted Spending							
<b>Total Expenditures</b>	0	0	0	0	0	0	0
<b>Ending Fund Balance</b>	317	318	319	321	323	325	327
<b>Reserves</b>							
Continuing Appropriation							
Designated for Transportation Purposes	(317)	(318)	(319)	(321)	(323)	(325)	(327)
<b>Total Reserves</b>	(317)	(318)	(319)	(321)	(323)	(325)	(327)
<b>Ending Unreserved Fund Balance</b>	0	0	0	0	0	0	0

## Cumulative Reserve Subfund - Asset Preservation Fund (00168)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	5,518	4,348	6,941	7,191	7,521	7,851	8,181
Accounting & Technical Adjustments							
<b>Beginning Unreserved Fund Balance</b>	5,518	4,348	6,941	7,191	7,521	7,851	8,181
<b>Revenues</b>							
Misc Revenue	4,067	4,050	4,050	4,050	4,050	4,050	4,050
<b>Total Revenues</b>	4,067	4,050	4,050	4,050	4,050	4,050	4,050
<b>Expenditures</b>							
Actual/Budgeted Spending	(2,645)	(3,800)	(3,800)	(3,720)	(3,720)	(3,720)	(3,720)
<b>Total Expenditures</b>	(2,645)	(3,800)	(3,800)	(3,720)	(3,720)	(3,720)	(3,720)
<b>Ending Fund Balance</b>	6,941	4,598	7,191	7,521	7,851	8,181	8,511
<b>Reserves</b>							
Continuing Appropriation	(6,607)	(4,032)	(6,607)	(6,607)	(6,607)	(6,607)	(6,607)
Large Expense Project Reserve	(333)	(567)	(583)	(913)	(1,243)	(1,573)	(1,903)
<b>Total Reserves</b>	(6,941)	(4,598)	(7,191)	(7,521)	(7,851)	(8,181)	(8,511)
<b>Ending Unreserved Fund Balance</b>	0	0	0	0	0	0	0

## Cumulative Reserve Subfund - Street Vacation Subaccount (00169)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	305	(1,058)	(225)	2,426	3,641	5,081	5,164
Accounting & Technical Adjustments	-	-	-	-	-	-	-
<b>Beginning Unreserved Fund Balance</b>	305	(1,058)	(225)	2,426	3,641	5,081	5,164
<b>Revenues</b>							
Misc Revenue	375	980	3,780	1,315	1,440	83	100
<b>Total Revenues</b>	375	980	3,780	1,315	1,440	83	100
<b>Expenditures</b>							
Actual/Budgeted Spending	(905)		(1,128)	(100)			
<b>Total Expenditures</b>	(905)	0	(1,128)	(100)	0	0	0
<b>Ending Fund Balance</b>	(225)	(78)	2,426	3,641	5,081	5,164	5,264
<b>Reserves</b>							
Continuing Appropriation	(2,764)	(1,871)	(2,764)	(2,764)	(2,764)	(2,764)	(2,764)
Designated for Transportation Purposes				(877)	(2,317)	(2,400)	(2,500)
<b>Total Reserves</b>	(2,764)	(1,871)	(2,764)	(3,641)	(5,081)	(5,164)	(5,264)
<b>Ending Unreserved Fund Balance</b>	(2,990)	(1,949)	(338)	0	0	0	0



## Cumulative Reserve Subfund - Bluefield Habitat Preservation Subaccount (00178)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	104	204	206	206	206	206	206
Accounting & Technical Adjustments							
<b>Beginning Unreserved Fund Balance</b>	104	204	206	206	206	206	206
<b>Revenues</b>							
Misc Revenue	102						
<b>Total Revenues</b>	102						
<b>Expenditures</b>							
Actual/Budgeted Spending							
<b>Total Expenditures</b>							
<b>Ending Fund Balance</b>	206	204	206	206	206	206	206
<b>Reserves</b>							
Continuing Appropriation							
Designated for Special Purposes	(206)	(204)	(206)	(206)	(206)	(206)	(206)
<b>Total Reserves</b>	(206)	(204)	(206)	(206)	(206)	(206)	(206)
<b>Ending Unreserved Fund Balance</b>							

## Emergency Fund (00185)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	44,101	44,101	42,128	41,563	48,050	50,708	52,875
<b><i>Beginning Unreserved Fund Balance</i></b>	44,101	44,101	42,128	41,563	48,050	50,708	52,875
<b><u>Revenues</u></b>							
CY/Actual Budget Contribution				4,623	2,658	2,167	2,112
Reimbursement from Departments				1,864			
<b><i>Total Revenues</i></b>				6,487	2,658	2,167	2,112
<b><u>Expenditures</u></b>							
CY/Actual Budget Appropriations	(1,864)	(565)	(565)				
Other Changes	(110)						
<b><i>Total Expenditures</i></b>	(1,973)	(565)	(565)				
<b><i>Ending Fund Balance</i></b>	42,128	43,537	41,563	48,050	50,708	52,875	54,987
<b><u>Reserves</u></b>							
Continuing Appropriations	(68)	(178)	(68)	(68)	(68)	(68)	(68)
<b><i>Total Reserves</i></b>	(68)	(178)	(68)	(68)	(68)	(68)	(68)
<b><i>Ending Unreserved Fund Balance</i></b>	42,060	43,359	41,495	47,981	50,640	52,807	54,919

## Park and Recreation Fund (10200)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	7,117	4,765	8,493	5,049	3,085	1,095	1,067
Accounting Adjustment			(14)				
<b>Beginning Unreserved Fund Balance</b>	<b>7,117</b>	<b>4,765</b>	<b>8,479</b>	<b>5,049</b>	<b>3,085</b>	<b>1,095</b>	<b>1,067</b>
Environmental Learning and Programs	552	266	138	201	209	217	226
Facility and Structure Maintenance	837	389	646	454	472	491	511
Finance and Administration	80,879	86,312	86,230	89,974	93,573	99,116	103,081
Golf (Subfund 10240)	9,747	10,039	10,045	10,247	10,657	11,083	11,526
Natural Resources Management	1,110	1,313	1,218	1,478	1,537	1,599	1,663
Park Cleaning, Landscaping, Restoration	1,456	1,283	1,277	1,302	1,354	1,408	1,465
Planning, Development, and Acquisition	4,848	4,506	4,303	5,510	5,730	5,960	6,198
Policy Direction and Leadership	3,572	2,707	8,383	3,261	3,641	4,037	4,199
Recreation Facilities and Programs	8,609	6,908	7,656	8,199	8,527	8,868	9,223
Seattle Aquarium	3,289	3,340	3,340	3,228	3,357	-	-
Seattle Conservation Corps	2,867	3,942	2,783	3,845	3,999	4,159	4,325
Swimming, Boating, and Aquatics	4,297	4,899	4,933	5,611	5,835	6,069	6,312
Woodland Park Zoo	124	99	99	99	103	107	111
<b>Total Revenues</b>	<b>122,187</b>	<b>126,003</b>	<b>131,051</b>	<b>133,409</b>	<b>138,995</b>	<b>143,114</b>	<b>148,838</b>
Environmental Learning and Programs	(3,236)	(1,545)	(1,484)	(1,483)	(1,542)	(1,604)	(1,668)
Facility and Structure Maintenance	(13,058)	(14,643)	(14,802)	(15,368)	(15,983)	(16,631)	(17,301)
Finance and Administration	(7,592)	(7,975)	(7,955)	(8,455)	(8,873)	(9,228)	(9,597)
Golf	(9,157)	(9,561)	(9,773)	(10,238)	(10,648)	(11,073)	(11,516)
Judgment and Claims	(1,143)	(546)	(546)	(652)	(678)	(705)	(733)
Natural Resources Management	(6,461)	(6,968)	(6,943)	(7,323)	(7,616)	(7,921)	(8,237)
Park Cleaning, Landscaping, and Restoration	(25,957)	(29,317)	(28,403)	(30,797)	(32,029)	(33,310)	(34,642)
Planning, Development, Acquisition	(5,938)	(5,993)	(5,517)	(6,195)	(6,443)	(6,701)	(6,969)
Policy Direction and Leadership	(5,061)	(6,375)	(13,635)	(7,577)	(7,997)	(8,317)	(8,650)
Recreation Facilities and Programs	(22,283)	(22,377)	(22,773)	(23,925)	(24,882)	(25,877)	(26,912)
Seattle Aquarium	(3,291)	(3,340)	(3,340)	(3,228)	(3,357)	-	-
Seattle Conservation Corps	(3,314)	(3,942)	(3,032)	(4,025)	(4,186)	(4,353)	(4,528)
Swimming, Boating, and Aquatics	(7,671)	(8,457)	(8,353)	(9,287)	(9,658)	(10,045)	(10,447)
Woodland Park Zoo	(6,604)	(6,665)	(6,665)	(6,820)	(7,093)	(7,377)	(7,672)
Gasworks Park Subfund	(44)	-	-	-	-	-	-
Q2 Supplemental	-	-	(1,200)	-	-	-	-
Q3 Supplemental	-	-	(60)	-	-	-	-
<b>Total Expenditures</b>	<b>(120,810)</b>	<b>(127,704)</b>	<b>(134,481)</b>	<b>(135,373)</b>	<b>(140,985)</b>	<b>(143,142)</b>	<b>(148,873)</b>
<b>Ending Fund Balance</b>	<b>8,493</b>	<b>3,064</b>	<b>5,049</b>	<b>3,085</b>	<b>1,095</b>	<b>1,067</b>	<b>1,033</b>
Westbridge Debt Service Reserve	(665)	(665)	(640)	(560)	(480)	(400)	(320)
Golf transfer to CRS (Subfund 10240)	(411)	-	(411)	(411)	-	-	-
Aquarium Accrued Leave Reserve	(77)	(77)	(77)	(77)	(77)	-	-
Donations Reserve	(95)	(56)	(80)	(65)	(64)	(59)	(54)
Conservatory Subaccount Reserve	(243)	-	(208)	-	-	-	-
Building 11 Debt Service Reserve	-	-	(249)	-	-	-	-
Parks Operating Reserve	-	-	-	(105)	(210)	(315)	(420)
2015 Use of Fund Balance Reserve	-	-	-	(950)	-	-	-
<b>Total Reserves</b>	<b>(1,491)</b>	<b>(798)</b>	<b>(1,665)</b>	<b>(2,168)</b>	<b>(831)</b>	<b>(774)</b>	<b>(794)</b>
<b>Ending Unreserved Fund Balance</b>	<b>7,002</b>	<b>2,266</b>	<b>3,384</b>	<b>917</b>	<b>264</b>	<b>293</b>	<b>239</b>

# Transportation Master Fund (10310)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
<b>Beginning Fund Balance</b>	61,431	44,465	51,048	64,577	58,180	75,221	75,006
Accounting/Technical Adjustments	0	0	0	0	0	0	0
<b><i>Revised Beginning Fund Balance</i></b>	<b>61,431</b>	<b>44,465</b>	<b>51,048</b>	<b>64,577</b>	<b>58,180</b>	<b>75,221</b>	<b>75,006</b>
<b><u>Revenues</u></b>							
Interest Earnings	246	0	0	0	0	0	0
BTG EHT	66	0	6	6	0	0	0
IF Employee Hrs Tax Penalty	11	0	0	0	0	0	0
BTG CPT	25,443	25,033	25,556	26,246	26,955	27,682	28,430
BTG Levy	40,998	41,487	41,557	42,232	42,964	40,556	40,961
CPT 2.5%	5,873	6,258	6,389	6,561	6,739	6,921	7,107
Vehicle License Fee	6,260	7,118	7,494	7,469	7,680	7,034	7,061
GF	37,937	36,701	35,419	40,425	44,458	46,088	41,983
Gas Tax	12,789	12,965	12,965	12,965	12,965	12,965	12,965
CRS - REET II	6,286	12,750	12,750	23,148	21,716	6,437	5,420
CRS - REET I	0	0	0	1,500	4,400	0	0
CRS - Street Vacation	0	0	0	100	0	0	0
CRS - Unrestricted - Proposition 2/Street Vacation	0	1,026	1,026	3,005	256	0	0
Other Street Use & Curb Permit	15,514	6,774	6,774	8,582	8,925	9,282	9,653
Other Non-Business Licenses/PE	1,057	1,119	1,119	874	909	945	983
Interlocal Grants	91	0	0	0	0	0	0
Private Reimbursements	0	500	500	0	0	15,000	15,000
Other Protective Inspection	0	1,220	1,220	1,769	1,839	1,913	1,989
Street Maintenance & Repair	420	742	742	838	871	906	943
Other Charges - Transportation - CIP	54,811	43,358	43,358	34,178	31,027	4,823	813
Other Charges - Transportation - O&M	0	0	0	6,811	7,083	7,366	7,661
Federal Grants	31,916	15,632	15,632	23,383	5,825	6,975	0
State Grants	7,508	12,220	12,220	18,052	26,664	91,545	89,827
LTGO Bond Proceeds	64,357	34,301	0	28,378	4,740	21,775	150
Local Improvement District Bond Proceeds	0	0	0	0	40,500	83,000	38,000
Future Levy LID Lift - Central Waterfront	0	0	0	0	0	0	16,000
Long-Term Intergovernmental Loan Proceeds	6,000	0	0	0	0	0	0
LID #6750 SLU	0	0	0	0	0	0	0
IF Architect/Engineering Services	0	1,290	1,290	684	387	0	0
IF Other Charges - Transportation	10,967	7,283	7,283	6,396	6,652	6,918	7,195
IF Capital Contributions & Grants	0	13,900	13,900	16,027	0	0	0
Seattle City Light Fund	0	2,320	2,320	983	1,800	1,000	1,000
Seawall and Central Waterfront Levy	1,525	43,700	43,700	78,000	110,250	58,050	0
Property Proceeds Sale	120	0	0	1,977	24,217	3,945	50
To Be Determined	0	0	-	-	25,016	13,681	45,957
Other - Voter Approved Levies, etc.	1,380	0	0	0	0	0	0
Other	119	0	0	0	0	0	0
Emergency Subfund	110	0	0	0	0	0	0
Rubble Yard Property Proceeds	0	4,050	7,003	3,155	0	0	0
Property Sales - South Lake Union Streetcar	0	0	0	0	0	5,945	0
School Zone Fixed Automated Camera Fund	0	0	0	7,089	6,395	5,810	5,255
	0	0	0	0	0	0	0
<b><i>Total Revenues</i></b>	<b>331,804</b>	<b>331,745</b>	<b>300,221</b>	<b>400,832</b>	<b>471,233</b>	<b>486,562</b>	<b>384,403</b>

	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
<b>Expenditures</b>							
Bridges & Structures	(7,201)	(7,479)	(7,479)	(9,049)	(9,320)	(9,600)	(9,888)
Department Management	(6,611)	(1,211)	(1,211)	(1,629)	(1,678)	(1,729)	(1,780)
Engineering Services	(2,393)	(2,294)	(2,294)	(1,634)	(1,683)	(1,733)	(1,785)
General Expense - Debt Service	(28,928)	(27,946)	(26,991)	(29,318)	(25,188)	(25,619)	(26,795)
General Expense - Other	-	(2,974)	(3,929)	(3,548)	(3,654)	(3,764)	(3,877)
Major Maintenance/Replacement (CIP)	(66,906)	(48,824)	(41,896)	(50,170)	(34,241)	(61,360)	(45,083)
Major Projects (CIP)	(111,805)	(129,602)	(102,229)	(171,917)	(209,609)	(264,299)	(162,304)
Mobility-Capital (CIP)	(49,551)	(23,570)	(23,570)	(54,119)	(79,506)	(27,917)	(51,314)
Mobility-Operations	(31,442)	(35,583)	(35,583)	(39,832)	(40,721)	(41,943)	(43,201)
ROW Management	(11,156)	(13,733)	(13,733)	(19,848)	(20,444)	(21,057)	(21,689)
Street Maintenance	(21,621)	(23,167)	(23,167)	(21,516)	(22,161)	(22,826)	(23,511)
Street Car	-	-	-	-	-	-	-
Urban Forestry	(4,572)	(4,611)	(4,611)	(4,648)	(4,787)	(4,931)	(5,079)
<b>Total Expenditures</b>	<b>(342,186)</b>	<b>(320,993)</b>	<b>(286,692)</b>	<b>(407,228)</b>	<b>(452,993)</b>	<b>(486,776)</b>	<b>(396,305)</b>
<b>Ending Fund Balance</b>	<b>51,048</b>	<b>55,217</b>	<b>64,577</b>	<b>58,180</b>	<b>76,421</b>	<b>75,006</b>	<b>63,104</b>
<b>Reserves</b>							
Rubble Yard Reserve	0		0	0	0	0	0
Continuing Appropriations - CIP	(46,958)	(41,502)	(46,891)	(46,891)	(46,891)	(46,891)	(46,891)
Continuing Appropriations - O&M							
Paving Reserve				(3,182)	(3,182)	(3,182)	(3,182)
Operating Reserve	0	0	0	(851)	(1,703)	(2,554)	(3,406)
<b>Total Reserves</b>	<b>(46,958)</b>	<b>(41,502)</b>	<b>(46,891)</b>	<b>(50,925)</b>	<b>(51,776)</b>	<b>(52,628)</b>	<b>(53,479)</b>
<b>Ending Unreserved Fund Balance</b>	<b>4,090</b>	<b>13,715</b>	<b>17,686</b>	<b>7,256</b>	<b>24,645</b>	<b>22,379</b>	<b>9,625</b>

## The Seattle Public Library (10410)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	632	625	586	586	757	855	877
Accounting Adjustments	(22)						
<b>Beginning Unreserved Fund Balance</b>	<b>610</b>	<b>625</b>	<b>586</b>	<b>586</b>	<b>757</b>	<b>855</b>	<b>877</b>
<b>Revenues</b>							
Copy Services	37	60	60	50	50	50	50
Pay for Print	148	159	159	159	159	159	159
Fines/Fees	1,489	1,564	1,564	1,564	1,564	1,564	1,564
Parking - Central Library	300	300	300	300	300	300	300
Space Rental	156	150	150	150	150	150	150
Concessions Proceeds	3	3	3	3	3	3	3
Salvage Sales/Materials	44	50	50	60	60	60	60
Misc Revenue	7	3	3	3	3	3	3
Cable Franchise Fees	190	190	190	190	190	190	190
Library Levy - Operating Support		13,050	13,050	12,591	13,114	13,658	14,225
General Subfund Support	48,472	48,044	46,973	48,002	49,922	51,919	53,996
<b>Total Revenues</b>	<b>50,847</b>	<b>63,573</b>	<b>62,502</b>	<b>63,072</b>	<b>65,515</b>	<b>68,056</b>	<b>70,699</b>
<b>Expenditures</b>							
City Librarian's Office	(843)	(1,008)	(1,008)	(746)	(776)	(807)	(839)
Human Resource	(1,101)	(1,074)	(1,074)	(1,070)	(1,113)	(1,157)	(1,204)
Information Technology	(3,058)	(5,527)	(5,527)	(4,196)	(4,364)	(4,538)	(4,720)
Marketing and Online Services				(855)	(889)	(925)	(962)
Administrative Services	(9,033)	(11,087)	(10,474)	(9,877)	(10,272)	(10,683)	(11,110)
Library Services Division	(36,836)	(44,876)	(44,418)	(46,157)	(48,003)	(49,923)	(51,920)
<b>Total Expenditures</b>	<b>(50,871)</b>	<b>(63,573)</b>	<b>(62,502)</b>	<b>(62,901)</b>	<b>(65,417)</b>	<b>(68,034)</b>	<b>(70,755)</b>
<b>Ending Fund Balance</b>	<b>586</b>	<b>624</b>	<b>586</b>	<b>757</b>	<b>855</b>	<b>877</b>	<b>821</b>
<b>Reserves</b>							
Encumbrances							
Known Liability	(213)	(115)	(115)	(115)	(115)	(115)	(115)
Operating Reserve				(170)	(340)	(510)	(680)
<b>Total Reserves</b>	<b>(213)</b>	<b>(115)</b>	<b>(115)</b>	<b>(285)</b>	<b>(455)</b>	<b>(625)</b>	<b>(795)</b>
<b>Ending Unreserved Fund Balance</b>	<b>373</b>	<b>509</b>	<b>471</b>	<b>472</b>	<b>400</b>	<b>252</b>	<b>26</b>

## Seattle Streetcar Fund (10810)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	(3,288)	(3,303)	(3,367)	(3,598)	(3,507)	(3,533)	(3,536)
Carry Forward / Encumbrances							
<b>Total Beginning Fund Balance</b>	<b>(3,288)</b>	<b>(3,303)</b>	<b>(3,367)</b>	<b>(3,598)</b>	<b>(3,507)</b>	<b>(3,533)</b>	<b>(3,536)</b>
<b><u>Revenues</u></b>							
Sponsorship Revenues	133	300	200	210	216	223	229
Farebox Recovery	110	119	114	117	121	124	128
FTA Funds	223	380	288	555	315	345	375
Donations	204	0	0	0	0	0	0
Sound Transit Funds	0	0	0	4,910	5,057	5,209	5,365
<b>Total Revenues</b>	<b>671</b>	<b>799</b>	<b>602</b>	<b>5,792</b>	<b>5,709</b>	<b>5,901</b>	<b>6,098</b>
<b><u>Expenditures</u></b>							
South Lake Union Streetcar Operations and Maintenance	(725)	(731)	(798)	(756)	(644)	(660)	(669)
First Hill Streetcar Operations and Maintenance	0	0	0	(4,910)	(5,057)	(5,209)	(5,365)
<b>Total Expenditures</b>	<b>(725)</b>	<b>(731)</b>	<b>(798)</b>	<b>(5,666)</b>	<b>(5,701)</b>	<b>(5,869)</b>	<b>(6,034)</b>
<b>Ending Fund Balance</b>	<b>(3,341)</b>	<b>(3,235)</b>	<b>(3,564)</b>	<b>(3,472)</b>	<b>(3,499)</b>	<b>(3,501)</b>	<b>(3,472)</b>
<b><u>Reserved Fund Balances</u></b>							
Interest Expense	(26)	0	(34)	(35)	(35)	(35)	(35)
<b>Total Reserves</b>	<b>(26)</b>	<b>0</b>	<b>(34)</b>	<b>(35)</b>	<b>(35)</b>	<b>(35)</b>	<b>(35)</b>
<b>Ending Unreserved Fund Balance</b>	<b>(3,367)</b>	<b>(3,235)</b>	<b>(3,598)</b>	<b>(3,507)</b>	<b>(3,533)</b>	<b>(3,536)</b>	<b>(3,507)</b>

## KeyArena Settlement Proceeds Fund (10910)

	2012	2013	2013	2014	2015	2016	2017
Amounts in \$1,000s	Actuals	Adopted	Revised	Proposed	Projected	Projected	Projected
Beginning Fund Balance	682	537	502	280	0	0	0
Accounting Adjustments							
<b>Beginning Unreserved Fund Balance</b>	682	537	502	280	0	0	0
<b>Revenues</b>							
Interest Earnings	0	0	0	0	0	0	0
Interest Increase / (Decrease)	0	0	0	0	0	0	0
Miscellaneous Revenues	0	0	0	0	0	0	0
<b>Total Revenues</b>	0	0	0	0	0	0	0
<b>Expenditures</b>							
Current Year Fund Appropriation							
CF- KeyArena Improvements CIP	(143)	(432)	(179)	(195)	0	0	0
CF-Fun Forest Site Restoration CIP	(38)	(106)	(42)	(85)	0	0	0
<b>Total Expenditures</b>	(181)	(537)	(221)	(280)	0	0	0
<b>Ending Fund Balance</b>	502	0	280	0	0	0	0
<b>Reserves</b>							
Operating Reserves							
Encumbrances							
<b>Total Reserves</b>	0	0	0	0	0	0	0
<b>Ending Unreserved Fund Balance</b>	502	0	280	0	0	0	0



## Seattle Center Fund (11410)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	711	610	595	343	703	1,806	2,550
<b>Revised Beginning Fund Balance</b>	711	610	595	343	703	1,806	2,550
<b>Revenues</b>							
Access (Monorail and Parking)	5,679	4,827	4,827	4,909	5,205	5,414	5,630
Administration	1,450	1,484	1,484	1,515	1,575	1,638	1,704
Campus Grounds (Rent & Leases)	1,452	1,776	1,776	2,071	2,254	2,344	2,438
Campus Commercial Events	1,425	1,234	1,234	1,215	1,263	1,314	1,366
Community Programs	129	308	308	308	321	334	347
Cultural Facilities (Rent & Leases)	1,268	1,557	1,557	1,514	1,574	1,637	1,703
Debt	130	135	135	126	132	137	142
Festivals	677	781	781	794	826	859	893
General Subfund Support	11,208	11,753	11,753	11,838	12,311	12,804	13,316
Judgment & Claims	932	588	588	703	724	724	724
KeyArena	6,596	7,008	7,008	7,383	7,678	7,985	8,304
McCaw Hall	3,774	4,082	4,082	4,125	4,290	4,461	4,640
<b>Total Revenues</b>	34,721	35,533	35,533	36,500	38,153	39,650	41,207
<b>Expenditures</b>							
Access (Monorail and Parking)	(1,134)	(1,209)	(1,209)	(1,105)	(1,149)	(1,195)	(1,243)
Administration	(6,920)	(6,893)	(6,893)	(7,112)	(7,396)	(7,692)	(8,000)
Campus Grounds	(11,560)	(11,679)	(11,679)	(11,880)	(12,155)	(12,641)	(13,147)
Campus Commercial Events	(1,017)	(892)	(892)	(929)	(966)	(1,005)	(1,045)
Community Programs	(2,037)	(2,060)	(2,060)	(2,044)	(2,126)	(2,211)	(2,299)
Cultural Facilities	(211)	(221)	(221)	(225)	(234)	(243)	(253)
Debt	(125)	(135)	(135)	(126)	(132)	(137)	(142)
Festivals	(915)	(1,482)	(1,482)	(1,481)	(1,540)	(1,602)	(1,666)
Judgment & Claims	(932)	(588)	(588)	(703)	(724)	(724)	(724)
KeyArena	(5,791)	(6,297)	(6,297)	(6,533)	(6,794)	(7,066)	(7,349)
McCaw Hall	(4,194)	(4,475)	(4,475)	(4,160)	(4,290)	(4,462)	(4,640)
<b>Total Expenditures</b>	(34,837)	(35,931)	(35,931)	(36,297)	(37,506)	(38,977)	(40,507)
<b>Debt Repayment *</b>			146	156	456	71	71
<b>Ending Fund Balance</b>	595	212	343	703	1,806	2,550	3,321
<b>Reserves</b>							
McCaw Hall Reserves	1,402	700	1,004	917	917	917	917
Operating Reserve				310	620	930	1,240
<b>Total Reserves</b>	1,402	700	1,004	1,227	1,537	1,847	2,157
<b>Ending Unreserved Fund Balance</b>	(807)	(488)	(515)	(368)	725	703	1,165

\* This line captures the repayment of outstanding debt from non-profit tenants who have entered into repayment plans.

## Planning and Development Fund (15700)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	3,632	12,895	11,298	14,370	17,405	23,684	29,192
Accounting Adjustments	2,295	0	0	0	0	0	0
<b>Beginning Unreserved Fund Balance</b>	<b>5,927</b>	<b>12,895</b>	<b>11,298</b>	<b>14,370</b>	<b>17,405</b>	<b>23,684</b>	<b>29,192</b>
<b>Revenues</b>							
Boiler	1,104	1,248	1,168	1,179	1,251	1,263	1,340
Building Development	23,107	23,892	27,574	27,849	29,479	29,783	31,575
Contingent Revenues - Unaccessed	0	6,620	0	6,620	6,620	6,620	6,620
Cum. Reserve Subfund-REET I - TRAO	74	153	153	157	162	167	172
Cum. Reserve Subfund-REET I - Design Commission	316	492	570	576	593	611	629
Cum. Reserve Subfund-Unrestricted - TRAO	59	73	73	76	78	80	83
Electrical	5,459	5,622	6,153	6,215	6,592	6,658	7,061
Elevator	2,710	2,965	3,042	3,073	3,259	3,292	3,491
General Fund	9,660	9,651	9,654	10,410	10,373	10,611	10,931
Grants/MOAs - All Else	945	387	293	296	307	315	327
Grants/MOAs - SPU MOA for Side Sewer & Drainage	1,016	1,125	1,047	1,057	1,089	1,122	1,155
Interest	165	100	13	100	100	100	100
Land Use	4,666	4,707	5,654	5,711	5,771	5,828	5,890
Other	1,539	1,579	1,688	1,705	1,808	2,142	2,264
Site Review	1,596	1,464	2,009	2,030	2,153	2,174	2,306
<b>Total Revenues</b>	<b>52,416</b>	<b>60,078</b>	<b>59,092</b>	<b>67,054</b>	<b>69,634</b>	<b>70,765</b>	<b>73,944</b>
<b>Expenditures</b>							
Annual Certification and Inspection	(4,079)	(4,030)	(4,030)	(4,125)	(4,186)	(4,311)	(4,441)
Code Compliance	(4,340)	(4,701)	(4,701)	(5,675)	(5,437)	(5,600)	(5,769)
Construction Inspections	(11,573)	(14,227)	(14,227)	(14,656)	(14,914)	(15,362)	(15,823)
Construction Permit Services	(15,660)	(19,436)	(19,436)	(16,110)	(23,006)	(23,696)	(24,407)
Land Use Services	(4,380)	(4,712)	(4,712)	(12,606)	(6,362)	(6,553)	(6,750)
Planning	(6,183)	(6,351)	(6,351)	(6,831)	(6,733)	(6,935)	(7,143)
Process Improvements and Technology	(830)	(2,561)	(2,561)	(4,016)	(2,717)	(2,798)	(2,882)
<b>Total Expenditures</b>	<b>(47,045)</b>	<b>(56,019)</b>	<b>(56,019)</b>	<b>(64,019)</b>	<b>(63,356)</b>	<b>(65,256)</b>	<b>(67,214)</b>
<b>Ending Fund Balance</b>	<b>11,298</b>	<b>16,954</b>	<b>14,370</b>	<b>17,405</b>	<b>23,684</b>	<b>29,192</b>	<b>35,922</b>
<b>Reserves</b>							
Core Staffing	(764)	(1,764)	(5,446)	(9,683)	(9,972)	(10,272)	(10,580)
Process Improvements and Technology	(1,552)	(564)	(524)	(209)	(792)	(1,420)	(1,463)
<b>Total Reserves</b>	<b>(2,316)</b>	<b>(2,328)</b>	<b>(5,970)</b>	<b>(9,892)</b>	<b>(10,764)</b>	<b>(11,692)</b>	<b>(12,042)</b>
<b>Ending Unreserved Fund Balance</b>	<b>8,982</b>	<b>14,625</b>	<b>8,400</b>	<b>7,513</b>	<b>12,919</b>	<b>17,500</b>	<b>23,880</b>

## Human Services Operating Fund (16200)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	5,933	3,453	5,636	2,956	2,048	1,443	901
Accounting Adjustments	(41)	-	-	-	-	-	-
<b>Beginning Fund Balance</b>	<b>5,892</b>	<b>3,453</b>	<b>5,636</b>	<b>2,956</b>	<b>2,048</b>	<b>1,443</b>	<b>901</b>
<b>Revenues</b>							
ARRA Grants	525	-	-	-	-	-	-
Contributions / Private Sources	282	110	110	155	100	100	100
Federal Grants	32,230	37,959	37,211	36,252	36,977	37,717	38,471
General Fund	54,317	59,176	60,451	67,439	70,137	72,942	75,860
Housing Levy	935	935	935	935	935	935	935
Interlocal Grants	817	874	940	724	738	753	768
Investment Earnings	78	100	100	100	100	100	100
State Grants	15,718	16,901	16,901	16,530	16,861	17,198	17,542
Utility Funds	1,298	1,399	1,399	1,343	1,310	1,310	1,310
<b>Total Revenues</b>	<b>106,200</b>	<b>117,454</b>	<b>118,047</b>	<b>123,478</b>	<b>127,157</b>	<b>131,054</b>	<b>135,085</b>
<b>Expenditures</b>							
Aging and Disability Services - AAA	(31,078)	(35,498)	(35,287)	(35,363)	(36,070)	(37,152)	(38,267)
Community Support and Self-Sufficiency	(9,932)	(11,066)	(11,066)	-	-	-	-
Leadership and Administration	(7,131)	(9,065)	(9,065)	(9,123)	(9,397)	(9,679)	(9,969)
Public Health Services	(11,809)	(12,711)	(12,711)	(13,729)	(14,141)	(14,565)	(15,002)
Transitional Living and Support	(27,228)	(30,123)	(30,537)	-	-	-	-
Community Support & Assistance	-	-	-	(38,933)	(40,101)	(41,304)	(42,543)
Youth and Family Empowerment	(19,279)	(20,704)	(20,510)	(27,237)	(28,054)	(28,896)	(29,763)
2013 Supplementals and Ordinances			(1,550)				
<b>Total Expenditures</b>	<b>(106,456)</b>	<b>(119,167)</b>	<b>(120,727)</b>	<b>(124,385)</b>	<b>(127,763)</b>	<b>(131,596)</b>	<b>(135,544)</b>
<b>Ending Fund Balance</b>	<b>5,636</b>	<b>1,740</b>	<b>2,956</b>	<b>2,048</b>	<b>1,443</b>	<b>901</b>	<b>443</b>
<b>Reserves</b>							
Mandatory Reserve for Child Care Bonus	(2,713)	(907)	(2,168)	(1,368)	(868)	(368)	-
Other Mandatory Restrictions	(1,975)	(583)	(575)	(440)	(440)	(440)	(440)
Reserve for Cash Flow and Benefits/Paid	(200)	(200)	(200)	(200)	(200)	(200)	(200)
<b>Total Reserves</b>	<b>(4,888)</b>	<b>(1,690)</b>	<b>(2,943)</b>	<b>(2,008)</b>	<b>(1,508)</b>	<b>(1,008)</b>	<b>(640)</b>
<b>Ending Unreserved Fund Balance</b>	<b>747</b>	<b>50</b>	<b>13</b>	<b>40</b>	<b>(65)</b>	<b>(107)</b>	<b>(197)</b>

### Notes:

2015-2017 assumptions assume 4% growth in General Fund revenues and 2% growth in other governmental revenues  
Expenditures assume 3% growth, as many of the expenditures are constrained by available government grants

# Office of Housing Low-Income Housing Fund (16400)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	86,588	87,582	79,866	79,866	79,866	77,318	77,269
Carry Forward / Encumbrances							
<b>Total Beginning Fund Balance</b>	86,588	87,582	79,866	79,866	79,866	77,318	77,269
<b>Revenues</b>							
Property Tax Levy	18,039	17,969	17,969	17,969	17,969	17,969	17,969
State/Federal Weatherization Grants	3,798	5,250	5,250	5,299	3,750	3,750	3,750
Bonus Program/TDR Contributions	42	-	-				
Investment Interest Earnings	86	4,602	4,602	4,602	2,102	2,102	2,102
Program Income - Miscellaneous*	4,435	11,244	11,244	11,244	4,744	7,244	7,244
Federal Grants - HOME Program	1,518	2,349	2,252	2,251	2,349	2,349	2,349
Local Grants - Weatherization	1,787	1,630	1,630	1,630	1,679	1,729	1,729
General Subfund Support	46	-	-	-	-	-	-
<b>Total Revenues</b>	29,751	43,044	42,947	42,995	32,593	35,143	35,143
<b>Expenditures</b>							
Homeownership and Sustainability	(9,507)	(10,115)	(10,115)	(10,066)	(10,212)	(10,263)	(10,263)
Multi-Family Production/Preservation	(26,966)	(32,929)	(32,832)	(32,929)	(24,929)	(24,929)	(24,929)
<b>Total Expenditures</b>	(36,473)	(43,044)	(42,947)	(42,995)	(35,141)	(35,192)	(35,192)
<b>Ending Fund Balance</b>	79,866	87,582	79,866	79,866	77,318	77,269	77,220
<b>Reserved Fund Balances</b>							
Levy O&M Trust Funds	(26,395)	(26,395)	(26,395)	(26,395)	(27,088)	(27,088)	(27,088)
Housing Levy	(49,768)	(49,768)	(49,768)	(50,770)	(47,528)	(41,779)	(41,779)
South Lake Union Fund	(2,960)	(2,960)	(2,960)	(2,960)	(2,960)	(2,960)	(2,960)
REACH Trust Fund	(927)	(927)	(927)	(927)	(927)	(927)	(927)
Bonus Program Fundings	(650)	(6,500)	(6,500)	(8,100)			
<b>Total Reserves</b>	(80,700)	(86,550)	(86,550)	(89,152)	(78,503)	(72,754)	(72,754)
<b>Ending Unreserved Fund Balance</b>	(834)	1,032	(6,684)	(9,286)	(1,185)	4,515	4,466

Note: 2017 Assumes renewal of Housing Levy at current levels

## Office of Housing Operating Fund (16600)

	2012	2013	2013	2014	2015	2016	2017
Amounts in \$1,000s	Actuals	Adopted	Revised	Proposed	Projected	Projected	Projected
<b>Beginning Fund Balance</b>	1,703	1,760	1,931	1,448	496	(560)	(812)
<b><i>Total Beginning Fund Balance</i></b>	1,703	1,760	1,931	1,448	496	(560)	(812)
<b><u>Revenues</u></b>							
State & Federal Weatherization Grants	926	1,027	1,027	1,034	1,034	1,034	1,034
HOME Administration	477	261	250	250	250	250	250
Parking Lot Rents	27	27	27	27	27	27	27
Grants and Other	273	-	-	-	-	-	-
Multi-Family Tax Exemption Administration	137	80	80	80	150	150	150
Bonus Program Administration	635	278	278	-	*	*	-
City Light Administration	730	711	711	732	754	777	800
Property Tax Levy	1,465	1,810	1,810	1,810	1,810	1,810	1,810
Challenge Grant	172	66	66	66	-	-	-
Prior Year Savings	-	-	-	-	-	-	-
General Subfund Support	39	-	-	-	-	983	1,429
<b><i>Total Revenues</i></b>	4,883	4,260	4,249	3,999	4,025	5,031	5,500
<b><u>Expenditures</u></b>							
Administration and Management - 16600	(1,352)	(1,591)	(1,591)	(1,665)	(1,732)	(1,801)	(1,873)
Community Development - 16600	(498)	(544)	(478)	(502)	(522)	(543)	(565)
Homeownership and Sustainability - 16600	(1,457)	(1,341)	(1,341)	(1,415)	(1,472)	(1,530)	(1,592)
Multi-Family Production & Preservation - 166	(1,175)	(1,257)	(1,257)	(1,303)	(1,355)	(1,409)	(1,466)
Challenge Grant - 16600 <b>OH only</b>	(172)	-	(66)	(66)	-	-	-
<b><i>Total Expenditures</i></b>	(4,655)	(4,733)	(4,733)	(4,951)	(5,080)	(5,284)	(5,495)
<b><i>Ending Fund Balance</i></b>	1,931	1,288	1,448	496	(560)	(812)	(807)
<b><u>Reserves</u></b>							
Underexpended Levy	(1,325)	(1,160)	(1,245)	(334)	(171)	-	-
Grant Funding	-	(42)	(42)	-	-	-	-
Bonus	(305)	-	-	-	-	-	-
MFTE Administration Reserves	(301)	-	-	-	-	-	-
Revenue Stabilization Reserve	-	(86)	(86)	(86)	(86)	-	-
<b><i>Total Reserves</i></b>	(1,931)	(1,288)	(1,373)	(420)	(257)	-	-
<b><i>Ending Unreserved Fund Balance</i></b>	0	0	75	76	(817)	(812)	(807)

Note: 2017 Assumes renewal of Housing Levy at current levels

\*Bonus Revenue is anticipated in 2015 & 2016 but difficult to estimate at this time. It is projected that there will be revenue in those years which will correct the negative ending fund balance.

## Families & Education Levy Financial Subfund (17856)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	14,232	1,730	1,730	56	56	56	56
Accounting Adjustments	(6)						
<i>Beginning Unreserved Fund Balance</i>	14,226	1,730	1,730	56	56	56	56
<b>Revenues</b>							
Property Tax	201						
Investment Earnings	75						
Supplemental Revenue-Medicaid Match	125						
<i>Total Revenues</i>	400	0	0	0	0	0	0
<b>Expenditures*</b>							
Early Learning	(2,863)		(365)				
Family Support & Involvement	(2,104)		(341)				
Support for High Risk Youth	(824)		(483)				
Out of School Time	(2,018)		(248)				
Student Health	(3,069)		(29)				
Administration & Evaluation	(843)		(28)				
Middle School Support	(1,051)		(180)				
Revenue Backed Contracts-Medicaid Match	(125)						
<i>Total Expenditures</i>	(12,896)	0	(1,674)	0	0	0	0
<i>Ending Fund Balance</i>	1,730	1,730	56	56	56	56	56
<b>Reserves</b>							
Encumbrances	(157)						
Continuing Projects	(1,574)	(1,730)	(56)	(56)	(56)	(56)	(56)
<i>Total Reserves</i>	(1,731)	(1,730)	(56)	(56)	(56)	(56)	(56)
<i>Ending Unreserved Fund Balance</i>	0	0	0	0	0	0	0

\*2013 Revised column assumes: \$1.5 million expenditure transfer from 2011 Levy

## Families & Education Levy Financial Plan (17857)

	2012	2013	2013	2014	2015	2016	2017
Amounts in \$1,000s	Actuals	Adopted	Revised*	Proposed	Projected	Projected	Projected
Beginning Fund Balance	0	24,383	26,697	34,871	39,178	41,076	40,160
Accounting Adjustments							
<i>Beginning Unreserved Fund Balance</i>	0	24,383	26,697	34,871	39,178	41,076	40,160
<b>Revenues</b>							
Property Tax	31,576	32,195	32,195	32,565	32,917	33,257	33,598
Investment Earnings	99	573	573	682	908	895	811
<i>Total Revenues</i>	31,676	32,769	32,769	33,248	33,825	34,152	34,409
<b>Expenditures</b>							
Early Learning	(1,389)	(5,765)	(5,400)	(7,249)	(8,178)	(9,154)	(10,173)
Elementary	(920)	(4,610)	(4,782)	(5,759)	(6,965)	(8,234)	(9,484)
Middle Schools	(434)	(4,695)	(5,058)	(5,657)	(6,214)	(6,694)	(7,185)
High Schools	(407)	(2,547)	(2,345)	(2,605)	(2,719)	(2,946)	(3,183)
Health	(1,658)	(5,509)	(5,555)	(6,187)	(6,336)	(6,494)	(6,657)
Administration	(114)	(1,254)	(1,254)	(1,283)	(1,314)	(1,346)	(1,380)
Evaluation	(56)	(200)	(200)	(200)	(200)	(200)	(200)
<i>Total Expenditures</i>	(4,978)	(24,581)	(24,595)	(28,941)	(31,926)	(35,069)	(38,262)
<i>Ending Fund Balance</i>	26,697	32,571	34,871	39,178	41,076	40,160	36,306
<b>Reserves</b>							
Encumbrances	(1,514)						
Continuing Projects	(1,048)		(1,048)	(1,048)	(1,048)	(1,048)	(1,048)
Reserve for out-year project spending	(24,135)	(32,571)	(33,823)	(38,130)	(40,028)	(39,112)	(35,258)
<i>Total Reserves</i>	(26,697)	(32,571)	(34,871)	(39,178)	(41,076)	(40,160)	(36,306)
<i>Ending Unreserved Fund Balance</i>	0	0	0	0	0	0	0

\*2013 Revised Column assumes: 1) expenditures per original plan; 2) spending of 2012 encumbrances; and 3) \$1.5 million expenditure transfer to 2004 Levy.

Projected remaining fund balance to cover anticipated revenue shortfalls during this 7-year Levy and/or for one-time unanticipated project costs.

## 2014 Seattle Public Library Levy Fund (18100)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	0	0	0	1,030	2,381	2,978	3,036
Accounting Adjustments							
<b>Beginning Unreserved Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,030</b>	<b>2,381</b>	<b>2,978</b>	<b>3,036</b>
<b>Revenues</b>							
Estimated property taxes to be collected	0	16,830	16,830	16,998	17,168	17,340	17,513
Investment Earnings	0	0	0	0	0	0	
<b>Total Revenues</b>	<b>0</b>	<b>16,830</b>	<b>16,830</b>	<b>16,998</b>	<b>17,168</b>	<b>17,340</b>	<b>17,513</b>
<b>Expenditures</b>							
Maintain 2012 Levels	0	(5,003)	(5,003)	(5,157)	(5,399)	(5,635)	(5,881)
Open Hours and Related Services	0	(3,322)	(3,322)	(3,421)	(3,576)	(3,719)	(3,868)
Collections	0	(2,141)	(2,141)	(2,183)	(2,289)	(2,381)	(2,477)
Technology	0	(2,015)	(2,015)	(1,275)	(1,234)	(1,262)	(1,291)
Facilities - Regular Maintenance	0	(1,257)	(1,257)	(1,290)	(1,422)	(1,479)	(1,538)
Facilities - Major Maintenance	0	(1,896)	(1,896)	(2,149)	(2,473)	(2,621)	(2,778)
Administration	0	(166)	(166)	(171)	(178)	(185)	(192)
<b>Total Expenditures</b>	<b>0</b>	<b>(15,800)</b>	<b>(15,800)</b>	<b>(15,647)</b>	<b>(16,571)</b>	<b>(17,282)</b>	<b>(18,024)</b>
<b>Ending Fund Balance</b>	<b>0</b>	<b>1,030</b>	<b>1,030</b>	<b>2,381</b>	<b>2,978</b>	<b>3,036</b>	<b>2,525</b>
<b>Reserves</b>							
Levy Reserve for Future Use*	0	(1,030)	(1,030)	(2,381)	(2,978)	(3,036)	(2,525)
<b>Total Reserves</b>	<b>0</b>	<b>(1,030)</b>	<b>(1,030)</b>	<b>(2,381)</b>	<b>(2,978)</b>	<b>(3,036)</b>	<b>(2,525)</b>
<b>Ending Unreserved Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* The 2012 Library Levy funding plan assumed excess revenue to be earned in the early years that will cover cost increases above the 1% annual increase in revenue in the later years of the Levy, as well as variable expenditure requirements related to the technology and CIP components of the Levy plan.



## School Zone Fixed Automated Camera Fund (18500)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Estimate	2016 Estimate	2017 Estimate
<b>Beginning Fund Balance</b>	0	0	0	0	0	0	0
Citation Revenue	0	0	0	8,620	8,627	8,109	7,623
<b><i>Total Revenues</i></b>	0	0	0	8,620	8,627	8,109	7,623
Camera Operations & Enforcement	0	0	0	(1,531)	(2,232)	(2,299)	(2,368)
School Safety Operations and Maintenance	0	0	0	(490)	(500)	(510)	(520)
CIP- Positions	0	0	0	(464)	(473)	(483)	(492)
CIP Infrastructure Projects	0	0	0	(6,135)	(5,422)	(4,817)	(4,242)
<b><i>Total Expenditures</i></b>	0	0	0	(8,620)	(8,627)	(8,109)	(7,623)
<b>Ending Fund Balance</b>	0	0	0	0	0	0	0
<b>Reserves</b>	0	0	0	0	0	0	0
<b>Ending Unreserved Fund Balance</b>	0	0	0	0	0	0	0

## McCaw Hall Capital Reserve Fund (34070)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	821	290	564	6	0	0	(1,817)
Accounting Adjustments							
<b>Beginning Unreserved Fund Balance</b>	821	290	564	6	0	0	(1,817)
<b>Revenues</b>							
REET I	200	250	250	250	258	265	273
McCaw Hall Tenant Contributions	200	250	250	250	258	265	273
Interest Earnings	12	0	0	15	15	15	15
<b>Total Revenues</b>	412	500	500	515	531	545	561
<b>Expenditures</b>							
McCaw Hall Asset Preservation	(668)	(790)	(1,058)	(521)	(531)	(2,362)	(310)
<b>Total Expenditures</b>	(668)	(790)	(1,058)	(521)	(531)	(2,362)	(310)
<b>Ending Fund Balance</b>	564	0	6	0	0	(1,817)	(1,566)
<b>Reserves</b>							
<b>Total Reserves</b>	0	0	0	0	0	0	0
<b>Ending Unreserved Fund Balance</b>	564	0	6	0	0	(1,817)	(1,566)

Note: \$1,817 in additional funding needed in 2016 to fund 2016 projected needs in the McCaw Hall Capital Renewal Plan

## Fire Facilities Levy Fund (34440)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	33,042	23,614	26,809	16,048	6,115	0	0
Accounting & Technical Adjustments	0		0				
<i>Revised Beginning Fund Balance</i>	33,042	23,614	26,809	16,048	6,115	0	0
<b>Revenue</b>							
Real & Personal Property Tax <sup>1</sup>	7,539	0	100	0	0	0	0
Interest Earnings	255	0	0	0	0	0	0
Unrealized Gains/Losses-Inv GASB31	40	0	0	0	0	0	0
Parking Revenues and Reimbursement for	0	0	55	0	0	0	0
Federal Capital Contribution/Grant-Direct	4,616	0	639	0	0	0	0
Property Sales (anticipated)	1,352	770	676	0	0	0	0
<i>Total Revenues</i>	13,801	770	1,470	0	0	0	0
<b>Expenditures</b>							
Neighborhood Stations	(13,789)	(12,537)	(11,124)	(9,934)	(6,115)	0	0
Support Facilities	1	0	0	0	0	0	0
Emergency Preparedness	0	0	0	0	0	0	0
Marine Program	(6,246)	(76)	(1,107)	0	0	0	0
<i>Total Expenditures</i>	(20,034)	(12,614)	(12,231)	(9,934)	(6,115)	0	0
<i>Ending Fund Balance</i>	26,809	11,770	16,048	6,115	0	0	0
	(6,233)	(11,844)	(10,760)	(9,934)			
<b>Reserves</b>							
Continuing Appropriation	(28,624)	(11,770)	(16,048)	(6,115)	(0)	(0)	(0)
<i>Total Reserves</i>	(28,624)	(11,770)	(16,048)	(6,115)	(0)	(0)	(0)
<i>Ending Unreserved Fund Balance</i>	(1,815)	0	0	0	(0)	(0)	(0)

<sup>1</sup> Collection on the Fire Facility Levy ended in 2012.

**Seattle City Light (41000)**

	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
<b>Beginning Cash Balance</b>	374,598,260	306,743,928	432,001,461	363,722,256	347,997,337	421,224,580	372,068,416
Carry Forward / Encumbrances/Adj							
<b>Revised Beginning Cash Balance</b>	374,598,260	306,743,928	432,001,461	363,722,256	347,997,337	421,224,580	372,068,416
<b>Revenues</b>	954,148,410	1,153,168,643	1,110,035,406	1,170,532,859	1,237,004,303	1,255,519,624	1,215,280,088
Retail Power Sales before Discounts	669,224,968	711,034,200	713,353,873	768,196,398	792,290,116	838,525,542	880,646,847
Revenue from RSA Surcharge	0	0	0	0	0	0	0
Wholesale Power, Net	63,922,829	90,000,000	90,000,000	85,000,000	85,000,002	75,000,000	70,000,002
Power Contracts	15,365,813	14,864,716	15,881,202	15,699,956	15,475,516	15,993,057	15,894,418
Power Marketing, Net	9,090,643	8,217,226	7,973,047	6,737,352	6,858,317	6,905,772	6,953,291
Other Outside Sources	31,420,707	29,988,039	31,079,531	50,317,364	31,366,615	31,175,053	31,954,592
Interest on Cash Accounts	4,390,411	7,627,766	4,195,963	5,497,640	7,434,888	7,939,257	7,926,671
Cash from (to) Rate Stabilization Account	0	0	0	0	0	0	0
Cash from Contributions	29,502,566	26,520,562	16,569,781	23,116,695	28,013,876	25,030,113	39,109,490
Cash from Bond Proceeds	131,230,472	264,916,134	230,982,009	215,967,454	270,564,973	254,950,830	162,794,777
<b>Expenditures</b>	(896,745,209)	(1,128,723,469)	(1,178,314,610)	(1,186,257,778)	(1,163,777,061)	(1,304,675,788)	(1,182,441,652)
Power Contracts	(253,855,465)	(269,038,166)	(266,207,170)	(287,969,093)	(293,694,940)	(297,588,259)	(301,119,962)
Production	(34,108,803)	(34,268,481)	(34,331,567)	(35,685,270)	(36,806,132)	(37,895,534)	(39,660,117)
Transmission	(10,392,305)	(11,278,302)	(12,078,706)	(10,969,645)	(10,518,525)	(10,762,536)	(11,258,146)
Distribution	(60,854,883)	(69,511,273)	(65,558,779)	(70,303,385)	(72,511,591)	(74,657,818)	(78,134,214)
Conservation	(4,869,299)	(4,813,845)	(4,537,108)	(4,868,701)	(5,021,625)	(5,170,258)	(5,411,007)
Customer Accounting	(31,624,509)	(36,230,384)	(34,973,698)	(36,643,246)	(37,794,198)	(38,912,846)	(40,724,799)
Administration	(62,517,738)	(69,806,868)	(68,190,702)	(70,602,348)	(72,819,944)	(74,975,298)	(78,466,477)
Rate Discounts	(8,665,509)	(9,057,430)	(9,330,886)	(9,990,112)	(9,751,794)	(10,392,395)	(10,973,171)
Uncollectable Accounts	328,446	(6,365,144)	(4,124,921)	(6,872,399)	(7,077,865)	(7,489,075)	(7,863,821)
Taxes and Franchise Payments	(74,885,034)	(81,315,160)	(80,803,254)	(88,004,083)	(91,438,425)	(94,310,041)	(99,611,118)
Debt Service	(169,123,664)	(172,844,307)	(172,786,407)	(184,640,640)	(195,023,194)	(207,858,752)	(218,570,916)
Capital Expenditures	(274,957,432)	(355,485,143)	(313,227,494)	(343,909,644)	(392,414,246)	(379,413,901)	(304,932,883)
Technical and Accounting Adj	88,780,985	(8,708,965)	(112,163,919)	(35,799,211)	61,095,419	(65,249,076)	14,284,978
<b>Ending Cash Balance</b>	432,001,461	331,189,102	363,722,256	347,997,337	421,224,580	372,068,416	404,906,851
<i>Revenues minus expenditures</i>	57,403,201	24,445,174	(68,279,205)	(15,724,919)	73,227,242	(49,156,164)	32,838,436
<b>Reserves</b>	(275,696,716)	(227,377,395)	(168,974,883)	(173,911,658)	(328,614,832)	(266,946,007)	(299,627,646)
Construction Account	(106,060,842)	(38,710,267)	(19,103,023)	0	(118,850,400)	(27,386,540)	(27,728,874)
Other Restricted Accounts	(41,364,448)	(73,733,402)	(56,878,134)	(80,043,791)	(114,544,868)	(142,911,609)	(173,801,196)
Operating Contingency Reserve	0	0	0	0	0	0	0
Rate Stabilization Account	(128,271,427)	(114,933,726)	(92,993,726)	(93,867,867)	(95,219,564)	(96,647,858)	(98,097,576)
<b>Unreserved Ending Cash Balance</b>	156,304,744	103,811,707	194,747,373	174,085,680	92,609,747	105,122,408	105,279,205

**Notes:**

The expenditure and revenue figures presented in the six year financial plan differ from the Proposed 2014 Budget Fund Table. For 2014, the proposed revenues are \$1,053,335,120 and proposed expenditures are \$1,172,783,890. The figures differ in several ways, including:

The Financial Plan shows Wholesale Revenue and Power Marketing Revenue as net of expenses, while the budget reflects the gross revenues and expenses.

The Financial Plan shows retail revenue as gross revenue, while the budget's Fund Table shows retail revenue net of rate discounts to low-income

The Financial Plan explicitly shows bond proceeds as a source of funds, while bond proceeds are embedded within the transfer line of the budget's Fund

The Proposed 2014 Financial Plan projects net wholesale revenue to be \$85.0 million in 2014, based on the RSA Baseline target.

Financial Performance	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Proposed
Average System Rate before Discount:	\$69.60	\$73.65	\$73.89	\$78.82	\$82.10	\$86.60	\$91.22
Rate Change from Prior Year (Systemv	3.2%	4.4%	4.9%	7.3%	4.2%	5.5%	5.3%
Retail Market Information							
Average Residential Monthly Bill (before discounts)	\$54.78	\$57.46	\$57.63	\$61.75	\$65.45	\$68.03	\$70.91
Percentage Change	2.6%	4.9%	5.2%	7.2%	6.0%	3.9%	4.2%
Cash Financing of CIP							
In-Year Percentage	52%	25%	26%	29%	27%	30%	40%
2013-2018 Average Percentage	n/a	33%	31%	31%	31%	31%	31%
Debt Service Coverage	1.81	1.81	1.89	1.80	1.80	1.80	1.80

**Notes:**

The data source for 2012 Actuals for all Financial Performance indicators, except for debt service, is the current financial forecast for the revenue budget, forecast version Revenue\_Budget\_July2013.

The Average Residential Monthly bill is reported as calculated in the financial forecast model Key Financial Indicators table, which assumes that average residential consumption is 710kWh





**Water Fund (Fund 43000)**

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
<b>OPERATING CASH</b>							
<b>Beginning Operating Cash Balance</b>	<b>7,224</b>	<b>7,345</b>	<b>12,373</b>	<b>7,590</b>	<b>8,449</b>	<b>8,818</b>	<b>9,252</b>
<b>Sources</b>							
<b>Income Statement Items (in order of IS)</b>							
Retail Water Sales	152,606	164,183	165,350	177,472	183,926	189,094	199,201
Wholesale Water Sales	49,525	47,268	47,268	47,103	46,802	48,302	49,802
Facilities Charges	450	2,199	450	450	450	450	450
Water Service for Fire Protection	7,187	7,591	7,591	8,207	8,506	8,745	9,212
Tap Fees	4,690	3,325	5,250	4,097	4,439	4,580	4,724
Other Operating Revenues	2,371	2,038	2,183	2,238	2,294	2,351	2,410
Build America Bond Interest Income	2,135	2,135	2,135	2,135	2,135	2,135	2,135
Rentals--Non-City	511	425	425	436	447	458	469
Other Non-Operating Revenue	306	384	384	389	394	399	404
Capital Grants and Contributions	5,451	1,883	3,989	1,916	1,964	2,012	2,062
Operating Grants	0	0	0	0	0	0	0
Transfers from Construction Fund	25,500	22,443	15,836	42,066	45,007	43,558	26,138
Investment Income (See Construction Fund)	0	0	0	0	0	0	0
Public Works Loan Proceeds	0	0	0	0	0	0	0
Inventory Purchased by SDOT	459	775	775	790	802	818	838
Op Transfer In - Rev Stab Subfund	(3,354)	0	(8,000)	(8,500)	0	0	0
Op Transfer In - Rev Stab Subfund - BPA Acct	0	0	0	0	0	0	0
Call Center Reimbursement from SCL	1,515	1,657	1,737	1,690	1,788	1,824	1,869
GF Reimb Abandoned Vehicles	0	0	0	(0)	0	0	0
Reimbursement for NS activities	36	42	42	43	44	45	47
<b>Total Sources</b>	<b>249,386</b>	<b>256,348</b>	<b>245,415</b>	<b>280,532</b>	<b>298,997</b>	<b>304,772</b>	<b>299,762</b>
<b>Uses</b>							
<b>CIP</b>							
Distribution	(15,699)	(19,778)	(17,940)	(22,600)	(21,451)	(24,773)	(23,307)
Habitat Conservation Program	(4,813)	(2,507)	(3,395)	(2,610)	(2,375)	(2,680)	(2,121)
Shared Cost Projects	(6,943)	(15,795)	(13,831)	(23,387)	(18,957)	(15,880)	(11,764)
Technology	(3,961)	(9,174)	(8,871)	(9,389)	(10,004)	(7,783)	(7,178)
Transmission	(172)	(1,703)	(1,212)	(2,916)	(5,636)	(2,823)	(2,721)
Water Quality & Treatment	(7,854)	(3,334)	(3,236)	(11,279)	(9,821)	(249)	(100)
Water Resources	(3,298)	(6,683)	(7,048)	(4,215)	(13,167)	(24,976)	(11,073)
Watershed Stewardship	(1,169)	(3)	(99)	(227)	(106)	(551)	(551)
<b>CIP Subtotal</b>	<b>(43,909)</b>	<b>(58,977)</b>	<b>(55,632)</b>	<b>(76,624)</b>	<b>(81,516)</b>	<b>(79,716)</b>	<b>(58,816)</b>
<b>Accomplishment Rate Adjustment</b>		<b>8,847</b>	<b>8,834</b>	<b>11,494</b>	<b>12,227</b>	<b>11,957</b>	<b>8,822</b>
<b>O&amp;M</b>							
Administration	(10,505)	(9,564)	(9,637)	(18,778)	(15,435)	(17,192)	(19,236)
Customer Service	(8,894)	(10,160)	(10,134)	(9,298)	(9,967)	(10,384)	(10,625)
General Expense	(135,476)	(137,784)	(137,984)	(143,641)	(148,682)	(152,192)	(157,322)
Other Operating	(44,135)	(48,225)	(48,193)	(46,918)	(50,048)	(52,046)	(54,278)
<b>O&amp;M subtotal</b>	<b>(199,010)</b>	<b>(205,732)</b>	<b>(205,948)</b>	<b>(218,634)</b>	<b>(224,132)</b>	<b>(231,814)</b>	<b>(241,461)</b>
<b>Total Uses</b>	<b>(242,919)</b>	<b>(255,863)</b>	<b>(252,746)</b>	<b>(283,764)</b>	<b>(293,421)</b>	<b>(299,572)</b>	<b>(291,455)</b>
<b>Adjustments</b>	<b>(1,317)</b>	<b>(269)</b>	<b>2,547</b>	<b>4,091</b>	<b>(5,207)</b>	<b>(4,766)</b>	<b>(7,890)</b>
<b>Ending Operating Cash Balance</b>	<b>12,373</b>	<b>7,561</b>	<b>7,590</b>	<b>8,449</b>	<b>8,818</b>	<b>9,252</b>	<b>9,669</b>



**Drainage and Wastewater Fund (Fund 44010)**

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
<b>OPERATING CASH</b>							
<b>Beginning Operating Cash Balance</b>	<b>29,483</b>	<b>29,035</b>	<b>60,208</b>	<b>61,983</b>	<b>61,958</b>	<b>54,994</b>	<b>49,011</b>
<b>Sources</b>							
Wastewater Utility Services	223,138	225,820	238,760	239,599	240,891	245,005	246,260
Drainage Utility Services	75,537	80,430	82,806	91,162	100,270	106,311	118,227
Side Sewer Permit Fees	1,064	1,030	1,030	1,030	1,030	1,030	1,030
Drainage Permit Fees	286	248	248	248	248	248	248
Other Operating Revenues	92	91	91	94	97	101	105
GIS CGDB Corporate Support (N2408 and N2418)	1,834	1,111	1,500	1,138	1,184	1,231	1,500
GIS Maps & Publications (N2409 and 2419)	469	158	158	158	158	158	158
Parks & Other City Depts. (N4405)	106	511	511	511	511	511	511
SCL Fund (N4403)	1,131	339	339	339	339	339	339
SCL for ReLeaf	0	133	0	0	141	147	147
SDOT Fund (N4404)	2,569	1,969	2,072	2,072	2,038	2,085	2,164
GF - Various GIS & Eng Svcs (N4303 & N2418)	0	1,105	0	0	1,174	1,221	1,300
Investment Income (see Construction Fund)	0	0	0	0	0	0	0
Capital Grants & Contributions (excl. donated assets)	5,069	1,100	2,200	1,321	1,401	1,611	2,246
Operating Grants	2,062	841	1,200	841	841	841	841
Call Center Reimbursement from SCL	1,671	1,608	1,608	1,640	1,706	1,774	1,800
GF - Transfer In -- Restore Our Waters	821	0	1,139	1,212	1,212	1,212	1,212
Transfer from Construction Fund	41,053	67,559	59,576	71,037	64,609	75,806	78,830
GF Reimbursement of Abandoned Vehicles	0	0	0	0	0	0	0
Build America Bond Interest Income	1,886	1,886	1,886	1,886	1,886	1,886	1,886
Technical Adjustments	0	0	0	0	0	0	0
<b>Total Sources</b>	<b>358,787</b>	<b>385,937</b>	<b>395,124</b>	<b>414,289</b>	<b>419,735</b>	<b>441,517</b>	<b>458,804</b>
<b>Uses</b>							
<b>CIP</b>							
Combined Sewer Overflow	(22,399)	(43,834)	(46,541)	(47,697)	(39,584)	(49,239)	(46,988)
Flooding, Sewer Back-up, and Landslides	(14,976)	(16,710)	(8,112)	(17,025)	(15,505)	(23,189)	(24,520)
Protection of Beneficial Uses	(4,031)	(5,108)	(4,739)	(3,195)	(3,003)	(6,985)	(4,347)
Rehabilitation	(8,806)	(9,190)	(7,184)	(11,864)	(12,360)	(12,880)	(11,520)
Sediments	(2,948)	(1,679)	(1,394)	(3,423)	(4,396)	(1,491)	(1,410)
Shared Cost Projects	(5,826)	(10,728)	(9,126)	(14,196)	(8,550)	(12,116)	(14,035)
Technology	(3,488)	(8,880)	(6,799)	(9,196)	(8,929)	(6,884)	(6,149)
<b>CIP Subtotal</b>	<b>(62,475)</b>	<b>(96,131)</b>	<b>(83,894)</b>	<b>(106,597)</b>	<b>(92,326)</b>	<b>(112,784)</b>	<b>(108,970)</b>
<b>Accomplishment Rate Adjustment</b>		14,420		10,660	9,233	11,278	10,897
<b>O&amp;M</b>							
General Expense	(221,720)	(237,489)	(237,411)	(244,901)	(251,607)	(257,084)	(264,227)
Administration	(3,991)	(5,136)	(5,910)	(13,241)	(17,593)	(19,244)	(21,026)
Customer Service	(6,331)	(7,350)	(7,199)	(6,677)	(7,156)	(7,462)	(7,630)
Other Operating	(49,691)	(53,671)	(52,359)	(51,067)	(54,585)	(58,790)	(60,759)
<b>O&amp;M Subtotal</b>	<b>(281,734)</b>	<b>(303,646)</b>	<b>(302,878)</b>	<b>(315,886)</b>	<b>(330,942)</b>	<b>(342,580)</b>	<b>(353,643)</b>
<b>Total Uses</b>	<b>(344,209)</b>	<b>(385,357)</b>	<b>(386,773)</b>	<b>(411,823)</b>	<b>(414,035)</b>	<b>(444,085)</b>	<b>(451,716)</b>
<b>Adjustments</b>	16,146	(8,532)	(6,575)	(2,492)	(12,664)	(3,415)	(25,476)
<b>Ending Operating Cash Balance</b>	<b>60,208</b>	<b>21,082</b>	<b>61,983</b>	<b>61,958</b>	<b>54,994</b>	<b>49,011</b>	<b>30,623</b>

## Solid Waste Fund (Fund 45010)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
<b>OPERATING CASH</b>							
<b>Beginning Operating Cash Balance</b>	<b>18,533</b>	<b>16,776</b>	<b>21,142</b>	<b>22,248</b>	<b>24,936</b>	<b>23,132</b>	<b>21,320</b>
<b>Sources</b>							
Other Nonoperating Revenue	311	451	337	2,501	613	478	357
Transfer Fee - Out City	1,496	1,529	1,377	1,568	1,736	1,736	1,736
Operating Fees, Contributions and Grants	814	350	350	350	350	350	350
Residential Services	97,622	105,657	105,648	110,215	114,626	118,534	126,693
Commercial Services	46,084	49,983	48,983	51,088	52,490	53,729	56,829
Recycling and Disposal Station Charges	9,814	10,888	10,614	10,165	9,587	9,044	8,921
Comm'l Disposal (Longhaul) Charges	294	493	493	516	538	557	596
Other Operating Revenue	79	42	47	68	91	110	158
Recovery Fees/Yellow Pages	77	56	0	0	0	0	0
Landfill Closure Fee	0	0	0	0	0	0	0
Transfer Fee - In City	3,288	3,454	3,607	3,922	3,758	3,624	3,529
General Subfund - Operating Transfer In	0	0	0	0	0	0	0
Transfers from Construction Fund	12,312	12,029	13,088	27,524	44,992	24,121	18,940
GSF - Transfer In - Aband'd Vehicle Calls	0	0	0	0	0	0	0
KC Reimb for Local Hzrd Waste Mgt Prgm	2,813	2,625	2,625	2,730	2,839	2,953	3,071
Call Center Reimbursement from SCL	1,470	1,671	1,671	1,738	1,808	1,880	1,955
Recycling Processing Revenues	2,321	2,794	1,600	2,300	2,369	2,440	2,513
Rate Stabilization Account Withdrawals (Deposits)				(3,465)	1,265	2,573	1,256
<b>Total Sources</b>	<b>178,795</b>	<b>192,022</b>	<b>190,440</b>	<b>211,221</b>	<b>237,063</b>	<b>222,128</b>	<b>226,903</b>
<b>Uses</b>							
<b>CIP</b>							
New Facilities	(12,904)	(8,888)	(13,227)	(26,574)	(48,569)	(25,621)	(20,608)
Rehabilitation and Heavy Equipment	(291)	(80)	(353)	(45)	(25)	(425)	(25)
Shared Cost Projects	(1,055)	(2,179)	(1,909)	(2,239)	(1,682)	(1,418)	(1,847)
Technology	(1,166)	(5,612)	(3,266)	(5,337)	(5,269)	(3,122)	(2,443)
<b>CIP Subtotal</b>	<b>(15,416)</b>	<b>(16,760)</b>	<b>(18,756)</b>	<b>(34,195)</b>	<b>(55,546)</b>	<b>(30,587)</b>	<b>(24,924)</b>
<b>Accomplishment Adjustment</b>		1,676	1,876	3,420	5,555	3,059	2,492
<b>O&amp;M</b>							
Administration	(4,134)	(4,536)	(4,770)	(6,514)	(11,002)	(11,713)	(12,485)
Customer Service	(11,765)	(12,897)	(12,684)	(12,214)	(13,246)	(14,049)	(14,629)
General Expense	(127,267)	(136,636)	(136,467)	(139,560)	(144,893)	(149,924)	(156,091)
Other Operating	(13,893)	(16,554)	(16,200)	(15,467)	(16,335)	(17,104)	(18,059)
<b>O&amp;M Subtotal</b>	<b>(157,059)</b>	<b>(170,622)</b>	<b>(170,122)</b>	<b>(173,754)</b>	<b>(185,477)</b>	<b>(192,790)</b>	<b>(201,265)</b>
<b>Total Uses</b>	<b>(172,475)</b>	<b>(185,707)</b>	<b>(187,002)</b>	<b>(204,530)</b>	<b>(235,468)</b>	<b>(220,318)</b>	<b>(223,697)</b>
<b>Adjustments</b>	<b>(3,712)</b>	<b>(2,180)</b>	<b>(2,332)</b>	<b>(4,003)</b>	<b>(3,398)</b>	<b>(3,622)</b>	<b>(3,312)</b>
<b>Ending Operating Cash Balance</b>	<b>21,142</b>	<b>20,912</b>	<b>22,248</b>	<b>24,936</b>	<b>23,132</b>	<b>21,320</b>	<b>21,214</b>

**Note:** A deposit of \$1.65 million will be made to the rate stabilization account in 2013.  
This deposit is not reflected in this table.

## Parking Garage Fund (46010)

	2012	2013	2013	2014	2015	2016	2017
Amounts in \$1,000s	Actuals	Adopted	Revised	Proposed	Projected	Projected	Projected
Beginning Fund Balance	(3,226)	(4,881)	(4,353)	(7,166)	(9,139)	(11,632)	(14,393)
Accounting Adjustments							
<b><i>Beginning Unreserved Fund Balance</i></b>	<b>(3,226)</b>	<b>(4,881)</b>	<b>(4,353)</b>	<b>(7,166)</b>	<b>(9,139)</b>	<b>(11,632)</b>	<b>(14,393)</b>
<b><u>Revenues</u></b>							
Parking Revenue	8,023	7,979	7,979	8,185	8,185	8,185	8,185
City Parking Tax	(822)	(818)	(818)	(839)	(839)	(839)	(839)
Sales Tax	(625)	(621)	(621)	(637)	(637)	(637)	(637)
Interest earning and Other	12	6	6	6	6	6	6
General Subfund Support		2,813	0	0	0	0	0
<b><i>Total Revenues</i></b>	<b>6,588</b>	<b>9,359</b>	<b>6,546</b>	<b>6,715</b>	<b>6,715</b>	<b>6,715</b>	<b>6,715</b>
<b><u>Expenditures</u></b>							
AMPCO System Parking	(1,741)	(2,140)	(2,140)	(2,141)	(2,140)	(2,140)	(2,140)
B&O Tax	(14)	(44)	(44)	(44)	(44)	(44)	(44)
Condominium fees	(582)	(566)	(566)	(566)	(566)	(566)	(566)
Other	(26)	(1,087)	(1,087)	(340)	(684)	(770)	(858)
Debt Service	(5,352)	(5,522)	(5,522)	(5,597)	(5,774)	(5,956)	(6,142)
<b><i>Total Expenditures</i></b>	<b>(7,715)</b>	<b>(9,359)</b>	<b>(9,359)</b>	<b>(8,688)</b>	<b>(9,208)</b>	<b>(9,476)</b>	<b>(9,750)</b>
<b><i>Ending Fund Balance</i></b>	<b>(4,353)</b>	<b>(4,881)</b>	<b>(7,166)</b>	<b>(9,139)</b>	<b>(11,632)</b>	<b>(14,393)</b>	<b>(17,428)</b>

## Fiber Leasing Fund (47010)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance				50	37	26	41
Accounting Adjustments							
<i>Beginning Unreserved Fund Balance</i>	-	-	-	50	37	26	41
<b><u>Revenues</u></b>							
Lease Revenues			-	150	150	150	150
Management Fees			-	15	15	15	15
Project Revenues			50	250	-	-	-
Miscellaneous Revenues <sup>1</sup>			50				
<i>Total Revenues</i>	-	-	100	415	165	165	165
<b><u>Expenditures</u></b>							
Lease Expenditures			-	(150)	(150)	(150)	(150)
Project Expenditures			(50)	(250)	-	-	-
Debt Service			-	(28)	(26)	-	-
<i>Total Expenditures</i>	-	-	(50)	(428)	(176)	(150)	(150)
<i>Ending Fund Balance</i>	-	-	50	37	26	41	56
<b><u>Reserves</u></b>							
<i>Total Reserves</i>	-	-	-	-	-	-	-
<i>Ending Unreserved Fund Balance</i>	-	-	50	37	26	41	56

<sup>1</sup> Initial loan from DoIT's operating fund (50410) authorized in 2012 by Ordinance 123931.

## Finance and Administrative Services Fund (50300)\*

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	19,417	13,154	37,272	26,543	17,856	17,856	17,854
Accounting Adjustments	7,453						
<b>Beginning Unreserved Fund Balance</b>	<b>26,870</b>	<b>13,154</b>	<b>37,272</b>	<b>26,543</b>	<b>17,856</b>	<b>17,856</b>	<b>17,854</b>
<b>Revenues</b>							
External - Revenue and Consumer Affairs	1,950	1,756	1,756	1,931	2,008	2,088	2,172
External - Animal Shelter	1,473	1,725	1,725	1,717	1,786	1,857	1,931
External - Facilities	3,124	2,322	2,322	2,610	2,714	2,823	2,936
External - Fleets	613	-	-	156	162	169	175
External - Other Misc	723	815	815	856	891	926	963
External - Parking	1,857	1,803	1,803	1,803	1,875	1,950	2,028
Grants	212	-	-	-	-	-	-
Interest	260	184	184	184	184	184	184
Interfund - Facilities	59,336	58,935	58,935	61,512	61,994	64,474	67,053
Interfund - Fleet	43,439	46,153	46,154	47,645	50,175	52,182	54,269
Interfund - Other Misc	25	53	53	126	131	136	142
Interfund - Parking	618	641	641	701	729	758	789
Interfund - Capital Development and Construction Management	2,942	3,858	3,858	4,208	4,376	4,551	4,734
Interfund - Risk Management	1,397	1,489	1,489	1,544	1,693	1,761	1,831
Interfund - Economics & Fiscal Management	2,030	1,987	1,987	2,067	2,266	2,357	2,452
Interfund - Financial Services	12,577	12,259	12,259	12,454	13,652	14,201	14,771
Interfund - Business Technology	8,413	9,197	9,197	11,018	13,498	13,983	14,488
Interfund - Revenue & Consumer Affairs	1,294	2,048	2,048	2,170	2,378	2,474	2,573
Interfund - Contracting & Purchasing Services	3,314	4,202	4,202	4,897	5,368	5,583	5,808
Interfund - Animal Shelter	2,410	2,045	2,045	2,315	2,408	2,504	2,604
Interfund - Office of Constituent Services	2,781	2,738	2,738	3,283	3,599	3,743	3,894
Interfund - Capital Improvements (CIP subfund 50390)**	2,580	3,500	3,500	5,859	3,720	3,742	3,500
<b>Total Revenues</b>	<b>153,368</b>	<b>157,710</b>	<b>157,711</b>	<b>169,056</b>	<b>175,607</b>	<b>182,446</b>	<b>189,297</b>
<b>Expenditures</b>							
Budget and Central Services	(3,898)	(4,418)	(4,379)	(4,606)	(4,790)	(4,982)	(5,181)
Facility Services	(63,609)	(64,704)	(64,422)	(66,587)	(67,312)	(70,005)	(72,805)
Fleet Services	(36,037)	(47,250)	(47,121)	(48,401)	(50,337)	(52,351)	(54,445)
Judgment and Claims	(362)	(186)	(186)	(223)	(232)	(241)	(251)
Capital Development and Construction Mgmt	(2,731)	(3,066)	(3,114)	(3,428)	(3,565)	(3,708)	(3,856)
Financial Services	(12,982)	(13,771)	(14,100)	(13,976)	(14,535)	(15,116)	(15,721)
Business Technology	(9,409)	(11,205)	(11,196)	(13,730)	(15,699)	(16,270)	(16,864)
Revenue and Consumer Protection	(2,467)	(3,341)	(3,298)	(3,670)	(3,817)	(3,969)	(4,128)
City Purchasing and Contracting Services	(2,947)	(3,752)	(3,919)	(4,618)	(4,803)	(4,995)	(5,195)
Seattle Animal Shelter	(2,992)	(3,240)	(3,220)	(3,407)	(3,543)	(3,685)	(3,832)
Office of Constituent Services	(2,661)	(2,744)	(2,720)	(3,129)	(3,254)	(3,384)	(3,520)

## Finance and Administrative Services Fund (50300) *cont'd*

	2012	2013	2013	2014	2015	2016	2017
Amounts in \$1,000s	Actuals	Adopted	Revised	Proposed	Projected	Projected	Projected
Capital Improvements*	(2,871)	(3,500)	(3,500)	(11,968)	(3,720)	(3,742)	(3,500)
Spending of non-fleet encumbrances			(3,157)				
Spending of fleets encumbrances			(4,108)				
<b>Total Expenditures</b>	<b>(142,966)</b>	<b>(161,177)</b>	<b>(168,440)</b>	<b>(177,743)</b>	<b>(175,607)</b>	<b>(182,448)</b>	<b>(189,298)</b>
<b>Ending Fund Balance</b>	<b>37,272</b>	<b>9,687</b>	<b>26,543</b>	<b>17,856</b>	<b>17,856</b>	<b>17,854</b>	<b>17,853</b>
<b>Reserves</b>							
Continuing Appropriations	3,157		-	-			
Fleets Acquisition Capital Reserve	21,512		17,404	17,404	17,404	17,404	17,404
Total Reserves	24,669	-	17,404	17,404	17,404	17,404	17,404
<b>Ending Unreserved Fund Balance</b>	<b>12,603</b>	<b>9,687</b>	<b>9,139</b>	<b>452</b>	<b>452</b>	<b>450</b>	<b>449</b>

### Notes:

\* Includes Subfunds 50310, 50320, 50330, 50345, 50355, 50365.

\*\*Budget authority is appropriated in the CIP. 2014 Proposed expenditures include use of \$3.5 million in Customer Requested Tenant Improvements, use of \$6.1 million of FAS fund balance in the for the Summit Upgrade CIP project, and use of \$2.3 million (to be billed by FAS to the Seattle Department of Transportation) in proceeds from the 2012 Seawall Bond Levy.

## Information Technology Fund (50410)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised <sup>1, 4</sup>	2014 Proposed	2015 Projected <sup>5</sup>	2016 Projected <sup>6</sup>	2017 Projected <sup>6</sup>
Beginning Fund Balance	44,489	19,464	26,058	18,985	23,585	15,189	17,214
Accounting Adjustments	(19,730)	0	0	0	0	0	0
<b>Beginning Unreserved Fund Balance</b>	<b>24,758</b>	<b>19,464</b>	<b>26,058</b>	<b>18,985</b>	<b>23,585</b>	<b>15,189</b>	<b>17,214</b>
<b>Revenues</b>							
Grant Revenues	1,466	-	890	-	-	-	-
Cable Fund Revenues	7,991	8,447	8,447	8,710	9,016	9,357	9,708
Non-City Agency Revenues	1,136	431	431	455	465	484	503
City Agency Revenues (non GF)	20,714	18,207	18,207	19,451	18,599	19,588	20,299
City Agency Revenues (GF)	16,232	19,051	19,051	20,409	20,155	21,140	21,906
Sources to be Specified/Projects/Rate Billings	1,132	4,943	4,943	5,411	16,064	14,507	15,069
Interest Earnings	257	-	-	-	-	-	-
Other <sup>2</sup>	-	-	(100)	(2,615)	(3,533)	-	-
Bond Proceeds <sup>3</sup>	-	2,625	2,625	32,370	11,150	563	-
<b>Total Revenues</b>	<b>48,927</b>	<b>53,704</b>	<b>54,494</b>	<b>84,191</b>	<b>71,916</b>	<b>65,638</b>	<b>67,485</b>
<b>Expenditures</b>							
Finance & Administration	(4,096)	(10,873)	(10,882)	(30,772)	(32,408)	(13,434)	(13,637)
Technology Leadership & Governance	(1,948)	(2,021)	(2,021)	(2,490)	(2,392)	(3,232)	(3,300)
Technology Infrastructure	(31,547)	(35,901)	(41,033)	(38,704)	(37,609)	(38,745)	(39,989)
Office of Electronic Communications	(6,911)	(7,325)	(7,632)	(7,624)	(7,905)	(8,201)	(8,509)
Debt Service	(3,126)	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>(47,628)</b>	<b>(56,120)</b>	<b>(61,567)</b>	<b>(79,590)</b>	<b>(80,313)</b>	<b>(63,613)</b>	<b>(65,435)</b>
<b>Ending Fund Balance</b>	<b>26,058</b>	<b>17,048</b>	<b>18,985</b>	<b>23,585</b>	<b>15,189</b>	<b>17,214</b>	<b>19,264</b>
<b>Reserves</b>							
Continuing Appropriation & Encumbrances	(628)	-	-	-	-	-	-
Radio and Video Reserves	(11,942)	(9,630)	(9,285)	(8,816)	(9,837)	(10,830)	(11,806)
Next Generation Data Center Reserves (NGDC) <sup>7</sup>				(10,433)			
Windows 7 Reserves	(926)						
Cash Float	(5,173)	(4,062)	(5,449)	(3,723)	(4,758)	(4,338)	(4,502)
<b>Total Reserves</b>	<b>(18,669)</b>	<b>(13,692)</b>	<b>(14,734)</b>	<b>(22,973)</b>	<b>(14,596)</b>	<b>(15,168)</b>	<b>(16,308)</b>
<b>Ending Unreserved Fund Balance</b>	<b>7,388</b>	<b>3,356</b>	<b>4,251</b>	<b>613</b>	<b>593</b>	<b>2,047</b>	<b>2,956</b>

### Assumptions:

<sup>1</sup> Supplemental appropriations and abandonments are incorporated into the expenditure lines

<sup>2</sup> Anticipated customer rebates

<sup>3</sup> Anticipated bond funding for CIP

<sup>4</sup> Includes carry forwards/encumbrances in expenditure lines

<sup>5</sup> Assumes 2.2% growth adjusted for one time revenues and expenditures

<sup>6</sup> Assumes 4% growth adjusted for one time revenues and expenditures

<sup>7</sup> Includes bonds sold for NGDC in 2014 and anticipated customer rebates to offset increased costs during transition period

## Fire Pension Fund (60200)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	10,877	11,011	13,007	13,496	13,594	12,064	10,535
Accounting Adjustments	64						
<b><i>Beginning Unreserved Fund Balance</i></b>	<b>10,941</b>	<b>11,011</b>	<b>13,007</b>	<b>13,496</b>	<b>13,594</b>	<b>12,064</b>	<b>10,535</b>
<b><u>Revenues</u></b>							
General Subfund	18,875	18,273	18,273	18,048	17,899	18,041	20,061
Fire Insurance Premium Tax	841	985	911	948	1,030	1,051	1,072
Medicare Rx Subsidy Refund	712	325	325	325	325	325	325
Actuarial Account Interest	93	96	96	97	98	99	100
<b><i>Total Revenues</i></b>	<b>20,521</b>	<b>19,679</b>	<b>19,605</b>	<b>19,418</b>	<b>19,353</b>	<b>19,516</b>	<b>21,558</b>
<b><u>Expenditures</u></b>							
Death Benefits	(16)	(15)	(15)	(15)	(15)	(15)	(15)
Medical Benefits Paid	(9,471)	(10,700)	(10,700)	(10,700)	(12,250)	(12,500)	(13,000)
Pension Benefits Paid	(8,329)	(8,700)	(7,800)	(8,000)	(8,000)	(7,900)	(7,800)
Administration	(639)	(602)	(602)	(605)	(618)	(630)	(642)
<b><i>Total Expenditures</i></b>	<b>(18,454)</b>	<b>(20,017)</b>	<b>(19,117)</b>	<b>(19,320)</b>	<b>(20,883)</b>	<b>(21,045)</b>	<b>(21,457)</b>
<b><i>Ending Fund Balance</i></b>	<b>13,007</b>	<b>10,674</b>	<b>13,496</b>	<b>13,594</b>	<b>12,064</b>	<b>10,535</b>	<b>10,635</b>
<b><u>Reserves</u></b>							
Contingency Reserve	(500)	(500)	(500)	(500)	(500)	(500)	(500)
Actuarial Account	(9,643)	(9,740)	(9,740)	(9,837)	(9,936)	(10,035)	(10,135)
Rate Stabilization Reserve	(868)	(434)	(3,256)	(3,256)	(1,628)	-	2
<b><i>Total Reserves</i></b>	<b>(11,011)</b>	<b>(10,674)</b>	<b>(13,496)</b>	<b>(13,594)</b>	<b>(12,064)</b>	<b>(10,535)</b>	<b>(10,635)</b>
<b><i>Ending Unreserved Fund Balance</i></b>	<b>1,996</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1)</b>	<b>(1)</b>	<b>-</b>

**Notes:** The Firefighters' Pension Fund is composed of a Contingency Reserve and the Actuarial Account Balance. City Financial Policy specifies a target fund balance of \$500,000 in the Contingency Reserve. Prior to the 2013 Proposed Budget, these two fund reserves were not shown separately.



## Police Pension Fund (60400)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	3,746	1,868	4,298	1,714	1,714	1,107	500
Accounting & Technical Adjustments	54						
<b>Beginning Unreserved Fund Balance</b>	<b>3,800</b>	<b>1,868</b>	<b>4,298</b>	<b>1,714</b>	<b>1,714</b>	<b>1,107</b>	<b>500</b>
<b>Revenues</b>							
General Subfund	20,187	18,987	18,987	20,716	20,124	20,383	21,250
Police Auction Proceeds	95	116	116	117	119	122	124
<b>Total Revenues</b>	<b>20,282</b>	<b>19,103</b>	<b>19,103</b>	<b>20,833</b>	<b>20,243</b>	<b>20,505</b>	<b>21,374</b>
<b>Expenditures</b>							
Death Benefits	(10)	(15)	(15)	(15)	(15)	(15)	(15)
Medical Benefits Paid	(11,833)	(12,500)	(12,500)	(12,750)	(12,750)	(13,000)	(13,250)
Pension Benefits Paid	(7,411)	(6,715)	(8,615)	(7,500)	(7,500)	(7,500)	(7,500)
Administration	(530)	(557)	(557)	(568)	(586)	(597)	(609)
<b>Total Expenditures</b>	<b>(19,784)</b>	<b>(19,787)</b>	<b>(21,687)</b>	<b>(20,833)</b>	<b>(20,851)</b>	<b>(21,112)</b>	<b>(21,374)</b>
<b>Ending Fund Balance</b>	<b>4,298</b>	<b>1,184</b>	<b>1,714</b>	<b>1,714</b>	<b>1,107</b>	<b>500</b>	<b>500</b>
<b>Reserves</b>							
Contingency Reserve	(500)	(500)	(500)	(500)	(500)	(500)	(500)
Rate Stabilization Reserve	(1,368)	(684)	(1,214)	(1,214)	(607)	-	-
<b>Total Reserves</b>	<b>(1,868)</b>	<b>(1,184)</b>	<b>(1,714)</b>	<b>(1,714)</b>	<b>(1,107)</b>	<b>(500)</b>	<b>(500)</b>
<b>Ending Unreserved Fund Balance</b>	<b>2,430</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>

## Municipal Arts Fund (62600)

Amounts in \$1,000s	2012 Actuals	2013 Adopted	2013 Revised	2014 Proposed	2015 Projected	2016 Projected	2017 Projected
Beginning Fund Balance	6,880	5,758	6,575	4,525	4,884	4,655	4,330
Accounting Adjustments	0	0	0	0	0	0	0
<b>Revised Beginning Fund Balance</b>	6,880	5,758	6,575	4,525	4,884	4,655	4,330
<b>Revenues</b>							
State Grant	0	0	0	0	0	0	0
Public Art Management Fees	201	186	186	186	190	194	197
Interest Earnings	57	70	70	70	71	73	74
Interest Increase / (Decrease)	10	0	0	0	0	0	0
1% for Art Revenues	2,215	2,149	2,149	3,086	2,500	2,200	2,200
Miscellaneous Revenues	10	9	9	9	9	9	10
<b>Total Revenues</b>	2,493	2,414	2,414	3,351	2,770	2,476	2,481
<b>Expenditures</b>							
Public Art Program	(2,798)	(2,450)	(2,450)	(2,992)	(3,000)	(2,800)	(2,500)
Encumbrances/Carryforward			(533)				
Supplemental			(1,481)				
<b>Total Expenditures</b>	(2,798)	(2,450)	(4,464)	(2,992)	(3,000)	(2,800)	(2,500)
<b>Ending Fund Balance</b>	6,575	5,723	4,525	4,884	4,655	4,330	4,312
<b>Reserves</b>							
<b>Total Reserves</b>	0	0	0	0	0	0	0
<b>Ending Unreserved Fund Balance</b>	6,575	5,723	4,525	4,884	4,655	4,330	4,312

### **Cost Allocation Tables:**

These tables provide information about how the City allocates internal service costs (i.e. overhead provided by City agencies to other City agencies) to customer agencies.

# Cost Allocation

## Central Service Departments and Commissions - 2014 Cost Allocation Factors

Central Service Department	Cost Allocation Factor
Office of Arts and Culture	Negotiated MOA*
City Auditor	2010 and 2011 audit hours by department
Civil Service Commission	2007-2011 number of cases by department
Mayor's Office	100% General Fund or by MOA*
Office of Civil Rights	2010-2011 cases filed by department
Office of Intergovernmental Relations	Staff time and assignments by department
Office of Sustainability and Environment	2012 Work Plan
Department of Finance and Administrative Services and City Budget Office	Various factors and allocations. See Appendix B(1) and Appendix B(2) for details on services, rates, and methodologies.
Department of Information Technology	Various factors and allocations. See Appendix B(3) for details on services, rates, and methodologies.
Law Department	2009 hours by department for Civil Division; Public and Community Safety Division is charged 100% to the General Fund. Administration BCL is split between Civil and Criminal and allocated accordingly.
Legislative Department	City Clerk's Office based on number of Legislative items; Central Staff and Legislative Assistants on assignments; City Council 100% General Fund or by MOA.*
Department of Neighborhoods	Customer Service Bureau estimate by staff time.
Personnel Department	Various factors and allocations. See Appendix B(4) for details on services, factors, and methodologies.
State Examiner (State Auditor)	75% by Summit rows of data; 25% by 2011 authorized actual FTEs
Emergency Management	2011 actual expenditure dollar spread

\*Memorandum of Agreement (MOA) on charges

# Cost Allocation

## Department of Finance and Administrative Services Billing Methodologies – B(1)

Service Provider	Org	Service Provided	Billing Methodology	Billing Method
<b>Fleet Management Division</b>				
Vehicle Leasing	A2212	<ul style="list-style-type: none"> <li>Vehicles owned by, and leased from, Fleet Services</li> <li>Vehicles owned directly by Utility Departments</li> </ul>	<ul style="list-style-type: none"> <li>Calculated rate per month per vehicle based on three lease-rate components: 1) vehicle replacement; 2) routine maintenance; and 3) overhead.</li> <li>Charge for overhead only as outlined in MOUs with Utilities.</li> </ul>	Fleets rates.
Motor Pool	A2213	Daily or hourly rental of City Motor Pool vehicles.	Actual vehicle usage by department per published rates. Rates vary by vehicle type and are based on time usage, with a set minimum and maximum daily charge.	Direct bill.
Vehicle Maintenance	A2221	<ul style="list-style-type: none"> <li>Vehicle Maintenance labor.</li> <li>Vehicle parts and supplies.</li> </ul>	<ul style="list-style-type: none"> <li>Actual maintenance service hours, not included in the routine maintenance component of the Lease Rate (above). Billed at an hourly rate.</li> <li>Actual vehicle parts and supplies, used in vehicle maintenance services, and not included in the routine maintenance component of the Lease Rate (above). Billed at cost plus a percentage mark-up.</li> </ul>	Direct bill.
Vehicle Fuel	A2232	Vehicle fuel from City-operated fuel sites or private vendor sites through the Voyager Fuel Card program.	Actual gallons of fuel pumped, billed at cost plus per-gallon mark-up.	Direct bill.
<b>Facility Services</b>				
Property Management Services	A3322	Office & other building space.	Property Management Services for City-owned buildings.	Space rent rates.
Property Management Services	A3322	Leased spaces.	Service agreements with commercial tenants, building owners and/or affected departments.	Direct bill.
Real Estate Services	A3322	Real estate transactions including acquisitions, dispositions, appraisals, etc.	Applicable operating costs based on staff time per customer department.	Cost Allocation to Relevant Funds.
Facilities Maintenance	A3323	Crafts Services: Plumbing, carpentry, HVAC, electrical, painting.	<ul style="list-style-type: none"> <li>Regular maintenance costs included in office space rent and provided as part of space rent.</li> <li>Non-routine services charged directly to service user(s) at an hourly rate.</li> </ul>	Space rent rates; direct bill.
Janitorial Services	A3324	Janitorial services.	Janitorial services included in rate charges for the downtown core campus buildings.	Space rent rates.
Parking Services	A3340	Parking services.	Monthly parking costs for City vehicles are charged to department based on actual use. Hourly parking vouchers are sold to departments in advance of use, as requested. Vouchers for private tenants and personal vehicles of City staff are sold on monthly and hourly bases, as requested.	Direct bill; direct purchase
Warehousing Services	A3342	<ul style="list-style-type: none"> <li>Surplus service</li> <li>Records storage</li> </ul>	<ul style="list-style-type: none"> <li>Commodity type, weighting by effort and time</li> </ul>	Cost Allocation to all City

# Cost Allocation

Service Provider	Org	Service Provided	Billing Methodology	Billing Method
		<ul style="list-style-type: none"> <li>Material storage</li> <li>Paper procurement</li> </ul>	<ul style="list-style-type: none"> <li>Cubic feet and retrieval requests</li> <li>Number of pallets used/stored</li> <li>Paper usage by weight</li> </ul>	Departments
Distribution Services	A3343	<ul style="list-style-type: none"> <li>U.S. Mail delivery</li> <li>Interoffice mail, special deliveries</li> </ul>	<ul style="list-style-type: none"> <li>Sampling of pieces of mail delivered to client.</li> <li>Volume, frequency, and distance of deliveries</li> </ul>	Cost Allocation to Departments and the General Fund
<b>Technical Services</b>				
Capital Development and Construction Management	A3311	<ul style="list-style-type: none"> <li>Project management</li> <li>Space planning and design</li> <li>Move coordination</li> </ul>	<ul style="list-style-type: none"> <li>Project management hours billed at prevailing hourly rate, determined by dividing division revenue requirement by annual forecast of project management billable hours.</li> </ul>	Direct bill
<b>Financial Services</b>				
Economics and Forecasting	A4501	City economic forecasting	Allocation to General Fund and Health Care Subfund.	Interfund transfer
Fiscal and Policy Management	A4502	City financial policy and planning	Allocation to General Fund and other applicable funds.	Interfund transfer
Debt Management	A4503	Debt financing for the City	Allocation based on historical number of bond sales	Cost Allocation to General Fund, SCL, SPU
Citywide Accounting/Payroll	A4511 A4512 A4513	<ul style="list-style-type: none"> <li>Citywide accounting services.</li> <li>Citywide payroll</li> </ul>	<ul style="list-style-type: none"> <li>Percent of staff time by department</li> <li>Percent of staff time per department, with Payroll and Pension time allocated to departments based on FTEs and retirement checks, respectively.</li> </ul>	Cost Allocation to Six Funds
Applications	A4522	Maintain and develop City business applications	Project and staff assignments.	Cost Allocation to Six Funds, DoIT and FAS.
Summit	A4523	Maintain and develop the City-wide financial management system	System data rows used by customer department.	Cost Allocation to Six Funds.
Human Resource Information System (HRIS)	A4524	Maintain and develop the City's personnel management system	Department share of total number of regular paychecks and retirement checks.	Cost Allocation to Six Funds
Consumer Protection	A4531	<ul style="list-style-type: none"> <li>Verify accuracy of commercial weighing and measuring devices</li> <li>Enforcement of taxicab, for-hire vehicle and limousine industries.</li> </ul>	External fee revenue; General Fund support	External fees.
Regulatory Enforcement	A4536	Collection and enforcement of City taxes and license fees.	External fee revenue; General Fund support.	Interfund transfer
Business Licensing and Tax Administration	A4537 A4538	Administration, audit, and customer service for City tax codes and regulatory licenses	100% General Fund.	Interfund transfer
Contracting Services	A4541	<ul style="list-style-type: none"> <li>Provide contracting support and administration.</li> <li>Women and minority business development.</li> <li>Social equity monitoring and contract compliance.</li> </ul>	<ul style="list-style-type: none"> <li>Percent share based on total number of awarded public works contracts Contract Awards (50%) and dollar amount of Contract Awards (50%).</li> <li>General Fund support.</li> </ul>	Cost Allocation to CIP Departments and General Fund
Purchasing Services	A4542	Provide centralized procurement services and	Percent share by department based on total number of Purchase Orders issued (50%) and Blanket Contract and Purchase Order	Cost Allocation to Six Funds

# Cost Allocation

Service Provider	Org	Service Provided	Billing Methodology	Billing Method
		coordination	spending (50%).	
Treasury Operations	A4581	Bank reconciliation, Warrant issuance	Percent share by department based on staff time.	Cost Allocation to Six Funds
Investments	A4582	Investment of City funds	Percent share by department of annual investment earnings through the Citywide Investment Pool.	Cost Allocation to Six Funds
Remittance Processing	A4583	Processing of mail and electronic payments to Cash Receipt System	Percent share by department based on total number of weighted transactions.	Cost Allocation to General Fund, SCL, SPU
Risk Management and Claims Processing	A4591 A4592	Claims processing; liability claims and property/casualty program management; loss prevention/ control and contract review	Percent share by department based on number of claims filed (50%) and amount of claims/settlements paid (50%) (five-year period).	Cost Allocation to Six Funds
<b>Seattle Animal Shelter</b>				
Seattle Animal Shelter	A5511 A5512	Animal care and animal control enforcement; spay and neuter services to the public.	External fees; General Fund.	Interfund transfer.
<b>Office of Constituent Services</b>				
Constituent Services	A6511	Service delivery and policy analysis, public disclosure response	Number of constituent contacts (inquiries, complaints, requests for service)	Cost Allocation to Six Funds
Customer Service Bureau	A6512	Provide information to constituents in response to inquiry or complaint	Number of constituent contacts (inquiries, complaints, requests for service)	Cost Allocation to Six Funds
Neighborhood Payment and Information Services	A6513	Payment and information services to residents (utility bills, pet licenses, traffic tickets, passports, City employment)	Percentage share by department of transaction type.	Cost Allocation to General Fund, SCL, SPU

## Central Budget Office Cost Allocation Methodologies – B(2)

Service Provider	Org	Service Provided	Billing Methodology
<b>Central Budget Office</b>			
Central Budget Office	CZ615	City financial policies, planning, budget, and controls	Staff time and assignments

# Cost Allocation

## Department of Information Technology (DoIT) Cost Allocation Methodologies – B(3)

Program	Org	Allocation Formula	Departments Affected
Data Backbone	D3308	Percent of actual expenditures	Six funds
Internet Services	D3308	Percent of actual expenditures	Seven funds
Data Network Services	D3308	Billed on use of port and WiFi services: port connection charge for all central campus offices except SCL and SPL; WiFi charges for all departments	All departments except SPL
Enterprise Computing Services	D3301	Allocated to customer departments based on pages printed, number of operating systems, number of batch jobs, number of gigabytes, number of units of cabinet storage, number of physical servers, number of virtual servers, number of web applications, number of CPUs, and number of SharePoint site collections.  Citrix services billed based on number of Citrix accounts	All departments
Messaging, Collaboration, and Directory Services	D3302	Allocated to customer departments based on number of email addresses.  Mobile device (smart phones, etc.) support billed based on number of devices.	All departments except SPL
Technical Support Services (Desktops)	D3304	Allocated to customer departments based on number of desktops and printers	Participants
Service Desk	D3310	Allocated to customer departments based on number of email addresses	Participants
Telephone System Services	D3305	Core landline services allocated to customer departments based on number of extensions; misc. services and IVR/Call Center services funded based on usage/rates	Telephone Rates: All departments IVR: Participants
Cellular and Wireless Charges	D3305	Airtime and equipment charges for cell phones and wireless modems based on actual usage and billing from carriers.	Participants
Radio Network	D3306	Radio network access fee and reserves; monthly charge for pagers	Access fee: Participants Monthly lease charge: Participants
Communications Shop	D3307	Historical usage	Police, Fire, SPU, Seattle Center; other departments may select this service
Telecommunications Engineering & Project Management	D3311	Labor Rates	Optional
Citywide Web Team	D4401	Percent of actual expenditures	Six funds (including Cable Fund)
Community Technology	D4403	Cable Subfund	Constituents



## Cost Allocation

Program	Org	Allocation Formula	Departments Affected
Office of Cable Communications	D4402	Cable Subfund	Constituents
Seattle Channel	D4404	Cable Subfund	Constituents
Technology Leadership and Enterprise Planning	D2201	Percent of actual expenditures	Seven funds
Project Management Center of Excellence	D2201	Percent of actual expenditures	Seven funds
Project Management Project Support	D2201	Percent of actual expenditures	Seven funds
Department Management, including Vendor and Contract Management	D1101	Allocated to DoIT services based on each service's budget	All users of DoIT services
Office 365, Windows 7	D1102	Number of licenses; Number of licenses and percent of actual expenditures	All departments except SPL ; Six funds
Next Generation Data Center	D1101 & D1102	Percent of actual expenditures	Six funds
Electronic Records Management System	D1102	Percent of actual expenditures	Six funds

# Cost Allocation

## Personnel Department Cost Allocation Methodologies – B(4)

Service Provider	Org	Service Provided	Billing Methodology
Commercial Driver's Licenses	N1230	<ul style="list-style-type: none"> <li>CDL administration</li> </ul>	# of CDLs by Department
Alternative Dispute Resolution	N1145	<ul style="list-style-type: none"> <li>Mediation and facilitation</li> <li>Conflict resolution training</li> </ul>	2012 Adopted Budget FTEs
Police and Fire Examinations	N1150	Administer exams for potential fire and police candidates	General Fund allocation
Training Development and EEO (TDE)	N1160	<ul style="list-style-type: none"> <li>Administer employee training and recognition programs</li> <li>Consulting</li> </ul>	2012 Adopted Budget FTEs
Employment	N1190	<ul style="list-style-type: none"> <li>Recruit for open positions</li> </ul> Provide policy guidance for Citywide personnel issues	2012 Adopted Budget FTEs
Employment	N1190	Talent Management System	Number of Users
Benefit Administration	N1240	Administer Citywide health care insurance programs	2012 Adopted Budget FTEs
Director's Office	N1315	Provide policy guidance for Citywide personnel issues	2012 Adopted Budget FTEs
Information Management	N1360	Maintain Citywide personnel information	2012 Adopted Budget FTEs
Contingent Workforce Program	N1370	Administer temporary, work study, and intern programs	2012 Adopted Budget FTEs
Financial Services, Budget, Finance & Accounting	N1350	Provide finance, budget, and accounting and other internal services	2012 Adopted Budget FTEs
Classification and Compensation	N1430	<ul style="list-style-type: none"> <li>Design and maintain classification and pay programs</li> <li>Determine City position titles</li> </ul>	Number of Job Classifications
Labor Relations	N1440	<ul style="list-style-type: none"> <li>Administer labor statutes</li> <li>Negotiate and administer collective bargaining agreements and MOUs</li> </ul>	Number of Represented Positions
Deferred Compensation	N1220	Administer deferred compensation (457 Retirement Plan) for City employees.	Service fee charged to program participants.
Industrial Insurance (Safety and Workers' Compensation)	N1230, N1250, and N1350	Collaborate with the Washington State Department of Labor and Industries; manage medical claims, time loss, preventative care, and workplace safety programs.	Supported by the Industrial Insurance Subfund, billing is based on actual usage and pooled costs are based on three years of historical usage/data.

# Cost Allocation

## Central Service Cost Allocations by paying funds – Informational Only

These transfers reflect reimbursements for general government work performed on behalf of certain revenue generating departments.

	2013 Adopted	2014 Endorsed	2014 Proposed
City Budget Office	1,444,032	1,486,618	1,690,995
Personnel	4,019,389	4,154,184	4,499,113
MISC	15,263,671	15,788,851	15,791,060
<b>Total Interfund Transfers</b>	<b>20,727,093</b>	<b>21,429,653</b>	<b>21,981,168</b>
<b>Interfund Transfers to City Budget Office (CBO)</b>			
Seattle City Light	375,448	386,521	439,659
Seattle Public Utilities	375,448	386,521	439,659
Seattle Department of Transportation	375,448	386,521	439,659
Department of Planning Development	173,284	178,394	202,919
Retirement	144,403	148,662	169,100
<b>Total Interfund Transfers to CBO</b>	<b>1,444,032</b>	<b>1,486,618</b>	<b>1,690,995</b>
<b>Intefund Transfers to Personnel</b>			
Seattle City Light	1,805,567	1,865,807	2,024,216
Seattle Public Utilities	1,204,417	1,244,516	1,367,691
Seattle Department of Transportation	685,110	708,343	771,688
Department of Planning Development	304,650	315,194	315,194
Retirement	19,645	20,324	20,324
<b>Total Interfund Transfers to Personnel</b>	<b>4,019,389</b>	<b>4,154,184</b>	<b>4,499,113</b>
<b>Miscellaneous Interfund Transfers</b>			
Seattle City Light	4,074,638	4,224,440	4,224,440
Seattle Public Utilities	4,367,980	4,520,159	4,520,159
Seattle Department of Transportation	4,095,791	4,228,187	4,230,397
Department of Planning Development	2,561,589	2,647,068	2,647,068
Retirement	163,674	168,996	168,996
<b>Total Miscellaneous Interfund Transfers</b>	<b>15,263,671</b>	<b>15,788,851</b>	<b>15,791,060</b>



## Glossary

**Appropriation:** A legal authorization granted by the City Council, the City's legislative authority, to make expenditures and incur obligations for specific purposes.

**Biennial Budget:** A budget covering a two-year period. Under state law, a biennium begins with an odd-numbered year.

**Budget - Adopted and Proposed:** The Mayor submits to the City Council a recommended expenditure and revenue level for all City operations for the coming fiscal year as the Proposed Budget. When the City Council agrees upon the revenue and expenditure levels, the Proposed Budget becomes the Adopted Budget, funds are appropriated, and legal expenditure limits are established.

**Budget - Endorsed:** The City of Seattle implements biennial budgeting through the sequential adoption of two one-year budgets. When adopting the budget for the first year of the biennium, the Council endorses a budget for the second year. The Endorsed Budget is the basis for a Proposed Budget for the second year of the biennium, and is reviewed and adopted in the fall of the first year of the biennium.

**Budget Control Level:** The level at which expenditures are controlled to meet State and City budget law provisions.

**Capital Improvement Program (CIP):** Annual appropriations from specific funding sources are shown in the City's budget for certain capital purposes such as street improvements, building construction, and some kinds of facility maintenance. These appropriations are supported by a six-year allocation plan detailing all projects, fund sources, and expenditure amounts, including many multi-year projects that require funding beyond the one-year period of the annual budget. The allocation plan covers a six-year period and is produced as a separate document from the budget document.

**Chart of Accounts:** A list of expenditure, revenue, and other accounts describing and categorizing financial transactions.

**Community Development Block Grant (CDBG):** A U.S. Department of Housing and Urban Development (HUD) annual grant to Seattle and other local governments to support economic development projects, human services, low-income housing, and services in low-income neighborhoods.

**Comprehensive Annual Financial Report of the City (CAFR):** The City's annual financial statement prepared by the Department of Executive Administration.

**Cost Allocation:** Distribution of costs based on some proxy for costs incurred or benefits received.

**Cumulative Reserve Subfund (CRS):** A significant source of ongoing local funding to support capital projects in general government departments. The CRS consists of two accounts: the Capital Projects Account and the Revenue Stabilization Account. The Capital Projects Account has six subaccounts: REET I, REET II, Unrestricted, South Lake Union Property Proceeds, Asset Preservation Subaccount - Fleets and Facilities, and the Street Vacation Subaccount. The Real Estate Excise Tax (REET) is levied on all sales of real estate, with the first .25% of the locally imposed tax going to REET I and the second .25% to REET II. State law specifies how each REET can be spent.

**Debt Service:** Annual principal and interest payments the City owes on money it has borrowed.

**Errata:** Adjustments, corrections, and new information sent by departments through the Department of Finance to the City Council during the Council's budget review as an adjunct to the Mayor's Proposed Budget. The purpose is to adjust the Proposed Budget to reflect information not available upon submittal and to correct inadvertent errors.

# Glossary

**Full-Time Equivalent (FTE):** A term expressing the amount of time for which a position has been budgeted in relation to the amount of time a regular, full-time employee normally works in a year. Most full-time employees (1.00 FTE) are paid for 2,088 hours in a year (or 2,096 in a leap year). A position budgeted to work half-time for a full year, or full-time for only six months, is 0.50 FTE.

**Fund:** An accounting entity with a set of self-balancing revenue and expenditure accounts used to record the financial affairs of a governmental organization.

**Fund Balance:** The difference between the assets and liabilities of a particular fund. This incorporates the accumulated difference between the revenues and expenditures each year.

**General Fund:** A central fund into which most of the City's general tax revenues and discretionary resources are pooled, and which is allocated to support many of the operations of City government. Beginning with the 1997 Adopted Budget, the General Fund was restructured to encompass a number of subfunds, including the General Fund Subfund (comparable to the "General Fund" in prior years) and other subfunds designated for a variety of specific purposes. These subfunds are listed and explained in more detail in department chapters, as well as in the Funds, Subfunds, and Other section of the budget document.

**Grant-Funded Position:** A position funded 50% or more by a categorical grant to carry out a specific project or goal. Seattle Municipal Code 4.04.030 specifies that "categorical grant" does not include Community Development Block Grant funds, nor any funds provided under a statutory entitlement or distribution on the basis of a fixed formula including, but not limited to, relative population.

**Neighborhood Matching Subfund (NMF):** A fund supporting partnerships between the City and neighborhood groups to produce neighborhood-initiated planning, organizing, and improvement projects. The City provides a cash match to the community's contribution of volunteer labor, materials, professional services, or cash. The NMF is administered by the Department of Neighborhoods.

**Operating Budget:** That portion of a budget dealing with recurring expenditures such as salaries, electric bills, postage, printing, paper supplies, and gasoline.

**Position/Pocket Number:** A term referring to the title and unique position identification number assigned to each position authorized by the City Council through the budget or other ordinances. Positions may have a common title name, but each position has its own unique identification number assigned by the Records Information Management Unit of the Personnel Department at the time position authority is approved by the City Council. Only one person at a time can fill a regularly budgeted position. An exception is in the case of job-sharing, where two people work part-time in one full-time position.

**Program:** A group of services within a department, aligned by common purpose.

**Reclassification Request:** A request to change the job title or classification for an existing position. Reclassifications are subject to review and approval by the Classification/Compensation Unit of the Personnel Department and are implemented upon the signature of the Personnel Director, as long as position authority has been established by ordinance.

**Reorganization:** Reorganization refers to changes in the budget and reporting structure within departments.

**SUMMIT:** The City's central accounting system managed by the Department of Executive Administration.

**Sunsetting Position:** A position funded for only a specified length of time by the budget or enabling ordinance.

**TES (Temporary Employment Service):** A program managed by the Personnel Department. TES places temporary workers in departments for purposes of filling unanticipated, short-term staffing needs, such as vacation coverage, positions vacant until a regularly-appointed hire is made, and special projects.

**Type of Position:** There are two types of budgeted positions. They are identified by one of the following characters: **F** for Full-Time or **P** for Part-Time.

## Glossary

- **Regular Full-Time** is defined as a position budgeted for 2,088 compensated hours per year, 40 hours per week, 80 hours per pay period, and is also known as one full-time equivalent (FTE).
- **Regular Part-Time** is defined as a position designated as part time, and requiring an average of 20 hours or more, but less than 40 hours of work per week during the year. This equates to an FTE value of at least 0.50 and no more than 0.99.